

SELECTION CRITERIA EXAMPLES



The Legal Stuff

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Securing a job interview is entirely dependent on you the reader and in the way you use these ideas and techniques. We do not purport this to be a resource that guarantees your success.

Introduction

Below are some sample selection criteria. Each has been selected to demonstrate how you can effectively present information in completely different ways, in order to focus the response for the position. Some use the traditional STAR or CAR methodology, others just use bullet points to simply list work highlights and others show how to write effective responses, when working with strict word limits or behavioural questions.

Remember, these samples are just to demonstrate different methods of responding against diverse criteria. You will need to adapt your application using the 7 steps to writing sizzling responses to selection criteria and other guidance notes in the main e-manual.

Remember, there is no magic standard formula or 'government buzz words' you have to incorporate within your application. The most effective way to address government applications is to focus on the needs of the position, write responses that are of interest to the prospective panel member and to highlight accomplishments, using powerful language that positions you as the best candidate for a job.

I strongly recommend that you don't copy these examples, as you need to shape your responses to match the EXACT requirements of the job and every job candidate is unique (including yourself).

These examples are here just to provide guidance in terms of the standards, tools and methodologies used to create a top-notch application. These methodologies are all outlined in the main manual resource and this should be your main guide when developing applications for government.

Role Position: Employee Relations (Senior)

- **Sound consultation, negotiations, judgement and problem-solving skills and the capacity to operate with flexibility and agility in a changing environment in order to achieve outcomes.**

I have advanced skills in judgement and problem solving, combined with the capacity to operate with flexibility, including the ability to manage both reactive and proactive employee relations' investigations.

As an HR Consultant, to the National Australia Bank (NAB), I was invited to provide key strategic input and coordinate operations for RATECA (a not-for-profit organisation). Upon commencement, I was confronted with an organisation struggling to keep pace with ongoing growth, with no operational framework or systems, zero succession and strategic planning in place and poor ad-hoc management that was directly impacting on the creditability of this relatively new organisation. The position also entailed an enormous workload, involving operational 'firefighting' through to proactively developing a framework to support the effective operation of the organisation. Selected successes included:

- Effective **ongoing consultation and negotiations** with the steering group, resulting in a structured evidenced based and collaborative approach to HR planning, leadership, communication, marketing and succession planning.
- **Successful problem solving**, including the implementation of an online project management systems, that dramatically improved administrative efficiencies including advanced planning for events, increased transparency, effective delegation of tasks and improved communication structures (similar to case management software utilised in investigations).

At NAB, I was invited to manage the project for *Creating Knowledge*, a new innovative flagship education offering at the Bank. While managing and coordinating this entire project, I needed to consult and negotiate extensively to obtain input and support. This involved working with conflicting expectations and differing personal styles, as well as creating mobility of talent with staff and responding flexibly to various stakeholders to ensure sustainability and ongoing action on the project. As a result of my ability to consult, resolve conflict and problems and initiate fluid and flexible resourcing options, to meet the emerging requirements of the project, the project was a great success. This included successfully securing the support of the NAB executive to achieve collaborative design of information-rich up-to-the-minute interdisciplinary case studies, effective design of course materials and negotiating with colleagues to ensure full consensus across this interdisciplinary course.

I am confident that this experience will enable me to use judgement and work consultatively with others to ensure the effective management of employee relations.

Notes:

Since the question related to solving problems, story telling was utilised, so the reader was aware that as HR Consultant at NAB, the applicant faced major problems and using the skills of negotiation and consultation, was able to solve these major problems.

Role Position: Director, Not for Profit

- **Proven fundraising experience**

My strength is my ability to secure strong funding to ensure that organisations not only survive but thrives and grows from strength to strength. Selected demonstrable examples:

- As the Director/Producer, The X School—for the 50th Anniversary Benefit on behalf of the Australian School Fund, I developed a strategy resulting in **excess of \$260,000 to date** for the school fund from the corporate sector and philanthropists. This fundraising is ongoing.
- At Child Care, New South Wales, I established a more accessible donor centered corporate sponsorship program and developed an outreach strategy to maximise fundraising from individuals, foundations, corporations and government agencies. Results include **securing over a \$5 million in income**, plus in excess of \$1 million for the establishment of the Endowment Fund.
- As the Director for the Spring Festival, I attained funding for the second stage of the festival for the Welford Springs region. As a result, the Festival is still operating and growing into a major festival in the township and received all the required funding from all levels of government and the private sector.
- As the Director, New South Wales Woo Arts Festival, I developed a funding strategy to ensure the development of festival sustainability. This resulted in attaining triennial funding from all government levels, along with major corporate sponsorship.
- As the CEO of the Cervical Foundation, **I attained \$1.5 million in funding** for the establishment of the National Cervical Research Institute, from government, trusts, foundations and philanthropists.
- As Deputy CEO, Festival of Three Worlds, I strengthened the fundraising program, securing **\$2.1 million from donors**.

