



How to address the most frequently used selection criteria in Government Jobs

How to maximise your potential to make your next job application your best!

A panel of experienced trainers and interviewers, draw on their extensive experience, to address the fifty most frequently used Selection Criteria, used to advertise Government jobs. They present you with proven techniques and concrete examples, so that you will satisfy the required Selection Criteria necessary to impress your next job interview panel. From communication skills, to project management skills, to meeting deadlines and knowledge of government legislation you will come to understand the requirements, and the best way to draw on your own experience, skills and qualifications in your application. In an easy to read, easy to remember point format this e-book is a goldmine of valuable tips that will build your confidence and simplify applying for a job in the Government.

Compiled by Margo Blacklaw
Manager
Training and Coaching Solutions

Training and Coaching Solutions offers:

- Merit Selection courses
- Writing a Job Application and Interview Skills courses
- Public courses in the CBD
- E-Learning course on Government Job Applications and Interview Skills Training on website
- Coaching one on one in Merit Selection and writing job applications and Job Interview Skills
- A service to write your job applications - covering letter, resume and addressing the selection criteria or help you improve your existing application.

Click on our website under 'News' to see the updates.

www.trainingandcoachingsolutions.com.au

Selection Criteria – Top Tips!

- 1.** Ensure that you back up everything you say with factual evidence and examples. Don't just say 'I have excellent communication skills', explain how you have used them to good effect in the workplace. Make sure you add achievements, outcomes and use concrete examples in your explanation.
- 2.** Use exciting dynamic verbs (page 6) and effective adjectives so that you paint a vivid picture of what you have to offer. Make sure you have a look at page to see the list of verbs you can use.
- 3.** You must address all of the Selection Criteria in the advertisement otherwise you will not get to the interview stage. The maximum number of selection criteria in each advertisement is usually eight.
- 4.** Be aware that you might meet all the Selection Criteria, but if many applicants do so, the calibre of your responses will determine whether or not you make it to the interview. This is called a competitive cull.
- 5.** There is no standard response length. Be concise. Some criterion may require a more detailed response than others. Your panel do not want to read an application that is either too detailed or too brief. Demonstrate your capabilities with good examples. Ask the convenor and see what they think is appropriate. Convenors have very different ideas as to the length of your application.
- 6.** Some Selection Criteria come in parts – address each part of the selection criteria separately. For example, sound conflict resolution, negotiation and networking skills.
- 7.** Write in full sentences or use an abbreviated point format but even then use full sentences when addressing each of the Selection Criterion – provide examples from what the Agency has sent you.
- 8.** Always use numbers to show appropriate detail, for example, I supervised eight staff or I worked at the Agency for ten years. I managed a budget of \$10m or a project size of \$100m.
- 9.** Use a spell check to make very sure there are no spelling errors or grammatical mistakes of any kind.
- 10.** Always include your up-to-date resume. Ensure that you include an application form and/or a covering letter that directly addresses the job requirements if appropriate.

Supporting Statement or Claim for Position Or Addressing the Selection Criteria

Manager Human Resources
Department of Administrative Affairs
PO Box 222
SYDNEY NSW 2001

Date

**ASSISTANT PERSONNEL OFFICER
GRADE 5/6, POSITION NO. AA/405**

After having studied the Position Description I would like to submit the following application confident in the knowledge that I possess all of the qualifications and have the necessary experience to carry out the full range of duties and responsibilities of the position.

SELECTION CRITERIA:

- Criterion 1
- Criterion 2
- Criterion 3
- Criterion 4
- Criterion 5

:
:

In conclusion I look forward to an opportunity to expand upon the information contained in my application at an interview and would be pleased to supply further details, if required.

Yours faithfully

Signature

(Print Name)

Useful Verbs to enhance your applications

Accelerated	Demonstrated	instructed	proved
Accomplished	Designed	interviewed	provided
Administered	Developed	invented	publicised
Analysed	devised	launched	rationalised
Arranged	directed	led	reduced
Awarded	edited	maintained	researched
Budgeted	eliminated	managed	reviewed
Built	established	maximised	revised
Calculated	estimated	modified	saved
Communicated	evaluated	monitored	scheduled
Completed	expanded	motivated	selected
Composed	expedited	negotiated	solid
Conceived	found	optimised	solved
Conducted	generated	organised	streamlined
Controlled	guided	originated	structured
Coordinated	implemented	performed	supervised
Counselled	improved	persuaded	taught
Created	increased	planned	trained
Decreased	initiated	prepared	won
Delivered	instituted	produced	

Selection Criteria Covered	Page No.
-----------------------------------	-----------------

Administration	
Demonstrated administrative/clerical and organisational skills.	10
Demonstrated clerical and administrative skills with accurate data entry and word processing skills.	10
Well developed administrative and numeracy skills and the capacity to maintain attention to detail.	11
Analytical	
Good analytical skills and attention to detail.	12
Budgeting	
Demonstrated ability to develop and manage business and administrative systems and undertake business planning and budgeting, project management and the costing of operations and projects.	12
Change	
Demonstrated ability and experience to implement change.	12
Communication	
Highly developed skills in communication, negotiation, conflict resolution, facilitation and managing change.	14
Experience in promoting, influencing, negotiating and monitoring appropriate behaviour.	15
Sound interpersonal, communication, negotiation and liaison skills including the ability to establish effective networks;	15
Ability to effectively communicate both orally and in writing with internal and external customers.	17
Competent liaison, negotiation, analytical and problem solving skills	18
Computer	
Computer literacy and knowledge of Microsoft Office applications.	19
Experience in the maintenance of databases and in data extraction and manipulation.	19
Confidentiality	
Demonstrated ability to maintain confidentiality, exercise discretion, judgement, initiative and deal with difficult situations.	20
Customer Service	
High level commitment to provision of consistently high standards of client service and ability to liaise and communicate effectively with a range of stakeholders.	20
Excellent customer service skills.	21
Deadlines	
Proven organisational skills and an ability to meet deadlines and work in a high volume work environment.	22
Time management skills with the ability to prioritise and meet workload deadlines.	23
Diversity	
Understanding of and capacity to relate to people from a diverse range of social and cultural backgrounds, including those with complex needs and treat clients with fairness and respect.	23
Initiative	

Proven ability to exercise sound judgment and initiative	24
Leadership	
Experience in team leadership and supervising staff and the skills and experience to work harmoniously and productively in a team environment.	24
Highly developed leadership experience at a senior level, experience in managing staff including experience with performance appraisals.	25
Demonstrated high level experience and skills in the leadership, management and deployment of multi-disciplined teams	26
Demonstrated experience in leading, managing and developing small teams of staff.	26
Legislation	
Ability to interpret and apply legislation	27
Liaising	
Proven experience engaging community, industry, government and other groups in partnership programs and community based projects.	27
Licence	
Current NSW Driver's Licence and a willingness/ability to drive within NSW.	28
Motivation	
Demonstrated ability to motivate, support and communicate effectively with young people with challenging behaviours.	28
Occupational Health and Safety	
Experience with Occupational Health and Safety	29
Organisation	
Superior organisation skills including allocation and rostering of staff.	29
Problem Solving	
Demonstrated superior communication/judgement/ problem solving skills.	30
Project Management	
Demonstrated project management skills, community building skills and planning and research skills.	31
Demonstrated high level project development, management and organisational skills and experience	32
Research / Writing	
Excellent research, analytical and data sourcing skills and demonstrated data analysis experience, with sound experience in preparing reports and submissions.	32
Team Skills	
Ability to work independently whilst contributing as an effective team member.	33
Ability to work independently and part of a team;	33
Ability to work as an effective member of a team in a high pressure, high volume work environment and the capacity to work with minimal direction and supervision.	34
Technical Skills	
Extensive experience in developing and maintaining technical documentation, standards and procedures including business continuity.	35

Tertiary Qualifications	
Appropriate tertiary qualifications or demonstrated, equivalent, relevant industry experience.	36
Training Abilities	
Demonstrated ability to present and explain complex technical information to a non-technical audience.	36
Demonstrated ability to plan and deliver industry presentations, seminars and educational workshops.	37
Demonstrated ability to develop/train/mentor staff through coaching and on the job training	37
Writing Skills	
Demonstrated experience compiling high level reports, correspondence and submissions.	38
High level of written and oral communication and report writing skills.	39

Administration

Demonstrated administrative/clerical and organisational skills.

