

Thank you for your interest in working for the Tasmanian Audit Office (TAO). This applicant information kit contains information about TAO and how to submit your application. This kit is also designed to assist you in deciding whether your experience, skills and abilities match the requirements of the vacancy you are applying for.

Should you have more detailed questions please direct them to the contact person listed in the job advertisement.

### About the Tasmanian Audit Office

The Tasmanian Audit Office is an independent agency charged with upholding public integrity in Tasmania.

The Office assists the Auditor-General to provide an independent view of the financial and operational performance of State entities. The new *Audit Act 2008* (Audit Act) sets out the Auditor-General's functions, mandate and powers.

Under the Audit Act, the Auditor-General must undertake audits of financial statements of Tasmanian State entities and issue audit reports outlining their compliance with relevant legislation and accounting standards. The Auditor-General must also prepare an audit report on the Public Account Statements and any other statements required to be prepared by the Treasurer in accordance with any written law. All of these audits must be completed within specified time frames.

Audits must be completed in accordance with the requirements of Australian Auditing and Assurance Standards with audit reports, both the audit opinion and any management letters, issued to the State entity's responsible Minister and to the relevant accountable authority.

Whilst not a legislative requirement, when conducting audits of State entity financial statements, regard is had to whether there has been any waste of public resources or any lack of probity or prudence in the management of or application of public resources.

### Our Values

- **Professionalism:** How we go about our work. At all times we act with integrity and independence, are ethical, knowledgeable, transparent and work to the highest standards.
- **Respect:** How we treat others and expect to be treated. Be civil, courteous, credible, value others and be valued.

- **Customer Focus:** How we deliver our services. We will understand our customers' needs, honour our commitments, build long-term relationships and foster good communication.
- **Camaraderie:** How we work together. Positive environment through teamwork, support and good working relationships.
- **Continuous Improvement:** How we move forward and work better. Improving efficiency and effectiveness of everything we do through innovation, learning and development.

### Eligibility

To be eligible to apply for an ongoing position with TAO, you need to:

- Be an Australian citizen or Permanent Resident applying for citizenship and likely to have gained citizenship within 6 months of the application date.
  - Persons who are not Australian citizens or permanent residents may hold a permanent or fixed-term appointment in the State Service provided that they, at all times, hold and comply with all visa requirements as determined by the Commonwealth Department of Immigration and Citizenship and the *Migration Act 1958*.
- Have finished your redundancy period, if you have received a redundancy benefit from a Tasmanian State Service agency
- Of good character as evidenced by a satisfactory police clearance
- Complete a 6 month probation period (for permanent roles and for those new to the Tasmanian State Service)

### Essential Requirements

Where a position is subject to essential requirements you must be able to demonstrate that you meet all of the listed requirements.

If a position is subject to pre-employment checks and you have been successful in the application process, you will be asked to undertake a criminal history check prior to the offer of employment proceeding. The cost will be covered by the Tasmanian Audit Office.

A range of other conditions may be required depending on the role you are applying for. The Statement of Duties document will specify what is required for each role.

The information collected will be cited by the panel (this will be noted on the selection report). Any original documentation will be returned to you on completion of the check. No copies will be kept.

## Privacy

Personal information provided to the agency is protected by the *Privacy Act 1988* and the *Personal Information Protection Act 2004*. TAO collects your personal information for management and recruitment purposes only. TAO will not disclose the information without your consent except where authorised or required by law. Non-identifying information may be used for statistical reporting purposes.

## Preparing your Application

### Applying for Vacancies

Your written application is the first contact between you and the selection panel. It is the mechanism by which you can indicate to the selection panel how your qualities match those genuinely required for the vacancy. It is imperative therefore that your application best represents your claims for the vacancy.

Your application is the first step towards securing a job with us. It provides you with the opportunity to 'sell' yourself to the selection panel. Before writing your application it is recommended that you carefully read the Statement of Duties to ensure you have a good understanding of the role.

### Merit

All Tasmanian State Service positions are filled on the basis of merit. A merit selection process aims to select the best candidate for a position, by addressing the relative claims of applicants against a selection criterion. Merit selection is designed to ensure that any appointment to, or promotion within the State Service is made on the basis of the capacity of the person to do the job. It is designed to prevent appointments or promotions being made on discriminatory grounds such as nepotism, patronage, favouritism or discrimination.

