

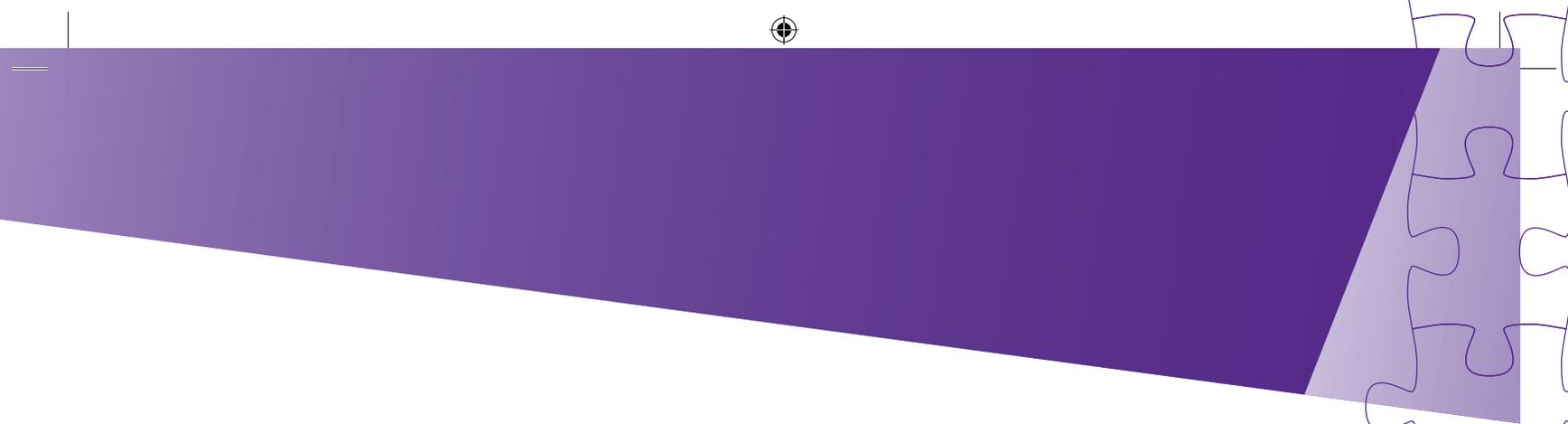
appendix A: ceo recruitment brief template

This template can be used to steer and document the Board’s conversation about what the CEO will need to do – in light of the organisation’s future – and the type of CEO that will be right in this situation. Once completed, the template can be used as the basis for conversations with the executive search consultant and in the preparation of documents to describe and promote the CEO role.

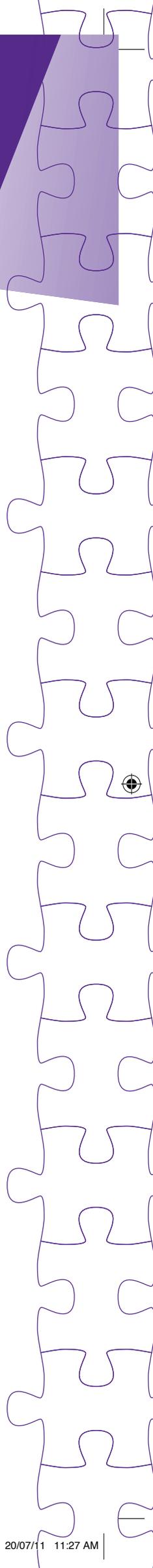
About the organisation

<p>Objective and mission What is the purpose of the organisation?</p>	
<p>Vision What will it look like when the organisation is successful?</p>	
<p>Values What types of behaviour does the Board value most and which are shared by the organisation’s staff?</p>	
<p>Organisational form What is the legal form of the organisation?</p>	
<p>Enabling legislation Which Act (or acts) establishes the organisation and describes what it can and cannot do?</p>	
<p>Other relevant legislation What other legislation impacts on what the organisation and its CEO must and must not do?</p>	<p><i>Public Sector Administration Act 2004; Financial Management Act 1994; Charter of Human Rights and Responsibilities Act 2006; Information Privacy Act 2000; Freedom of information Act 1982; Public Records Act 1973; Whistleblowers Protection Act 2001, Equal Opportunity Act 1998, Disability Act 2006, Sex Discrimination Act 1984, Racial Discrimination Act 1975, Racial and Religious Tolerance Act 2001</i></p>
<p>Summary of powers What role, functions and authority is given to the organisation in its enabling and other legislation?</p>	

<p>Restrictions</p> <p>What restrictions are placed on the organisation's activities by its enabling and other legislation?</p>	
<p>Relationships</p> <p>What relationships are specified in the enabling and other legislation? (for example, with specific departments)</p>	
<p>Current deliverables</p> <p>What is the organisation currently required to deliver? What legislation and service agreements establish these deliverables?</p>	
<p>Reporting and compliance requirements</p> <p>To whom does the organisation need to report and about what?</p>	
<p>Scale</p>	<p>Staff:</p> <p>Budget:</p> <p>Locations of activity:</p>
<p>Design</p> <p>How is the organisation structured? (for example centralised or decentralised)</p>	
<p>Organisational character and culture</p> <p>If the organisation were a person, how would you describe them?</p>	
<p>History</p> <p>What have been the defining events since the establishment of the organisation?</p>	



