

**Fiona Denton**

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**From:** Nghia Nguyen-Le  
**Sent:** Tuesday, 12 October 2021 13:01  
**To:** Kylie Bell; Chris Carr  
**Cc:** Kristy Manton; Lisa Braid  
**Subject:** Minister update on International Network roll out - next steps

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Kylie,

Amy has provided me with an update on the international network rollout after talking to the Minister this morning:

1. He is supportive of the India and Singapore inpost positions to be filled by the preferred applicants as public servants as planned
2. Amy has called Marianne Broadbent to resurrect this process so she is aware
3. The Minister would like the NY post be left vacant for now
4. China is good to go as it has been with the extension of **Sensitive**
5. Minister would like to e-meet with the India applicant (apologies I don't know their name yet)
6. Minister would like to meet face to face with the Singapore applicant (Andrew?). Alicia and Lorna to organise both meetings in consultation with the recruiter. I'll introduce myself to Marianne as the point person.

Hi Chris and Kristy - whilst Amy/Minister said recruit "as planned" - I know you're completely across what this looks like contractually/legislatively, given the Cab decision etc.

Happy to have another discussion if need be, but thought I'd share the good news in the first instance.

Regards  
Nghia

**Nghia Nguyen-Le**  
Office of the Chief Executive, Investment NSW  
52 Martin Place, Sydney NSW 2000  
M: **Sensitive**

| [investment.nsw.gov.au](https://investment.nsw.gov.au)



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NSW**

**Fiona Denton**

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**From:** Evelina Polura  
**Sent:** Wednesday, 24 November 2021 14:23  
**To:** Kristy Manton  
**Subject:** High level update for Lisa/Amy 24th Nov

Hi Kristy,

Summary of latest offshore activities and updates, just let me know if you or Lisa need further detail on any of this.

- Michael Page UK recruiting for London Director/Associate Director roles. AD – 3 interviews done, 1 more next week. Director - 1 interview done, 2 more in the next week. Aiming for January commencement for both roles.
- Austrade SLA addendum for Frankfurt, Paris, Washington and Bangalore finalised. Will proceed with Washington and Bangalore recruitment through Austrade.
- Seoul Associate Director recruitment advert closed and candidates shortlisted for interviews on 29<sup>th</sup> November.
- Kuala Lumpur Director recruitment commencing in coming weeks through Austrade.
- Singapore Associate Director and Director recruitment commencing, briefed Michael Page on role and RDs ready to share with Michael Page to draft adverts.
- Mumbai - will start recruiting for Education role in coming weeks.
- Briefed Michael Page Japan with Mike Newman to start recruitment process for Tokyo Director and Associate Director roles. Recruitment was paused but has been given go ahead, instructed Michael Page to proceed with advertising and expecting shortlisted candidates in coming weeks. However we will be unable to employ directly until March 2022 due to entity and payroll establishment timeframes.
- Other North Asia/Korea role (Director) to be roaming role based from Sydney. Kylie and Kristy managing transfer of **Sensitive** appointed to Associate Director level 11/12 for this.
- Working on Michael Newman's arrangements for mobilisation to Japan – now likely to be going early 2022. Meeting conducted with HSF, KPMG, Visalink and internal stakeholders to discuss how visa and passport types influence tax, payroll and other obligations.
- Visa / official passport issue for remaining STICs/AG – will confirm type of visa and passport on case by case basis, Visalink or KPMG Immigration being engaged to assist AG and other STICs with immigration/visa where required.
- Clare and Evelina worked with KPMG to investigate various offshore payroll options (exploring if preferred option of a single global provider is feasible due to the small size and scope of our offshore footprint). Obtained various global and boutique/local provider quotes, conducted deep dive for Global Network Expansion team and TMF as a global provider was agreed. Contract and T&C discussions with TMF and legal almost complete, brief prepared to be workflowed with MSA and SOW by end of November.
- Leave management solutions for global network – received quote from GovConnect/Infosys for leave management solution as external providers are cost prohibitive given the size of our population. Will be reviewing scope and cost and discussing if budget available in the coming weeks. Automated leave approval forms being developed in Salesforce to replace current paper approvals. Getting demo of Edays solution this week, partner of TMF and a lower cost and more efficient solution than Infosys.
- STIC Singapore – preferred candidate identified. Draft contract issued, feedback received and discussed, contract briefed to be work-flowed for Amy's signature today. Start date in April, mobilisation in late June.



- STIC India & Middle East - preferred candidate identified. Initial discussion had and draft contract sent, awaiting feedback from candidate.
- STIC Americas - preferred candidate identified.
- STIC China – candidates shortlist provided by NGS, panel to discuss and agree on candidates to be interviewed.
- Regional Business Manager Singapore (previously called Office Manager) –. Interviewed 3 candidates, 2 progressed to second stage and one was preferred. Role was paused while we recalibrated office establishment and STIC dates but has now been re-started. In discussions with previously identified preferred candidate who is still interested in the role, will meet with STIC ASEAN before confirming her appointment and preparing contract.
- Regional Business Manager New York (previously called Office Manager) – ON HOLD. Interviewed 3 candidates and two progressed to second stage. Role now paused while we recalibrate entity establishment and office opening timelines and new tax advisors (KPMG unable to advise due to FARA rules).
- **Sensitive** – TIC Europe – Contract signed and accepted. Targeting early 2022 start date **Sen** working to negotiate down his 6 month notice period) but if not be achievable will start in March. Background checks completed from previous process with candidate.

Regards,

**Evelina Polura | HR Business Partner**

Investment NSW

52 Martin Place, Sydney NSW 2000

M. **Sensitive**

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Investment NSW believes in 'all roles flex'. I work flexibly. I am sending this message now because it's a good time for me, but I don't expect that you will read, respond or action it outside of your own regular hours.

My workdays are: Mon | Tues | Wed | Thurs | Fri

**Fiona Denton**

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**From:** Kylie Bell  
**Sent:** Thursday, 9 June 2022 13:36  
**To:** Amy Brown  
**Subject:** RE: Final Employment Agreement - STIC Americas

OFFICIAL

We wont make it this week, and Comms were keen not to do it before the Tuesday Tech Summit given media will be with the Minister on Tuesday morning – first chance to ask questions after a long weekend.

John and Helen still haven't signed contracts – although can chase them on this. Next Friday would be ideal if we could work to that date.

Let me know if I should call you.

**From:** Amy Brown  
**Sent:** Thursday, 9 June 2022 12:56 PM  
**To:** Kylie Bell  
**Subject:** Re: Final Employment Agreement - STIC Americas

OFFICIAL

Hello! Just with Min - wondering where we're at with media? Thinking of issuing press release at 4.30 on a Friday arvo....?

Amy Brown  
Secretary, Department of Enterprise, Investment & Trade and CEO, Investment NSW  
Sensitive

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**From:** Kylie Bell  
**Sent:** Wednesday, June 8, 2022 10:11:07 PM  
**To:** Amy Brown  
**Subject:** FW: Final Employment Agreement - STIC Americas

OFFICIAL

Think we are there ))

**From:** Kylie Bell  
**Sent:** Wednesday, 8 June 2022 10:10 PM  
**To:** John Barilaro Sensitive  
**Cc:** Chris Carr Kristy Manton  
**Subject:** RE: Final Employment Agreement - STIC Americas

Excellent John



Please find attached the revised contract, including confirmation we will provide healthcare coverage while in the US.

PII - CIC

I will also give you a call re: the other points you raised like super contributions and salary packaging. When you are ready please sign and we will get this countersigned by Amy.

I have made your formal contract start date next Friday so we can begin immediately on the paperwork for your visa, and KPMG's visa team have already been engaged to assist with this.

Cheers  
KB

**From:** John Barilaro [Sensitive]  
**Sent:** Wednesday, 8 June 2022 8:57 AM  
**To:** Kylie Bell  
**Cc:** Chris Carr ; Kristy Manton  
**Subject:** RE: Final Employment Agreement - STIC Americas

Kylie  
I am ready to sign the employment agreement and move forward.  
The agreement should be in my legal name:  
Giovanni Domenico Barilaro  
[Sensitive]

My start date can be from 12<sup>th</sup> July 2022 and I am happy to be in country as soon as sufficient onboarding is completed and Visa arrangements permit.  
Regards  
John

**From:** Kylie Bell  
**Sent:** Thursday, 2 June 2022 12:13 PM  
**To:** John Barilaro [Sensitive]  
**Cc:** Chris Carr Kristy Manton  
**Subject:** Final Employment Agreement - STIC Americas

OFFICIAL

Hi again John

Firstly apologies for the delay on this.

#### Revised Employment Agreement

Following our discussion last week, we have reviewed the contract and suggest the best place to introduce our commitment to support you to return to Sydney should the government decide to terminate early, is in the Relocation Letter.

A new additional set of paragraphs have therefore been included to cover this in the Amended Relocation letter. I'm highlighted the new inclusions.

If you are agreeable, to help finalise the letters and documents all I need from you today is:

1. Your address
2. An anticipated start date. We can have you start in Sydney on Monday 1 August if that works and aim to have you in the US by 1 September (visa pending). Does that give you sufficient time to wrap things up and get organised on a personal front? Or were you thinking sooner/ later?

If you are agreeable, please let me know and share these few details we can send everything across to you and Amy for final signatures.

#### Tax Advice

KMPG's Craig Robinson has commenced the tax advice for you, but has some questions regarding your personal circumstances. Rather than me get involved, please find Craig's contact details. Can I suggest you arrange a conversation with him at your convenience to discuss?

His contact details are:

Craig Robinson

#### Visa Process

Our Consulate in NY have advised that as a State Government with a registered business presence in the US, we are not able to use the official passport. So you will need to go in on your *regular passport and we will work with KPMG to secure you a 3 year business visa.*

Once you have signed off on the contract we'll get that started as it may impact your start date in the US.

Cheers

Kylie

Sensitive

From: Kylie Bell

Sent: Tuesday, 24 May 2022 3:06 PM

To: Sensitive

Cc: Chris Carr ; Kristy Manton

Subject: Draft Employment Agreement - STIC Americas

Hi John

Good to chat this morning and as promised, please find attached the draft employment agreement and relocation letter.

PII - CIC



Our legal counsel will look into this matter as a priority and come back to you on how we will manage and cover for this.

Please have a read through and come back to us with any other issues that stand out or you would like addressed. I can schedule a second call with this group as needed after you have had the chance to review.

We will also get started with the KPMG tax advice and our finance team will share a contact this afternoon that we can start this process with you.