The selection criteria are contained in the Statement of Duties. If you require further information about the position after reading the Statement of Duties you should get in touch with the contact officer nominated in the advertisement.

### Addressing the Selection Criteria

You should start by reading the Statement of Duties carefully, taking particular note of the purpose of the position, nature and scope of the position, the key responsibilities and key competencies (selection criteria).

Short listing of applicants is based on the panel's assessment of their capacity to meet the selection criteria. Accordingly, while there are a number of components to your application, the most important of these is a statement that indicates to the selection panel your claims against each of the selection criteria.

The Tasmanian Audit Office has developed and implemented a comprehensive competency framework that uses competencies as the selection criteria for all vacancies. As these competencies are central to the selection process it is important to remember to address them in the context of the purpose of the position and nature and scope of the vacancy.

### Competency Clusters

To assist in recruitment, retention and staff development, the Office has defined a set of competency clusters that identify skills needed to perform jobs effectively at the Office and these are used for selection criteria for all positions in the Office.

The seven competency clusters are:

- Customer Focus
- Communication
- Management of People
- Decision Making
- Adaptability and Innovation
- Planning
- Technical Knowledge

The full framework with behavioural indicators is provided below for your information. These indicators should be evident in the examples you provide in your response to the selection criteria.

### Selection Criteria

When addressing the criteria you should consider answering with:

*'Statements demonstrating that you have the key competency required for the vacancy and how you would apply them to meeting the key responsibilities'.*

Essentially the selection criteria are an amalgam of the key competencies and key responsibilities but you must remember to address them in context of the purpose, scope and nature of the position.

It is suggested that you list each competency as a heading and provide specific examples and evidence under each heading to demonstrate that you meet each competency. A competency may be met if you can demonstrate your potential to fulfil the requirements of the vacancy. It is not sufficient simply to assert that you do meet the competency.

When addressing each competency you should:

- Ensure you have read the competency carefully
- Relate the competency to the Key Responsibilities
- Break the competency into key points you need to address
- Provide examples of how, when, and how often you have demonstrated the ability to perform the competency and how well you did it
- Use positive words to clearly describe your level of involvement in particular achievements
- Ensure your claims against each competency are strong, clear and concise
- Ask someone to proof-read the application for both content and typographical errors

### Examples:

1. A poor response to the competency “Supervise Others” in the Management of People Cluster might start with “I believe I possess very good management skills that allow me to supervise others effectively.” This does not provide any supporting evidence and simply states a personal opinion.

A better response might start with: “I have excellent supervision skills which are demonstrated by ....” then go on to provide specific examples of your ability to supervise well in a variety of situations.

2. A statement such as: “My role has required innovation in undertaking tasks relating to this role” provides very little information to the Selection Panel as to whether you meet a competency based on demonstrative innovation. It only states that innovation was required but does not detail how you demonstrated innovation.

A more useful alternative would be: “With the implementation of new software I identified that we could improve some of our processes and procedures thus saving time and completing our projects earlier. Some examples include:.....”

This second option provides relevant, concise examples and demonstrates an understanding of the competency.

When preparing your claim against each selection criteria, the preferred method for structuring your responses is through the STAR methodology:

