Best practice guide for executive recruitment and selection

Version 1.1
18 October 2013
## Version History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Description</th>
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<tr>
<td>1</td>
<td>1 August 2013</td>
<td>Final version placed on Public Service Commission (PSC) website</td>
</tr>
<tr>
<td>1.1</td>
<td>18 October 2013</td>
<td>Version history table added to document</td>
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<tr>
<td></td>
<td></td>
<td>Recruitment and selection plan template updated to request that agencies indicate their top four role requirements and top four competencies (in terms of their contribution to success in the role) in priority order.</td>
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1 Introduction

1.1 Purpose and aims

The purpose of this guide is to improve recruitment and selection outcomes for executive roles in order to build a high performing public sector executive cohort. It provides a process for agencies and selection panels in assessing applicants past performance, and their potential to lead the sector, which is in line with the merit principle\(^1\) and complies with the Directive that deals with recruitment and selection. In addition, it will support chief executives to discharge their responsibilities\(^2\) and build a sector-wide perspective in relation to the recruitment and development of executives\(^3\).

The aims of this guide are to:

- provide executive selection panels with advice and guidance to enable them to conduct effective selection processes and ensure that leaders are selected with the abilities, aptitude, skills, qualifications, knowledge, experience and personal qualities to succeed in executive roles, now and in the future.
- standardise the public sector’s executive selection practices consistent with best practice approaches to supporting panels’ decision making.
- ensure that assessment processes conducted by selection panels enable internal executive talent to be identified and considered for appropriate sector wide placement opportunities.
- ensure that appropriate governance is in place to manage and monitor the sector’s executive establishment.

1.2 Background and context

For the sector to implement the government’s key priorities, it is essential that executive selection processes identify the best applicant from a pool comprising candidates both internal and external to agencies.\(^4\) Although internal applicants are likely to have a greater depth of knowledge about the agency, the sector is best served by a blend of internal and external executive appointments.

Effective executive selection practices can assist panels to compare the leadership capabilities of internal and external applicants. Assessment processes can also be used to identify the development needs of internal and appointed applicants, thereby creating an integrated approach to the management of the executive capability development. This approach is underpinned by the QPS Executive Leadership Competencies,\(^5\) the QPS Technical Specialist Competencies (refer Appendix 1), the Executive Performance and Development Framework, and the Executive Performance and Development Framework for Technical Specialists.

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\(^1\) Public Service Act 2008 s. 27 provides that appointment of a public service employee must be made on merit alone and s.28 deals with the merit criteria, including the “extent to which the person has potential for development”.

\(^2\) Public Service Act 2008 s 99 (1) (a) Chief executive must observe the management and employment principles.

\(^3\) Public Service Act 2008. s.106 deals with “attracting, developing and retaining in the public service a core of mobile, highly skilled senior executives”.

\(^4\) State of the Service Report 2010 reveals that 70 per cent of SES appointments within agencies are made from employees already in that agency and that, on average, SES officers have only worked in 2.5 agencies.

\(^5\) Based on an analysis of Australian and New Zealand jurisdictional executive performance frameworks, the Lominger Leadership Architect competencies® and the QPS Capability and Leadership Framework.
In 2013, PSC commenced a partnership with Cerno Australia Pty Ltd (Cerno) to conduct an Executive Capability Assessment and Development (ECAD) initiative for QPS executives. The ECAD process includes the development of a suite of activities to identify executive capability and potential for future leadership roles, that provides the following information that is potentially relevant to the selection process:

- leadership capability report – describes how an individual has been assessed against the QPS executive leadership competencies and a ‘leadership progression readiness’ dimension.
- high-level profile results – executive scores for each of the competencies and the ‘leadership progression readiness’ dimension.

1.3 Application and scope

The process outlined in this guide applies to the following roles:

(a) Chief Executive Officer equivalents (acting > 6 months or appointed) under the Public Service Act 2008 (PS Act); or
(b) An officer appointed or seconded to a Senior Executive Service (SES) position under s.110 or s.111 of the PS Act; or
(c) A person appointed to act in an SES position under s.112 of the PS Act for greater than 6 months;
(d) SES equivalents (i.e. s.122) under the PS Act who:
   i. are in true leadership and managerial roles that are not predominately technical in nature; and
   ii. have a JEMS assessed work value >819 (or equivalent).

Public sector agencies that employ executives under other legislation are encouraged to follow and/or adapt the processes outlined in this guide and may contact the PSC for advice and assistance.

1.4 Roles and responsibilities

There are three main stakeholder groups involved in an executive recruitment and selection process: the Public Service Commission (PSC), the agency’s Human Resource (HR) department, and the selection panel. The roles and responsibilities of these groups are outlined below.

The PSC takes a sector wide perspective on executive recruitment, selection and development. This involves building a public sector executive cohort and planning for the present and future needs of the sector. The role and responsibilities of the PSC includes:

- managing the sector’s executive establishment in line with the PSC establishment management profile
- monitoring recruitment and selection plans to ensure that consistent rigour is applied to executive selection processes
- facilitating access to external executive recruitment and selection providers through standing offer arrangements (SOAs)
- partnering with agencies to maximise the breadth and depth of candidate pools (e.g. providing agencies with details of suitable executives for their consideration)
- building the sector’s executive bench strength by working with agencies to coordinate development placements, and
providing advice and guidance on best practice selection tools and processes.

The agency’s HR team focuses on the needs and context of the agency. Their role is to manage executive recruitment and selection processes within their agency. This includes:

- informing the PSC about upcoming executive vacancies
- updating executive role descriptions
- forming the selection panel and providing advice and guidance to its members
- engaging recruitment and selection consultants to support panels, and
- working with the responsible manager / selection panel chair to develop and implement the recruitment and selection plan.