A few other things. Could you please share through a short bio for the media release? If you can dig up your official passport could you share through the page with your information and we will start looking into visas as well. Our goal will be to get you into country as fast as possible - given your background you wont need the length of onboarding that other have had, which has been focussed on regional visits to clients and key regions. Ideally we would try to have you in the US by as early as August depending on your commitments here and the visa.

I'm on **Sensitive** if you have further questions and we look forward to working through the contract and tax as quickly as possible.

Cheers  
Kylie

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**Kelly Kwan**

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**From:** Kristy Manton  
**Sent:** Monday, 13 December 2021 10:52 AM  
**To:** Kylie Bell  
**Subject:** Selection Panel Report- STIC\_Americas\_2107\_Draft2.xlsx  
**Attachments:** Selection Panel Report- STIC\_Americas\_2107\_Draft2.xlsx  
  
**Categories:** Red Category

For your discussion with the Minister



 <b>Investment NSW</b>												<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>												<b>Job Req. Reference</b> J15847					
<b>Position Title</b> Senior Trade and Investment Commissioner The Americas (New York)												<b>Group</b> Trade and International		<b>Division / Team</b> International		<b>Line Manager</b> Jenny West		<b>Shortlisting Date/s</b> 10-Jun-21		<b>Interview Date/s</b> 06-Jul-21		<b>TA</b>							
<b>Location</b> Select		<b>SE Band Equivalent</b>		<b>Role Number/s</b>		<b>No. of Position/s</b>		<b>1</b>		<b>No. of Applicant/s</b>		<b>21</b>		<b>No. Shortlisted</b>		<b>4</b>		<b>No. Interviewed</b>		<b>4</b>		<b>HR Partner</b>							
<b>Panel Interview Rating</b> (All Focus Capabilities or Capability Group/s Assessed)												<b>Other Assessments</b> (As determined appropriate for the role)												<b>Online Assessments</b> (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)					
<b>Candidates Names</b>		<b>Work Collaboratively</b>		<b>Influence and Negotiate</b>		<b>Deliver Results</b>		<b>Manage and Develop People</b>								<b>Choose Capability Assessment Type</b>		<b>Choose Capability Assessment Type</b>		<b>Choose Capability Assessment Type</b>		<b>Cognitive Scores</b>		<b>Capability Potential</b>		<b>Executive Scenarios (Grade 11/12 - OPTIONAL)</b>			
		<b>Advanced</b>		<b>Highly Advanced</b>		<b>Highly Advanced</b>		<b>Advanced</b>								<b>Numerical</b>		<b>Verbal</b>				<b>OPQ (Behavioural)</b>							
<b>Jenny West</b>		<b>Exceeds</b>		<b>Exceeds</b>		<b>Exceeds</b>		<b>Meets</b>								<b>Select Rating</b>		<b>Select Rating</b>		<b>Select Rating</b>				<b>Refer Results</b>					
<b>Sensitive</b>		<b>Exceeds</b>		<b>Exceeds</b>		<b>Exceeds</b>		<b>Meets</b>								<b>Select Rating</b>		<b>Select Rating</b>		<b>Select Rating</b>				<b>Refer Results</b>					
<b>Sensitive</b>		<b>Marginally Meets</b>		<b>Marginally Meets</b>		<b>Meets</b>		<b>Marginally Meets</b>								<b>Select Rating</b>		<b>Select Rating</b>		<b>Select Rating</b>				<b>Refer Results</b>					
<b>Sensitive</b>		<b>Marginally Meets</b>		<b>Marginally Meets</b>		<b>Meets</b>		<b>Does Not Meet</b>								<b>Select Rating</b>		<b>Select Rating</b>		<b>Select Rating</b>				<b>Refer Results</b>					
<b>Recommended Candidate:</b>												1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidates interviewed.																	
<b>Jenny West</b>		<b>Sensitive</b>																											
<b>Recommended Remuneration AUD and Conversion</b>		<b>Select</b>		<b>Remuneration justification</b>								<b>Background Checks Outcome?</b>		<b>1) Academic Quals Checked?</b>		<b>2) Reference Checks Reviewed?</b>		<b>3) Service &amp; Conduct Check Reviewed?</b>		<b>Ideal Start Date (dd/mm/yyyy)</b>									
<b>Recommended for Talent Pool</b>												Please state the reasons why the candidate is being recommended for the talent pool, and complete the Panel Interview Rating and Other Assessments																	
<b>Sensitive</b>		<b>Sensitive</b>																											

Investment NSW												Job Req. Reference J15847	
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas												Date of Panel Report	
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Jenny West	Shortlisting Date/s	10-Jun-21	Interview Date/s	06-Jul-21	TA	
Location	Select	SE Band Equivalent		Role Number/s		No. of Position/s	1	No. of Applicant/s	21	No. Shortlisted	4	No. Interviewed	4
Unsuccessful Candidate/s: Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments													
<div>Sensitive</div> <div>Sensitive</div>													
<div>Sensitive</div> <div>Sensitive</div>													
Panel Members	Full Name	Position Title	Organisation	Conflict of Interest Declaration - Candidates	Panel Lead Confirmation of Interview Panel Outcome	Date							
Panel Lead	Amy Brown	CEO	Investment NSW	No Conflict of Interest	Select Appropriate Declaration from Drop Down Options								
Panel Member	Jim Betts	Secretary	Department of Planning, Industry and Environment	No Conflict of Interest									
Independent Panel Member	Warwick Smith	Chairman	Kansu Capital	No Conflict of Interest									
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest									
After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop down menu selection) above, and date. Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be emailed to all panel members as the final version.													





Investment  
NSW

### Three NSW Senior Trade and Investment Commissioners – STIC Americas, STIC India / Middle East, STIC Singapore / ASEAN

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- Creating Strategic, Commercial Partnerships, with Regional Responsibilities

The Senior Trade and Investment Commissioners (STICs) are the NSW Government's most senior representative in regions and key members of NSW's Trade team. The Trade team is accountable for managing the international Trade and Investment teams offshore, the supporting onshore team, for job creation and economic development through supporting NSW exporters to expand into international markets and supporting International Education through Study NSW.

Each STIC will lead the State's commercial, cultural and political interests across their region. They will facilitate productive foreign direct investment, through developing, implementing and advising on strategies to identify and secure suitable companies to invest in NSW, that are aligned to the state's priority industries and places. They will also assist NSW businesses to export to their regions, create strategic commercial and institutional partnerships that will deliver jobs and innovation outcomes for NSW, and work with NSW's tourism, international education and defence industries to win new business.

Each STIC will have a strong commercial mindset and a track record in delivering great results. Critical to the role will be representing the State's trade and investment interests to C-suite investors, political leaders and stakeholders, performing ad hoc ceremonial duties on behalf of the State where required.

High-quality candidates will have extensive experience at a senior executive level in international business or across government and strong commercial acumen. They will have a deep understanding of how businesses make investment decisions, trade and investment facilitation and market awareness in the global economic environment. They will have the ability to engage and negotiate with diverse stakeholders, strong communication skills and high-level representational abilities.

To obtain the *Information for Candidates* booklets, including the role description, or to apply, please email [applications.australia@ngs-global.com](mailto:applications.australia@ngs-global.com) citing J15845 or the name of STIC region. If further information is required after reviewing the documentation, please contact Dr Marianne Broadbent or Mark Lelliott on +61 3 8626 0600 or 1300 138 863. Further information regarding **Global NSW** can be found at [global.nsw.gov.au](http://global.nsw.gov.au)



NGS GLOBAL

**Applications are requested by 3 December 2021**

Jing Fu

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**From:** Lynne Clements  
**Sent:** Thursday, 16 December 2021 4:59 PM  
**To:** Kristy Manton  
**Subject:** RE: Role Description - STIC Americas

Hi – right, good that we clarified, thanks.

Kind regards  
Lynne

Lynne Clements  
EXECUTIVE OFFICER

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**From:** Kristy Manton  
**Sent:** Thursday, 16 December 2021 4:50 PM  
**To:** Lynne Clements  
**Subject:** RE: Role Description - STIC Americas

Hi Lynne

My report to the Executive Director Trade and International, Kylie Bell

K

**From:** Lynne Clements  
**Sent:** Thursday, 16 December 2021 4:01 PM  
**To:** Kristy Manton  
**Subject:** RE: Role Description - STIC Americas

Hi Kristy,

Just another query – we are assuming that these STIC roles now report directly to Amy?

We are informing potential candidates this now - given there is no Dep Sec role, but if you could confirm that would be great.

Thanks,  
Lynne



Lynne Clements  
EXECUTIVE OFFICER

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**From:** Kristy Manton  
**Sent:** Thursday, 16 December 2021 9:40 AM  
**To:** Lynne Clements  
**Cc:** Kylie Bell  
**Subject:** RE: Role Description - STIC Americas

Evelina Polura

Hi Lynne

We do. Its just being finalised now. A copy will come to you asap

K

**From:** Lynne Clements  
**Sent:** Thursday, 16 December 2021 9:38 AM  
**To:** Kristy Manton  
**Subject:** Role Description - STIC Americas

Hi Kristy,

I'm wondering if you have an updated Role Description for the STIC Americas role? The one we had has reference to Treasury and Trade, so would be helpful if you have the latest please? We're wondering if there is also any information about other locations where you might have staff currently, and intending to have staff?

Many thanks,  
Lynne

Lynne Clements  
EXECUTIVE OFFICER

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**Fiona Denton**

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**From:** Evelina Polura  
**Sent:** Thursday, 23 December 2021 13:35  
**To:** Kylie Bell  
**Cc:** Kristy Manton  
**Subject:** Re: NGS\_NSWTreasury\_SeniorTradeInvComm\_Advert  
**Attachments:** LP3150 AFR ROS DEC '22.pptx.pdf  
52 Martin Place, Sydney (enter via 127 Phillip Street)  
GPO Box 5469, Sydney NSW 2001  
**M:** Sensitive  
Hi Kylie,

Just confirming that the STIC Americas advert was in the AFR print last Friday (17<sup>th</sup>), is online for a week from Friday (online banner attached as you can't just search for it) and is also on the iworkforNSW site (link below).

We have not advertised with any other publications yet, print or online, so will await your confirmation whether the minister wants to do this in January.