Notes:

This is an excellent example of how using a list delivers more impact, compared to using one or two examples (STAR's). The key feature of the list is highlighting the amount of funding secured, with the dollar amounts in bold and using a short bulleted list of evidence.

Role Position: Front of House Manager

- **High standard of financial responsibility for preparation of budgets, maintenance of cost-effective staffing structure, management of a cash operation and correct reconciliation.**

I have relevant experience in managing budgets, cost effective staffing structures, cash operations and reconciliations.

In my current position as **Assistant House Manager at Star Facilities Corporation**, I successfully manage a diverse range of financial processes, from input into the budget (comprising of \$164,000), accounts receivable and accounts payable, cash management, (including a float of \$5,000), end-of month reconciliation and reporting, purchasing, through to stock take management. In addition, I quote on up to 4 events per month (external and internal), including analysis of costs, forecasting, budgets and ensuring that a profit is achieved.

In this position, I have also improved financial processes, which have included:

- Close analysis of accounts payable, including the discovery of massive discrepancies (overcharging) by cleaners and undertaking an audit for 2019 to rectify the problem. I'm currently negotiating with the cleaning firm in question to resolve this large discrepancy and I have successfully implemented new processes to ensure this does not occur in the future.
- I have streamlined the 'stock take' system by ensuring effective entry of data into the system, which has significantly improved end-of-month reconciliation process and provided management with a more accurate reflection of accounts (including costs and profitability).
- I have transformed the internal accounts payable process, with internal charges reflected in the books within just 1 week, as opposed to several months. This has again improved the accuracy of accounts/reports for management.

This current experience is enhanced by relevant qualifications, namely a **Diploma of Financial Services**, North Sydney Institute of TAFE.

Notes:

This is a good example of how you can insert qualifications at the end of specific evidence, to reinforce capability against selection criteria.

Notice that the example provided was very relevant to role specific requirements.

Role: Graduate Legal Officer

- **Good planning and organisational skills**

I have excellent planning and organisational skills, including the ability to respond flexibly to various stakeholder requirements and changing circumstances as they arise - through to the use of systems and technology that improves efficiencies. Examples:

In my position as **Law Clerk at Alf Lawyers**, I juggled a very large portfolio of immigration files. This involved meeting strict deadlines, drafting memoranda, through to the application and filing of diverse visas (O and P visas for individuals with extraordinary ability and employment-based immigration visas.) Core to this position was being highly organised to ensure that I met the filing deadlines for a multitude of clients.

To assist with the task and planning of these diverse files, I successfully developed a set of precedents for visa applications, which reduced time on the task by up to 20%. I also developed a database of sites for each sport (part of the visa process for extraordinary individuals or employed based visas), which contributed to reducing time on files by up to 30% for team members. As a result, I never missed a deadline, and I was able to successfully manage and organise a very large portfolio of client files.

In my positions as **Membership Services Coordinator/Multisport Development Assistant/National Events Assistant, Triathlon Association**, I led the coordination of national and world championship events, led programs and the servicing of the organisation's 100,000+ members and developed and implemented membership retention and acquisition plans. In meeting such a vast and demanding role, I ensured that I was highly efficient, organised and used planning while juggling diverse tasks. Within this position:

- I was instrumental in cutting time on task by up to 4-hours, through the development of a database system that merged the organisation's database of 100,000+ members with software.
- Through planning prioritisation and the creation of templates for common customer responses, I easily met the 24-hour member query KPI response policy, 100% of the time.
- I successfully planned, organised and coordinated 2 National Championships (1000 participants), 1 National Congress (300 attendees) and 3 World Championship teams (300 athletes). I managed these multiple events from remote locations.

I'm confident that my vast experience in planning and organising tasks will ensure that I easily meet the diverse requirements of Graduate Legal Officer.

