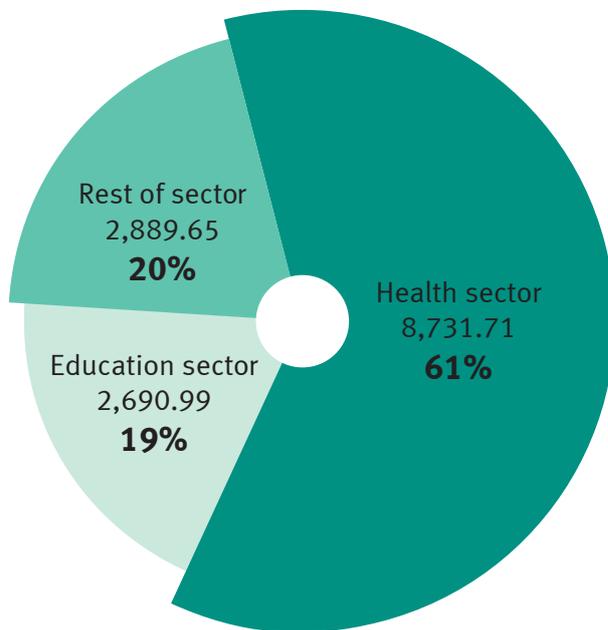


# Executive leadership and capability

The public sector, like all large, high performing organisations, employs a cohort of employees to provide leadership and management to the sector and its people.

This cohort is identified by employees earning salaries of more than \$129,000 per annum, and includes both executives and technical experts.

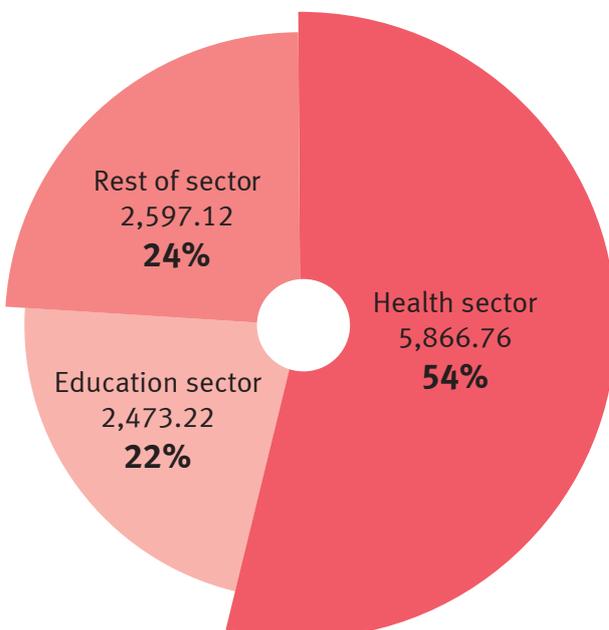
FTE employees earning senior executive salaries by sector — June 2018



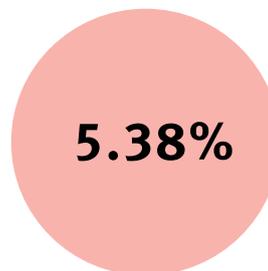
% of total sector workforce who earn senior executive salaries:



FTE employees earning senior executive salaries by sector — June 2015



% of total sector workforce who earn senior executive salaries:



**In 2018, of the total number of employees earning senior executive salaries:**



**0.89%**

identify as Aboriginal and Torres Strait Islander peoples (**0.93% in 2015**)



**2.25%**

identify as people with a disability (**2.97% in 2015**)



**13.72%**

identify as being from a non-English speaking background (**13.09% in 2015**)



**46.56%**

are women (**41.06% in 2015**)

**The majority of employees earning senior executive salaries are employed in health services, with the remaining proportion split almost evenly between education services and all other agencies.**

The increase in the total cohort since 2015 is largely due to significant growth of employees earning senior executive salaries in health services.

Due to the technical and professional nature of this service area, this figure includes positions such as senior medical officer, senior dentist and nurse practitioner, through to leadership roles including heads of department and hospital chief executives.

The public sector has an ongoing focus on strengthening and driving high quality leadership, and ensuring diversity across the leadership cohort.

