

Recruitment Selection Report

This form should be completed if the delegate will provide their approval directly in Acendre following Recruitment Review.

A selection report is the official record of the recruitment process. It explains how candidates were assessed and details the steps taken by the recruitment panel to reach its recommendation to the delegate. In accordance with [the Australian Public Service Commissioner's Directions 2022](#), a selection report must be appropriately documented and demonstrate how the recruitment and selection process has complied with the [APS merit principle](#).

Selection reports should include the following:

- a list of all candidates - for large recruitment rounds this can be included as attachments to the report
- a shortlist of candidates as a result of the initial assessment
- details on how short-listed candidates work-related qualities were assessed
- a comparison of shortlisted applicants
- if applicable, the reasons why a particular candidate is the preferred candidate
- for merit lists, an explanation of why an individual was ranked higher or lower than the next on the list
- for the creation of a merit pool, an explanation of why the candidate was assessed as being suitable
- referee reports
- an explanation of who has withdrawn from the process
- any adjustments made to support candidate participation
- an explanation of any irregularities/inconsistencies in the report or disagreement between the panel members in relation to the recommendation.

Using selection reports effectively

In addition to documenting the formal decisions made in a recruitment process, selection reports should be clearly written and have enough detail so hiring managers can make informed decisions when selecting candidates from the merit pool. It should also be a useful resource for panels when giving feedback to candidates.

Maximising the use of existing merit lists and merit pools is encouraged. It supports the efficient use of resources and provides successful candidates with more opportunity to be offered a role. For more information see [Creating and Sharing Merit Lists](#).

Gazetted Vacancies

The following requirements must be met for all Gazetted vacancies:

- The selection methodology for filling permanent vacancies that are advertised in APSjobs must be established prior to the selection process commencing.
- At least one member of the Selection Panel, preferably the Chairperson must be one substantive level (not acting) above the classification of the advertised vacancy.
- The selection panel must consist of at least one Independent Panel Member (IPM) who works outside of the section where the vacancy is located.
- All members of the selection panel and the Delegate must complete the [Conflict of Interest](#) form, once they have access to the list of candidates, but prior to the commencement of the selection process. All completed forms must be uploaded in Acendre.

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- Where a candidate has listed a selection panel member as a referee, the selection panel member must complete a [referee report](#) prior to the commencement of the assessment process.
- [The Delegate](#) of the selection process will be responsible to ensure its integrity and must complete a Conflict of Interest form prior to the commencement of the assessment process, and a declaration at the end of the selection process.
- Note: Where the Delegate finds they have a relationship or interest that may give a perception of bias, either positive or negative, they should discuss with Recruitment whether they should withdraw from the process or can mitigate the bias by creating a management plan as part of their Conflict of Interest form for clearance by Recruitment.

Job vacancy details

Advertising Type:	<input checked="" type="checkbox"/> Gazette (APS Jobs) <input type="checkbox"/> Expression of Interest
Vacancy Type:	<input checked="" type="checkbox"/> Ongoing vacancy <input type="checkbox"/> Non-ongoing Vacancy
Date of Advertisement:	8 December 2025
Period of Advertisement:	8-12-25 to 5-01-26
Gazette Notice Number (if applicable):	VN-0765418
Position title: Lead Database Administrator, Technology	Classification: Executive Level 2 (EL 2)
Position number: TBC	Location: Various

Applicant details

Number of applications received: <input type="text"/>
Number of applicants shortlisted: <input type="text"/>
Number of applicants that withdrawn: <input type="text"/>

Selection Panel

Chairperson	Panel Member	Independent Panel Member
Name <input type="text"/>	Name <input type="text"/>	Name <input type="text"/>
Substantive Classification EL2	Classification EL2	Classification EL2
Section Technology	Section Technology	Section Technology
Signature <input type="text"/>	Signature <input type="text"/>	Signature <input type="text"/>
Date 23-02-26	Date 23 February 2026	Date 23/2/26

Scribe Details (if applicable)
Name <input type="text"/>

Company

Selection process

This section should outline what assessment methods were used, and the work-related qualities each selection tool was used to assess

<p>Selection methodology employed for initial shortlisting</p>	<p>For initial shortlisting, applicants were required to submit a current curriculum vitae (CV) and a two-page pitch outlining their suitability for the role.</p> <p>The panel assessed the candidates relevant experience, understanding of related processes and alignment with the duties and expectations of the role.</p> <p>Following the individual assessments, the panel met to discuss and agree on a shortlist of candidates who demonstrated the strongest alignment with the role’s requirements. Applicants who did not sufficiently meet the mandatory or desirable criteria were not progressed further in the process.</p>
<p>Selection methodology employed for interview</p>	<p>Shortlisted candidates participated in a 45-minute panel interview comprising five standardised questions designed to assess their capability against key requirements of the roles.</p> <p>All candidates were asked the same set of questions to ensure a consistent assessment process. A rubric was created for scoring to determine what a good or not so good response would be.</p> <ol style="list-style-type: none"> 1. Describe in detail a time you diagnosed and resolved a complex performance issue in an Oracle database or other database platforms. What tools and steps did you use, and how did you confirm the issue was resolved? 2. How do you approach managing and supporting a mixed database environment (e.g., Oracle, SQL Server, PostgreSQL, cloud DBs)? What are the main challenges, and how do you ensure security, compliance, and high availability across platforms? 3. How do you approach the development of strategic plans in a complex environment, and implementation of strategies vs tension of resourcing, operational work, financial constraints and other potential barriers? 4. Tell me about a time you made a mistake or missed something important at work. How did you handle it, and what did you do to ensure it didn’t happen again?