As Members Services Officer at the Powerhouse Museum (The Department of Arts, Sport and Recreation) for the past 4 years, I have had sole responsibility for administering the Members Program. My organizational skills are regularly tested at large scale events within the Museum.

Members of the Powerhouse Museum are invited to special preview events of our major exhibitions; receive discounts on events that are ticketed and on related books and merchandise. There are also reciprocal membership rights with other museums around Australia and internationally. Members of the Powerhouse are often donors and sometimes major donors to the institution.

- My role is to grow the membership and that calls for efficient administration of current members as well as promoting membership through marketing and at Powerhouse events. I have successfully maintained a database of 50,000 members with the assistance of a part time volunteer. We have segmented

the database demographically and so can target our invitations to specific sections e.g. school age members receive invitations to day time events during the school holidays.

- The role calls for me to have a high level of computer literacy and the ability to liaise with the web designer and graphic designer for invitations and promotional materials.
- I have organized events, an average of 6 events per year, for members with attendance ranging from 100 to 600 members. I co-ordinate the preparation of the venue, any branding and decoration required, the catering and hiring of casual event staff. From time to time we acknowledge various members with special awards for ongoing support as volunteers and as donors.

Demonstrated clerical and administrative skills with accurate data entry and word processing skills

In my current position with Queensland Police, I am employed as an Administrative Officer, grade 2, within the Traffic Camera Office, however for the past 2 years have been regularly required to act in the position of Team Leader. As Team Leader I am responsible for supervising and co-ordinating the day to day work of 13 other administration staff in a highly complex and fast paced environment, and have a responsibility for ensuring that high quality work is produced in accordance with legislation, policy and procedure.

My data entry and WP skills have been developed by a number of projects I have worked on since being employed with the Hospital. As part of my function I have been required to work on such projects as a review of all senior medical

practitioners within the Hospital which required an analysis of all their registrations, specialities and contracts and the manipulation of this data into a Department of Health database.

I am also responsible for preparing the Hospitals Quarterly and Annual Workforce Profile reports for the Department of Health, which requires not only strong analytical and data entry skills but a keen eye for detail and the ability to work to tight deadlines.

Well developed administrative and numeracy skills and the capacity to maintain attention to detail.

My current role as an Employment Officer for Integral Energy over the last 2 years has been highly administrative and I believe I demonstrate on a daily basis an efficient and effective administrative service with a strong eye for detail. Part of my role is to create contracts for new staff members. This requires the efficient production of their paperwork, which needs to be 100% accurate, as the contract they are supplied with is legally binding. I need to ensure that all staff members have gone through the required checks, have an appropriate contract and have

been placed onto the system prior to their start date, no matter how short the timeframe. It is my responsibility to ensure that all paperwork has been completed correctly by managers, and that all staff members return the appropriate paperwork to me for collation on their files. I am also required to process conference and study leave applications for staff. I also calculate employees' leave and their other entitlements and what is appropriate for them. For this role I am required to have a strong eye for detail to ensure that peoples' claims are submitted correctly and that I process them without error.

Analytical

Good analytical skills and attention to detail.

In my role as Business Analyst at Sydney Water for the last 6 years, it is essential that I have analytical skills and attention to detail. In my current role I was required to analyse a number of spreadsheets recording the rents collected on various government facilities that are hired out to the government and private sectors.

The rooms vary in size and can be used for small group training and large meetings or conventions with a capacity of up to 200 seats. The facilities in the rooms also vary; some contain chairs only while others are set out with projectors, screens, audio equipment and cooking facilities. The rents did not seem to reflect the size of the room nor the facilities available. I was asked to analyse the data and make recommendations. In all instances I recommended the rent be increased from between 20% and 75% to reflect market rates, size of room and available facilities. This recommendation has been accepted and implemented with no noticeable decline in rental activity.

Whilst conducting this analysis I was able to gain a considerable advantage for my department due to my eye for detail. Another Agency had an ongoing weekly booking for one of the rooms and I noticed that they had never been charged for the use of the facility. Upon investigation I discovered that they were never charged because they had never been set up in the billing system. Over 2 years of back payment was recovered and the Agency continues to use the room on a weekly basis and pays on time.

Budgeting

Demonstrated ability to develop and manage business and administrative systems and undertake business planning and budgeting, project management and the costing of operations and projects.

As Business Performance Manager for a US based Telecommunications Company for a period of 2 years from 2006 to early 2008, I demonstrated the ability to develop and manage business and administrative systems. Achievements from this period include:

- I used Project Management best practice methodologies to ensure that new products and services were integrated into various companies enabling the efficient, on-going operations and customer support.
- I led a team of Business Analysts to introduce Business Process Re-engineering concepts and PMI methodology to the company and documented essential processes and procedures.

As Technical Manager of a division of Sydney Water for 4 years from 2003 to 2006 I was responsible for business planning and budgeting, project management and the costing of operations and projects.

Included in my responsibilities were the following:

- Process development, documentation and training for the division's hydraulic engineers.
- I took an active role in the budgeting of all scheduled projects.
- I project managed the roll out of new water testing infrastructure for NSW's water storage systems including the costing of the operation. The project was completed within the appropriate timeframe and within the budget.

Change

Demonstrated ability and experience to implement change.

Having previously successfully facilitated organisational change within a diverse (and initially hostile) workforce, I understand what is required to drive and support a cultural change program, ensuring delivery and brand promise to all customers across many areas of a business. In my role as PR / Operational Manager with Office of Administrative Affairs, I successfully undertook a change management

program which resulted in a dramatic cultural shift within an eight month timeframe to a culture which was transparent and inclusive. As a result, employee engagement and morale increased, as did both company brand and business.

OR

In my current role as Project Resource Manager, I am responsible for leading an innovative and complex initiative within a strategic project and change management framework. This involves the scoping, design and planning (phase 1), development (phase 2), implementation (phase 3), evaluation (phase 4), review and continual improvement (phase 5) of an organisational-wide Integrated Safety Management initiative (ISMI) to provide the basic infrastructure and framework to manage all aspects of safety (patients, staff and other persons), quality and risk management across NSW Health and promote a 'safety for all' culture. This is a complex and challenging initiative to lead because the organisation is a highly integrated, diverse, decentralised and industrialised service delivery environment which employs greater than 60,000 staff directly.

There is no existing benchmark for establishing a truly Integrated Safety Management initiative for the health and community services industry. Absence of

a benchmark creates challenges and complexity concerning stakeholder buy-in and leadership commitment. As well as this there is high emphasis on the development and fostering of extensive collaborative partnerships with a range of internal and external stakeholders critical to the initiatives success, all with their own agendas and demands. The challenge is engaging and sustaining stakeholders to achieve the longer term integrated vision.

Prior to my current role my strategic project, policy development and change management skills were also demonstrated in my previous positions at the National Occupational Health and Safety Commission and the Medical Board of Victoria. My position at the Medical Board of Victoria involved managing a change management process for the new release of a registration business system and demonstrated my ability in facilitating effective change management processes and creating an environment that embraced change to enhanced strategic performance and service to clients. This role required me to analyse and challenge systems, practices and procedures and implement strategies that support business direction; provide high-level analysis and review of legislation, and negotiate and consult on the drafting of policies to ensure compliance with legislative standards. This was a significant achievement towards developing an integrated registration system for 36,000 health practitioners which provided, inter alia, visibility into the profiles of all operating health practitioners, ensuring the highest safety and quality standards of medical care is maintained in Australia.