<p>Life-cycle stage</p> <p>If the organisation were a person, what stage of life would they have reached?</p>	
<p>Characteristics of the operating environment</p> <p>What are the defining features of the partner organisations with which the organisation currently works?</p>	
<p>Characteristics of the professional field, industry or sector</p> <p>What are the defining features of the industry(ies) or field(s) in which the organisation operates?</p>	
<p>Significant challenges at present</p> <p>What are the most significant challenges the new CEO will have to address when they take on the role?</p>	
<p>Future of the organisation</p> <p>What will need to be the defining features of the organisation in the future?</p>	
<p>Nature of the change</p> <p>How different is the organisation's future state from its current state?</p>	
<p>Other relevant information about the organisation</p> <p>What else will candidates need to know in order to make a considered opinion about whether they could become the CEO?</p>	



The CEO Role

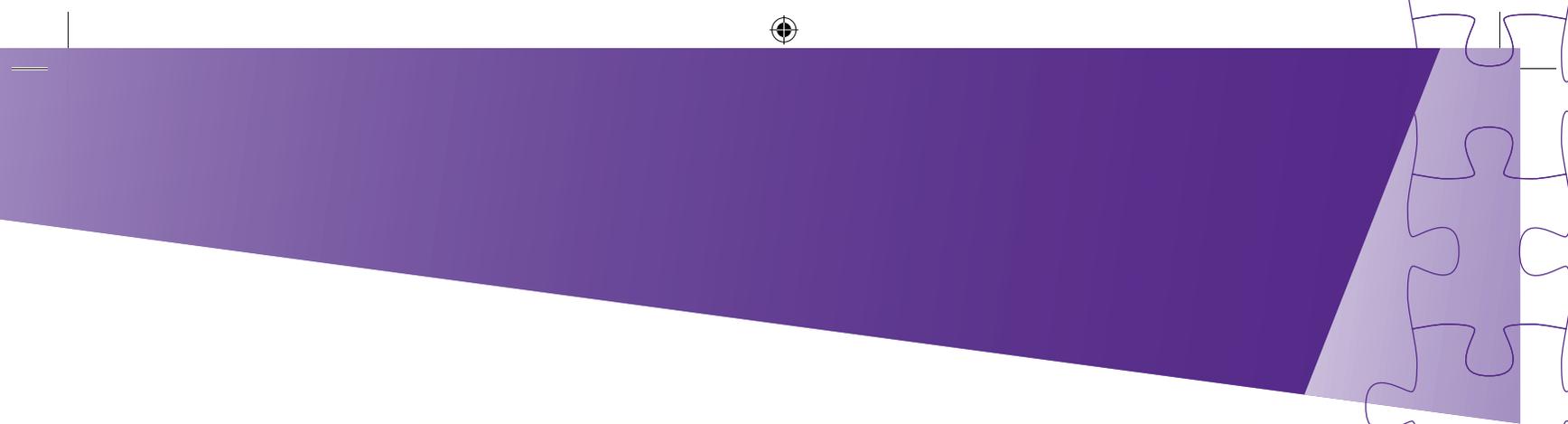
Key accountabilities

What will the CEO be responsible for?⁹

Key behaviours

How will the CEO need to act?

9. See also *Serving Victoria: A guide for public sector CEOs* (State Government of Victoria, 2011) available from www.ssa.vic.gov.au



<p>Key selection criteria</p> <p>Considering what the CEO needs to do in the role what are the key criteria upon which potential candidates will be short-listed?</p> <p>(Some generic CEO selection criteria are provided here. These are suggestion only and are not mandated. They should be adapted as required.)</p>	<p>KSC 1: Demonstrated capacity to succeed in the public sector</p> <p>Willing and able to lead an organisation owned by the government, navigate complex accountability relationships, comply with relevant legislation, and act in accordance with the public sector values.</p> <p>KSC 2: Demonstrated capacity for success in an organisational leadership role</p> <p>Willing and able to take responsibility for planning, organisational design, the organisation’s workforce, organisational culture, reputation management, relationship management, organisational impact, financial and asset management, compliance management, risk management and provision of authoritative advice.</p> <p>KSC 3: Demonstrated capacity for achieving results through others</p> <p>Willing and able to collect and share ideas and information, collaborate with other public sector leaders, engender commitment, delegate important tasks, and help others develop.</p> <p>KSC 4: Demonstrated capacity to manage and develop themselves</p> <p>Willing and able to manage own weaknesses and anxieties, gain new knowledge and skills, and act with flexibility and perseverance in the face of adversity without sacrificing their own well-being or that of others in the organisation.</p> <p>KSC 5</p> <p>KSC 6</p> <p>KSC 7</p>
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<p>Key elements of 'fit'</p> <p>Taking into account considerations about the organisation, its future state and the environment in which it works, what the CEO needs in order to achieve a good 'fit'?</p>	<p>Personal style:</p> <p>Motivation/aspiration:</p> <p>Preferred working environment:</p> <p>Response to pressure:</p> <p>Other considerations:</p>
<p>The offer</p> <p>Describe aspects of the role that may be attractive to candidates with the right capabilities and fit.</p>	<p>Salary package:</p> <p>Opportunity to make a difference:</p> <p>How the role can contribute to leadership career advancement:</p> <p>Status and profile of the role:</p> <p>Professional development opportunities offered:</p>
<p>Other relevant information</p>	<p>Location:</p> <p>Travel requirements:</p> <p>Out-of-hours work:</p> <p>Employment practices:</p> <p>Other:</p>