Notes:

This is a good example of how a Graduate can use even entry-level experience to really highlight their relevant skills, without once referencing study (which is a fall-back position for many graduates).

Role: Warehouse Officer, Defence Force

- **Well development oral and written communication skills including the ability to liaise with Defence Agencies, personnel, local suppliers and contractors.**

I have the ability to communicate with influence and engage with individuals in order work cohesively with others and achieve functional area objectives. Selected examples:

While involved in the Procurement Unit, Defence Force Merrill Base, I provided clear instructions to contract staff and successfully liaised with senior officers, including persuading superiors of the benefits in continuing to run the manual ledger and computerised system in tandem beyond the projected three months, until such time it was apparent that all information was correct, and any initial problems had been resolved. As a result of my effective communication, and negotiation skills, I was able to negotiate an extension on the continued use of manual ledgers, which allowed for the effective monitoring of data and system integrity.

As Storeman, TEO Warehouse, my primary role responsibilities included a direct emphasis on ensuring the availability and timely supply of spares to squadrons in order to ensure the ongoing safety and maintainability of aircraft. Core to this position was working cooperatively with others and negotiating and obtaining understanding and resolution on problems. Specific example: After a spare had been supplied to one particular squadron, I was informed the item was incorrect. In order to ensure maintenance activities would not be adversely affected, I invited the Technician to the warehouse to discuss the problem. We were able to identify the item in question had originally been coded incorrectly. I went through the available spares and was assisted by the Technician in correctly identifying items. My willingness to listen and clarify the issues involved and discuss the problem, resulted in the Technician being able to obtain the correct item immediately, in addition to providing an opportunity to rectify and adjust electronic records to ensure the system accurately reflected the correct code against the appropriate corresponding item.

In my current position as Storeman, TEO, I have provided instructions, both verbally and in writing, while delivery on the job training on operating systems. This has included successfully guiding staff and contractors by providing regular feedback and allocating sufficient time and attention to communicating issues to personnel as well as writing clear guidance notes. As a result, staff and contractor knowledge on operating systems improved significantly.

Notes:

This is a good example of how you need to match the examples (STAR's) utilised to mirror the requirements of the position.

In this case the examples provided evidence of core communication skills related to warehouse management. The evidence was also appropriate for a role at this classification level (not managerial or executive).

Role: Family Support Worker

- **Evidence of experience in the maintenance of records and client correspondence.**

I have extensive experience in the maintenance of records and client correspondence, and I ensure all records, case notes and client correspondence are kept in an appropriate manner and written in a way that avoids unnecessary jargon and acronyms.

As a Family Support Worker for the Moorabbin Aboriginal Council, I worked with individuals, families and groups in the community, including implementation of the 'Small Fellas' program, which involved supporting children in Family Departmental care (including support of other family members and parents) and implementation of a number of projects, including Young Mothers parenting program and Youth Programs for school aged children. In this role, I provided regular reports for management and this included:

1. Maintenance of accurate reports on various clients/youths and ensuring all relevant information was accurate and up to date, including ensuring all modifications required were made in a timely manner.
2. Collection and interpretation of data and statistics, in order to comply with the Department of Families Youth & community Care Programs/Aboriginal & Torres Strait Islander Commission and Department of Families (Commonwealth). This included reporting on a new program, titled "One Service Agreement" piloted in Moorabbin by the State government. In this role, I ensured accurate reports in regard to programs in order to enable a one-line funding process across all Government Funding Bodies and Agencies.
3. The provision of management reports in regard to updates on various programs and feedback obtained on services provided.
4. Accurate record keeping in regard to budgets and financial matters.

As a result of my accurate record keeping, I provided management with timely reports, in regard to services, which enabled them to identify and prioritise issues in the community. I also ensured that all reports and records were maintained in accordance with Moorabbin Aboriginal Council's policies and procedures, along with the requirements of the Department of Families Youth & Community Care Programs/Aboriginal & Torres Strait Islander Commission and Department of Families (Commonwealth).

Notes:

The Moorabbin Aboriginal Council example is a classic STAR and demonstrates how powerful this methodology is in providing direct evidence against specific selection criteria.

