Case study

State Government Restructure

A departmental restructure resulted in the spill of all Executive roles from Deputy Secretary level down. Over 300 positions needed to be filled—first via internal recruitment, then externally.

The recruitment process had to be transparent, consistent, and merit-based, while aligning with the Public Service Commission Capability Framework. It was also critical that the process be implemented efficiently and sensitively, acknowledging the uncertainty felt by individuals impacted.

Project Approach

- Four components to the recruitment process: Resume, Occupational Personality Questionnaire (OPQ), EQ-i 2.0 Emotional Intelligence Assessment and ministerial briefing activity.
- Both the OPQ and EQ-i 2.0 mapped to the Public Service Commission Leadership Capability Framework.
- Interview panels briefed on the likely workplace behaviour of each candidate prior to interview highlighting key areas for investigation.
- Successful candidates debriefed on OPQ and EQ-i 2.0 results including a Development Plan for their Leadership.
- Emotional Intelligence embedded into ongoing leadership development programs within the Department.

Outcomes

- 79% of successful candidates had 10 or more of their subscale results in the range of high performing leaders
- 83% showed a low risk of derailment
- 86% exhibited above average Social Responsibility
- High EQ scores correlated with high performance in desired leadership capabilities
- Utilising the EQ-i and post-selection debriefs sparked widespread culture change, reinforcing that *how* leaders performed their roles was just as important as *what* they achieved.

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