	<p>5. How do you build trust and foster transparency within your team and with stakeholders, especially when delivering difficult news or facing challenges?</p>
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Shortlisting

Shortlisting determines which candidates are competitive and are to be progressed for further assessment. Initial shortlisting is done based on candidates meeting the eligibility requirements for the role including (but not limited to):

- Australian Citizenship;
- mandatory qualifications (e.g. Legal qualifications); and
- initial assessment of the candidates’ suitability for the role (e.g. through claims demonstrated in the candidates’ written application, or the candidates results through aptitude testing).

Shortlisting may occur at multiple points throughout the selection process, dependent on the certain roles, and is to be undertaken at each of the assessment decision points for example, a shortlisting step of written applications and another through a work sample test before proceeding to interviews.

The Delegate is required to approve each stage of the shortlisting process. Candidates who are not shortlisted to progress to the next assessment stage should be notified.

Comparative assessment

This section should include the assessment for each shortlisted candidate. The assessment should be factual and evidence-based, including constructive observations on any areas for improvement. Panels may also make distinctions and comparisons between candidates.

The assessment must be based on the relationship between the candidates’ work-related qualities and the work-related qualities genuinely required to perform the relevant duties. The job advertisement, candidate package and role description are key source documents for determining what selection panels should be assessing.

Candidate Name	Overall Rating – <i>Refer to Attachment A</i>
[REDACTED]	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

Placements

Name	Type of Engagement	Position Number	Section	Location
██████████	Engagement (Ongoing)	TBC	Technology	██████████
	Choose an item.			
	Choose an item.			
	Choose an item.			
	Choose an item.			

*Note: if advertising for a Merit Pool only, leave the Placements table blank and complete the 'Merit List' section.

Type of Engagement

Select from the following types of engagement:

- **Engagement (Ongoing)** - Engage a person who is not an APS employee, on an ongoing basis.
- **Engagement (Non-ongoing)** - Engage a person who is not an APS employee, on a non-ongoing basis.
- **Promotion (Internal)** – Promote an ongoing employee to a higher classification level as determined by the Public Service Classification Rules 2000.
- **Promotion (Other APS Agency)** - Promote an ongoing APS employee to a higher classification level as determined by the Public Service Classification Rules 2000.
- **Section 25 - Internal Movement at Level (Ongoing/Temporary)** – Assign duties to an ongoing employee at the same level.
- **Section 26 - Movement at level from Other APS Agency (Ongoing/Temporary)** – Move an APS employee from another APS agency to the Department at the same classification level as determined by the Public Service Classification Rules 2000.
- **Section 25 - Internal Higher Duties** – Assign higher duties to an ongoing employee for no more than 12 months.

Merit List/Pool (Please select)

Merit List - candidates are ranked in the order shown below. Any offer of placements must be made in the order the candidates are shown

Merit Pool - Single Grouping, all candidates are assessed as suitable

Merit Pool – Multiple Grouping, eg. Highly Suitable / Suitable*

The Selection Panel recommends the following applicants from the comparative assessment be placed on the merit
Choose an item. (select one)

*Where Merit Pool - Multiple Grouping is selected please indicate candidate groups by inserting headings as relevant.

Suitable	Unsuitable
	██████████
	██████████

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	██████████
	██████████
	██████████

Rating Scale (ASSESSMENT DESCRIPTORS - ASSESSMENT AGAINST SELECTION CRITERIA)		
Rating	Description	Examples of Indicators of Performance
Highly Suitable 5	The candidate has demonstrated this capability/ies above the advertised classification level.	Is able to perform at an outstanding level for reasons including: <ul style="list-style-type: none"> • excellent job knowledge • exceptionally reliable • considerable ability in problem solving and the application of change • instinctively and effectively deals with all complex matters relating to the position • excellent leadership and managerial skills
Very Suitable 4	The candidate has demonstrated this capability/ies to a high degree as described for the advertised classification level.	Is able to perform at a very high level to achieve good results for reasons including: <ul style="list-style-type: none"> • highly reliable and responsible • highly developed job knowledge • able to suggest/initiate improvements • able to deal very well with most of the complex matters relating to the applied position • very strong team leadership skills
Suitable 3	The candidate has demonstrated this capability/ies as described for the advertised classification level.	Is able to perform at a high level to achieve results, for reasons including: <ul style="list-style-type: none"> • well-developed job knowledge • is able to deal with all routine matters involving the position and most of the complex matters • good accuracy and attention to detail skills • very reliable and responsible • strong team leader or member • has ability to follow directions • is reliable and could carry some responsibility
Requires Development 2	The candidate has demonstrated some aspects of the capability/ies for the advertised classification level.	Requires close supervision to perform the duties of the position including: <ul style="list-style-type: none"> • basic/general job knowledge • could follow directions but would require frequent monitoring • could deal with most routine matters relevant to the position • could carry some responsibility • is expected to work well in a team
Unsuitable 1	The candidate has failed to demonstrate the capability/ies as described for the advertised classification level.	The applicant is unable to satisfy this criterion for reasons including: <ul style="list-style-type: none"> • limited or no job knowledge • would require extensive supervision • limited problem solving ability • inadequate personal or communication skills

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