Communication

Highly developed skills in communication, negotiation, conflict resolution, facilitation and managing change.

As Customer Services Manager Northern Region I am constantly required to utilise my highly developed communication skills, both oral and written;

- I deliver presentations to government committees and industry groups
- I facilitate weekly team meetings
- I write Compliance reports, Environmental reports and Incident reports
- I write annual report for presentation to Head of Department

In this role I regularly use my highly developed negotiation skills;

- I negotiated an agreement between 2 NSW Government Agencies and a rural community that saw an increase in resources in that community without an increase in spending

- I negotiated with the union a return to 12 hour shifts without a dramatic increase to the wages bill.

Utilised my conflict resolution skills when;

- I met with local community and Government Representatives to resolve issues involving a number of irrigation licenses. Government position was to reduce the number of licenses and community wanted to maintain the number of licenses. As a result of this conflict, water allowance bills had not been paid for six months. I was able to resolve this conflict which resulted in the number of licences being reduced with no adverse effects to the community. All outstanding monies were paid within 14 days of conflict being resolved

I used my facilitation skills when;

- I facilitated community meetings to ensure community members aired their concerns
- I facilitated staff meetings to identify safety issues and develop and implement action plans to resolve these

In my current role I have lead a team through major change - from a public service department to a commercially focused business unit. This required me to ensure that all staff understood the change in direction and the impact of this change on their roles. New governing regulations were implemented and these were translated into changed behaviours in the work place e.g. introduction of 12 hour shifts. During this period of change I did not loose any members of my team and today we are recognised as a successful, commercially focused business unit.

Experience in promoting, influencing, negotiating and monitoring appropriate behaviour.

In my position as Clerk Grade 7/8 in Department of Housing NSW, I lead a team of 7 permanent staff and numerous contractors in Information Technology Strategy. It is my responsibility to model appropriate behaviours when dealing with the agencies clients and to using influencing and negotiation skills to ensure service delivery is at the highest level.

Negotiation

- I negotiate work, priorities and resources to meet corporate needs. The workload has significant peaks and troughs and I am mindful that the permanent employees are fully supported by contract staff in busy times. With one eye on our agency budget, I negotiate any necessary overtime with permanent and contract staff.

Influencing and Promoting

- I have established and maintained relationships with key internal and external parties (as appropriate). For example, preferred recruiting agencies, Businesslink and Department of Housing managers and their administrative staff.
- I take an active role in training all new staff not only in policies and procedures but most importantly, on communication within the team, conflict resolution and stress management.
- I have actively promoted a customer focus within the team utilizing internal surveys to measure customer satisfaction and strategies to address any shortfalls in service.

Monitoring Appropriate Behaviour

- As well as using the surveys mentioned above, I work closely with the team and am able to monitor team members' strengths and weaknesses and engage in performance management when necessary.

Sound interpersonal, communication, negotiation and liaison skills including the ability to establish effective networks

All my roles have necessitated extensive interpersonal, communication and negotiation skills as well as partnership building with a wide range of stakeholders at all levels.

My ability to consult and negotiate with tripartite members (government, employer and employee representatives) and staff of the Australian Safety and Compensation Council was demonstrated by successfully negotiating a national framework to regulate safe design despite initial divergent views by all stakeholders and resulted in legislative changes nationally. I also successfully managed the transition of staff

in a changing business environment, including developing and managing performance appraisals and reviews and negotiating Australian Workplace Agreements with staff in my Acting Director position. My national role also necessitated significant international collaboration. I participated in a range of activities involving inter-government organisations such as the United Nations, the Organisation for Economic Cooperation and Development, the World Health Organisation and the International Labour Organisation.

My ability to consult and negotiate with clients and staff in my recent positions within the healthcare industry is demonstrated by successfully negotiating a sustainable policy balance between the legislative requirement to protect the public from unsafe health practitioners and the provision of a quality client service to those seeking health practitioner registration. This negotiation process resulted in strategies to resolve the conflict between workforce demands for health practitioner employees and the standard for registration imposed by the Medical Board. I was also responsible for securing approval from the Director General and executive

management at Queensland Health by engaging with stakeholders and developing a persuasive business case for an Integrated Safety Management initiative, despite competing reform priorities. I was successful in these above roles because my strong communication and negotiation skills promoted a cooperative work environment in an attempt to unite all parties involved in reaching the goals.

I have the ability to represent Queensland Health at external forums and to cultivate productive networks, partnerships and manage stakeholder relationships. Brief examples of my responsibilities necessitating a high level of representational and promotional skills include my appointment as a departmental representative on the Australian Building Code Board and a member for the development of the Future Building Code; appointment as a departmental representative in particular Australian Standards Committees; coordination of consultations to discuss issues with NOHSC members, key industry stakeholders and the Office of Regulatory Review and contributing to policy work via the development of argument for committee papers, reports and national public comment papers; and delivery of presentations at national and international conferences.

As a result of my work experience in client services, including my extensive nursing background, I have developed outstanding oral communication and interpersonal skills. These skills have proven successful with clients of all ages, nationalities and professions. I am well attuned to the needs of a wide range of key safety and quality stakeholders (including government, employee and employer groups and professional associations) as my position at NOHSC provided regular interaction with all these groups.

In achieving working outcomes, I have made use of effective communication strategies to establish ownership and involvement throughout the process to achieve supported outcomes. In achieving practical, well implemented processes I have demonstrated the need to negotiate with key stakeholders including senior management, management and supervisors to achieve outcomes that are legislatively compliant whilst maintaining a high degree of practical capability for implementation at the working level. My interpersonal skills have been developed through liaising with a variety of clients and associates both throughout my studies

and in my career. I enjoy helping to resolve any difficulties quickly and efficiently with a positive outcome for everyone concerned. Having been involved in a number of team projects throughout my career and in my current position, developing effective interpersonal skills is essential in order to function competently, efficiently and autonomously as a member of a team. I believe I am competent in conferring with another or others in order to reach an agreement and am comfortable to act as an intermediary to seek to resolve differences by working with all conflicting parties. I have learnt to create a positive impression on clients and associates by being attentive and listening carefully to their needs and any problems they may be foreseeing whilst maintaining the need to adhere to business and/or project processes as relevant.

I have the ability to prepare documentation tailored to an intended audience and display high quality written communication skills demonstrated by preparing and delivering (if applicable) a wide range of documents including departmental responses to cabinet submissions and law reform; Ministerials; strategic policy

documents (e.g. National Standards and Codes of Practice); issues papers for public consultation; technical and statistical reports; departmental governance documents (e.g. business plans; NOHSC committee papers and Workplace Relations Ministers' Council (WRMC) papers); and training packages.

Ability to effectively communicate both orally and in writing with internal and external customers.

I believe I have excellent interpersonal, oral and written communication skills, as demonstrated through my current and previous employment. My current role, as an HR Consultant with the Children's Hospital at Westmead, is dependent on me creating and maintaining a strong rapport and close working relationship with a wide variety of people. The range of people I need to liaise with on a daily basis ranges from colleagues to senior management, clinicians to cleaners, as well as people from external organisations. My current role is reliant on excellent interpersonal skills - without these skills, I could not effectively do my job. As well as interpersonal skills, my current role is also dependant on a high level of oral and written communication skills. In this role, I need to ensure that I am effectively communicating with people from a wide variety of backgrounds on a wide variety of levels. On any given day I could be required to discuss an award interpretation with a clinician, write a recommendation to a Director in regards to a non performing staff member, talk to a member of staff regarding a grievance, take a general enquiry from a member of the public and write a memo to be submitted to the Department of Health on behalf of my manager. In each of these situations I need to ensure that I am not only understood, but also understand the needs of each of the people who seek my advice, and ensure that an excellent professional standard of oral and written communication is a necessity.