The selection panel’s role is to undertake the selection process. This involves:

- developing and conducting selection activities (e.g. short listing, interviews, oral presentations, case studies, in-basket activities etc) to assess the merit of applicants
- making selection recommendations (e.g. to appoint or to re-advertise)
- documenting the process (i.e. retaining the recruitment and selection plan, notes about selection activities and referee feedback, and preparing the selection panel report), and
- providing feedback to unsuccessful applicants.

This guide and supporting documents can be found on the PSC website.

2 Recruitment and selection process overview

The recruitment and selection process comprises four phases:

1. Preparation phase. This initial phase comprises all of the activities that must be performed prior to recruitment. Typically this will include updating the role description, developing a recruitment and selection strategy and forming a selection panel. Selection panels will need to document their strategy in a recruitment and selection plan for the PSC for review. The PSC will use the information provided in the plan to identify suitable candidates.

2. Recruitment phase. This phase is concerned with attracting applicants. It may involve advertising and/or other activities, such as using a recruitment agency (e.g. executive search) or approaching suitable candidates directly.

3. Selection phase. This phase is concerned with using a variety of tools and techniques to determine the relative merit of applicants and make an appointment recommendation.

4. Appointment phase. This final phase comprises making a formal offer of employment and completing all selection paperwork, as well as feedback to unsuccessful applicants.

An overview of the recruitment and selection process, showing the roles of the key stakeholder groups, is presented in the process flow-chart below.
2.1 Preparation phase

The preparation phase commences when an agency becomes aware of an impending / future executive vacancy. Agencies are encouraged to contact the PSC (executives@psc.qld.gov.au) as soon as possible to discuss matters such as whether the vacancy is permanent or temporary, when the position will be vacant, and the abilities, aptitude, skills, qualifications, knowledge, experience and personal qualities required to fulfil the role.
The agency should review the role description to ensure that it articulates the responsibilities, accountabilities and competencies required. The PSC has developed executive role description templates for agencies to adapt (see Appendix 2).

Agencies are required to outline their recruitment and selection strategy in the Recruitment and Selection Plan (See Appendix 3) which must be reviewed by the PSC before the recruitment process can commence. The review will be completed within 3 working days, during which time the PSC will provide the agency with a list of any suitable candidates for consideration.

There are exceptional circumstances where an appointment / vacancy will be exempt from advertising. A chief executive may decide to exempt an SES equivalent (s.122 contract) appointment from advertising to achieve service delivery outcomes, or fill a short term business need. The decision not to advertise must be weighed against the chief executive’s responsibilities\(^6\), which include promoting equal employment opportunity and attracting a diverse workforce. The same considerations apply to exempting executive vacancies from advertising, however, in these cases, agency chief executives are required to seek approval from the Commission Chief Executive\(^7\). A recruitment and selection plan is still required even where a role is not advertised. The selection process must be sufficiently rigorous and robust to demonstrate the merit of the preferred applicant.

Chief executives have other options for meeting short-term business needs or the requirement for specific / specialised skill sets, such as work and interchange arrangements\(^8\). A work arrangement applies where a person employed by another entity, including a government entity or a private or public company, can perform work for an agency. Interchange arrangements provide for either public or private sector employees to work within an agency, rather than on behalf of another entity. Where these arrangements fall within the scope of this guide (Section 1.3) the selection and approval processes outlined in this guide are recommended.

In planning the recruitment and selection strategy agencies may wish to use the executive recruitment and selection services available under Standing Offer Arrangements (refer Appendix 4).

Agencies are responsible for the composition of the selection panel. The panel is to consist of three or more members, preferably including:

- the supervisor of the executive role
- another senior executive with expertise relevant to the role
- an external representative who may be a client or key stakeholder relevant to the position from another agency, or external to the sector, and
- representation from EEO target groups (where appropriate and available).

### 2.2 Recruitment phase

The recruitment phase involves attracting candidates to apply for the position. The placement of advertisements may be determined by the availability of the required abilities, aptitude, skills,

\(^6\) The Directive that deals with recruitment and selection provides the full list of matters chief executives must consider when determining whether to exercise their discretion to exempt a vacancy from advertising.

\(^7\) Senior Executive Service – Employment Conditions Directive 2/13

\(^8\) Public Service Act 2008 s.183 and s.184
qualifications, knowledge, experience and personal qualities sought in the market. Agencies may use executive recruitment services that are available under the SOAs (See Appendix 4).

2.3 Selection phase

The five step selection process is outlined in Table 1. Agencies must demonstrate how they will undertake each of these steps in the Recruitment and Selection Plan.

Table 1. Five step selection process

<table>
<thead>
<tr>
<th>Selection Steps</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shortlist applicants</td>
<td>Identify those applicants with the potential to perform in the role based on relevant breadth and depth of experience, and record of achievements and credentials.</td>
</tr>
<tr>
<td>Capability assessment</td>
<td>Identify those applicants with the right approach to succeed in the role and with potential for future leadership challenges.</td>
</tr>
<tr>
<td>Interview and role simulations</td>
<td>Determine the applicant/s with the best fit for the position and organisation.</td>
</tr>
<tr>
<td>Background and validation assessment</td>
<td>Validate the top applicant through suitability assessments.</td>
</tr>
<tr>
<td>Selection recommendation</td>
<td>Determine the preferred applicant.</td>
</tr>
</tbody>
</table>

The selection panel is responsible for short listing the applicants based on the selection criteria. Short listing assesses whether applicants possess the discipline knowledge, skills and experience required to perform in the role. Many occupational groups (e.g. information technology professionals, engineers, accountants, procurement professionals etc) have their own competency frameworks which can assist panels to determine if applicants have relevant experience to successfully fulfill the role. Details of some professional competency frameworks are provided at [www.psc.qld.gov.au](http://www.psc.qld.gov.au).