**Situation** – a brief outline of the situation for your example

**Task** – the task that you performed in the particular situation

**Action** – the actions you undertook to achieve the situation

**Result** – the outcomes from your actions and results of the overall situation.

## Competency Framework

### Customer Focus

Competency Description		Behavioural Indicators
Effective Customer Interaction	Adapting personal style to suit different customers and promptly and effectively responding to their needs. Where appropriate, initiating and maintaining contact with customers and anticipating issues that may arise.	<ul style="list-style-type: none"> <li>Through relationships based on regular contact, gains awareness of customer requirements and anticipates issues.</li> <li>Ensures that meeting customer needs is a primary focus.</li> <li>Responds promptly and effectively to customer complaints.</li> </ul>
Understanding Customer Needs & Drivers	Understanding individual customer needs and their drivers and identifying appropriate responses that look beyond the short term.	<ul style="list-style-type: none"> <li>Identifies and adapts relevant TAO products to meet different customer needs.</li> <li>Applies customer relationship skills and an understanding of their business to consult with and advise customers on their needs.</li> <li>Provides responses that look beyond the short term taking into account the mid to long term relationship and anticipating issues that may arise.</li> </ul>
Customer Analysis & Partnership	Creating, developing and implementing strategies for longer term relationships with customers and others.	<ul style="list-style-type: none"> <li>Analyses customer requirements and selects or designs, and then applies, solutions that meet or surpass accepted standards.</li> <li>Quickly identifies and responds to ineffective or non-productive customer interactions.</li> <li>Builds strategic alliances with industry bodies, other audit offices and relevant organisations.</li> </ul>

### Communication

Competency Description		Behavioural Indicators
<b>Cooperates &amp; Articulates</b>	<b>Cooperating with people in the workplace and contributing to team activities. Clearly, positively and convincingly conveying information, in written and verbal form.</b>	<ul style="list-style-type: none"> <li>• Develops and maintains cooperative professional relationships with colleagues, customers and stakeholders.</li> <li>• Makes positive contributions to team activities.</li> <li>• Presents and/or conveys information confidently and credibly.</li> <li>• Produces accurate, clear and concise written reports, work papers, memorandums or correspondence that requires little revision before being used.</li> </ul>
<b>Negotiates &amp; Persuades</b>	<b>Achieving mutually satisfactory outcomes and gaining agreement with customers and others through objective, firm and tactful verbal persuasion and through written products (reports, work papers, memorandums and correspondence) that are fluent and make the desired impact.</b>	<ul style="list-style-type: none"> <li>• Gains agreement through persuasion and negotiation.</li> <li>• Final written products are consistent, accurate, persuasive, fluent and well structured and achieve their intended purpose.</li> <li>• Focuses conversations on critical issues.</li> <li>• States a position or offers advice firmly yet diplomatically.</li> </ul>
<b>Influences &amp; Impacts</b>	<b>Taking a leading and active role in shaping the agendas of discussions, what is being sought from interactions and how this can be achieved. Gaining acceptance and commitment from a wide range of people on matters that have major significance within and outside of the Office.</b>	<ul style="list-style-type: none"> <li>• Gains acceptance, support and confidence of stakeholders and other external bodies to enable agendas to be shaped in accordance with the Office's interests.</li> <li>• Persuasively puts forward thoughts and views, challenging and changing the opinions of others even when these opinions are strongly held.</li> <li>• Adapts style and method of communication to influence and make an impact on a diverse range of audiences.</li> <li>• Ensures messages and their implications are understood by all parties and that any commitments or responses required are genuine.</li> </ul>

### Management of People

Competency Description		Behavioural Indicators
<b>Self Development &amp; Responsibility for Actions</b>	As a result of seeking out and utilising learning opportunities, taking new and unique concepts, strategies and approaches and applying them for positive results. Accepting responsibility for identifying and addressing personal development needs and ensuring that dealings with other people show courtesy, respect and an awareness of individual differences.	<ul style="list-style-type: none"> <li>• Learns and applies new skills, concepts and knowledge to meet the business needs of the Office.</li> <li>• Seeks and accepts feedback to assist in recognising own development needs.</li> <li>• Treats people with respect and understanding.</li> </ul>
<b>Motivates &amp; Coaches</b>	Providing the team with clear goals, purpose and direction, standards that are personally modelled and an environment that encourages enthusiasm and high level performance. Effectively delegating work and managing all levels of performance, providing appropriate assistance and resources when required.	<ul style="list-style-type: none"> <li>• Sets clear goals, direction and standards of performance and provides guidance and inspiration to the team to ensure their attainment.</li> <li>• Constantly reviews and provides feedback on different performance levels and promptly recognises and responds to them.</li> <li>• Identifies individual development needs and addresses them through a range of learning options including coaching, mentoring and counselling as appropriate.</li> </ul>
<b>Empowers &amp; Builds Capability</b>	Helping staff to understand the Office's Vision and Business Goals and providing them with the necessary responsibility and authority to turn these into tangible results. Strengthening knowledge, skills and behaviours by providing advice and support and, in collaboration with staff, development activities.	<ul style="list-style-type: none"> <li>• Provides individuals with the clarity of direction, freedom, trust, authority and resources required to independently accomplish tasks.</li> <li>• Provides values driven leadership.</li> <li>• Creates appropriate learning opportunities and utilises a wide range of development activities including cross functional and inter-organisational options coaching, mentoring, counselling and training.</li> <li>• Makes the most effective use of individual skill and motivational strengths and takes steps to address organisational deficiencies in these areas.</li> </ul>