Competent liaison, negotiation, analytical and problem solving skills

Throughout my 10 year career in NSW Police, I have developed strong skills in liaison, negotiation, analysis and problem solving.

Liaison Skills

- In my role as an administrative support officer in NSW Police for the past seven years, I have liaised with uniformed officers of all ranks, other administrative staff in our Local Area Command (LAC) and administrative staff in other metropolitan and regional Local Area Command's. I have also liaised with members of the general public by telephone and at the front counter. I have also liaised on regular basis with the Commissioner's office and other members of the Senior Executive Service by telephone, email and during their visits to our LAC.

- During the last bushfire season I liaised with the Rural Fire Service and NSW Ambulance service to ensure a co-coordinated approach to possible evacuations of affected residents.

Negotiation Skills

- I have been required to negotiate rosters with other non uniformed staff to ensure there is consistent clerical support for the uniformed staff. At times when our station becomes the focus of a large scale operation, I have been required to negotiate with other support staff to work overtime to support the operation.

Analytical Skills

- A major component of my role at Penrith Local Area Command has been to collect data on call outs for domestic violence. This data is being collected state wide and is being linked to training at the Goulburn Police Academy. It has required the use of some purpose built software for which I received specific training.

Problem Solving Skills

- I am often in the position of handling telephone calls for assistance or handling counter enquiries at the Penrith station, especially when all uniformed staff are busy with other matters. Many phone calls to our Local Area Command do not require a police response and I have developed a sophisticated referral system to other agencies that has also been very useful to my other colleagues. At the front counter I have become the first point of contact in taking a report of a missing person and have been able to explain our procedures to the distressed next of kin to give them comfort in action being taken.

Computer

Computer literacy and knowledge of Microsoft Office applications

I am an experienced user of Microsoft Office applications.

Whilst in the role of PA at Railcorp, I produced quarterly reports for the board using Microsoft Word. These reports were up to 90 pages in length and often contained tables, graphs, diagrams and pictures.

Also in this role I was regularly required to produce PowerPoint presentations for the CEO. I developed a 32 slide presentation that was used for a national roadshow by the CEO. The slides contained text and graphics as well as music which accompanied a rolling presentation.

In my role of Sales Support at Cannon I developed Excel Spreadsheets for each of the account managers to simplify quarterly reporting. This replaced a cumbersome and time consuming paper based system that most people found difficult to use.

In my current role I am responsible for setting up Microsoft Office for new executives and provide troubleshooting services when they are experiencing difficulties. I have also set up remote access facilities to allow executives to access their e mail from remote locations.

Experience in the maintenance of databases and in data extraction and manipulation

I have 9 years experience in the maintenance of databases and data extraction and manipulation. Since commencing full time work I have worked with four different purpose built databases.

In my current role as Administration Officer in Office of Charities, Office of Liquor, Gaming and Racing within the NSW Department of Arts, Sport and Recreation I use our database on a daily basis. My role lies within the Charities Investigation area of the Office of Charities. The Charities Investigations area provides investigation services, information services and education services for the NSW Government. Most investigations are triggered by a consumer complaint. This area conducts about 500 investigations per year.

- My duties include updating the Audit Tracking System, processing complaints and file maintenance. I also work in a customer service environment and processes licence applications from charitable organisations by entering data onto an electronic database in line with established policy and procedure.
- I also create, maintain and track investigation files. I ensure files are retrieved from the file room and submitted to a particular investigator before a certain date. In addition, through the file management system, I retrieve files for initial or further investigation.
- I maintain statistical records in relation to work processed in the section and undertake research functions.

Confidentiality

Demonstrated ability to maintain confidentiality, exercise discretion, judgement, initiative and deal with difficult situations.

In my current role of Executive Assistant to the Corporate Director at ICAC I am required to maintain confidentiality, exercise discretion, judgement, initiative and deal with difficult situations at all times as demonstrated by the following;

- I am required to collate and format documents relating to future confidential business opportunities the Agency was moving into. As well as ensuring I said nothing about the knowledge I had, I also ensured all documentation relating to this issue were locked in the filing cabinet in my absence.
- I am required to exercise discretion and judgement when providing information about meetings or appointments the Corporate Director was

involved in. At times senior executive staff wanted to know his whereabouts and I was not at liberty to provide them with this information.

In managing the Corporate Director's diary I often showed initiative by scheduling free time to allow him to review e mails and sign documents. If important deadlines were due I would schedule time to allow him to meet those deadlines e.g. quarterly reports.

Customer Service

High level commitment to provision of consistently high standards of client service and ability to liaise and communicate effectively with a range of stakeholders.

A consistent high standard of client service has been a feature of my fifteen year career with Tafe NSW.

As Customer Service Co-coordinator, Executive Support, Tafe NSW, it has been my role to provide professional and thorough executive, administrative and secretarial support to the College Director, senior College Managers and sections. In this role I have been required to:

- Use excellent interpersonal skills and ability to exercise discretion, judgment and initiative and maintain confidentiality.
- Work in a busy environment, prioritise work and meet deadlines.
- Demonstrated innovative planning and problem solving skills and experience in preparing for events and activities while dealing with changing priorities and procedures

Aside from College teaching staff and other personnel, I have liaised extensively with other stakeholders including, enrolled students, prospective students, staff from other parts of Tafe NSW, the media, members of local and state government and anyone who needs to communicate with the College Director and Senior

Management team. Our student body demographics are very multicultural with 40 nationalities represented and all age groups represented. The College offers courses to a wide range of students from Yr 10 School leavers to senior executives studying for Business diplomas. In terms of communication, my practice has been to:

- Tailor my communication to the audience
- Extend courtesy and respect to all stakeholders
- Be a friendly and open representative of the College Director and the College.

Excellent customer service skills

To me, exemplary customer service is the crux of any organisation as it is responsible for building a company's reputation, and I enjoy determining objectives and outcomes and promoting best practice to help build and maintain a positive corporate image.

As demonstrated through my resume, in my current position as a Customer Service Officer with NSW Maritime, I am part of a team who respond to calls Australia wide. Not just a team player, I am responsible for mentoring, managing, coaching and developing the team in my team manager's absence, allowing them to meet their targets and deliver high quality customer service and promote the policies and values of the company. Showing professionalism and empathy, I take accountability for my work (and that of the team when required) and resolve a variety of different issues including driver and delivery support, distribution, account and customer queries.

One example of where I go the extra mile and take full accountability for my role was when I received a call from a customer who was following up on a service call made 3 days prior. The normal turn around for a service call was 48 hours, and as I had previously worked as a service call allocator and knew that technicians would not normally take this long to respond, took it upon myself to resolve the customer's problem instead of simply telling him he would have to wait. As such, I phoned the allocator responsible who then contacted the technician to find out why there was a delay. As a result it was found that the technician had a problem with his equipment and had not received the initial service call, nor other service calls sent to him. I then returned the customer's call and advised him that the technician had been contacted and would be there within two hours. I then followed up with the client after 2 hours to ensure that the technician had arrived. As a result, the customer was happy and the same situation was able to be avoided with other clients whose service calls would also have been missed had the technical issue not been found and rectified.

The professionalism and customer care shown by me in my position is also exemplified by the formal recognition I have received both from my employer and in written commendations from my customers. Prior to my position at NSW Maritime, I was employed as a Customer Service Advisor with British Gas Ltd in the United Kingdom. Again I was responsible for more than just general customer service, and led and empowered a team of customer service staff to handle more complex

enquiries and complaints. Using exceptional communication and active listening skills, I shared my skills and knowledge with the team, helping them to adapt and ensured that escalated calls were handled with sensitivity, professionalism and care. Calm under pressure, I ensured the team were well equipped to meet the high levels of customer care needed for this position.