Role: Claims Manager

- **Strong communication skills**

I have excellent communication skills and as a **Technical Officer**, ATO, I utilised my high-level communication skills to ensure staff were provided with appropriate technical advice and support. Specific examples include:

- I identified that the new Child Care claims activities had the highest return rate from Quality Checkers. I therefore developed a **written training package**, which I sent via email and delivered face-to-face during a staff meeting. The training packages resulted in the teams return rate for new childcare claims being reduced by **78% within just 4 weeks**.
- I **developed a topic of the week concept**, which I would communicate to the team on a weekly basis. As a result, I quickly became the 'technical guru' and 'go to person' for technical enquiries and I provided key input into improving knowledge and performance of individual members of staff.
- I **provided coaching and technical advice to staff on relevant legislation, policies and practices** and on more complex matters. This included establishing both formal and informal communication channels to keep staff fully informed on the correct interpretation and management of complex issues.

Notes:

This is an example of how you can use short examples (with the first 2 examples shaped using a STAR), to provide evidence of strong communication skills. Notice how bold has been utilised to highlight outcomes and achievements.

There was an overall word limit for the application, hence the tight response.

Both written and oral communication skills were covered, with examples most closely aligned with the position.

Role: AusAid Graduate Development Program

- **Demonstrated understanding and an awareness of the work and goals of AusAid, including a demonstrated interest in aid development**
 - ~ **Knowledge and awareness of Australian and international issues, as they impact on development assistance.**
 - ~ **An understanding of and interest in the work and goals of AusAid.**

I have knowledge relating to AusAID's programs and related key thematic aid, combined with working experience and specialist knowledge in working within government frameworks and in development, human rights and humanitarian issues. My demonstrable passion in relation to international issues, development and goals of AusAid, include:

- A **Bachelor of Arts**, Majors: International Relations, focused on international development and human rights issues with a high distinction average.
- Ongoing passion in human rights and the pivotal role of aid development, including AusAid aims in relation to those themes relating to human rights, gender, governance and millennium development goal areas. Further qualifications include a **MSc Human Rights, School of Economics and Political Science 2017** and an **International Red Cross International Humanitarian Law Program Certificate 2016**, as well as ongoing professional development **e.g., Complex Emergencies (humanitarian crises, civil war, genocide, security)**.
- Appointment to key research intern positions at the Sex Discrimination Unit, Human Rights & Equal Opportunity Commission and Diplomacy Training Program. During these research intern programs, I wrote and edited key segments of a 50,000 report on improving the rights and status of women and children in Vietnam. This included coverage of interlinked themes of the AusAid Strategic Framework for Australia's Aid Program, namely enabling those affected by poverty to participate in growth, making the workforce more productive, gender equality and ensuring a better-informed citizen, who will demand improved government performance.
- Through my position at the London School of Economics, I have obtained a sound understanding of working within government, including working within a framework of significant change and contributing to the development and implementation of policy. For example: exposure to development issues and human rights abuses of a number of refugee groups, including Mandaean expatriate community in Iraq.

Note:

AusAid programs are very competitive, so it was essential to provide strong evidence. The examples directly incorporated evidence of how the applicant not only had an understanding but had incorporated this understanding while undertaking internships.

There was a strict word limit involved, so a bulleted list was utilised.

Role: Senior Legal Officer

- **Have sound knowledge (or the ability to quickly acquire sound knowledge) of legislation, policies and/or systems relating to transport.**

I am confident that I will rapidly acquire all relevant knowledge relating to legislation, policies and procedures relating to transport. I understand that the functional area is responsible for transport safety and security, along with transport system efficiency, access and equity. Relevant legislation and regulations include: *Transport Operations (Passenger Transport) Act 1994, and Regulations, Transport Operations (road use Management) Act 1995, along with regulations relating to Dangerous good, Driver Licensing, Fatigue Management, Mass, Dimensions and Loading, Road Rules, Vehicle Registration, and Vehicle Standards.*

In my current role as Legal Support Supervisor – Wakefield Chambers and previous roles within the Office of the Director of Public Prosecutions, I rapidly gained a sound understanding of procedures and legislation relating to this role. This has included practice and procedure, the Criminal Code, the Director of *Public Prosecutions Act 1984, Corner’s Act 1958, and Criminal Offence Victims Act 1995.* I also have the ability to read and interpret legislation and policy and therefore I am confident that I would rapidly acquire detailed relevant knowledge relating to issues regarding transport. Selected examples within my current role as Legal Support Supervisor include:

- ~ I gained detailed knowledge and extensive understanding of applicable practice and procedure and regulations relating to court applications, or appeals, court filing, service of subpoenas, and preparation of mentions and call overs.
- ~ I ensure functional area adherence to relevant processes and procedures, including reading and successfully interpreting relevant legislation and procedures.
- ~ I provide guidance, mentoring and training to new legal officers on relevant practice and procedure, legislation and regulations.
- ~ I ensure full compliance with the *Criminal Offence Victims Act 1995*, including ensuring notification of Victim Support Services Officer
- ~ I ensure strict adherence to departmental code of conduct.