### Decision Making

Competency Description		Behavioural Indicators
<b>Problem Solving &amp; Analysis</b>	<b>Identifying key issues in a problem, selecting or conducting appropriate research, analysis and evaluation and adapting or developing methodology to achieve this. Knowing when to refer a problem elsewhere.</b>	<ul style="list-style-type: none"> <li>• Establishes the reliability and validity of all information and pinpoints key information within a wealth of data.</li> <li>• Seeks and evaluates information from a range of sources and probes to obtain a full understanding and matches solutions to requirements.</li> <li>• Analyses requirements and evaluates effectiveness of various solutions.</li> <li>• Knows when to refer a problem to a higher level.</li> </ul>
<b>Judgement &amp; Decision Making</b>	<b>In new and differing situations and/or under stress, and/or being presented with a large range of information or options, reaching well reasoned, logical, factually based, conclusions and developing appropriate solutions or responses.</b>	<ul style="list-style-type: none"> <li>• Develops solutions or new responses that meet the demands of the situation and cover different scenarios.</li> <li>• Makes judgments based upon logic, fact and experience.</li> <li>• Makes decisions under pressure.</li> <li>• Makes decisions that are consistent and are defensible in the context of TAO's principles and values.</li> </ul>
<b>Strategic Decision Making</b>	<b>Exploring, identifying, analysing, conceptualising and evaluating information, trends, options, and opportunities. Applying the decisions that result from this in a strategic manner reflecting a sound understanding of the total environment that the business operates in.</b>	<ul style="list-style-type: none"> <li>• Approaches problems with interventions aimed at the whole system, not individual issues and explores and interprets implications for the business.</li> <li>• Decisions are intricately linked to the future vision for the organisation.</li> <li>• Conceptualises systems and processes that respond to the relationship between individual issues, variables and the larger system.</li> <li>• Makes decisions that are consistent with the TAO's values and principles and recognise the environment that the Office operates in.</li> </ul>

### Adaptability and Innovation (Change)

Competency Description		Behavioural Indicators
<b>Adapts to Change</b>	<b>Demonstrating flexibility by changing plans, approach and focus to effectively respond to changed circumstances in terms of new ideas and ways of working.</b>	<ul style="list-style-type: none"> <li>• Responds quickly and positively to changes in the work environment without waiting for supervisor direction.</li> <li>• Adopts, supports and applies new ideas and ways of working.</li> <li>• Recognises when existing approach and/or assumptions are no longer valid and responds appropriately.</li> </ul>
<b>Innovation</b>	<b>Identifying ways to improve how business is done and, by taking sensible risks, being prepared to make mistakes and considering a wide range of factors (including those not traditionally associated with the work area), generating imaginative alternative approaches.</b>	<ul style="list-style-type: none"> <li>• Identifies opportunities for improving procedures and develops and applies ideas or new approaches, alone or with others.</li> <li>• Develops and applies innovative solutions to problems.</li> <li>• Looks for solutions and ideas in non-traditional places while retaining a commercial and pragmatic approach to their application.</li> <li>• Through actions, embraces a culture of continuous improvement.</li> </ul>
<b>Leads Change</b>	<b>Inspiring others to embrace change and, by providing constructive and positive leadership during difficult change periods, facilitating the implementation and acceptance of change. Providing a role model for change.</b>	<ul style="list-style-type: none"> <li>• Evaluates the status quo, takes risks, innovates and encourages others to do the same.</li> <li>• Takes the initiative and is accountable for actions.</li> <li>• Engages others to drive towards a shared vision or goal and shows resilience and adaptability in responding to changing circumstances.</li> <li>• Applies knowledge of the external environment and potential opportunities and risks to take proactive action and make appropriate changes.</li> </ul>