Deadlines

Proven organisational skills and an ability to meet deadlines and work in a high volume work environment.

Throughout my career I have worked in a number of high volume processing areas which have required me to have effective planning and organising skills and be able

to meet deadlines. As I have gained more responsibility in the workplace, I have developed my organisational skills and as an example I always use a diary and planner and reprioritise my work if needed to ensure that specific and key deadlines are met.

A current and relevant example of my organisational skills and how I am able to meet tight deadlines relates to my current role. In addition to ensuring that my own work functions are kept up to date and completed in a timely manner, I have responsibility for collating and submitting the monthly statistics from each Team within the Branch which is then forwarded to the Executive Director for the monthly meetings

My role in the preparation of the monthly statistics requires me to liaise with the 4 Unit Managers to ensure that their monthly statistics are submitted to me in a timely manner as I then need to analyse the 4 sets of statistics and prepare an individual and combined spread sheet and tables and trend charts. While approximately 60% of the statistics I am provided by the Managers only requires transfer to the larger combined spreadsheet, 40% of the data requires analysis and reporting on trends against monthly, quarterly and annual projections. This information is used to inform the Executive Director and is used in the monthly Branch Managers meeting. It needs to be accurate and provided in a prompt manner to ensure it is ready for distribution at least 2 days prior to the monthly meetings. In order to ensure that I provide that information as required I keep a tight diary, I work closely with Managers to ensure that the information is provided promptly (at times this requires me to assist them in preparing their statistics).

I maintain a hard copy and electronic diary and I always ensure that I provide early advice to the Managers if there are any changes required in the format or content of the information required or at times if the information is needed early. In addition I provide early advice of the confirmed Branch Managers meeting so that they can plan in advance as well.

Time management skills with the ability to prioritise and meet workload deadlines.

I have excellent time management skills with the ability to prioritise and meet deadlines.

As a Front Desk Receptionist my role is very diverse. My duties include; answering phones, greeting visitors, receiving and dispatching items for courier, distribution of mail, typing and support services for team, booking meeting rooms, catering, taxis and accommodation to mention just a few.

In order to complete my tasks each day I must manage my time effectively. At the end of each day I review the next day and put together a "to do" list. First thing in the morning I check the answering machine, fax machine and e mails to see if there

are new items to add to the to do list. I prioritise the list to ensure that items of greatest importance are completed first.

In a busy office even the best plans can be turned up side down. I regularly have team members approach me with “urgent” typing that needs to be done yesterday. In these situations I negotiate a completion time with them and show them where I am placing their “job” on the list. If the list of urgent or top priority jobs is too large for me to handle I request assistance through my manager. By using these time management techniques and prioritising my workload I am able to meet deadlines.

Diversity

Understanding of and capacity to relate to people from a diverse range of social and cultural backgrounds, including those with complex needs and treat clients with fairness and respect.

I currently work with a highly diverse workforce and as part of my role I am required to liaise with people from all different cultures and backgrounds. This requires my

being aware of cross cultural communication and the barriers that may occur when communicating between cultures. One of the areas that I have been strongly involved in with my current work is the Hospital’s equity and diversity program. I feel quite passionate about empowering people from different cultures and backgrounds and people with a disability to enter, or return to the workforce. I feel that this is readily transferable to a tertiary education environment, as I feel that empowerment is also achieved through education.

As a result of my equity and diversity work I feel that I have developed a strong empathy with people from differing backgrounds and cultures. As an example, in my current role with Royal North Shore Hospital, I am responsible for managing the Hospitals’ equity and diversity program. As part of this program I ensure that people from less represented areas of the community have access to work placement, work experience and traineeships. I work closely with managers, training providers, employment agencies and job seekers to create a work program which offers

opportunities to learn and grow including disability traineeships, mature women return to work programs and indigenous work experience programs. I work closely with my managers to show them that reasonable adjustments can be made to a work place to allow for a more diverse workforce.

Initiative

Proven ability to exercise sound judgment and initiative

In my role as Senior Manager within a regional area health service I have frequently been called upon to show sound judgment and initiative.

Examples of exercising sound judgment include:

- Over the past three years, I monitored budget expenditure closely while keeping a patient safety focus at all times. The obvious patient focus was reflected in good staff retention for that period and has enhanced the reputation of the facilities in the respective communities.
- I have used demographic information to assist in determining required staff levels and ensured that sufficient resources are available at peak demand times across all hospitals within our service.
- It has always been my practice to take advice from clinicians when making decisions on priorities or introducing any new policies.

I have used initiative throughout my career in Health as the decision process is often driven by urgency. Examples of my use of initiative include:

- In late 2007 I arranged emergency transport to and from work for essential hospital workers during a major regional flood situation that had isolated one of our rural hospitals by road.
- The Area replaced its patient record software in late 2006. Rather than wait until the IT department had completed installation, I organised onsite training for all affected staff in the Area prior to installation of the software as well as, during installation. This led to a seamless transfer of records.
- I initiated a more family friendly roster that encouraged nursing staff with young families, who had stepped out of workforce, to take up several shifts a week, thus overcoming a critical shortage of nursing staff.

Leadership

Experience in team leadership and supervising staff and the skills and experience to work harmoniously and productively in a team environment.

I have 25 years experience in the cleaning industry and have spent the past 15 years leading and supervising cleaning teams in manufacturing settings, in hospitality and most recently at the Taronga Park Zoo in Sydney. I have managed up to 20 cleaners in over 30 different teams and always enjoyed the challenges of creating a team from people of different backgrounds and experiences.

My skills as a team leader include:

- Strong communication skills that can overcome language barriers. Recent immigrants often take up cleaning while they acquire their English skills.
- Having more experienced cleaners mentor and encourage new members of staff by having the newcomers shadow the experienced worker for their first week in a role. This buddy system has often led to friendships forming and created harmony within the team.
- Setting clear expectations for the standard of work e. g. In hospitality doing regular checks of completed work and encouraging staff to take pride in their work through a bonus system and awards.
- Being fastidious about occupational health and safety. This is important everywhere but was imperative at the zoo, where induction and orientation

took place over several weeks. I achieved high staff retention rates in this role through the thorough induction process.

- I have been considered a firm but fair team leader with a genuine interest in my team members.

Highly developed leadership experience at a senior level, experience managing staff including experience with performance appraisals.

My highly developed leadership experience at a senior level has been evident in the various management positions I have held over the last 15 years. During that time I have been responsible for Branches with staff ranging in number from 5 to 50 staff. All roles have required me to lead and develop staff as well as having responsibility for the effective and efficient operations and output of the Branch.

The Branch I am currently responsible for comprises 35 permanent staff and up to 6 casual/part time staff depending on need. I have 3 direct reports and my overall annual budget staff and operations is \$5.3M. The Branch has 5 key (KPI reportable) activities which I am required to report on corporately on a monthly basis.

My leadership skills have been evident through my ability to meet organisational and Branch deadlines through working collaboratively with staff, often in challenging circumstances. I have been instrumental in nurturing the development of business process documentation for the Branch and over a long period of time I have advocated the need to streamline Branch work practices in order to ensure that Branch outcomes meet organisational and client needs at all times. Over the last 2 years, working together under a collaboratively developed Branch Plan, my team has been able to make significant savings (\$1.1M) due to process streamlining and changes in work practice. Under my leadership we have been recognised (through an organisational award) for implementing changes to the Branches activities through a harmonious and collaborative process.

As has been the case in all other roles, in my current role I am responsible for the ongoing training and development as well as the health and welfare of my staff through the application of EEO and occupational health and safety policies.

In relation to my experience with performance appraisals, this experience is limited to adhering to organisational performance appraisal policy as a Branch Manager. All my direct reports have a performance appraisal with me and with the exception of the casual staff; all staff within the Branch have performance appraisals with their direct report. I am a keen advocate for the benefits of performance appraisal systems for staff, both on an individual basis and overall for the organisation.