Regards,

| [investment.nsw.gov.au](https://investment.nsw.gov.au)

**From:** Rebecca Doyle Barcoe  
**Sent:** Wednesday, 15 December 2021 2:07 PM  
**To:** Evelina Polura  
**Cc:** Kristy Manton  
**Subject:** Re: NGS\_NSWTreasury\_SeniorTradeInvComm\_Advert

Hey Evelina

Role is up on I work now until Jan, link below

( <https://iworkfor.nsw.gov.au/job/nsw-senior-trade-and-investment-commissioner-289973>

**RE: STIC recruitment update**

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**From:** Kylie Bell  
**To:** Daniel Harwood  
**Date:** Mon, 07 Feb 2022 15:29:24 +1100

Hi Daniel

We have shortlisted – 3 candidates each for NY and Shanghai and are now blocking diaries for the panel interviews – it will be Amy, MCT, potentially myself and Warwick Smith as our external. He has sat on all four earlier panels and is also on the Minister's Investment Committee. I think Amy was going to share the shortlists with the Minister while they are on the road together in London and she may have shared this with him directly in an email?

Cheers  
KB

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**From:** Daniel Harwood  
**Sent:** Monday, 7 February 2022 1:35 PM  
**To:** Kylie Bell  
**Subject:** STIC recruitment update

Hi Kylie,

Can I please get an update on how the recruitment for the Americas and China STICs are progressing.

Many thanks  
Dan

**Daniel Harwood**  
Senior Adviser  
Office of the Hon. Stuart Ayres MP  
Minister for Enterprise, Investment and Trade  
Minister for Tourism and Sport  
Minister for Western Sydney

M: Sensitive  
E:

*This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office or the Minister.*



**Fiona Denton**

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**From:** Amy Brown  
**Sent:** Tuesday, 8 February 2022 3:38  
**To:** Kylie Bell  
**Cc:** Kristy Manton  
**Subject:** Interview shortlist for NYV  
**Attachments:** Re: STIC Americas (2) - Shortlist Recommendations Report.eml

Hi Kylie

Min Ayres and I have run through the 'long' shortlist and our recommended 'short' shortlist for NYC.

He'd like to add **Sensitive** to the short shortlist please.

Looking forward to the interviews!

Amy

Amy Brown  
Secretary, Department of Enterprise, Investment and Trade  
CEO, Investment NSW  
**Sensitive**

**Fiona Denton**

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**From:** Kylie Bell  
**Sent:** Sunday, 13 February 2022 18:26  
**To:** Alicia Kemp; Fiona Denton; Kristy Manton  
**Subject:** Confidential: Scheduling Interviews for STICs Americas and China - Panel Interviews

Hi Alicia and Fiona,

Amy and the Minister have confirmed the shortlist for the interviews for the STIC New York and Shanghai roles.

Jing suggested that you are best place to manage scheduling. The panel would be Amy, Michael Coutts Trotter, Warwick Smith (external but I think you have his contacts from earlier panels), Marianne Broadbent the recruiter (see availability below) and me if a sub is needed. Amy is the Chair.

Given the shortlist for NY I think MCT is critical, but we could manage without him for the Shanghai role. I understand Amy has already flagged this with MCT.

For New York we would need to block time for 4 interviews. Max four hours and I don't think it needs to all be in the same block. 4 x 45 minutes each for the interviews, with 20 minutes ahead of interviews for discussion and 30 minutes at the end to make recommendations for the Minister. 2 candidates will then be submitted for his consideration.

For Shanghai we only have 3 candidates so same process with just 3 x 45 minute windows.

I'll call on the morning to make sure this ok but as Amy is the Chair ideal that the requests (especially to MCT) come through her office.

Thanks  
KB

Get Outlook for iOS

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**From:** Marianne Broadbent  
**Sent:** Wednesday, February 2, 2022 11:58:14 AM  
**To:** Kylie Bell  
**Cc:** Lynne Clements  
**Subject:** STICs Americas and China - Panel Interviews

Kristy Manton

Kylie – as promised in our call this morning, some notes re timing and my calendar. Below are the dates I am not available/ where I cant cancel or change things around, noting that I can have one of my colleagues attend in my place if necessary.

Dates that I cant do:

February 9, 10, 11, 22 (in Canberra for ADF work – though the afternoon of 9<sup>th</sup> and morning of 10<sup>th</sup> is possible)

February 23 and 8-11 on 25<sup>th</sup> due to Melbourne-based Board meetings

March 1, afternoon of March 18<sup>th</sup> (morning is fine as hoping to be in

Sensitive

Otherwise best to phone Lynne Clements  
 Thanks Marianne B

**Kelly Kwan**

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**From:** Kylie Bell  
**Sent:** Sunday, 13 February 2022 5:33 PM  
**To:** marianne.broadbent  
**Cc:** Kristy Manton  
**Subject:** STIC Shortlists

Hi Marianne

Just to confirm the agreed shortlisting for the panel interviews.

**New York**

1. John Barilaro
2. Sensitive
3. [REDACTED]
4. [REDACTED]

**Shanghai**

1. Sensitive
2. [REDACTED]
3. [REDACTED]

Kristy, we agreed we would give Sensitive an interview via Vidrecruiter. Can I work with you to set this up with me for w/c 21 Feb.

@ Marianne. Could you please hold off from any conversation with Sensitive while we go through this internal interview process with him. Thanks

Amy has been in the UK this week, and Alicia is trying to line up the panel at our end – likely to be Amy, Michael Coutts Trotter, Warwick Smith (diaries pending) and should be in touch in the next couple of days to book you in. She has the dates that you can't make.

Cheers  
K.B

**Kylie Bell | Executive Director Trade & International**

Investment NSW

Level 35, 52 Martin Place, Sydney NSW 2000

M: Sensitive

Executive Assistant |

| [investment.nsw.gov.au](mailto:investment.nsw.gov.au)



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My workdays are: Mon | Tues | Wed | Thurs | Fri



**Kelly Kwan**

---

**From:** Amy Brown  
**Sent:** Tuesday, 3 May 2022 5:51 PM  
**To:** Kylie Bell; Kristy Manton; Kelly Kwan  
**Subject:** Role Description - STIC, Americas

Hi Ladies

When you have a spare moment (not urgent), could someone please send over the RD for STIC Americas? For a contact in mine who hasn't applied for the role, but might consider it if it came around AGAIN!

Thanks in advance

AB

Amy Brown  
Secretary, Department of Enterprise, Investment and Trade  
Chief Executive Officer, Investment NSW

52 Martin Place, Sydney NSW 2000

M: **Sensitive** |

[investment.nsw.gov.au](https://investment.nsw.gov.au)



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NSW**

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**Fiona Denton**

---

**From:** Kylie Bell  
**Sent:** Thursday, 9 June 2022 13:36  
**To:** Amy Brown  
**Subject:** RE: Final Employment Agreement - STIC Americas

OFFICIAL

We wont make it this week, and Comms were keen not to do it before the Tuesday Tech Summit given media will be with the Minister on Tuesday morning – first chance to ask questions after a long weekend.

John and Helen still haven't signed contracts – although can chase them on this. Next Friday would be ideal if we could work to that date.

Let me know if I should call you.

**From:** Amy Brown  
**Sent:** Thursday, 9 June 2022 12:56 PM  
**To:** Kylie Bell  
**Subject:** Re: Final Employment Agreement - STIC Americas

OFFICIAL

Hello! Just with Min - wondering where we're at with media? Thinking of issuing press release at 4.30 on a Friday arvo....?

Amy Brown  
Secretary, Department of Enterprise, Investment & Trade and CEO, Investment NSW  
Sensitive

**From:** Kylie Bell  
**Sent:** Wednesday, June 8, 2022 10:11:07 PM  
**To:** Amy Brown  
**Subject:** FW: Final Employment Agreement - STIC Americas

OFFICIAL

Think we are there ))

**From:** Kylie Bell  
**Sent:** Wednesday, 8 June 2022 10:10 PM  
**To:** John Barilaro <Sensitive>  
**Cc:** Chris Carr ; Kristy Manton  
**Subject:** RE: Final Employment Agreement - STIC Americas

Excellent John

Please find attached the revised contract, including confirmation we will provide healthcare coverage while in the US.

The relocation letter has also been updated to include purchase of reasonable household items in the US as well as adjustments to allow for any uncertainty which may mean that your employment is terminated for matters not related to performance, to ensure you are covered for any costs incurred that result from this.

I will also give you a call re: the other points you raised like super contributions and salary packaging. When you are ready please sign and we will get this countersigned by Amy.

I have made your formal contract start date next Friday so we can begin immediately on the paperwork for your visa, and KPMG's visa team have already been engaged to assist with this.

Cheers  
KB

**From:** John Barilaro - Sensitive  
**Sent:** Wednesday, 8 June 2022 8:57 AM  
**To:** Kylie Bell  
**Cc:** Chris Carr ; Kristy Manton  
**Subject:** RE: Final Employment Agreement - STIC Americas

Kylie  
I am ready to sign the employment agreement and move forward.  
The agreement should be in my legal name:  
Giovanni Domenico Barilaro  
Sensitive

My start date can be from 12<sup>th</sup> July 2022 and I am happy to be in country as soon as sufficient onboarding is completed and Visa arrangements permit.

Regards  
John

**From:** Kylie Bell  
**Sent:** Thursday, 2 June 2022 12:13 PM  
**To:** John Barilaro - Sensitive  
**Cc:** Chris Carr ; Kristy Manton  
**Subject:** Final Employment Agreement - STIC Americas

OFFICIAL

Hi again John

Firstly apologies for the delay on this.

#### Revised Employment Agreement

Following our discussion last week, we have reviewed the contract and suggest the best place to introduce our commitment to support you to return to Sydney should the government decide to terminate early, is in the Relocation Letter.



A new additional set of paragraphs have therefore been included to cover this in the Amended Relocation letter. I'm highlighted the new inclusions.

If you are agreeable, to help finalise the letters and documents all I need from you today is:

1. Your address
2. An anticipated start date. We can have you start in Sydney on Monday 1 August if that works and aim to have you in the US by 1 September (visa pending). Does that give you sufficient time to wrap things up and get organised on a personal front? Or were you thinking sooner/ later?

If you are agreeable, please let me know and share these few details we can send everything across to you and Amy for final signatures.

#### Tax Advice

KMPG's Craig Robinson has commenced the tax advice for you, but has some questions regarding your personal circumstances. Rather than me get involved, please find Craig's contact details. Can I suggest you arrange a conversation with him at your convenience to discuss?

His contact details are:

Craig Robinson

#### Visa Process

Our Consulate in NY have advised that as a State Government with a registered business presence in the US, we are not able to use the official passport. So you will need to go in on your *regular passport* and we will work with KPMG to secure you a 3 year business visa.