The panel should arrange for personal due diligence checks before finalising short listing. This should include a bankruptcy search, a media search and an internet search. The purpose of the media and internet searches is to verify the following information:

- professional reputation and credibility,
- behaviour and conduct in the community, and
- past performance in the workplace and community.
For a small fee the Government Research and Information Library (GRAIL) located at the State Library of Queensland can arrange for these services to be conducted (See Appendix 4). All due diligence searches are treated confidentially by GRAIL staff and any printed material is securely disposed of in a confidential bin. Please note that if an individual check is conducted, the personal record will indicate that an enquiry has been made by the Queensland State Library. Panels are responsible for analysing the results of these searches. Where adverse information is identified, the information and its relevance to a person’s capacity to fulfil the role would be discussed with the applicant (as per the Directive that deals with recruitment and selection).

Step 2 – Online profiling

Selection processes that consider data from multiple sources are the most reliable predictors of potential performance and success in the role. The data sources need to provide a clear picture of each candidate and allow a fair comparison of external and internal applicants.9

The Executive Capability Assessment and Development (ECAD) Leadership Capability Reports on internal candidates provide the opportunity to compare internal candidates with information from external candidates. Selection panels are responsible for:

- contacting the PSC for advice about whether candidates have been assessed previously. Where this is the case, the Leadership Capability Report can only be released with the candidate’s permission. If a candidate feels their assessment needs to be refreshed, they may seek to be re-assessed. Where candidates do not approve the release of the Leadership Capability Report, the PSC will review the panel’s recommendation in light of the candidate’s High-level Profile Report.
- arranging for the remaining candidates to undertake this assessment.

Information about the Standing Offer Arrangement with Cerno, including contact details, are contained in Appendix 4.

ECAD information is not necessarily applicable for executive technical specialist selection processes, however, selection panels may choose to engage a third party provider to conduct skill assessments for these roles.

Step 3 – Interview and role simulations

The first two stages have identified those applicants that have the most appropriate background to be able to fulfil the role. The third step enables the panel to explore their leadership potential and cultural fit.

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Panels are encouraged to include a mix of selection activities that match the demands of the role by combining soundly constructed and appropriately focused exercises (see Table 2).

The panel is responsible for conducting interviews and role simulations.

### Table 2: Selection exercises

<table>
<thead>
<tr>
<th>Activity</th>
<th>Enables selection panels to</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Behavioural interview</strong></td>
<td>Extrapolate past behaviour to predict the applicant’s performance / behaviour in the role (based on the premise that the best predictor of performance is past performance in similar situations).</td>
</tr>
<tr>
<td>This refers to where the selection panel asks the applicant about how they have approached or managed situations (e.g. projects or activities) in the past. The ‘situations’ should be similar to those faced in the advertised role.</td>
<td></td>
</tr>
<tr>
<td><strong>Oral presentation</strong></td>
<td>Assess the ability of applicant’s to articulate ideas and concepts with clarity and focus.</td>
</tr>
<tr>
<td>This is useful for roles where oral communication skills are crucial (e.g. presenting to media and other forums on a regular basis).</td>
<td></td>
</tr>
<tr>
<td><strong>Management scenario / case study</strong></td>
<td>Assess an applicant’s problem solving skills in different contexts.</td>
</tr>
<tr>
<td>This is particularly useful for identifying how an applicant would respond in a practical situation</td>
<td></td>
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</tbody>
</table>

The selection process will draw together information on each applicant’s background (Step 1) and skills (Step 2) to ensure the panel has a strong evidence base in Step 3 to compare applicants.

**Background and validation assessment**

*Validate the top applicant through suitability assessments.*

The panel is responsible for coordinating the suitability assessments. There are three suitability checks that may be undertaken:

- **referee checking** relating to an applicant’s work behaviour and performance must be conducted. Referee reports can obtain or confirm factual information about the applicant’s past work history, verify information presented in the application, and indicate the applicant’s suitability for the role.

- a **criminal history check** is to be undertaken in accordance with legislation applying to the employees of an agency and where relevant Directives have been issued by the Commission Chief Executive.

- **medical assessment** to ensure the applicant is physically and/or mentally fit to fulfil the role responsibilities. If medical assessments are undertaken they are to occur in accordance with legislation and relevant Directives issued by the Commission Chief Executive. Medical assessments may only be undertaken where there is a role requirement. An applicant may need to be provided with ‘reasonable adjustment’ where a medical condition is identified that may impact on their ability to undertake the duties of the role.

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10 The requirement for reference checking is outlined in the Directive that deals with recruitment and selection.
The panel is to complete and submit a selection report outlining the selection recommendation and statements supporting the decision. Where an applicant has not provided their consent to release the Leadership Capability Report the selection report is to be forwarded to the PSC for comment based on the relevant High-Level Profile Reports. If there is more than one applicant suitable for the position the panel may prepare an order of merit, in which case there must be comparative statements to explain the rationale for their ranking against the key attributes of the role.\textsuperscript{11}

Where there are conflicting views on the selection recommendation, the panel chair should attempt to resolve the issues, or submit a majority/minority report to the PSC.

The panel chair should decide on the appropriate course of action if the offer of employment is declined by the initial appointee, or in the circumstances where the due date of the appointee’s response to the offer has lapsed and the appointee could not be contacted.

All applicants are to be advised that they may request feedback. Timely, specific, and constructive feedback is to be provided by a member of the panel.

\textbf{2.4 Appointment phase}

An offer of employment can be made where the delegate\textsuperscript{12} approves the selection panel’s recommendation. The selection panel is responsible for providing unsuccessful applicants with feedback.

Information and insights gained from the assessment process represents a significant investment in the development of successful candidates and should be used when establishing their development plan.

Where the selection process has generated additional assessment information on existing or new public service employees, agencies are required to provide this information to the PSC within two weeks of completion of the process.