### Planning

Competency Description		Behavioural Indicators
<b>Organising</b>	<b>Setting short and medium term targets, priorities and schedules to meet business goals and planning, organising and coordinating resources to meet them.</b>	<ul style="list-style-type: none"> <li>Plans in the short and medium term before starting tasks and balances multiple priorities effectively</li> <li>Sets up and monitors time scales, targets and schedules.</li> <li>Plans, organises and co-ordinates resources (others and the team) to meet objectives.</li> <li>Adapts to meet changing schedule or implementation requirements and takes corrective action to bring results back on target.</li> </ul>
<b>Operational Planning</b>	<b>Translating strategies and long term targets and priorities into implementation plans, including comprehensive project plans and multifaceted schedules. Making contingency plans and balancing and prioritising multiple demands.</b>	<ul style="list-style-type: none"> <li>Translates strategies and processes into project plans, targets and priorities.</li> <li>Balances and prioritises multiple demands and develops plans that take contingencies into account.</li> <li>Simultaneously manages strategic issues, schedules, critical details and plan implementation in a changing environment.</li> <li>Deploys resources effectively.</li> </ul>
<b>Strategic Planning</b>	<b>Translating knowledge of our operating environment and the Office's Vision into robust strategic plans and directions that meet organisational goals while minimising or allowing for risks.</b>	<ul style="list-style-type: none"> <li>Develops and implements strategies and plans that take into account global trends, anticipate changes in the external environment and contain contingencies for unusual events.</li> <li>Translates trends into clear options for future strategic direction and organisational goals that are in keeping with the organisational vision.</li> <li>Tests assumptions in planning phases and identifies potential risks and benefits.</li> <li>Identifies and responds to future resource requirements.</li> </ul>

## Technical Knowledge

Competency Description		Behavioural
<b>AREA OF SPECIALITY</b> – For this cluster, an area of speciality is defined as a grouping of similar organisational activities such as Financial Management, Human Resource Management, Information Technology and Communication Management, Resource Management, Production, Engineering, Legal, Quality Control etc.		
<b>Basic Technical Knowledge</b> (Sub Professional or Para Professional)	<b>Applying a basic understanding of most aspects of an area of speciality and the general principles, concepts and language that underpin it.</b>	<ul style="list-style-type: none"> <li>• Applies understanding of the area of speciality to obtain and review relevant information and to recognise deficiencies or inconsistencies in what is supplied.</li> <li>• Reaches conclusions on the basis of a broad understanding of the impact of external factors on the area of speciality.</li> <li>• Uses and applies tools and methodologies that are commonly and currently used within the area of speciality.</li> </ul>
<b>Understanding &amp; Application of Technical Knowledge</b> (Professional)	<b>Applying strong technical skills to critically evaluate and comment on relevant information and issues. Identifying key issues, trends and inconsistencies and their implications for the business.</b>	<ul style="list-style-type: none"> <li>• Applies sound technical knowledge to critically evaluate relevant information and to identify trends, issues deficiencies or inconsistencies.</li> <li>• Identifies reasons for and implications of trends, issues deficiencies or inconsistencies.</li> <li>• Uses, applies and adapts tools and methodologies that pertain to the area of speciality.</li> </ul>
<b>Technical Management &amp; Leadership</b> (Seasoned Professional – Expert)	<b>Applying high level technical skills to provide authoritative advice on an area of speciality or manage it or a major aspect of it. Identifying (or providing guidance to others to do so) key issues, ratios, patterns, inconsistencies, trends and opportunities.</b>	<ul style="list-style-type: none"> <li>• Critically evaluates potentially complex and diversified information to identify trends, issues deficiencies or inconsistencies.</li> <li>• Applies knowledge of how the area of speciality interacts with other business functions and external factors (e.g. related legislative requirements) to provide insight into how a range of variables may impact on business.</li> <li>• Applies, adapts or designs tools and methodologies that pertain to the area of speciality.</li> <li>• Explores, analyses and interprets a broad range of information to provide reports and insights into its implications (opportunities and threats).</li> </ul>

### Submitting your Application

Applications should be received by the closing date indicated in the advertisement. If you cannot submit your application by this time, you should call the contact officer to see if a late application will be accepted and to determine an alternative time for submission.