Once you have signed off on the contract we'll get that started as it may impact your start date in the US.

Cheers

Kylie

Sensitive

From: Kylie Bell

Sent: Tuesday, 24 May 2022 3:06 PM

To: Sensitive

Cc: Chris Carr ; Kristy Manton

Subject: Draft Employment Agreement - STIC Americas

Hi John

Good to chat this morning and as promised, please find attached the draft employment agreement and relocation letter.

Based on our conversation this morning we will look at where we can factor in some adjustments to allow for any uncertainty which may mean that your employment is terminated for matters not related to performance, to ensure you are covered for any costs incurred that result from this. Our thinking is it can be reflected in the relocation letter to include covering costs associated with unexpected relocation back to Australia etc before the completion of your three year term.

Our legal counsel will look into this matter as a priority and come back to you on how we will manage and cover for this.

Please have a read through and come back to us with any other issues that stand out or you would like addressed. I can schedule a second call with this group as needed after you have had the chance to review.

We will also get started with the KPMG tax advice and our finance team will share a contact this afternoon that we can start this process with you.

A few other things. Could you please share through a short bio for the media release? If you can dig up your official passport could you share through the page with your information and we will start looking into visas as well. Our goal will be to get you into country as fast as possible - given your background you won't need the length of onboarding that others have had, which has been focussed on regional visits to clients and key regions. Ideally we would try to have you in the US by as early as August depending on your commitments here and the visa.

I'm on **Sensitive** if you have further questions and we look forward to working through the contract and tax as quickly as possible.

Cheers  
Kylie

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OFFICIAL

OFFICIAL

OFFICIAL

**Kelly Kwan**

---

**From:** Jeshree Gaundar  
**Sent:** Tuesday, 14 June 2022 10:29 AM  
**To:** Kristy Manton; Kylie Bell  
**Cc:** Kelly Kwan; Michelle Vigo  
**Subject:** RE: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

OFFICIAL

Hi All

Amended as requested.

Thanks

Jeshree Gaundar | Manager International People Partnering  
Investment NSW  
Level 9, 52 Martin Place, Sydney NSW 2000

| [investment.nsw.gov.au](https://investment.nsw.gov.au)



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My workdays are: Mon | Tues | Wed | Thurs | Fri

**From:** Kristy Manton  
**Sent:** Tuesday, 14 June 2022 10:15 AM  
**To:** Kylie Bell ; Jeshree Gaundar  
**Cc:** Kelly Kwan Michelle Vigo  
**Subject:** RE: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

OFFICIAL

Hi Kylie

In line with 10A of the GSE Reg these staff are exempt from this type of merit selection.

We have asked them to complete a personality questionnaire however, we are awaiting those results and as its focussing on preferences is more useful for you in managing t rather than be a show stopper for selection.

@Jeshree Gaundar can you please blank these out in the objective selection reports

K



**From:** Kylie Bell  
**Sent:** Monday, 13 June 2022 10:19 PM  
**To:** Kristy Manton  
**Cc:** Kelly Kwan  
**Subject:** Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

Hi Kristy

Please see the attached near final panel report for the STIC Americas process. There is a section in the report to be completed on the assessments that were completed as part of the evaluation process, which I assume includes psychometric testing etc.

Is the HR team able to complete this – or was this undertaken by Marianne as part of our agreement with her?

I'll call you to discuss tomorrow.

Thanks  
KB

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**Fiona Denton**

---

**From:** Kylie Bell  
**Sent:** Wednesday, 15 June 2022 21:11  
**To:** Lisa Braid; Kelly Kwan  
**Cc:** Kristy Manton; Jing Fu  
**Subject:** Briefs for Amy's endorsement and signature

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

OFFICIAL

Hi all

Just a heads up to advise you Lisa that there are two urgent briefs with you for sign-off overnight. They are the employment agreements for the STIC candidates for both the Americas and Greater China regions.

Selection panel reports, checks and contract negotiations have now been completed and endorsed for both candidates, and the employee agreements have now been signed for Amy's countersignature. Briefs have gone through Kristy, Chris and I and communications with the candidates this week has been very positive.

There is some urgency to these to these as the MO is likely want to announce quickly (i.e by Friday) and so we do need Amy's signature on these tomorrow so that everything is in order.

The media release has been near finalised today and we are just working through the Q&A and other points tonight with the media team.

Grateful Lisa if you could keep the briefs moving overnight and Kelly, could you and Jing please review ASAP and get them in front of Amy tomorrow so we are ready when the MO and PO ask us to hit go.

Thanks all

B

**Kylie Bell** | A/ Managing Director Trade & Investment

Investment NSW

Level 9, 52 Martin Place, Sydney NSW 2000

M: **Sensitive**| [investment@nsw.gov.au](mailto:investment@nsw.gov.au)

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**Fiona Denton**

---

**From:** Lisa Braid  
**Sent:** Thursday, 16 June 2022 7:49  
**To:** Kylie Bell; Kelly Kwan  
**Cc:** Kristy Manton; Jing Fu  
**Subject:** Re: Briefs for Amy's endorsement and signature

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Thanks Kyles, I don't have any role/delegation in these appointments. I think we had more rigorous sign offs in place at Amy's request under the former Deputy Secretary, but these don't need to continue. I'll let my team know too. That said I've progressed the briefs, we'll done you've got your full STIC team now?

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---

**From:** Kylie Bell  
**Sent:** Wednesday, June 15, 2022 9:11:24 PM  
**To:** Lisa Braid ; Kelly Kwan  
**Cc:** Kristy Manton ; Jing Fu  
**Subject:** Briefs for Amy's endorsement and signature

OFFICIAL

Hi all

Just a heads up to advise you Lisa that there are two urgent briefs with you for sign-off overnight. They are the employment agreements for the STIC candidates for both the Americas and Greater China regions.

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Thanks all

KB

Kylie Bell | A/ Managing Director Trade & Investment

Investment NSW  
Level 9, 52 Martin Place, Sydney NSW 2000  
M: **Sensitive**

[investment.nsw.gov.au](mailto:investment.nsw.gov.au)





**Investment  
NSW**

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**RE: Urgent - Selection Panel Report-  
STIC\_Americas\_2204 Final.xlsx**

**From:** Lynne Clements  
**To:** Kristy Manton marianne.broadbent  
**Cc:** Kylie Bell Jeshree Gaundar  
Kelly Kwan  
**Date:** Wed, 15 Jun 2022 17:38:08 +1000  
**Attachments:** Re\_Panel Confirmation - STIC Americas\_SmithW-approval.pdf (226.6 kB); RE\_Panel Confirmation\_LoK\_approval.pdf (174.83 kB); Re\_Panel Confirmation\_STIC Americas\_BellK\_approval.pdf (207.25 kB); Re\_STIC Americas - Panel Confirmation\_BrownA\_approval.pdf (218.92 kB); Selection Panel Report-STIC\_Americas- Final\_220615.xlsx (71.53 kB)

OFFICIAL

Hi Kristy,

I have managed to gain approval from **all panel members this afternoon via email**.

I have saved each email as a PDF and attached for your reference and files. They were each sent the original Selection Report final version you forwarded, and asked to review and send confirmation of approval which has been completed.

Let me know if there's anything further you need on this.

Regards  
Lynne

Lynne Clements  
EXECUTIVE OFFICER  
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---

**From:** Kristy Manton  
**Sent:** Wednesday, 15 June 2022 5:03 PM  
**To:** Marianne Broadbent  
**Cc:** Kylie Bell Jeshree Gaundar  
Kelly Kwan  
Lynne Clements  
**Subject:** RE: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

OFFICIAL

An email ok is perfect.

Enjoy the warmer Fiji weather 😊

K

---

**From:** Marianne Broadbent  
**Sent:** Wednesday, 15 June 2022 2:27 PM  
**To:** Kristy Manton  
**Cc:** Kylie Bell ; Jeshree Gaundar  
; Kelly Kwan  
Lynne Clements  
**Subject:** Re: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

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K – will ask Lynne to progress what she can, as long as you are happy with people just indicating OK by email. I am tied up till after 6pm and head to Fiji for work (yes honestly) in the morning). Cheers M

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Kristy Manton  
**Date:** Wednesday, 15 June 2022 at 1:42 pm  
**To:** Marianne Broadbent  
**Cc:** Kylie Bell ; Jeshree Gaundar  
Kelly Kwan  
**Subject:** FW: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

OFFICIAL

Hi Marianne

This is the final the panel needs to endorse (if they haven't already). Are you please able to get their ok today please?

K

Kristy Manton



A/Chief People Officer  
People and Culture  
Operations

**Department of Enterprise, Investment and Trade**  
Level 12, 52 Martin Place, Sydney NSW 2000

M Sensitive |

My workdays are: Mon | Tues | Wed | Thurs | Fri

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# PANEL REPORTS

INSW.003.040.0005

 <b>Investment NSW</b>														<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>														<b>Job Req. Reference</b> J15847	
														<b>Date of Panel Report</b>															
<b>Position Title</b>		Senior Trade and Investment Commissioner The Americas (New York)		<b>Group</b>		Trade and International		<b>Division / Team</b>		International		<b>Line Manager</b>		Jenny West		<b>Shortlisting Date/s</b>		10-Jun-21		<b>Interview Date/s</b>		06-Jul-21		<b>TA</b>		Michell Vigo			
<b>Engagement</b>		Temporary Contract		<b>Band 3 (equivalent)</b>						<b>No. of Position/s</b>		1		<b>No. of Applicant/s</b>		21		<b>No. Shortlisted</b>		4		<b>No. Interviewed</b>		4		<b>HR Partner</b>		Kristy Mantion	
<b>Panel Interview Rating</b> (All Focus Capabilities or Capability Group/s Assessed)														<b>Online Assessments</b> (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)															
<b>Candidates Names</b>		<b>Work Collaboratively</b>		<b>Influence and Negotiate</b>		<b>Deliver Results</b>		<b>Manage and Develop People</b>														<b>Capability Potential</b>							
		Advanced		Highly Advanced		Highly Advanced		Advanced														<b>OPQ (Behavioural)</b>		NOT APPLICABLE					
<b>Jenny West</b>		Exceeds		Exceeds		Exceeds		Meets																Refer Results					
<b>Sensitive</b>		Exceeds		Exceeds		Exceeds		Meets																Refer Results					
<b>Sensitive</b>		Marginally Meets		Marginally Meets		Meets		Marginally Meets																Refer Results					
<b>Sensitive</b>		Marginally Meets		Marginally Meets		Meets		Does Not Meet																Refer Results					
<b>Recommended Candidate:</b>		1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b> for all candidates interviewed.																											
<b>Jenny West</b>		<b>Sensitive</b>																											
		<b>Recommended Remuneration AUD and Conversion</b>		Select		<b>Remuneration justification</b>						<b>Background Checks Outcome?</b>		1) Academic Quals Checked?		2) Reference Checks Reviewed?		3) Service & Conduct Check Reviewed?		<b>Ideal Start Date (dd/mm/yyyy)</b>									
<b>Recommended for Talent Pool</b>		Please state the reasons why the candidate is being recommended for the talent pool, and complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>																											
<b>Sensitive</b>		<b>Sensitive</b>																											
<b>Unsuccessful Candidate/s:</b>		Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>																											