Demonstrated high level experience and skills in the leadership, management and deployment of multi-disciplined teams

As Director, Legal and Legislation and General Counsel for the Qld Department of Health for the past five years, I led and managed a multi-disciplined team. My team comprised 4 legal officers, 2 health bureaucrats, a management accountant, a statistician and administrative officer.

Prior to joining the Queensland Public Sector, I was Managing Partner at Browns, a mid tier legal firm in Brisbane with 25 partners for 3 years. Earlier I managed Browns Commercial Litigation team for 7 years. As Managing Partner I was responsible for managing the business of the practice, maintaining the firm's reputation for high quality work, business development and professional standards.

- At Queensland Health I managed a full range of legal and legislative services to the Minister and the Department and the provision of specialist legal resources and services on matters of statewide significance for the Qld health system.
- The role of legal counsel in a public sector agency called for extensive experience in legislative review, reform and development as well as strategic planning, accountability management and policy analysis and development. Our major focus over the past five years has been laying the legislative and planning framework to cope with Queensland's ageing population.
- The multi-disciplinary Legal Services team worked very efficiently even when some members were off site in remote parts of the state dealing with complex medico-legal cases. I was highly regarded by team members for having forged a strong sense of purpose and mission and as being willing to be "hands on" when necessary.

Demonstrated experience in leading, managing and developing small teams of staff.

In my role as team leader with the Customs Department I was required to bring together a team of people with diverse backgrounds to complete a specific project. I advertised for team members and conducted the selection process and recruited 6 members. I conducted orientation with the team where I explained the project and what each team member would contribute.

Throughout the project I was required to manage the team by ensuring all tasks had been delegated to the correct person, all timeframes were being met and each team member felt that they were part of the team and contributing fully. As the project progressed I became aware of several development needs among the team that could be resolved through on the job training. I organised for team members to work with appropriate people and gain the skill they needed.

I have demonstrated my leadership skills with the team by;

- clearly defining the purpose of the team and the role of each individual in the team
- inspiring the team to produce excellent results

- keeping the team motivated through regular positive feedback
- making decisions that were consistent with the team and the department's values.

At the successful completion of the project I was asked to keep the team together and continue to lead them to provide specialised input on projects. Each team member voluntarily remained on the team.

Legislation

Ability to interpret and apply legislation

I have over 10 years experience with award and legislation advice and interpretation and am confident and comfortable in applying correct legislation as part of my role. In my current role I work with over 40 salary and conditions awards, as well as the relevant Industrial Relations Legislation, and am required to interpret and advise staff and managers on their obligations under these awards and legislation on a daily basis.

As an HR Consultant with the Children's Hospital at Westmead I provide advice to a wide variety of senior managers including the Executive Director, Service Directors, Program Chairs and Department Heads. This advice covers a broad range of issues which include, but are not limited to, discipline and grievance, policy and award interpretation, recruitment and selection, performance management and Position Description development.

Liaising

Proven experience engaging community, industry, government and other groups in partnership programs and community based projects.

Applicant with 6 years plus specialist administrative and clerical middle management level 8

My experience in working with the community relates to my previous role in the Department of Community Services. My role in that organisation required me to liaise directly with clients and their families in the provision of services and support to them.

As a large community based organisation, a key component of my duties was to engage other agencies and groups in the provision of support and services to our clients. In many cases the needs of and services provided to our clients overlapped the boundaries of agencies and therefore required close liaison and cooperation between agencies in order to provide the best services for our clients. I was also involved in 3 ongoing community based projects which had successful outcomes for each of the agencies i.e. the policies and procedure developed by the project committees are still in operation.

A specific example, but one that was not unusual, relates to a client and their family who were in need of urgent respite care for the client because of an escalating

health situation with the client's parents. The age and overall capacity of the client was such that addressing the situation with the family required a multi agency approach. The action I took was to review the case notes of the client and to determine the need and options that we could consider to address the situation. As the matter was complex (i.e. multiple issues) I arranged an urgent meeting with the two other key agencies involved to discuss options. The circumstances of the matter were such that it had the potential to escalate to the media if the situation was not addressed promptly.

I arranged an initial meeting with the other two agencies; we determined the possible options which we agreed to put to the client and their parents. After meeting with the client and parents we were able to agree on a course of action that was agreeable with everyone.

Licence

Current NSW Driver's Licence and a willingness/ability to drive within NSW.

I have a current NSW Driver's Licence (8986FW) and have a willingness / ability to drive within NSW. As part of my current role as a NSW Business Development Manager for Department of Education and Training I am required to drive to visit clients and new business prospects on a weekly basis, something I am more than happy to do in any position I work in. I have a clean driving record and can drive both manual and automatic vehicles.

Motivation

Demonstrated ability to motivate, support and communicate effectively with young people with challenging behaviours.

In my current role as Social Worker with DOCS I recently worked with a 12 year old boy who had been diagnosed with ADHD. His parents had asked for assistance because of his ongoing challenging behaviour which included not taking his medication, absences from school, tantrums in public places and general disruption of family life.

In my initial meetings with this boy I was able to gain his trust to the point where he agreed to take his medication daily. I was able to keep him motivated to take his medication by putting in place a creative reward system that allowed him to build up points when he took his medication each day. By using a range of communication strategies which included verbal communication, drawing, puzzles, games and a sign language that we developed together, I was able to communicate with him and support him as he worked on modifying his behaviour. The boy is now attending school regularly and his parents have seen a reduction in his disruptive behaviour at home.

In my past roles of Youth Councillor and Drug Councillor, I had many other examples of how I supported and communicated with young people with challenging behaviours.

Occupational Health and Safety

Experience with OH&S

Customer service officer (base level) 2 years experience

My experience in occupational health and safety relates to my current role. I am very familiar with occupational health and safety legislation as it relates to the workplace and within the organisation generally. I have undertaken an occupational health and safety familiarisation workshop run by the Department and I practice effective OH&S principles in my work.

An example of my experience with occupational health and safety is that I adhere to and encourage others around me to ensure that we follow safety procedures eg around the office workspace ensuring there is no clutter to act as a hazard, being aware of lifting and carrying and participating in the workplace in a collegiate and collaborative way to encourage good relations within the office.

Organisation

Superior organisation skills including allocation and rostering of staff.

During my time as Dairy Cabinet Manager at Coles Forestville, I demonstrated my superior organisation and staffing skills.

As Dairy Manager I was responsible for up to eighteen staff. Six of these staff were full time and twelve were casual or part time. Staff needed to be rostered on using a cost effective combination of permanent and casual/part timers. The Forestville store was open 24 hours a day and 7 days a week and this presented another complexity in the staffing formula.

As Dairy Manager I was also required to monitor all stock in my area. This meant analysing how long stock remained on the shelf, what stock items were most in demand and during which season, which items were not popular in the Forestville store, and moving out of date stock from the shelves. Ordering new stock also required strong organisational skills. Not all items are on the "next day" delivery list. Some can take as long as four days. It is therefore essential to order this stock before it runs out on the shelves.

Stock delivery requires each section manager in the store to liaise with one another and to develop a Stock Distribution Priority List. Only so much stock can be

unloaded onto the delivery dock before it becomes full. This stock must be moved into the store quickly so that more stock can be delivered. Staff from the appropriate area needs to be rostered to move and unload stock. Superior organisational skills are required to manage this task successfully.

During my two years in this role I was able to reduce staff costs by 12% without a reduction in staff and reduced waste from the Dairy area by 38%.

Problem Solving

Demonstrated superior communication/judgement/problem solving skills

Applicant with 5 years general supervisory experience of a team of 8 administrative staff

Over the course of my employment my communication skills have progressively been developed to a level which can be considered to be superior i.e. in my role as a Customer Service Officer, then Senior Customer Service Officer and during the last 5 years as Team Supervisor. In all of these roles I have dealt with the public on a face to face situation, by telephone and I am also required to respond to written inquiries. In my current role I deal with the more complex and sensitive matters that come to the attention of the team, particularly in relation to any complaints from members of the public about the services provided.

