

# ACTPS Recruitment Policy and Guidelines

## Tool 4 – Developing Position Requirements



According to *Public Sector Management Standards 2016 (Part 2, Division 2.1)*, “**Selection Criteria**, for a prescribed selection process for a position, means criteria about skills and experience required to exercise the functions of the position.”

The word “criteria” can be used interchangeably with “capabilities” or “competencies”. In this context, “criteria” refers to an individual’s requirements of a position, i.e. the skills, knowledge and behavioural capabilities someone has to possess in order to successfully perform the role. The required Capabilities should be related to the duties and responsibilities of the job. They should be detailed in the Position Description and take into consideration the ACTPS Values and Signature Behaviours and the ACTPS Shared Capability Framework.

The requirements for a position are detailed in the “What you Require” section in the Position Description.

During the recruitment process, the selection committee uses the capabilities to assess both the suitability and relative strengths of applicants, and ensure consistency when assessing the applications in short-listing, interviewing and reference checking. Therefore, it is critical that there is a shared understanding between selection committee members of the terms used and how the capabilities/criteria are defined, measured and rated.

### Technical Skills/ Knowledge

List and detail any skills and knowledge that are essential for the position. These are technical and specific to the area of expertise required for the position. Skills and knowledge can be learnt and mastered and are acquired and through experience and qualifications.

Examples:

- Sound project management skills, with the ability to initiate, plan, manage and deliver key projects to achieve specified outcomes, within defined timeframes and budgets.
- Possess a good working knowledge of financial processing systems (e.g. Oracle), including the ability to record and maintain accurate records

Use the following terminology to describe the skills and knowledge:

- **Background in:** usually relates to an educational qualification or an area of specialisation
- **Awareness of:** familiarity with the matter without any detailed knowledge
- **Knowledge of:** familiarity gained from actual experience or learning

- **Detailed/sound knowledge of:** thoroughly conversant with facts, principles and procedures and how to apply this knowledge to the job
- **Understanding of:** more than knowledge, comprehension of the significance of a topic
- **Skills in:** practical skills acquired by performing the work, rather than theoretical knowledge
- **Capability / Ability to:** able or qualified to perform a task, may draw on transferable skills
- **Demonstrated experience:** successfully performed the duty or used the skill or applied the knowledge in the past, at the level required for the position. During the recruitment process, an applicant can be asked to provide evidence, through examples, of how they have performed the duty or responsibility in the past

## Behavioural Capabilities

These are non-technical and are used to describe the Capabilities required to effectively enable someone to perform the tasks and duties of the position. They are usually innate and are difficult to learn or teach. They are about how someone approaches tasks and why they do things a certain way. To select and draft these, think about what someone who performs exceptionally well in the position does differently from an average performer, and capture this.

Examples:

- Sound organisational skills, including the ability to effectively manage multiple tasks, determine priorities and meet strict deadlines in high pressure situations.
- Analytical skills, particularly accuracy when dealing with numerical data
- Adaptability to changing circumstances and the flexibility to successfully manage multiple priorities and demands
- Resilience while managing a constantly changing, complex and diverse environment.

**Points to consider** when developing position requirements / Capabilities:

**Do**

- ✓ Ensure capabilities are clearly defined and directly related to the duties and responsibilities of the job
- ✓ Ensure capabilities are relevant to the level and type of position
- ✓ Ensure capabilities give consideration the ACTPS Values and Signature Behaviours
- ✓ Exercise care in the selection of adjectives to describe the extent to which a particular attribute is required (for example, 'knowledge of...', 'extensive experience in ...' or 'expert skills in')
- ✓ Ensure capabilities are assessable and measurable so applicants can be assessed on how well they meet the capabilities, and applicants can be compared to each other

- ✓ List any job requirements such as essential qualifications, licenses and checks (for example, driver's license, working with vulnerable people check, medical check, etc) in the **Compliance Requirements / Qualifications** subsection of the **WHAT YOU REQUIRE** section

## Don't

- ✗ Be ambiguous or group unrelated capabilities together
- ✗ Make generic references to the skills or knowledge required for the job – be as specific as possible
- ✗ Use discriminatory language such as age, gender, marital status etc
- ✗ Overstate the qualifications required, particularly if they are not essential to perform the duties of the job
- ✗ Use exclusionary language that will limit skills and experience to a type of person who might have them, for example: **Don't use:** 'minimum of 5 years supervisory experience', or 'mature person with supervisory experience'.
- ✗ Don't include skills / knowledge that exclude anyone who is not currently employed within ACTPS. For example, if it is not absolutely essential that someone has worked on a specific system, describe the generic skills you need, rather than name the ACTPS system

## Review

This document is an attachment to the ACTPS Recruitment Policy and Guidelines 2021 and is due for review in line with the policy.

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