# PANEL REPORTS

INSW.003.040.0006

 <b>Investment NSW</b>												<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>		<b>Job Req. Reference</b> J15847
												<b>Date of Panel Report</b>		
<b>Position Title</b>	Senior Trade and Investment Commissioner The Americas (New York)	<b>Group</b>	Trade and International	<b>Division / Team</b>	International	<b>Line Manager</b>	Jenny West	<b>Shortlisting Date/s</b>	10-Jun-21	<b>Interview Date/s</b>	06-Jul-21	<b>TA</b>	Michell Vigo	
<b>Engagement</b>	Temporary Contract	<b>Band 3 (equivalent)</b>			<b>No. of Position/s</b>	1	<b>No. of Applicant/s</b>	21	<b>No. Shortlisted</b>	4	<b>No. Interviewed</b>	4	<b>HR Partner</b> Kristy Manton	
<div style="background-color: black; color: white; padding: 5px;">Sensitive</div>														
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<b>Panel Members</b>	<b>Full Name</b>	<b>Position Title</b>	<b>Organisation</b>	<b>Conflict of Interest Declaration - Candidates</b>					<b>Signature</b>		<b>Date</b>			
Panel Lead	Amy Brown	CEO	Investment NSW	No Conflict of Interest					Sensitive		02.08.2021			
Panel Member	Jim Betts	Secretary	Department of Planning, Industry and Environment	No Conflict of Interest					Sensitive		03.08.2021			
Independent Panel Member	Warwick Smith	Chairman	Kansu Capital	No Conflict of Interest					Sensitive		03/08/21			
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest					Sensitive		04/08/21			



**Kelly Kwan**

---

**From:** Kylie Bell  
**Sent:** Sunday, 13 February 2022 5:33 PM  
**To:** marianne.broadbent  
**Cc:** Kristy Manton  
**Subject:** STIC Shortlists

Hi Marianne

Just to confirm the agreed shortlisting for the panel interviews.

**New York**

1. John Barilaro
2. Sensitive
3. [REDACTED]
4. [REDACTED]

**Shanghai**

1. Sensitive
2. [REDACTED]
3. [REDACTED]

Kristy, we agreed we would give Sensitive an interview via Vidrecauter. Can I work with you to set this up with me for w/c 21 Feb.

@ Marianne. Could you please hold off from any conversation with Sensitive while we go through this internal interview process with him. Thanks

Amy has been in the UK this week, and Alicia is trying to line up the panel at our end – likely to be Amy, Michael Coutts Trotter, Warwick Smith (diaries pending) and should be in touch in the next couple of days to book you in. She has the dates that you can't make.

Cheers  
KB

**Kylie Bell | Executive Director Trade & International**

Investment NSW

Level 35, 52 Martin Place, Sydney NSW 2000

M: Sensitive

Executive Assistant |

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NSW**

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My workdays are: Mon | Tues | Wed | Thurs | Fri

**Kelly Kwan**

---

**From:** Marianne Broadbent  
**Sent:** Monday, 14 February 2022 8:33 AM  
**To:** Kylie Bell; Kristy Manton  
**Cc:** Rebecca Doyle Barcoe; Lynne Clements  
**Subject:** Re: STIC Shortlists

Got it thanks M

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Kylie Bell  
**Date:** Sunday, 13 February 2022 at 11:53 pm  
**To:** Kristy Manton

**Cc:** Rebecca Doyle Barcoe

Lynne Clements

**Subject:** Re: STIC Shortlists

Of course please let all the shortlisted candidates know and we'll be in touch this week with interview slots to enable you to reschedule. We lost a week with Amy's UK trip. Be in touch in the next few days. Noted re [Sensi] she rang me this week to say she was uncertain and I expected her to pull the plug. I'll be in touch after consultation with Amy to see if she wants one more added or is happy with the final 3. She may ask for [Sensitive].

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---

**From:** Marianne Broadbent  
**Sent:** Sunday, February 13, 2022 9:26:47 PM  
**To:** Kristy Manton  
**Cc:** Rebecca Doyle Barcoe

; Kylie Bell

; Lynne Clements

**Subject:** Re: STIC Shortlists

And of course will hold off any conversation with [Sensiti] but assume OK now to let the others know they are shortlisted – they have been checking in regularly! Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Kristy Manton

**Date:** Sunday, 13 February 2022 at 6:04 pm

**To:** Kylie Bell, Marianne Broadbent

**Cc:** Rebecca Doyle Barcoe

**Subject:** Re: STIC Shortlists

Hi Kylie

Of course. Vidcruiter is easy from our end. Let's chat tomorrow about the questions and we can load and email the link to Murray once he's aware

K

---

**From:** Kylie Bell

**Sent:** Sunday, February 13, 2022 5:33:27 PM

**To:** marianne.broadbent

**Cc:** Kristy Manton

**Subject:** STIC Shortlists

Hi Marianne

Just to confirm the agreed shortlisting for the panel interviews.

**New York**

1. John Barilaro
2. Sensitive
3. [REDACTED]
4. [REDACTED]

**Shanghai**

1. Sensitive
2. [REDACTED]
3. [REDACTED]

Kristy, we agreed we would give Sensitive an interview via Vidrecruiter. Can I work with you to set this up with me for w/c 21 Feb.

@ Marianne. Could you please hold off from any conversation with Sensitive while we go through this internal interview process with him. Thanks

Amy has been in the UK this week, and Alicia is trying to line up the panel at our end – likely to be Amy, Michael Coutts Trotter, Warwick Smith (diaries pending) and should be in touch in the next couple of days to book you in. She has the dates that you can't make.



Investment NSW														Job Req. Reference: J15847								
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas														Date of Panel Report								
Position Title	Senior Trade and Investment Commissioner The Americas (New York)			Group	Trade and International		Division / Team	International		Line Manager	Kylie Bell		Shortlisting Date/s	13-Feb-22		Interview Date/s	15-Mar-22		TA			
Location	Temporary Contract			SE Band Equivalent	General Scale		Role Number/s			No. of Position/s	1		No. of Applicants/s	17		No. Shortlisted	4		No. Interviewed	4		HR Partner
Panel Interview Rating (All Focus Capabilities or Capability Group/s Assessed)										Other Assessments (As determined appropriate for the role)												
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People						Choose Capability Assessment Type	Choose Capability Assessment Type	Choose Capability Assessment Type	Cognitive Scores		Capability Potential	Executive Scenarios (Grade 11/12 - OPTIONAL)						
	Advanced	Highly Advanced	Highly Advanced	Advanced									Numerical	Verbal		OPQ (Business)						
Sensitive	Exceeds	Exceeds	Exceeds	Exceeds						Select Rating	Select Rating	Select Rating				Refer Results						
John Barilaro	Meets	Exceeds	Exceeds	Meets						Select Rating	Select Rating	Select Rating				Refer Results						
Sensitive	Meets	Meets	Exceeds	Exceeds						Select Rating	Select Rating	Select Rating				Refer Results						
Sensitive	Marginally Meets	Meets	Marginally Meets	Marginally Meets						Select Rating	Select Rating	Select Rating				Refer Results						
<p><b>Recommended Candidate:</b></p> <p>1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidates interviewed.</p>																						
<p><b>Sensitive</b></p>																						
<p><b>Sensitive</b></p>																						
<p><b>Recommended Remuneration AUD and Conversion</b> Select <b>Remuneration Justification</b> <b>Background Checks Outcome?</b> 1) Academic Quals Checked? 2) Reference Checks Reviewed? 3) Service &amp; Conduct Check Reviewed? <b>Ideal Start Date (dd/mm/yyyy)</b></p>																						
<p><b>Recommended for Talent Pool</b> Please state the reasons why the candidate is being recommended for the talent pool, and complete the Panel Interview Rating and Other Assessments</p>																						
<p>John's professional career has included 20 years building and managing a manufacturing business, followed by ten years as a Local MP, Minister and Deputy Premier of NSW. John grew up in the family's Ryleho Timber and Mouldings business in Oatlands, eschewing university to learn his trade on the job. He became Managing Director of Ryleho Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 35. After frustrations with Government encountered through his establishment of a local soccer club and the lack of facilities in regional areas, John initially ran for the local council and later ran for office with the NSW Nationals. He became Member for Monaro in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first terms. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. He noted that he was also instrumental in the establishment of Global NSW. In 2019 he became Minister for Regional NSW Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to the development and establishment of both Global NSW and Strategic Activation Precincts. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies in the market. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as indicated in his consistent focus to establish the Department of Regional NSW and ensuring funding for regional developments. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas.</p> <p>The Panel came to the view that John has good commercial acumen and financial literacy from his earlier business experience. This includes the development of a wholesale business and trading arrangements with both Indonesia and China. He has also demonstrated a strong understanding of the need to utilise advanced manufacturing solutions in his home solutions business, and the need to invest in new and emerging industries as part of his work in regional investment and precincts. John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representational roles and building relationships across diverse constituencies. He sees this translating well to the needs of the STIC role.</p> <p>John noted that he had experienced a lack of balance in the final two years of his parliamentary career partly to taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul-General.</p> <p>The Panel came to the view that John did have some of the relevant capabilities and experience for the role. However, he had not worked internationally in a role aligned to the experience expected for high level STIC candidates. He would need to build a team without the business or departmental infrastructure he had previously. His lack of business development networks would mean that he would have a considerable learning curve in the role.</p>																						
<p><b>Unsuccessful Candidate/s:</b> Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments</p>																						

## INSW.003.044.0441

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**From:** [Marianne Broadbent](#)  
**To:** [Amy Brown](#); [Kylie Bell](#)  
**Cc:** [Lynne Clements](#); [Kristy Manton](#)  
**Subject:** Re: Inv NSW STIC Americas - Selection Panel Report Draft and References  
**Date:** Saturday, 26 March 2022 3:47:34 PM  
**Attachments:** [image001.png](#)

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Understood, thanks Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Amy Brown  
**Date:** Saturday, 26 March 2022 at 1:14 pm  
**To:** Marianne Broadbent  
**Cc:** Lynne Clements  
**Subject:** RE: Inv NSW STIC Americas - Selection Panel Report Draft and References

Kylie Bell

Kristy Manton

OFFICIAL

Hi Marianne

Thanks for preparing a draft selection report. I've sourced a couple of informal referees for the candidates, which I'll share with the group as they're likely to change things. I'll come back to you once I've discussed with Kylie.