Please ensure you completed and attached the following documents:

- Your responses to the selection criteria.
- Your resume or CV

Applications should be lodged online at [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au), please click the blue Apply Now button. It is not necessary to send a hard copy of your application if you have applied online.

### Referee Reports

You must nominate two referees in support of your application on the 'Application for Employment' form. They must be able to comment on your work performance and one of them should be a current or recent work supervisor or someone well qualified to comment on your capacity to fill the vacancy you are applying for. You will need to supply each referee's name, position title and contact telephone number during business hours.

It is advisable to seek your referee's approval prior to nominating them. If you are shortlisted for interview we will confirm the details of the referees you have provided and seek permission to contact them if required. You are not required to provide written referee reports throughout the assessment process.

### The Assessment Process

#### Acknowledgement of Your Application

Department of Justice, Human Resources will acknowledge all applications for vacancies. Receipt of written acknowledgement is verification that your application has been received and forwarded to the relevant selection panel. If you do not receive an acknowledgement within five working days of the closing date of the vacancy you should contact Department of Justice Human Resources [hr.recruitment@justice.tas.gov.au](mailto:hr.recruitment@justice.tas.gov.au).

### Short Listing

TAO is committed to maintaining equity and fairness in the recruitment and selection process, with merit being the primary basis for selection. This means an assessment is made on the relative suitability of the candidates for the duties of the role and the assessment is based on the relationship between the applicants work related qualities and the work related qualities genuinely required for the duties.

We use a range of assessment steps to determine the most suitable candidate for the vacancy. This usually includes:

- An initial shortlist of applicants based on the claims against the selection criteria and your Resume/CV
- Attendance and performance at an interview (if successful in the shortlist phase)
- Assessment through the completion of a work sample assessment exercise. This can include but not limited to:
  - A case study based on the duties of the job
  - A time-limited written task based on the duties of the job, for example; a letter, minute, or brief
  - A time-limited set of technical tasks performed at a stand-alone PC, such as doing calculations, functions and reports based on data in a workbook (e.g. Microsoft Excel)
  - A presentation on a set topic
  - Providing documentation at interview (for example, spreadsheets, press clippings)
- Confirmation of relative suitability to perform the duties of the role through referee reports

TAO strives to complete a selection process as quickly as possible. The purpose of short listing is to determine which applicants, based on their written application, possesses the strongest claims to the role and will be selected for further consideration. Once all applications have been received, and the closing date for the vacancy has passed, the selection panel will commence to review the applications and decide which candidates they would like to interview.

The selection panel will determine the short listing process and will assess all applications using the same method to determine which applicant's will be short listed. Short listed applicants' will be contacted by the selection panel chairperson to invite them to continue to the next round of the recruitment process.

If you are fortunate enough to receive an opportunity to continue through to the next stage of the selection process, you will normally be notified within two weeks of the advertisement closing date.

The selection panel chairperson will inform the short listed applicant's on the process to be undertaken during the next round of the recruitment process. This may include structured interviews, work sample testing, psychometric testing etc.

### **Selection Panels**

The role of the selection panel is to make a balanced judgement on the relative merit of the applicants in respect of the selection criteria for the vacancy and to convey its recommendations to the Auditor-General (or his delegate) for final decision.

When making a judgement, the selection panel will usually consider:

- written applications
- interview performance
- referee reports or other means of claim verification.

Other selection processes such as written exercises, presentations or assessment tools may also be used. All components of the selection process are important in assisting the panel to make a judgement of merit.

### **Interview**

Not all applicants will necessarily be interviewed. Usually only those applicants who can demonstrate their ability to meet the selection criteria to a high degree will be interviewed. If you are shortlisted for interview you will be advised of the date, time, venue and format of the interview at least two working days prior to the interview. Make sure that you arrive on time and are well prepared.

Applicants will have the opportunity at interview to expand their claims against the selection criteria as outlined in their written applications. Questions from the selection panel will be directly related to the selection criteria.