Our client base is diverse and includes people from all cultural and socio economic backgrounds and, who often do not understand the legal requirements and/or policies of the organisation. With such a diverse range of clients I must be able to deal with all clients professionally, with tact and with compassion and empathy.

In addition to being able to effectively communicate with clients, I have to use a high level of judgement and problem solving skills to deal with matters. In my role as Team Supervisor I have been delegated authority to deal with a range of circumstances and I have to use my discretion in dealing with problems having regard to individual circumstances as well as organisational directives. In these cases I must have regard for the organisational impact of my decisions and any impact on precedence.

A recent example of my ability to demonstrate communication, judgement and problem solving skills, relates to a client who was referred to me as a result of a written complaint that they had lodged about the level of service that had been provided. In particular they believed that they had been overcharged for the services that had been provided. The matter had escalated to the point that the client was threatening to refer the matter to the Minister and higher if needed. I thought that it was important to not only seek to resolve the issue to a mutually satisfactory outcome for all parties, but that it was important to speak with the client on a face to face basis and to ensure that they were genuinely satisfied with our outcome and that they understood the organisation's position on the matter. In

dealing with this matter I analysed all the information, I completed a timeline of the action that had been taken to date, I copied all the relevant legislative references for the client and put together an easy to follow briefing for the client. I contacted them initially by telephone and arranged to meet with them in person.

During the meeting I was able to effectively communicate with them, aided by the information I had put together. We worked through each issue and the outcome was a mutually agreeable one. I followed up our meeting with a written response on our agreed outcome. The client was satisfied with the outcome and thanked me for my assistance.

Project Management

Demonstrated project management skills, community building skills and planning and research skills.

I have proven expertise in project management. In planning and implementing projects I always use a risk management approach by anticipating problems, prioritising the higher risks and undertaking corrective action. In my most recent role as Manager of Maintenance Services I lead a \$300 million safety compliance program.

I was required to conduct extensive research using industry experts, Government and academic specialists to determine best practice solutions to safety issues in an Australian context. Having selected appropriate solutions I identified a range of issues that may impact on local communities based near our sites.

I arranged a number of community consultation meetings to ensure that community concerns were aired and that local communities understood the process we were to engage. Community representatives were elected to work closely with our team during project implementation. Each local community supported our safety measures and the good will fostered by the community consultations continues today.

In planning the roll out of this project I developed a time line, milestones and contingency plans. In managing this project I delivered it on time and on budget ensuring that all safety requirements were delivered as per legislation.

Demonstrated high level project development, management and organisational skills and experience

In my role with the National Occupational Health and Safety Commission I acquired extensive experience in researching and developing, planning, implementing and evaluating projects which contributed to national priorities under the National OHS Strategy 2002-2012 to bring about short and long term-OHS improvements, as well as longer-term cultural change. I also managed key outcomes under the National OHS Priority – ‘eliminate hazards at the design stage’. This included managing a range of strategic projects to improve the OHS regulatory framework, enforcement

and compliance of design issues, and also involved leading education, information and research initiatives.

Research / Writing

Excellent research, analytical and data sourcing skills and demonstrated data analysis experience, with sound experience in preparing reports and submissions.

Throughout my career in plant genetics, I have applied excellent research, analytical and data sourcing and analysis skills. I have over 10 years experience in preparing reports and submissions for the Commonwealth Scientific and Industrial Research Organisation and the NSW Department of Primary Industries.

Research

- While based at CSIRO at Narrabri for 3 years from 2000 to 2003, I was engaged in a 3 year project to breed rice cultivars that required significantly less water. This built on earlier research with rice cultivars that formed the basis of my Doctor of Philosophy. The research was considered ground breaking and extremely important in ending famine and the United Nations World Food Program is now working closely with the CSIRO on trials throughout the world.

Analytical and Data Sourcing Skills

- I have worked for the Department of Primary Industries for 5 years since 2003 supervising and managing all aspect of a large wheat adaptation trial in Southern NSW. My expertise in genetic analysis of quantitative traits especially in cereal science has been very useful in recent projects to adapt various grains to new climatic regions. The data has evolved from meticulous laboratory work and evaluation.

Experience in Data Analysis

- I have extensive experience in Data Analysis in cereal genetics and am fastidious about obtaining samples for trials to ensure validity of results.

Preparing Reports and Submissions

- At the CSIRO I prepared monthly reports for senior management on our rice cultivar project. I prepared annual reports for the funding body and from time to time submissions for the Primary Industries Minister.
- At NSW Primary Industries I am engaged in monthly report writing and submissions for funding.

Team Skills

Ability to work independently whilst contributing as an effective team member.

I have the ability to work independently and as an effective team member.

In my current role as admin officer I would regularly act in the supervisor's role if they were on holiday or away due to illness or attending courses. In this position I was required to draw up staff rosters, assign meal break times, delegate tasks that required attention and attend to problems/complaints that had been escalated to the supervisor. I was able to handle all these tasks independently and did not require assistance. When working in my current role, my supervisor is able to give me tasks knowing that they will be completed with no errors and on time without having to assist me.

I enjoy contributing as part of a team and have spent most of my career working in teams. I have been part of teams that work well and achieve excellent results through combined effort. I am always willing to share my knowledge with other team members and in my current role I train new team members on our systems and processes. Many of the tasks that I am required to complete must be done on time as other team members require my completed work so that they can proceed with their tasks. I always meet these deadlines so that I do not let down any of the team.

Ability to work independently and as part of a team

In my 20 year career with the Commonwealth Department of Defence, I have undertaken a variety of administration roles in the Recruitment area that required me to work both independently and as an effective team member.

Working independently

I have been considered a self starter and highly responsible in all the tasks I have undertaken. This has meant that I have, from time to time, been asked to take sole responsibility for a particular function. I have numerous examples of working autonomously including:

- Travelling to careers conferences and events throughout Australia to provide administrative support to servicing officers. This role often required me to be very resourceful as I was working remotely from IT networks and in venues both large and well equipped and small and ill equipped.
- I had sole responsibility for creating the calendar for attendance at the above careers events, making all travel and accommodation arrangements and the logistics of moving the marketing collateral.

Working in Teams

Throughout my career I have enjoyed working in multi-disciplinary teams. Within Defence I am currently part of the Recruitment team but I also have fulfilled administration roles within teams in Finance and Human Resources. I am highly regarded within teams as a good communicator and valuing the views of others in decision-making. I can point to the following achievements that came about through excellent team work:

- In late 2005, the 5 employees in the Human Resources team successfully surveyed all members of the Defence Department on a proposed re-alignment of holiday and time in lieu entitlements. Collating the survey results into a meaningful document required a huge team effort and much overtime. I took responsibility for the look and feel of the document while others concentrated on the presentation of the data. There was great support and camaraderie during this period and we were highly commended on the quality of the survey and the resulting report.
- All 10 members of Defence Recruitment attended a 2 day Development Conference in late 2007 where we mapped out our strategic plans for the next 3 years. The team culture was conducive to everyone having input into the plan and several successful innovations resulted from the conference deliberations. I was able to integrate my observations and learnings from “being on the road” with some of the best practice models other team members had researched.

Ability to work as an effective member of a team in a high pressure, high volume work environment and the capacity to work with minimal direction and supervision.

I have the ability to work as an effective team member and without direct supervision.

In my most recent position with Department of Community Services, I was employed as second in charge and as such was responsible for organising rosters and managing the business and supervising staff when my manager was absent. This required a high level of initiative, common sense and responsibility – something I was able to do very well.