(Same for China).

Kind regards

Amy



**Amy Brown**

Secretary, Department of Enterprise, Investment and Trade  
Chief Executive Officer, Investment NSW

52 Martin Place, Sydney NSW 2000

M: **Sensitive** | [amy.brown@investment.nsw.gov.au](mailto:amy.brown@investment.nsw.gov.au) | [investment.nsw.gov.au](http://investment.nsw.gov.au)



Investment NSW believes in 'all roles flex'. I work flexibly. I am sending this message now because it's a good time for me, but I don't expect that you will read, respond or action it outside of your own regular hours.

---

**From:** Marianne Broadbent

**Sent:** Friday, 25 March 2022 2:26 PM

**To:** Amy Brown

**Cc:** Lynne Clements

Kristy Manton

**Subject:** Re: Inv NSW STIC Americas - Selection Panel Report Draft and References

Amy and Kylie – we weren't sure if you wanted Kathrina and Warwick included at this stage, but happy to forward on if appropriate.

Attached is the draft Selection Panel Report for the Americas role – was not sure how you want to do this, but have done what we thought was in line at the time. Plus also attached are reference reports. We don't have the third referee for **Sensitive** as **Sen** nominated person has been unresponsive. We have advised **Se** of this and hope this is resolved by Monday. But thought we would send you the report with the first two of the three refs at this stage. The full three for John are included.

Same for China will follow.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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describes how we will use it, how we will protect it, and how long we will keep it. If you do not agree with any part of the privacy policy, simply request that we remove your information from our systems and we will do so.

---

**From:** Marianne Broadbent

**Date:** Tuesday, 1 March 2022 at 1:11 pm

**To:** Amy Brown

Sarah Hill

Warwick Smith

Kylie

Bell

**Cc:** Lynne Clements

Kristy Manton

**Subject:** Inv NSW STIC Americas - Panel Meeting Material for 15 March

Dear Panel Members

Greetings. Attached is the Agenda, Final Shortlist Report and Candidate Materials for the STIC Americas Panel on 15 March

- Agenda is the pdf file
- The Shortlist Report is the doc file
- The four zip files include the candidate application material and the NGS Candidate report for each of the three candidates we are meeting on 15 March, plus that of a previous candidate, Rob Fitzpatrick whose application has been held over from the previous round. He was regarded as very suitable for appointment in that round. He has slightly updated his CV and cover letter.

I have copied Kristy Manton also who I understand will prepare the question packs.

Let's know if is anything else you require at this stage.

Thanks much and look forward to seeing you then.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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and we will do so.

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Jing Fu

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**From:** Marianne Broadbent  
**Sent:** Monday, 28 March 2022 9:42 PM  
**To:** Amy Brown; Kylie Bell  
**Cc:** Lynne Clements; Kristy Manton  
**Subject:** Re: Inv NSW STIC Americas - Updated Reference- With attachment  
**Attachments:** NGS\_InvestmentNSW\_STICAmericas\_RefReport\_ColeK\_220328.pdf

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Marianne Broadbent  
**Date:** Monday, 28 March 2022 at 9:40 pm  
**To:** Amy Brown  
**Cc:** Lynne Clements

Kylie Bell  
Kristy Manton

**Subject:** Re: Inv NSW STIC Americas - Selection Panel Report Draft and References

Attached is the updated Referee report for **Sensitive** which now has her direct report referee. Thanks much.  
Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Marianne Broadbent  
**Date:** Friday, 25 March 2022 at 2:26 pm  
**To:** Amy Brown  
**Cc:** Lynne Clements

Kylie Bell  
Kristy Manton

**Subject:** Re: Inv NSW STIC Americas - Selection Panel Report Draft and References

Amy and Kylie – we weren't sure if you wanted Kathrina and Warwick included at this stage, but happy to forward on if appropriate.

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Same for China will follow.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Marianne Broadbent

**Date:** Tuesday, 1 March 2022 at 1:11 pm

**To:** Amy Brown  
Smith

Sarah Hill

Kylie Bell

**Cc:** Lynne Clements

Kristy Manton

**Subject:** Inv NSW STIC Americas - Panel Meeting Material for 15 March

Dear Panel Members

Greetings. Attached is the Agenda, Final Shortlist Report and Candidate Materials for the STIC Americas Panel on 15 March

- Agenda is the pdf file
- The Shortlist Report is the doc file
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I have copied Kristy Manton also who I understand will prepare the question packs.

Let's know if is anything else you require at this stage.

Thanks much and look forward to seeing you then.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**investment**  
NSW

Selection Panel Report (Senior Trade and Investment Commissioner) The Americas

Job Req:  
Reference: \_\_\_\_\_

Date of Panel  
Report: \_\_\_\_\_

Position Title	Senior Trade and Investment Commissioner - The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kyle Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA	
Location	Temporary Contract	SE Bond Equivalent	General Trade	Role Number/s	No. of Positions/s	1	No. of Applicant/s	11	No. Shortlisted	4	No. Interviewed	4	HR Partner

**Panel Interview Rating**  
(All Focus Capabilities & Capability Areas assessed)

Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People
	Advanced	Highly Advanced	Highly Advanced	Advanced
John Bellaro	Meets	Exceeds	Exceeds	Meets
	Meets	Meets	Exceeds	Exceeds
	Meets	Meets	Meets	Exceeds
	Marginal/Meets	Meets	Marginal/Meets	Marginal/Meets

**Other Assessments**  
(As determined appropriate for the role)

	Choose Capability Assessment Type	Choose Capability Assessment Type	Choose Capability Assessment Type
	Select Rating	Select Rating	Select Rating
Select Rating	Select Rating	Select Rating	
Select Rating	Select Rating	Select Rating	
Select Rating	Select Rating	Select Rating	

**Executive Assessment**  
(Results not to be shared with candidates by Hiring Manager or Panel Members, refer to SUPPORT)

	Cognitive Scores		Capability Potential	Executive Scenario (Grade 11/12 - OPTIC)
	Numerical	Verbal	OPTIC (Behavioural)	
			Refer Results	
			Refer Results	
			Refer Results	
			Refer Results	

**Recommended Candidate:** \_\_\_\_\_

1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidate interviewed.

**John Bellaro**

John's professional career has included 20 years building and managing a manufacturing business, followed by ten years as a local MP, Minister and Deputy Premier of NSW. John grew up in the family's Ryko Timber and Mouldings business in Queensland, eschewing university to learn his trade on the job. He became Managing Director of Ryko Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best practice models and products in Germany and Italy, building and transferring the traditional business to one of innovation and automation, with a staff of 35. After frustrations with Government encountered through his establishment of a local senior club and the loss of factories in regional areas, John initially ran for the local council and later ran for office with the NSW Nationals. He became Minister for Seniors in 2011 and had responsibilities as Minister for Small and Medium Business during his first term. A re-election in 2015, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW over which he became Minister. He then played a key role in creating the Troncy Ryko Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. He noted that he was also instrumental in the establishment of Global NSW. In 2019 he became Minister for Regional NSW Industry and Trade and was Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John was fully ready to begin the next chapter of his career.

At interview, John outlined his motivation and his strong connection to the development and establishment of both Global NSW and Strategic Activation Precincts. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities, new products and technologies in the market. He presented with a good strategic mind, which has been pivotal to his ability to make business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as indicated by his consistent focus to establish the Department of Regional NSW and ensuring funding for regional developments. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas.

The Panel came to the view that John has good commercial acumen and financial literacy from his earlier business experience. This includes the development of a wholesale business and trading arrangements with both Indonesia and China. He has also demonstrated a strong understanding of the need to utilise advanced manufacturing solutions in his home solutions business, and the need to invest in new and emerging industries as part of his work in regional investment and projects. John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representative roles and building relationships across diverse constituencies. He uses this translating well to the needs of the STIC role.

John noted that he had experienced a lack of balance in the final two years of his parliamentary career partly in taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul General.

The Panel came to the view that, following a review of references that John had relevant capabilities and experience for the role. While he had not worked internationally and would have a learning curve, he had a strong track record of building teams as well as operating in a dynamic environment and had deep understanding of the NSW Trade and Investment environment.

Recommended Reconsideration AND Comments	Select	Reconsideration Justification	Background Checks Outcome?	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	Ideal Start Date (dd/mm/yyyy)
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**Recommended for Talent Pool** \_\_\_\_\_

Please state the reasons why the candidate is being recommended for the talent pool, and complete the complete the Panel Interview Rating and Other Assessments

**Unsuccessful Candidate/s:** \_\_\_\_\_

Please provide constructive and comparable feedback as to why each candidate/s is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments


**Sensitive**

INSW.003.044.0685

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# PANEL REPORTS


INSW.003.044.0687

 <b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>															<b>Job Req. Reference</b> <b>Date of Panel Report</b>																													
<b>Position Title</b>	Senior Trade and Investment Commissioner The Americas (New York)			<b>Group</b>	Trade and International			<b>Division / Team</b>	International			<b>Line Manager</b>	Kylie Bell		<b>Shortlisting Date/s</b>	13-Feb-22		<b>Interview Date/s</b>	15-Mar-22		<b>TA</b>																							
<b>Location</b>	Temporary Contract			<b>SE Band Equivalent</b>	General Scale			<b>Role Number/s</b>				<b>No. of Position/s</b>	1		<b>No. of Applicant/s</b>	12		<b>No. Shortlisted</b>	4		<b>No. Interviewed</b>	4		<b>HR Partner</b>																				
<b>Panel Interview Rating</b> <small>(All Focus Capabilities or Capability Group/s Assessed)</small>															<b>Other Assessments</b> <small>(As determined appropriate for the role)</small>															<b>Online Assessments</b> <small>(Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)</small>														
<b>Candidates Names</b>	<b>Work Collaboratively</b>	<b>Influence and Negotiate</b>	<b>Deliver Results</b>	<b>Manage and Develop People</b>							<b>Choose Capability Assessment Type</b>	<b>Choose Capability Assessment Type</b>	<b>Choose Capability Assessment Type</b>	<b>Cognitive Scores</b>			<b>Capability Potential</b>	<b>Executive Scenarios (Grade 11/12 - OPTIONAL)</b>																										
	<b>Advanced</b>	<b>Highly Advanced</b>	<b>Highly Advanced</b>	<b>Advanced</b>										<b>Numerical</b>	<b>Verbal</b>		<b>CPQ (Refer Results)</b>																											
<b>John Barilaro</b>	Meets	Exceeds	Exceeds	Meets							Select Rating	Select Rating	Select Rating				Refer Results																											
<b>Sensitive</b>	Meets	Meets	Exceeds	Exceeds							Select Rating	Select Rating	Select Rating				Refer Results																											
<b>Sensitive</b>	Meets	Meets	Meets	Exceeds							Select Rating	Select Rating	Select Rating				Refer Results																											
<b>Sensitive</b>	Marginally Meets	Meets	Marginally Meets	Marginally Meets							Select Rating	Select Rating	Select Rating				Refer Results																											
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<p>1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b> for all candidates interviewed.</p>																																												
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<table border="1"> <tr> <td><b>Recommended Remuneration AUD and Conversion</b></td> <td>Select</td> <td><b>Remuneration justification</b></td> <td colspan="3"></td> <td><b>Background Checks Outcome?</b></td> <td>1) Academic Quals Checked?</td> <td>2) Reference Checks Reviewed?</td> <td>3) Service &amp; Conduct Check Reviewed?</td> <td><b>Ideal Start Date (dd/mm/yyyy)</b></td> <td colspan="4"></td> </tr> </table>																									<b>Recommended Remuneration AUD and Conversion</b>	Select	<b>Remuneration justification</b>				<b>Background Checks Outcome?</b>	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	<b>Ideal Start Date (dd/mm/yyyy)</b>									
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# PANEL REPORTS


INSW.003.044.0687\_0001

 <b>Investment NSW</b>													Job Req. Reference
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas													Date of Panel Report
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kylie Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA	
Location	Temporary Contract	SE Band Equivalent	General Scale	Role Number/s	No. of Position/s	1	No. of Applicant/s	12	No. Shortlisted	4	No. Interviewed	4	HR Partner
<div style="background-color: black; color: white; padding: 10px;"> <p><b>Sensitive</b></p> </div>													
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Panel Members	Full Name	Position Title	Organisation	Conflict of Interest Declaration - Candidates				Panel Lead Confirmation of Interview Panel Outcome		Date			
Panel Lead	Amy Brown	Chief Executive Officer	Investment NSW	No Conflict of Interest				Select Appropriate Declaration from Drop Down Options		15/03/2022			
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest									
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest									
Independent Panel Member	Warwick Smith AO	Chairman	Kansu Capital	No Conflict of Interest									
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NCS Global	No Conflict of Interest									
<p>After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop down menu selection) above, and date.</p> <p>Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be emailed to all panel members as the final version.</p>													

NSW GOVERNMENT														Investment NSW		Selection Panel Report (Senior Trade and Investment Commissioner) The Americas														Job Ref. Reference J15847	
Position Title		Senior Trade and Investment Commissioner The Americas (New York)		Group		Trade and International		Division / Team		International		Line Manager		Kyle Bell	Shortlisting Date/s		13-Feb-22	Interview Date/s		15-Mar-22	TA										
Location		Temporary Contract		SE Band Equivalent		General Scale		Role Number/s			No. of Position/s		1	No. of Applicant/s		12	No. Shortlisted		4	No. Interviewed		4	HR Partner								
<b>Panel Interview Rating</b> <small>(All Focus Capabilities or Capability Group/s Assessed)</small>														<b>Other Assessments</b> <small>(As determined appropriate for the role)</small>				<b>Online Assessments</b> <small>(Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)</small>													
Candidates Names		Work Collaboratively		Influence and Negotiate		Deliver Results		Manage and Develop People								Cognitive Scores		Capability Potential		Executive Scenarios (Grade 11/12 - OPTIONAL)											
		Advanced	Highly Advanced	Highly Advanced	Advanced							Numerical	Verbal					CPOQ (Blackboard)													
Sensitive		Exceeds	Exceeds	Exceeds	Exceeds							Select Rating	Select Rating	Select Rating					Refer Results												
John Barilano		Meets	Exceeds	Exceeds	Meets							Select Rating	Select Rating	Select Rating					Refer Results												
Sensitive		Meets	Meets	Exceeds	Exceeds							Select Rating	Select Rating	Select Rating					Refer Results												
Sensitive		Marginally Meets	Meets	Marginally Meets	Marginally Meets							Select Rating	Select Rating	Select Rating					Refer Results												
Recommended Candidate:		1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidates interviewed.																													
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Recommended for Talent Pool		Please state the reasons why the candidate is being recommended for the talent pool, and complete the Panel Interview Rating and Other Assessments																													
John Barilano		<p>John's professional career has included 20 years building and managing a manufacturing business, followed by ten years as a Local MP, Minister and Deputy Premier of NSW.</p> <p>John grew up in the family's Ryleko Timber and Mouldings business in Queanbeyan, eschewing university to learn his trade on the job. He became Managing Director of Ryleko Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 35. After frustrations with Government encountered through his establishment of a local soccer club and the lack of facilities in regional areas, John initially ran for the local council and later ran for office with the NSW Nationals. He became Member for Monaro in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. He noted that he was also instrumental in the establishment of Global NSW. In 2019 he became Minister for Regional NSW Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19.</p> <p>John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to the development and establishment of both Global NSW and Strategic Activation Precincts. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies in the market. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as indicated in his consistent focus to establish the Department of Regional NSW and ensuring funding for regional developments. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas.</p> <p>The Panel came to the view that John has good commercial acumen and financial literacy from his earlier business experience. This includes the development of a wholesale business and trading arrangements with both Indonesia and China. He has also demonstrated a strong understanding of the need to utilise advanced manufacturing solutions in his home solutions business, and the need to invest in new and emerging industries as part of his work in regional investment and precincts.</p> <p>John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representational roles and building relationships across diverse constituencies. He sees this translating well to the needs of the STIC role.</p> <p>John noted that he had experienced a lack of balance in the final two years of his parliamentary career partly to taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul-General.</p> <p>The Panel came to the view that John did have some of the relevant capabilities and experience for the role. However, he had not worked internationally in a role aligned to the experience expected for high level STIC candidates. He would need to build a team without the business or departmental infrastructure he had previously. His lack of business development networks would mean that he would have a considerable learning curve in the role.</p>																													
Unsuccessful Candidate/s:		Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the Panel Interview Rating and Other Assessments																													
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Panel Member		Kyle Bell		Acting Managing Director		Investment NSW		No Conflict of Interest																							
Panel Member		Kathrina Lo		NSW Public Service Commissioner		NSW Government		No Conflict of Interest		Select Appropriate Declaration from Drop Down Options		15/05/2022																			

# PANEL REPORTS

INSW.003.044.0702\_0001

 <b>Investment NSW</b>												<b>Job Ref:</b> Reference		<b>Date of Panel Report</b>	
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas															
<b>Position Title</b>	Senior Trade and Investment Commissioner The Americas (New York)	<b>Group</b>	Trade and International	<b>Division / Team</b>	International	<b>Line Manager</b>	Kyle Bell	<b>Shortlisting Date/s</b>	13-Feb-22	<b>Interview Date/s</b>	15-Mar-22	<b>TA</b>			
<b>Location</b>	Temporary Contract	<b>SE Band Equivalent</b>	General Scale	<b>Role Number/s</b>		<b>No. of Position/s</b>	1	<b>No. of Applicant/s</b>	12	<b>No. Shortlisted</b>	4	<b>No. Interviewed</b>	4		
<b>Independent Panel Member</b>	Warwick Smith AO	Chairman		Kansu Capital		No Conflict of Interest									
<b>Additional Member/Scribe</b>	Marianne Broadbent	Managing Partner		NGS Global		No Conflict of Interest									

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Jing Fu

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**From:** Marianne Broadbent  
**Sent:** Friday, 10 June 2022 11:16 AM  
**To:** Kristy Manton  
**Cc:** Jeshree Gaundar; Will Crago  
**Subject:** Re: Inv NSW STIC Americas - Selection Panel Report Draft and References  
**Attachments:** Selection Panel Report- STIC\_Americas\_2204\_Draft\_v2.xlsx

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Yes Kristy – this is the one sent to Amy previously. M

Dr Marianne Broadbent  
MANAGING PARTNER

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**From:** Kristy Manton  
**Date:** Friday, 10 June 2022 at 9:59 am  
**To:** Marianne Broadbent  
**Cc:** Jeshree Gaundar

Will Crago

 **Subject:** FW: Inv NSW STIC Americas - Selection Panel Report Draft and References

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Hey Marianne

Is there an updated panel report following John now being preferred?

K

**From:** Marianne Broadbent  
**Sent:** Friday, 25 March 2022 2:26 PM  
**To:** Amy Brown; Kylie Bell  
**Cc:** Lynne Clements; Kristy Manton  
**Subject:** Re: Inv NSW STIC Americas - Selection Panel Report Draft and References

Amy and Kylie – we weren't sure if you wanted Kathrina and Warwick included at this stage, but happy to forward on if appropriate.

Attached is the draft Selection Panel Report for the Americas role – was not sure how you want to do this, but have done what we thought was in line at the time. Plus also attached are reference reports. We don't have the third referee for Sensitive as her nominated person has been unresponsive. We have advised her of this and hope this is resolved by Monday. But thought we would send you the report with the first two of the three refs at this stage. The full three for John are included.

Same for China will follow.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**From:** Marianne Broadbent

**Date:** Tuesday, 1 March 2022 at 1:11 pm

**To:** Amy Brown  
Smith

Sarah Hill

Warwick

Kylie Bell

**Cc:** Lynne Clements

Kristy Manton

**Subject:** Inv NSW STIC Americas - Panel Meeting Material for 15 March

Dear Panel Members

Greetings. Attached is the Agenda, Final Shortlist Report and Candidate Materials for the STIC Americas Panel on 15 March

- Agenda is the pdf file
- The Shortlist Report is the doc file
- The four zip files include the candidate application material and the NGS Candidate report for each of the three candidates we are meeting on 15 March, plus that of a previous candidate Sensitive whose application has been held over from the previous round. He was regarded as very suitable for appointment in that round. He has slightly updated his CV and cover letter.

I have copied Kristy Manton also who I understand will prepare the question packs.

Let's know if is anything else you require at this stage.