The Tasmanian Audit Office uses behavioural interviewing. This is a technique that helps us learn about your past behaviour in particular situations. Past behaviour is a better predictor of future behaviour rather than speculation (on your part) about how you would act in a hypothetical future situation. In behavioural based interviews you will be asked to give specific examples of when you demonstrated particular behaviours, skills or processes. When responding to behavioural questions you will need to be specific. General or vague answers about behaviour are not what we are looking for. You must describe in detail a particular event, project or experience and how you dealt with the situation and the resulting outcome.

Avoid using language such as, "I would do..." or "One should do..." Don't talk about what others did or would do (unless this is part of a larger response focusing on what

you did). Do talk about what you, individually, actually did. You can talk about others in context of your role on a team, if applicable. Don't describe how you would behave. Describe how you did actually behave. If you later decided you should have behaved differently, explain this. This will demonstrate to us that you have learned something from experience. If you did not encounter the situation we present, ask if you can describe a related situation in which you used skills, behaviours or processes that would also be applicable to the situation you are presented with.

As with writing your selection criteria, you should also use the "S.T.A.R." technique to structure your interview responses. Describe the situation you were in or the task you needed to accomplish, describe the action you took and the results.

Applicants should also use the interview situation to clarify their understanding of the vacancy. If there is something they are unclear about, ask the panel for more information. Similarly, if applicants are not sure what the panel means by a particular question, ask for clarification. It is important that you understand the question so that you can provide the best possible response.

### **Other selection techniques**

Sometimes other selection techniques will be used in the selection process. You may be asked to provide examples of previous work, undertake appropriate tests, or participate in structured group and/or individual exercises.

### **Verification of Claims**

Panels will consider a range of processes to verify information identified in applications.

These may include:

- Requesting additional information, documentation and/or other evidence from the applicant
- Seeking referee reports
- Contacting people other than cited referees. These may include the applicant's line managers or direct supervisors. In this case information gained should also be made available to the applicant (this will be done with the applicants consent)

### **Selection Panel Report**

When the selection process has been completed the panel will prepare a report for the Auditor-General or his delegate for approval.

This report will include details of the selection process undertaken and a statement outlining who has been nominated for the vacancy. The report will also contain a



statement comparing the merit of the nominated applicant to that of other applicants. Applicants do not receive a copy of this report or the comparative statement.

### **Selection Outcomes**

When the Selection Panel Report has been approved all applicants will be notified in writing of the decision and advised in relation to reviews.

### **Pre employment-checks**

Any applicant who is appointed from outside TAO or promoted from within the Office will need to have the pre-employment check conducted before their appointment is approved.

The following checks are to be conducted:

1. Pre-employment checks

Arson and fire setting

Violent crimes and crimes against the person

Sex-related offences

Drug and alcohol related offences

Crimes involving dishonesty

Crimes involving deception

Making false declarations

Malicious damage and destruction to property

Serious traffic offences

Crimes against public order or relating to the Administration of Law and Justice

Crimes against Executive or the Legislative Power

Crimes involving Conspiracy.

2. Disciplinary action in previous employment.

3. Identification check.

TAO will pay for any checks conducted.

### **Post selection feedback**

Post selection feedback is available from the Chair of the selection panel to all applicants upon request. Feedback is based upon an assessment of the applicant's suitability in relation to each of the selection criteria. Feedback will not be provided until an appointment to the position has been determined.

A dot point summary of the major issues covered during the feedback session may be kept by the Chair of the panel as it may be required for review purposes.

Further information on the post-selection counselling process may be obtained from the State Service Management Office (<http://www.dpac.tas.gov.au/divisions/ssmo>)

### Reviews

Unsuccessful applicants who are State Service employees may make application to the State Service Commissioner for a review, in accordance with the Employment Directions, of the selection process and/or decision.

Unsuccessful applicants considering a review should request post-selection feedback before making a decision on proceeding with a request for a review.

Further information on the review process may be obtained from the State Service Management Office (<http://www.dpac.tas.gov.au/divisions/ssmo>)

If the review is successful, the employee who lodged the application for review will not automatically be selected for the vacancy. Instead, the department will be required to undertake the selection process again.

### Further information

If you require any further information regarding the application process or career opportunities at TAO, please email [admin@audit.tas.gov.au](mailto:admin@audit.tas.gov.au). We will endeavour to respond to your query within two working days.