The successful applicant may need to update his/her individual development plan in light of the new placement, particularly if the placement is for a period greater than six months. The PSC will work with successful applicants to help maintain the relevance of their plan.

\textsuperscript{11} The Directive that deals with recruitment and selection states selection decisions must be clearly documented and able to be independently reviewed.

\textsuperscript{12} This is the agency Chief Executive for appointments under s.119 of the PS Act 2008 (i.e. persons engaged on a contract of employment under s.122) or the Commission Chief Executive for executives appointed under s.110 of the PS Act 2008.
## Appendix 1: QPS executive competencies

### QPS Executive Leadership Competencies

<table>
<thead>
<tr>
<th>Performance through vision</th>
<th>Descriptions of skilled behaviour</th>
</tr>
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</table>
| V1 Leads strategically with vision | - Communicates a clear and compelling vision for the organisation that is meaningful to others  
- Articulates and drives the implementation of strategies that align with organisational vision and purpose  
- Commits the organisation to customer service in its vision, strategies, and culture  
- Is future-oriented in analysis, thought and action |
| V2 Navigates complex, ambiguous and political environments | - Makes decisions in complex and ambiguous environments, in the absence of complete information  
- Understands ‘hot button’ areas of political sensitivity and risk, and uses judgement when deciding how to proceed  
- Works with other executives and stakeholders to understand different viewpoints and plot a course of action  
- Accurately reads situations, including key power relationships and group dynamics |
| V3 Leads change with agility | - Anticipates changes in the strategic or operational environment and adjusts accordingly  
- Quickly understands the implications of new information and developments, and how things may play out in the future  
- Adapts leadership approach to reflect individual needs and environmental changes  
- Adopts a planned and comprehensive approach to implementing organisational change |
| V4 Operates across boundaries | - Works across different agencies, levels of government and the private and not-for-profit sectors to develop responses  
- Adopts a system-wide view of issues, and draws on a range of information, ideas and perspectives to understand problems  
- Works to remove legislative, regulatory or other roadblocks in the pursuit of outcomes |
| V5 Engages with ideas, innovation and risk | - Is open to new ideas and ways of thinking, and empowers others to explore new approaches to long-standing or emerging problems  
- Actively seeks out alternative ways to deliver cost-effective services to clients  
- Exercises judgement in deciding which ideas are likely to work, and manages the risks associated with implementation  
- Builds an organisational climate that is creative and committed to continuous improvement  
- Identifies opportunities for business improvement and addresses barriers to facilitate outcomes |
<table>
<thead>
<tr>
<th>Performance through results</th>
<th>Descriptions of skilled behaviour</th>
</tr>
</thead>
</table>
| R1 Manages organisational performance       | • Directs and prioritises resources, including human capital and other assets, towards matters that are important to the organisation, sector and/or government  
• Manages performance through systems and processes, allowing people to get on with the job  
• Maintains an appropriate level of oversight and involvement in the work of the area |
| R2 Manages internal and external relationships | • Builds and maintains productive relationships with internal and external stakeholders  
• Manages conflict and negotiates outcomes without compromising the relationship  
• Manages challenging stakeholders with diplomacy and tact  
• Understands different and competing views, and synthesises stakeholder information to inform approach  
• Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity  
• Models open communication, and actively and attentively listens to others |
| R3 Builds organisational capability          | • Commits to succession planning, talent identification and management, mentoring and developing direct reports and others  
• Actively builds a learning culture that values continuous improvement and promotes flexibility and access to learning opportunities  
• Uses QPS-wide and agency-based performance planning frameworks to develop people |
| R4 Inspires individual and team commitment in the pursuit of results | • Communicates and reinforces the importance of team objectives  
• Focuses strongly on the achievement of results, and places the same expectation on others  
• Gives people the balance of autonomy and support they need to achieve outcomes  
• Motivates individuals and creates a culture where people want to ‘go the extra mile’  
• Maintains composure when under pressure and is a calming influence in difficult situations  
• Builds a cohesive and high performing management team that is characterised by team work, open discussion, strong morale and a focus on results |

<table>
<thead>
<tr>
<th>Performance through accountability</th>
<th>Descriptions of skilled behaviour</th>
</tr>
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</table>
| A1 Models professional and ethical behaviour | • Acts in accordance with the QPS legislative framework and Code of Conduct  
• Models ethical behaviour, even in times of crisis, and consistently applies those ethical standards to self and others  
• Is consistent in word and actions  
• Is viewed as trustworthy, honourable and truthful, and respectful of the views of others |
| A2 Displays courage in the provision of advice and decision-making | • Provides frank and fearless advice, even in difficult or ‘high stakes’ situations (e.g. competing or vested interests; situations involving no precedent or going against precedent; advice that goes against strongly-held community views)  
• Makes decisions that stand the test of time and are supported by a clear rationale  
• Is prepared to make unpopular decisions and have ‘difficult’ conversations in a fair, considered and constructive manner |
<table>
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<tr>
<th>Performance through accountability</th>
<th>Descriptions of skilled behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Uses analysis, experience and judgement to make informed decisions</td>
</tr>
<tr>
<td>A3</td>
<td>• Exercises sound business acumen in corporate governance areas, such as financial and contract management, project management and benefits realisation</td>
</tr>
<tr>
<td>Applies sound corporate governance</td>
<td>• Drives cost-effective commissioning of goods and services, utilising best practice procurement processes and appropriate supplier relationships</td>
</tr>
<tr>
<td></td>
<td>• Proactively seeks advice as required to ensure probity and sound decision making</td>
</tr>
<tr>
<td>A4</td>
<td>• Is aware of personal strengths and weaknesses and takes account of these when acting</td>
</tr>
<tr>
<td>Commits to personal development</td>
<td>• Is committed to their own development and continuous self-improvement, and sees learning opportunities in everyday work</td>
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<tr>
<td></td>
<td>• Applies self-awareness to create and strengthen leadership approach</td>
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<tr>
<td></td>
<td>• Reflects on the reasons for both success and failure, and learns from the experience</td>
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<tr>
<td></td>
<td>• Actively seeks feedback and modifies their approach accordingly to enhance leadership effectiveness</td>
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### Technical Specialist Competencies