Notes:

This is a classic example of how to address a criterion, when you don’t have any real demonstrable knowledge. Since my client was in the second category (namely ‘or the ability to acquire’), I first outlined the relevant legislation for the position (after research) and then supported this with the client’s experience in working with complex legislation and procedures.

This is a more effective approach, than simply stating that you don’t have sound knowledge, which can be detrimental to your application.

Role: Director, Schools Finance

- **Describe the key strategies you have used to manage staff performance and drive capability development**

I bring to this position vast experience in transforming staff performance and driving capability development including mentoring, training, restructuring team and performance and accountability frameworks.

Mentoring & Coaching / L&D:

At the Anglican Schools Commission, financial branch, I was confronted upon arrival with low staff morale, a culture extremely resistant to change, no accountability framework and a model, in which there was no up skilling of staff. This had resulted in exceptionally poor performance, including Schools failing financial internal audits. With much of the poor performance stemming from poor management, I initiated key strategies to **turnaround the performance and drive capability for 200+ staff.**

- I directly coached business managers that were not strong in finance or management, or leading staff, to ensure improvements, including spearheading a Business Manager professional development program.
- I successfully established a school help line tool and reporting function, which identified training requirements and successfully monitored staff performance for the first time.
- I increased self-sufficiency across school sites, including the encouragement of L&D and up skilling.

From this framework, principals, and staff were empowered to do their jobs and solve problems, which resulted in significant improvements in the financial management and governance across 87 school sites. This included achieving the first positive audit in over 5 years; improvements in budget management; as well as higher staff retention rates and the attraction of talent.

Team Restructure / Accountability Framework:

As the **Financial Controller, Global Marketing Ltd**, I arrived at an organisation with low morale, high staff resignations and poor risk management. Working directly with the CEO, I drove capability development through the restructuring of the finance team and implementing a framework of accountability. Through restructuring and an effective accountability framework, I was able to secure cost savings, at the same time improve performance of the finance team.

Notes:

This is a good example of using a STAR to provide evidence of managing staff performance, but more importantly showing evidence on how the strategies led to improvements to staff performance. Headings were used to break down strategy elements. There was a word limit of 300 words.

Role: Policy Officer, Education

- **Describe an experience of providing advice derived from your analysis or research, and its impact.**

As the Assistant Professor at the University of New South Wales, I oversaw a multi-year research-based project for newly resettled refugees in the Local community in Sydney working with Somali Bantu children. Part of this ongoing research project was providing advice and recommendations on the specific challenges faced by these students and children. This group faced very complex challenges, with children arriving to Australia with no literacy skills, and, having spent their lives in refugee camps had no prior experience in formal schooling. This was exacerbated by the fact their parents arrived with no training or skills to understand the industrial economy or the education system. As a result of this ongoing research and analysis, key recommendations were made and delivered and these recommendations via multiple program delivery had a direct impact, including:

The establishment of a popular after-school tutoring program to help the Somali Bantu children with the schoolwork and a summer camp for the youth. This school-tutoring program directly addressed the exact needs of students.

Cultural awareness workshops were put in place for teachers and school staff to help them better understand the refugee's cultural background, including the establishment of a 'cultural pride' day for the refugee youth to perform for their classmates and school. This cultural awareness training was vital to ensure teachers had the tools and teaching repertoire to manage diversity within their classroom.

The research and recommendations led to the establishment of a 'Refugee Task Force', which coordinated the efforts of various individuals and organisations involved with the group. This task force established a model for local collaborations to better serve new populations of refugee children that arrived in the future.

Notes:

This is a classic behavioural type of question where the panel is eliciting an example to determine whether the candidate is a good fit or not. For the client, it was a case of picking an example that most closely aligned with education (as the position was for policy in education) and focused on the impacts of the research. There was a word limit of 300 words.