While the senior executive cohort is a reasonably diverse workforce, there is under representation of employees earning senior executive salaries identifying as Aboriginal and Torres Strait Island peoples, and those with disability.

The sector has committed to ensuring women make up 50% of employees earning senior executive salaries by 2022, recognising that equal gender representation in leadership is required to:

- tackle increasingly challenging and complex problems through increased diversity of thought
- reduce the gap of gender inequality over the employee life-cycle
- encourage an ongoing pipeline of female leadership talent through visible representation.

The sector is on track to meet or exceed its goal of 50% representation by continued focused on:

- supporting women at middle management levels to aspire to leadership positions
- making workplaces as flexible and supportive of flexibility as possible, to ensure executive positions are more desirable for women.

The sector's aim is that increased focus on inclusion and diversity across the workforce will drive increased representation at all levels. While diversity exists across the senior executive cohort, continued focus on ensuring leaders reflect the make-up of the broader workforce and community is required.





**Our employees' perceptions:**

**50%**  
say the leadership in their organisation is of high quality (50% in 2015)

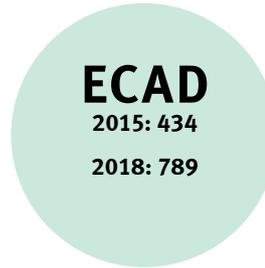


**49%**  
say the management in their organisation models the behaviour expected of all employees (51% in 2015)



**52%**  
say the leadership in their organisation operates with a high level of integrity (53% in 2015)

Participation in leadership capability and development assessments have increased since 2015, with Leaders capability assessment development (LCAD) participants tripling and Executive capability assessment development (ECAD) participants doubling over time.



**Of 1180 attendees at 27 events:**



**Effective leadership is an important driver of workplace commitment, success and engagement, and is critical to a high performing public sector.**

Employee perceptions of the quality of leadership in the sector are generally consistent year on year.

There remains an opportunity to continue to build on this strong foundation, as organisations with a focus on leadership and leadership development are synonymous with cultures of accountability and performance.

The sector will continue to measure employees' perceptions of leadership and hold leaders to account for their performance. At the same time, leaders will be supported to continue building their capability and leadership skills to address new and emerging challenges.

**Participation in leadership development is increasing across the sector.**

While it is important that the public sector attracts and recruits the right leaders, it is equally important to ensure the continuous improvement of sector leaders. This will ensure they are able to adapt to contemporary challenges and ever-changing environments.

Over the past few years there has been an increasing number of leaders participating in leadership capability assessment, which supports targeted development opportunities.

Maintaining this commitment, through the central delivery of leadership assessment, development and capability building is critical to building the leadership talent pipeline.

In order to deliver services in increasingly complex environments, and meet the varied needs of Queenslanders, public sector leaders must work together across traditional departmental boundaries. Increasingly, building leadership capability in collaborative ways of working will be the sector's focus.



## Central delivery of leadership assessment, development and capability building

**Building and supporting leaders and ensuring there is a depth of leadership talent to meet current and future workforce challenges is vital for the sector.**

To deliver on this, the [Leadership competencies for Queensland](#) has been developed to describe what highly effective, everyday leadership looks like, and provide a common understanding of the foundations for success.

The framework is applicable to all employees, and is based on building leaders at all levels.

To complement the competencies framework, the Commission coordinates central investment in executive capability assessment through the LEAD4QLD leadership, excellence, assessment and development tool. This tool provides the sector with longitudinal evidence to track executive development and capability building.

## Leading together through collaborative governance

**Delivering on key government priorities requires leaders to work together across departmental boundaries.**

In addition to maximising existing relationships and networks to ensure joined-up policy development and service delivery, the sector is developing new approaches to collaborative governance to support the realisation of cross-government objectives.

To deliver on Queensland Government's [Our Future State: Advancing Queensland's Priorities](#), cluster groups of senior executives have been created to embody new ways of working and lead responses to complex challenges. Similarly, there is an increased focus on shaping integrated, place-based responses to achieve better outcomes in the context of unique communities.

As a result, building leadership capability in collaboration and providing targeted support to enable effective relationships and realisation of targets is an ongoing focus for the sector.