#### Performance through Technical Excellence

<table>
<thead>
<tr>
<th>Description of skilled behaviour</th>
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<tbody>
<tr>
<td><strong>Functional/technical skills</strong></td>
</tr>
<tr>
<td>(24)</td>
</tr>
<tr>
<td>- Has the functional and technical knowledge to do the job at a high level of accomplishment</td>
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<tr>
<td>- Recognised in the relevant discipline as an expert in the field</td>
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| **Intellectual horsepower**      |
| (30)                            |
| - Intelligently deals with concepts and complexity comfortably. Demonstrates intellectual capability and agility. |

| **Technical learning**          |
| (61)                            |
| - Learns new technical skills quickly and adapts knowledge to situations and problems. |

#### Performance through application

<table>
<thead>
<tr>
<th>Description of skilled behaviour</th>
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<tbody>
<tr>
<td><strong>Delivery</strong></td>
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<td>(5, 39 &amp; 43)</td>
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<tr>
<td>- Pursues everything with energy, drive and a need to finish. Seldom gives up before finishing a project, especially in the face of resistance or setbacks.</td>
</tr>
<tr>
<td>- Marshalls resources (people, funding, materials and support) to get the job done. Uses resources effectively and efficiently.</td>
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<tr>
<td>- Can orchestrate multiple activities at once to accomplish the goal.</td>
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<tr>
<td>- Arranges information and files in a useful manner to ensure knowledge management for the organisation</td>
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<tr>
<td>- Knows how the business of the agency works, and is aware of current and possible future trends</td>
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| **Strategic positioning**        |
| (2 & 58)                        |
| - Sees ahead clearly; can anticipate future consequence and trends accurately within their field; has broad knowledge and perspective; is future oriented; can articulate credible visions of possibilities and likelihood; can create competitive and breakthrough strategies and plans. |
| - Has a strong understanding of the constraints and ability of government to change society for the better |
| - Can effectively cope with change, handle risk and uncertainty. |
| - Remain focussed on the technical task and outcome for long term benefit |

<table>
<thead>
<tr>
<th><strong>Decision making &amp; problem solving</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(16, 17 &amp; 51)</td>
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<tr>
<td>- Makes good technical decisions, based on a mixture of analysis, wisdom, experience, and judgement.</td>
</tr>
<tr>
<td>- Technical solutions and suggestions turn out to be correct and accurate when judged over time. Sought out by others for advice and solutions.</td>
</tr>
<tr>
<td>- Makes technical decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure.</td>
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</tbody>
</table>
- Uses rigorous logic and methods to solve difficult technical problems with effective solutions. Probes all fruitful sources for answers, can see hidden problems, is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- Applies problem solving within the government context and regulatory environment

| Written communication (67) | - Able to write clearly and succinctly in a variety of communication setting and styles. Can get messages across that have the desired effect. |

### Performance through Relationships

| Developing direct reports and others (19) | - Provides challenging and stretching tasks and assignments; holds frequent development discussions relating to their discipline; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves.  
- Cooperates with the goals of the performance and development framework for the QPS.  
- Manages the knowledge transfer of technical speciality to others in the organisation. |

| Building effective teams (60) | - Creates strong morale and spirit in his/her team, and shares wins and successes.  
- Defines success in terms of the whole team  
- Lets people finish and be responsible for their work |

| Interpersonal savvy (31) | - Relates well to all kinds of people and builds appropriate rapport  
- Builds constructive and effective relationships |

| Customer focus (15) | - Dedicated to meeting the expectations and requirements of internal and external stakeholders.  
- Gets first hand customer information and uses it for improvements in services.  
- Establishes and maintains effective relationships with customers and gains their trust and respect. |

| Peer relationships (42) | - Can quickly find common ground and solve problems for the good of all.  
- Can represent their own technical speciality and be fair to others; can solve problems with peers with a minimum of disruption to the business.  
- Is seen as a team player and is cooperative.  
- Gains the trust and support of peers; encourages collaboration and can be candid with peers. |

Based on the Lominger Leadership Architect®, Lominger competency numbers are provided in brackets.
Appendix 2: Executive role description templates

Template 1: Leadership role description

Role Description for [Insert title]

<table>
<thead>
<tr>
<th>Agency</th>
<th>Location</th>
<th>Closing date</th>
<th>Vacancy reference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Classification</th>
<th>Total salary</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Basis of employment</th>
<th>Contract</th>
<th>Total remuneration</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Special conditions

To submit your application see the section “Your application”

We are seeking an [Insert title] to lead the [specify area]. The executive is accountable for leading the [specify area] to achieve its vision of [insert description].

Your opportunity

Department profile

Department Profile
[Insert information about the role of the agency.]

Principal accountabilities

The position requires strong professional leadership and management capabilities. The role requires an ability to lead and manage [insert title of area] to deliver government priorities along with excellence in client service delivery. The [insert title] is to provide high level leadership particularly by working collaboratively with internal and external stakeholders.

As an executive your performance will be assessed according to four key accountability perspectives: financial, stakeholder and outcome, internal business, and learning and growth.