I enjoy working as part of a team and feel that it is one of the most important things for the smooth running of a department and a company as it is teamwork that helps build success. When people work together as an efficient team, tasks can be completed quickly and more smoothly.

At Birch Accounting it was essential to work as part of a smooth running and cohesive team, as we relied on each other to complete our tasks to ensure the efficient running of the branches. I knew that whenever I was given a task to do, I had to complete it correctly to ensure that I did not let any of my team mates down

(a work ethic that I still use to this day). This created a strong working environment based on trust.

When working at Coles I also worked as part of a close team. As a member of the Deli Section (which was extremely busy) it was important to all work together so that customers were always served promptly and that there was always enough stock available. As such, it was important to work together, understand each others needs and help out where necessary without having to be asked, something I was able to do very successfully.

Technical Skills

Extensive experience in developing and maintaining technical documentation, standards and procedures including business continuity.

Applicant with 7 years plus general technical experience in the relevant technical area prescribed in the advertisement (eg IT, engineering, safety etc)

As indicated in my resume, over the last 7 years as a component of my role I have had responsibility for the development of policy and procedures in relation to Occupational Health and Safety and I am recognised as the subject matter expert in this area by the organisation. In addition to the development of organisational policy in relation to my area of expertise, I also have responsibility for developing and maintaining the Department's technical documentation, standards and procedures library.

Currently the Department's technical documentation library that I have responsibility for holds approximately 420 documents and policies. I maintain an extensive database on this information and each main file includes information such as overview/key points covered by the document, the last date of review and the next date of review.

In respect of the database itself, I had a key role in the development and implementation of the database (liaising with IT specialists and other Managers) and in the transfer of the data from a paper based records system to the database version used currently.

All documentation requires as a minimum, an annual review and in some cases I need to liaise with other subject matter experts to review the documentation (where it covers a broad range of activities) and in those cases I arrange the meetings and review process with the other parties.

On a biannual basis I provide the Area Director with a comprehensive report of the documents within the library which includes the current status of the document and last review date. The technical data is referenced by a substantial number of people within and external to the organisation for business processing purposes as well as

at time legal background information and therefore it must be accurate, up to date and available within a short timeframe when requested.

Tertiary Qualifications

Appropriate tertiary qualifications or demonstrated, equivalent, relevant industry experience.

I currently hold a Diploma in Business Administration gained at The Sydney Institute of TAFE NSW and I am enrolled as an undergraduate in Business at the University of Technology Sydney. Credits received from my Diploma have allowed me to commence my degree as a second year student.

Prior to joining the NSW State Public Service in 2005 as a Clerk Grade 4 in the Premiers Department, I was the office manager for a mid size accounting firm in Five Dock, Sydney with 30 employees for 8 years. My responsibilities included, recruitment, IT systems maintenance, building maintenance, stationery supplies, arranging ongoing training and accreditation for staff and managing the office budget.

Training Abilities

Demonstrated ability to present and explain complex technical information to a non-technical audience.

As an Environmental Officer with the NSW Roads and Traffic Authority for the past 8 years I have considerable experience and skills in explaining complex technical information to a non-technical audience.

Primarily this is because my tertiary qualifications are in Environmental Science and my usual internal stakeholder is a Structural Engineer. Other internal stakeholders including the Minister and his staff may have come from even more remote disciplines e.g. the law. I need to be able to explain data on geography, soil, water, animal habitats, vegetation and existing developments in a style that is easily understood. In the area of possible contamination, I have translated the language

and jargon of chemistry so that stakeholders have an accurate picture of any possible adverse results. Environmental Impact Statements are also accessed by external stakeholders such as, other members of Cabinet, the general public, local residents, the media and environmental peak bodies. This necessitates the use of plain English and easily understood graphs and diagrams.

I have been highly regarded for my written Environment Impact Statements that always contain a comprehensive glossary of technical terms. Equally my

presentations to stakeholders have been well received as informative and easily understood.

Demonstrated ability to plan and deliver industry presentations, seminars and educational workshops.

As Training Officer for Workcover NSW I am regularly required to plan and deliver industry presentations, seminars and educational workshops.

Recently I was required to design and deliver a training program that would be rolled out across NSW to over 250 staff. In planning the seminar material I considered the learning objectives of the training, the learning styles of the participants and a range of learning activities that would appeal to them. I also had to consider the training facilities available in some of the more remote locations. To increase the learning opportunity I also designed some pre work material that each participant needed to complete before attending the seminar. Participant feedback from the seminars indicates that the learning objectives were achieved and overall satisfaction rate was 8.75.

I have also been involved in the design and delivery of industry presentations. I designed and delivered the original Wheat Industry presentation “Combating Wheat Rust Disease with IMZ”. This presentation became a benchmark within the industry showing how quickly Government Departments could act for the good of the industry. Due to this initiative, Wheat Rust has been eliminated in NSW. Some part of this success must be due to the industry educational program that so clearly outlines a simple and inexpensive solution to this industry problem.

Demonstrated ability to develop/train/mentor staff through coaching and on the job training

As a senior project officer (Learning and Development) with the Department of Community Services for the past five years, I have had ongoing responsibility for professional development programs for child protection Caseworkers responsible for northern Sydney. I have recently upgraded my Cert IV Workplace Training and Assessment to meet the new standards of this qualification.

Training

My involvement with training has included acting as a facilitator myself. For example, I facilitate the orientation program for all new caseworkers at 6 monthly intervals. The orientation program includes lecture style training, experiential workshops, shadowing of existing caseworker both in the office and in home visits.

I also engage external facilitators with special expertise to conduct training, for example experts in the area of domestic violence or drug and alcohol abuse.

Mentoring and Staff Development

I meet with every new caseworker and individually map out a professional development program tailored to their level of experience and qualifications for the coming year and review their needs annually. I also make an assessment in these preliminary meetings on who to allocate as clinical supervisor. Despite ongoing clinical supervision, I have also found myself in the role of mentor of many of the caseworkers, especially those keen for promotion within the Department. Frequently I have been asked to coach caseworkers in making effective applications and preparing for interviews for higher level roles.

Writing Skills

Demonstrated experience compiling high level reports, correspondence and submissions.

As Head of Department for EES I have successfully communicated with a range of community groups, Government Departments, customers and contractors through high level reports, correspondence and submissions as demonstrated by the following;

- I coordinated, prepared and presented reports to NSW Treasury outlining emergency measures to be taken that were beyond initial budgetary requirements. I established validity of case and obtained support of Treasury resulting in \$120 million funding for emergency measures
- I produced Ministerial Briefings to enable the Minister to address concerns being raised in Parliament. The Minister was able to successfully defend the Government's position.
- I developed and delivered public presentation to industry groups to inform them of Government intentions and to respond to their concerns. Government proposal was able to proceed with major funding coming from industry groups.

- I prepared a wide range of technical and environmental reports which were presented at Government committees

High level of written and oral communication and report writing skills.

Throughout my career in State and Local Government roles as an urban planner, I have displayed a high level of written and oral communication. I have honed my report writing skills so that I can write both technical documents and “plain English” documents depending on the intended recipients.

My superior oral communication has been used in the following settings:

- I addressed departmental meetings at the NSW Department of Planning and Environment on a weekly basis between 2000 and 2006
- I delivered 5 conference papers at Planning conferences in the Asia Pacific region during the same period.
- I regularly address community forums and answer questions from interested parties.
- In my role as senior planner at Greenwood Council I address full meetings of council and the general public in attendance on a monthly basis.

Documentation on planning decisions needs to be very precise and accessible to a wide range of internal and external stakeholders. I have written documents on many sensitive planning issues using a style and language that is comprehensible to non planning professionals. These include:

- Planning information to be included in both state government and local government media releases
- Ministerial briefs and cabinet submissions for the Minister of Planning
- Briefs for the General Manager of Council
- Reports for use by other local councils and state entities including Sydney Water, the RTA, the Education Department and Health Department.