Financial

[Agency to insert specific area and accountabilities]

Stakeholder and outcome

[Agency to insert specific area and accountabilities]

Internal business

[Agency to insert specific area and accountabilities]

Learning and growth

[Agency to insert specific area and accountabilities]

This position is accountable to the [specify name of role]. The position has # direct reports: [insert reports here].
Person requirements

The position requires a person who will take personal responsibility for serving the government of the day and meeting the needs of the people and communities of Queensland. As an executive you will work towards a system of world class service delivery and public sector management. You will have a record of success as a leader in a large and complex organisation with outstanding leadership ability. You will have extensive experience across the public, private and/or not for profit sector and you will have a strong background in strategy and policy implementation, service delivery, and client service. You will have a proven track record as an agent of change in challenging environments and in fostering a confident and capable workforce.

Selection competencies

As a leader in Queensland Government you will display outstanding judgement, high-level integrity, strong agility to adapt to a constantly changing environment, a strong achievement orientation, and excellent communication and negotiation skills.

The information in this section outlines the basis of assessment of your suitability for this role.

Performance through vision:
- Leads strategically with vision
- Navigates complex, ambiguous and political environments
- Leads change with agility
- Operates across boundaries
- Engages with ideas, innovation and risk

Performance through results:
- Manages organisational performance
- Manages internal and external relationships
- Builds organisational capability
- Inspires individual and team commitment in the pursuit of results

Performance through accountability:
- Models professional and ethical behaviour
- Displays courage in the provision of advice and decision making
- Applies sound corporate governance
- Commits to personal development

Your application

To apply for this role please provide the following:
- Submit a short (no more than two page) statement focusing on the knowledge, skills and attributes outlined in the selection competencies. (Or other approach agreed to by the PSC in R&S Plan)
- Attach a current resume, including the names and contact details of two referees. At least one referee must have a thorough knowledge of your conduct and performance within the previous two years.

[Insert information on how to submit application]

Additional information

- [Insert if required: Due to the nature of the role the job incumbent will be expected to undertake criminal history and medical checks].
- To be eligible for this position, applicants must not be an undischarged bankrupt, nor have ever been found guilty of official misconduct under the Crime and Misconduct Act 2001.
- As part of the selection process applicants will be expected to undertake skills assessment activities including on-line psychometric testing.
- For more information about the organisation, visit [insert department web site]
- For more information about the role, its priorities and the organisational context, refer to the contact listed at the top of the role description.
- Newly-appointed public service employees are required to provide to their chief executive, within one month of starting duty, a disclosure of employment as a lobbyist in the previous two years.
To be eligible for permanent appointment to the Queensland public service applicants must provide proof of Australian citizenship or permanent residency. To be eligible for temporary appointment applicants must provide proof that they can legally work in Australia.

A non-smoking policy is effective in Queensland Government buildings, offices and motor vehicles.

**Template 2: Technical specialist role description**

<table>
<thead>
<tr>
<th>Role description for [Insert title]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>Classification</td>
</tr>
<tr>
<td>Basis of employment</td>
</tr>
</tbody>
</table>

**Special conditions**

To submit your application see the section “Your application”

We are seeking an [Insert title] to lead the [specify area] to deliver [insert services]. As a discipline head the Officer is accountable for achieving superior standards of technical excellence in the [specify area] whilst displaying exceptional value based behaviours.

**Your opportunity**

**Department profile**

Department Profile
[Insert information about the role of the agency.]

**Principal accountabilities**

An essential requirement of the Executive Technical/Specialist role is to provide professional leadership in the [insert discipline]. The [insert title of role] is accountable for providing the highest level of expertise, knowledge and skill in [insert discipline].

The Executive technical role will be chiefly responsible for: [Insert: Agency to specify the technical requirements of the role.]

As an executive your performance will be assessed according to four key accountability perspectives: financial, stakeholder and outcome, internal business, and learning and growth. [Insert discipline specific accountabilities under each area]

**Financial**
[insert any budget/resource constraints associated with the role]

**Stakeholder and outcome**
[insert specific client services the incumbent is responsible for]

**Internal business**
[insert any internal business parameters relevant to the role]

**Learning and growth**
[insert agency specific organisational culture information]

**Reporting relationships**
This position is accountable to the [specify name of role]. The position has # direct reports: [insert reports here].

**Person requirements**

The position requires a person who will take personal responsibility for serving the government of the day and meeting the needs of Queenslanders. As an executive you will work towards a system of world class service delivery and public sector management.

You will have a record of success as a 'head' of discipline in a large and complex organisation with outstanding technical ability. You will have extensive experience across the public, private and/or not for profit sector and you will have a strong background in [insert technical area]. You will have a proven track record as an agent of change in challenging environments and in inspiring, mentoring and guiding upcoming professionals in their field.

**Selection competencies**

The information in this section outlines the basis of assessment of your suitability for this role.

As an internationally recognised ‘head’ of discipline the Executive technical specialist must have strong, relevant qualifications and experience in [insert specific discipline domain]. As such the [insert title of Executive technical specialists] fulfil the following criteria:

- high performers in [insert discipline], often nationally and internationally recognised ‘heads of discipline’
- acknowledged for their expertise, knowledge, skills, and/or qualifications in [insert discipline]
- contracted to perform a role where the primary focus is on [insert discipline] competency and capability, and are not expected to take a broad, ongoing leadership role in their agency
- fulfilling roles designated within their agency structure as requiring the highest levels of expert knowledge and skills in [insert discipline].
- expected to inspire, mentor and guide upcoming professionals in [insert discipline] through exercising their professional and technical skills.

**Key competencies required for this role in supporting the implementation of the executive accountabilities include:**

[Department to insert context relevant details for the role]

- Performance through technical excellence. [insert technical/specialist relevant competencies]
- Performance through application. [insert discipline relevant deliverables; area specific strategic priorities; key decision making bodies and responsibilities; communication requirements/protocols as the discipline head]
- Performance through relationships. [insert specific stakeholder relationships and competencies required to manage these stakeholders relevant to the role].

**Your application**

To apply for this role please provide the following:

- Submit a short (no more than two page) statement focusing on the knowledge, skills and attributes outlined in the Selection Criteria; (Or other approach agreed to by the PSC in R&S Plan) and
- Attach a current resume, including the names and contact details of two referees. At least one referee must have a thorough knowledge of your conduct and performance within the previous two years.

**Additional information**

- [Insert if required: Due to the nature of the role the job incumbent will be expected to undertake criminal history and medical checks].
- To be eligible for this position, applicants must not be an undischarged bankrupt, nor have ever been found guilty of official misconduct under the *Crime and Misconduct Act 2001*.
- For more information about the organisation, visit [insert department web site]
• For more information about the role, its priorities and the organisational context please refer to the contact listed at the top of the role description.
• Newly-appointed public service employees are required to provide to their chief executive, within one month of starting duty, a disclosure of employment as a lobbyist in the previous two years.
• To be eligible for permanent appointment to the Queensland Public Service applicants must provide proof of Australian citizenship or permanent residency. To be eligible for temporary appointment applicants must provide proof that they can legally work in Australia.
Appendix 3: Executive recruitment and selection plan template

Agencies are encouraged to complete this plan and submit it to the PSC at [executives@psc.qld.gov.au](mailto:executives@psc.qld.gov.au). Where the PSC identifies an executive / executives who may possess the skills, aptitude and experience to fulfil the requirements of the role, their names and contact details will be given to the agency for further consideration. Note: Instructions and prompts are in italics and should be deleted from the final plan.

### Role Details

<table>
<thead>
<tr>
<th>Field</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position Title</strong></td>
<td>e.g. General Manager, Deputy Director General etc</td>
</tr>
<tr>
<td><strong>Position Number</strong></td>
<td>Agency position number</td>
</tr>
<tr>
<td><strong>Level</strong></td>
<td>e.g. SES 2, SES 2 equivalent etc</td>
</tr>
<tr>
<td><strong>Location</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Key role requirements

List the top four role requirements in priority order (1 – 4) and add any contextual comments that will be helpful in understanding the challenges facing the role. Delete role requirements that do not apply.

- □ Leading service delivery
- □ Leading a policy function
- □ Leading program/project design/strategy
- □ Leading corporate services (e.g. HR, finance and IT)
- □ Leading high levels of media interest
- □ Leading strategic procurement management
- □ Leading a research area
- □ Working in a role with a focus on financial planning and effective use of financial reporting systems
- □ Working in a role with a focus on strategic HR
- □ Working in a role with a focus on contract management
- □ Working in a role with a focus on engagement of non-government service providers
- □ Working as part of a senior management team (i.e. reporting directly to a Chief Executive)
- □ Leading a team of managers
- □ Leading very large numbers of people (i.e. over 1000)
- □ Leading external relationships on behalf of an organisation
- □ Leading a major reform or change implementation program
- □ Developing new organisational strategy
- □ Working in a commercially orientated environment
- □ Other________________

### Discipline focus / industry experience

List the major discipline focus / focuses of the role and add any contextual comments that will assist in conveying the required background and industry experience.

- □ Accounting and commerce
- □ Health
- □ Built environment
- □ Business and procurement
- □ Economics and statistics
- □ Engineering
- □ Environment and primary industries
- □ Humanities and social sciences
- □ Information technology
- □ Law and justice
- □ Sciences
- □ Education
- □ Other________________
### Competencies

List the top four competencies, in priority order (1 – 4), that will contribute to success in the role. Add any contextual comments that may assist in conveying the importance of these competencies.

<table>
<thead>
<tr>
<th>Performance through vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ V1 Leads strategically with vision</td>
</tr>
<tr>
<td>□ V2 Navigates complex, ambiguous and political environments</td>
</tr>
<tr>
<td>□ V3 Leads change with agility</td>
</tr>
<tr>
<td>□ V4 Operates across boundaries</td>
</tr>
<tr>
<td>□ V5 Engages with ideas, innovation and risk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance through results</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ R1 Manages organisational performance</td>
</tr>
<tr>
<td>□ R2 Manages internal and external relationships</td>
</tr>
<tr>
<td>□ R3 Builds organisational capability</td>
</tr>
<tr>
<td>□ R4 Inspires individual and team commitment in the pursuit of results</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance through accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ A1 Models professional and ethical behaviour</td>
</tr>
<tr>
<td>□ A2 Displays courage in the provision of advice and decision making</td>
</tr>
<tr>
<td>□ A3 Applies sound corporate governance</td>
</tr>
<tr>
<td>□ A4 Commits to personal development</td>
</tr>
</tbody>
</table>

### Suitable for a placement

Indicate whether this vacancy could be suitable for a placement (e.g. 6 or 12 months).

### Recruitment Plan

Outline how you intend to recruit candidates for this position (e.g. when / where position will be advertised, whether executive search service will be used etc)

<table>
<thead>
<tr>
<th>Selection Panel Details*</th>
<th>Panel Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name/Position (indicate position if name not known)</td>
<td>Contact Details (Phone/Email)</td>
</tr>
<tr>
<td>1. Panel Chair</td>
<td>□</td>
</tr>
<tr>
<td>2. Panel Member</td>
<td>□</td>
</tr>
<tr>
<td>3. Panel Member</td>
<td>□</td>
</tr>
<tr>
<td>4. Panel Member</td>
<td>□</td>
</tr>
</tbody>
</table>

*Note: For the purposes of this plan an indication of potential panel members is sufficient. When the panel is formed, the names of the members should be supplied to the PSC. The panel chair is responsible for arranging any replacement panel members in the instance of withdrawal for any reason.
### Selection Plan

Please choose the competency framework that applies (i.e. Leadership or Technical Specialist) and indicate (tick) which selection activities will be used to assess which competencies.

**Note:** Some fields have been pre-populated

<table>
<thead>
<tr>
<th>Step</th>
<th>Assessment Process</th>
<th>Activities</th>
<th>QPS Leadership Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Performance through Vision</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Relevant Discipline, Knowledge, Skills and Experience</td>
<td>Leads strategically with vision</td>
</tr>
<tr>
<td>1</td>
<td>Shortlist Applicants</td>
<td>Analysis of applications and online search</td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>Employee Capability Assessment and Development (ECAD) Process</td>
<td></td>
<td>✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>3</td>
<td>Behavioural Interview + Job Simulation Activities</td>
<td>Behavioural Interview</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Oral Presentation</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Management Scenarios/Case Studies</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td>Final Suitability Check</td>
<td>Referee Checks</td>
<td>Medical Assessment (if required)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Criminal History Check (if required)</td>
<td>✓</td>
</tr>
<tr>
<td>Step</td>
<td>Assessment Process</td>
<td>Activities</td>
<td>QPS Technical Specialist Competencies</td>
</tr>
<tr>
<td>------</td>
<td>--------------------</td>
<td>------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Performance through Technical Excellence</td>
</tr>
<tr>
<td>1</td>
<td>Shortlist Applicants</td>
<td>Analysis of applications and online search</td>
<td>✔</td>
</tr>
<tr>
<td>2</td>
<td>Skills Assessment</td>
<td>(If Applicable)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Behavioural Interview + Job Simulation Activities</td>
<td>Behavioural Interview</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oral Presentation</td>
<td></td>
</tr>
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<td></td>
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<td>Management Scenarios/Case Studies</td>
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<tr>
<td>4</td>
<td>Final Suitability Check</td>
<td>Referee Checks</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medical Assessment (if required)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Criminal History Check (if required)</td>
<td></td>
</tr>
</tbody>
</table>

**Relevant Discipline, Knowledge, Skills and Experience**
- Intellectual Horsepower
- Technical Leaning
- Delivery
- Strategic Positioning
- Decision Making & Problem Solving
- Written Communication
- Developing Direct Reports and Others
- Building Effective Teams
- Interpersonal Savvy
- Customer Focus
- Peer Relationships
### Appendix 4: Executive recruitment and selection services

<table>
<thead>
<tr>
<th>Provider details</th>
<th>Services offered</th>
<th>Costs</th>
<th>Additional information</th>
</tr>
</thead>
</table>
| **Cerno Australia Pty Ltd** offers a range of services under PSC-12-2013 Executive Capability Assessment and Development ([http://qcd.govnet.qld.gov.au/Pages/Details.aspx?SOANumber=PSC-12-2013](http://qcd.govnet.qld.gov.au/Pages/Details.aspx?SOANumber=PSC-12-2013)). Cerno can be contacted on 1800 421 448. This standing offer arrangement expires on 30 June 2015 (with options to extend). | Cerno offer a range of services including:  
- Executive capability assessment  
- Candidate comparison report (based on the executive capability assessment), panel briefing and alignment of assessment to role and competencies  
- 360 degree assessment and reporting  
- Executive coaching | Agencies are responsible for all costs associated with executive recruitment processes and for other services negotiated directly with Cerno. Agencies engage Cerno directly for services through the standing offer arrangement. |  |
| A number of contractors offer executive recruitment and selection services under QGCPO 203-10 Executive Recruitment and Selection ([http://qcd.govnet.qld.gov.au/Pages/Details.aspx?SOANumber=QGCPO203-10](http://qcd.govnet.qld.gov.au/Pages/Details.aspx?SOANumber=QGCPO203-10)). This page contains a fact sheet, buyers guide and a pricing schedule. This Standing Offer Arrangement expires on 30 November 2013 (with options to extend). | Services provided by tier 1 contractors* for executive leadership roles include:  
- pre-advertising activities  
- lodging of advertisement  
- conducting an executive search  
- referees checks  
Services for tier 2 contractors* for technical and/or professional roles are similar to those for tier 1 (above). Tier 3 value added contractors* offer services such as:  
- panel participation  
- feedback to candidates  
- scribing services  
*refer to the SOA for a full list of contractors, services offered and a description of the service. | Costs will vary depending on the services requested and the contractor that is engaged. |  |
| Government Research and Information Library (GRAIL), State Library of Queensland | Due diligence requests to GRAIL take several forms and will be subject to negotiation with individual clients prior to the commencement of any research. If you require searches in addition to those detailed below e.g. social media, please include this in your request. | A flat rate charge applies in respect of:  
- Bankruptcy check  
- Individual check | Client responsibilities:  
- To provide the relevant correct information to facilitate the searches (i.e. full name, date of birth and current street address for individual searches)  
- To negotiate timeframe for required research. |
To submit your due diligence request, GRAIL research staff will contact you.

Personal due diligence searches include the following as a standard request:

- Adverse media search for the last 5 years All Australian media on the individual
- Dun and Bradstreet historical directors extracts on the individual
- Bankruptcy search on the individual
- If the full name, date of birth and current street address is known then a Dun and Bradstreet individual check is done instead of the directors extract and the bankruptcy search.
- All due diligence searches are treated confidentially by GRAIL staff and any printed material is securely disposed of in a confidential bin.
- Please note that if an individual check is conducted, the personal record will indicate that an enquiry has been made by the Queensland State Library.

departmental partners there is no charge as this service is included in their service level agreement:
- Department of the Premier and Cabinet
- Public Service Commission
- Qld Treasury and Trade
- Qld Treasury Corporation
- Department of State Development Infrastructure and Planning
- Department of Tourism, Major Events, Small Business and the Commonwealth Games

All costs will be charged back to the clients.

To negotiate variations to the standard request if required.
- To provide a cost centre code for the costs incurred.
- Analysing the results of searches.

Following turnarounds will be in place:
- Exceptional: same day service
- High: under 3 business days
- Normal: under 5 business days
- Low: 5 business days + (as negotiated)