Thanks much and look forward to seeing you then.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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## Re\_ Panel Confirmation.pdf

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**From:** Kylie Bell  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 17:33:26 +1000

From:  
To:  
Kylie Bell  
Lynne Clements  
Subject:  
Date:  
Re: Panel Confirmation  
Wednesday, 15 June 2022 5:33:26 PM  
OFFICIAL  
Approved from me thanks Lynne  
Get Outlook for iOS  
From: Lynne Clements  
Sent: Wednesday, June 15, 2022 2:55:06 PM  
To: Kylie Bell  
Subject: Panel Confirmation

Dear Kylie,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
Lynne

Lynne Clements  
EXECUTIVE OFFICER  
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**Re\_ STIC Americas - Panel Confirmation.pdf**

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**From:** Amy Brown  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 15:35:45 +1000

From:  
To:  
Cc:  
Amy Brown  
Lynne Clements  
Alicia Kemp  
Subject:  
Date:  
Re: STIC Americas - Panel Confirmation  
Wednesday, 15 June 2022 3:35:45 PM  
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Hi Lynne

I confirm that this report is accurate from my perspective, and agree to its contents.

Kind regards

Amy

Amy Brown

Secretary, Department of Enterprise, Investment & Trade and CEO, Investment NSW

**Sensitive**

From: Lynne Clements  
Sent: Wednesday, June 15, 2022 3:01 pm  
To: Amy Brown  
Cc: Alicia Kemp  
Subject: STIC Americas - Panel Confirmation

Dear Amy,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,

lynne

Lynne Clements

EXECUTIVE OFFICER

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**RE\_Panel Confirmation.pdf**

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**From:** Kathrina Lo  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 16:14:27 +1000

From:  
To:  
Kathrina Lo  
Lynne Clements  
Subject:  
Date:  
Agreed.

Regards  
Kathrina

From: Lynne Clements  
Sent: Wednesday, 15 June 2022 2:57 PM  
To: Kathrina Lo  
Subject: Panel Confirmation

Dear Kathrina,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
lynne

Lynne Clements  
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RE: Panel Confirmation  
Wednesday, 15 June 2022 4:14:27 PM



# PANEL REPORTS


INSW.003.044.0746

<div>  <div> <b>Investment NSW</b> </div> </div> <div> <b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b> </div> <div> <div>Job Req. Reference</div> <div>Date of Panel Report</div> </div>															
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kylie Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA			
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<div> <b>Panel Interview Rating</b>  <small>(All Focus Capabilities or Capability Group/s Assessed)</small> </div> <div> <b>Other Assessments</b>  <small>(As determined appropriate for the role)</small> </div> <div> <b>Online Assessments</b>  <small>(Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)</small> </div>															
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People	Choose Capability Assessment Type	Choose Capability Assessment Type	Choose Capability Assessment Type	Cognitive Scores		Capability Potential	Executive Scenarios (Grade 11/12 - OPTIONAL)				
	Advanced	Highly Advanced	Highly Advanced	Advanced				Numerical	Verbal	OPQ (Behavioural)					
John Barilaro	Meets	Exceeds	Exceeds	Meets	Select Rating	Select Rating	Select Rating			Refer Results					
Sensiti	Meets	Meets	Exceeds	Exceeds	Select Rating	Select Rating	Select Rating			Refer Results					
Sensiti	Meets	Meets	Meets	Exceeds	Select Rating	Select Rating	Select Rating			Refer Results					
Sensiti	Marginally Meets	Meets	Marginally Meets	Marginally Meets	Select Rating	Select Rating	Select Rating			Refer Results					
<b>Recommended Candidate:</b> <div> 1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary.  3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b> for all candidates interviewed. </div>															
<p>John's professional career has included 20 years building and managing a manufacturing business, followed by ten years as a Local MP, Minister and Deputy Premier of NSW. John grew up in the family's Ryleko Timber and Mouldings business in Queanbeyan, eschewing university to learn his trade on the job. He became Managing Director of Ryleko Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 35. After frustrations with Government encountered through his establishment of a local soccer club and the lack of facilities in regional areas, John initially ran for the local council and later ran for office with the NSW Nationals. He became Member for Monaro in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. He noted that he was also instrumental in the establishment of Global NSW. In 2019 he became Minister for Regional NSW Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to the development and establishment of both Global NSW and Strategic Activation Precincts. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies in the market. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as indicated in his consistent focus to establish the Department of Regional NSW and ensuring funding for regional developments. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas.</p> <p>The Panel came to the view that John has good commercial acumen and financial literacy from his earlier business experience. This includes the development of a wholesale business and trading arrangements with both Indonesia and China. He has also demonstrated a strong understanding of the need to utilise advanced manufacturing solutions in his home solutions business, and the need to invest in new and emerging industries as part of his work in regional investment and projects. John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representational roles and building relationships across diverse constituencies. He sees this translating well to the needs of the STIC role.</p> <p>John noted that he had experienced a lack of balance in the final two years of his parliamentary career partly to taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul-General.</p> <p>The Panel came to the view that, following a review of references that John had relevant capabilities and experience for the role. While he had not worked internationally and would have a learning curve, he had a strong track record of building teams as well as operating in a dynamic environment and had deep understanding of the NSW Trade and Investment environment.</p>															
Recommended Remuneration AUD and Conversion		Select	Remuneration justification		Background Checks Outcome?	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	Ideal Start Date (dd/mm/yyyy)						
Recommended for Talent Pool		Please state the reasons why the candidate is being recommended for the talent pool, and complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>													
Unsuccessful Candidate/s:		Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>													
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<div>Sensitive</div> <div>Sensiti</div>															

# PANEL REPORTS

INSW.003.044.0746\_0001

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												Job Req. Reference Date of Panel Report	
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas													
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kylie Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA	
Location	Temporary Contract	SE Band Equivalent	General Scale	Role Number/s		No. of Position/s	1	No. of Applicant/s	12	No. Shortlisted	4	No. Interviewed	4
												HR Partner	
Sensitive													
Sensitive													
Panel Members	Full Name	Position Title	Organisation	Conflict of Interest Declaration - Candidates				Panel Lead Confirmation of Interview Panel Outcome		Date			
Panel Lead	Amy Brown	Chief Executive Officer	Investment NSW	No Conflict of Interest				Select Appropriate Declaration from Drop Down Options		15/01/2022			
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest									
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest									
Independent Panel Member	Warwick Smith AO	Chairman	Kansu Capital	No Conflict of Interest									
Additional Member/Scribe	Marianna Broadbent	Managing Partner	NGS Global	No Conflict of Interest									
After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop down menu selection) above, and date. Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be emailed to all panel members as the final version.													

**Re\_ Panel Confirmation - STIC Americas.pdf**

---

**From:** Hon. Warwick L Smith AO  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 16:46:25 +1000

From:  
To:  
Cc:  
Hon. Warwick L Smith AO  
Lynne Clements  
Jasmine Antonious  
Subject:  
Date:  
Re: Panel Confirmation - STIC Americas  
Wednesday, 15 June 2022 4:46:25 PM  
Thanks fir chat Lynne  
I have read the summation  
I agree that J Barilaro is the preferred candidate of those the panel interviewed for a role in New York  
Warwick  
The Hon. Warwick Smith AO

**Sensitive**

Director of Office - Jasmine Antonious:

| Ph: **Se**

**Sensitive**

On 15 Jun 2022, at 12:52 pm, Lynne Clements wrote:  
Dear Warwick,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
lynne

Lynne Clements  
EXECUTIVE OFFICER  
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L5, 175 Collins Street, Melbourne VIC 3000

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<Selection Panel Report- STIC\_Americas- Final\_220615.xlsx>



**From:** [Lynne Clements](#)  
**To:** [Kristy Manton](#); [marianne.broadbent](#)  
**Cc:** [Kylie Bell](#); [Jeshree Gaundar](#); [Kelly Kwan](#)  
**Subject:** RE: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx  
**Date:** Wednesday, 15 June 2022 5:38:22 PM  
**Attachments:** [image001.png](#)  
[Re\\_Panel Confirmation - STIC Americas\\_SmithW-approval.pdf](#)  
[RE\\_Panel Confirmation\\_LoK\\_approval.pdf](#)  
[Re\\_Panel Confirmation\\_STIC Americas\\_BellK\\_approval.pdf](#)  
[Re\\_STIC Americas - Panel Confirmation\\_BrownA\\_approval.pdf](#)  
[Selection Panel Report- STIC\\_Americas- Final\\_220615.xlsx](#)

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Hi Kristy,

I have managed to gain approval from **all panel members this afternoon via email**.

I have saved each email as a PDF and attached for your reference and files. They were each sent the original Selection Report final version you forwarded, and asked to review and send confirmation of approval which has been completed.

Let me know if there's anything further you need on this.

Regards  
Lynne

Lynne Clements  
EXECUTIVE OFFICER  
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---

**From:** Kristy Manton  
**Sent:** Wednesday, 15 June 2022 5:03 PM  
**To:** Marianne Broadbent  
**Cc:** Kylie Bell  
Jeshree Gaundar  
Kelly Kwan  
Lynne Clements  
**Subject:** RE: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

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An email ok is perfect.

Enjoy the warmer Fiji weather

K

---

**From:** Marianne Broadbent

**Sent:** Wednesday, 15 June 2022 2:27 PM

**To:** Kristy Manton

**Cc:** Kylie Bell

Jeshree Gaundar

Kelly Kwan

Lynne Clements

**Subject:** Re: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

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K – will ask Lynne to progress what she can, as long as you are happy with people just indicating OK by email. I am tied up till after 6pm and head to Fiji for work (yes honestly) in the morning).  
Cheers M

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Kristy Manton

**Date:** Wednesday, 15 June 2022 at 1:42 pm

**To:** Marianne Broadbent

**Cc:** Kylie Bell

Jeshree Gaundar

Kelly Kwan

**Subject:** FW: Urgent - Selection Panel Report- STIC\_Americas\_2204 Final.xlsx

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Hi Marianne

This is the final the panel needs to endorse (if they haven't already). Are you please able to get

their ok today please?

K

**Kristy Manton**

A/Chief People Officer  
People and Culture  
Operations

**Department of Enterprise, Investment and Trade**

Level 12, 52 Martin Place, Sydney NSW 2000

M: **Sensitive**

My workdays are: Mon | Tues | Wed | Thurs | Fri

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.



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**Re\_ Panel Confirmation - STIC Americas.pdf**

---

**From:** Hon. Warwick L Smith AO  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 16:46:25 +1000

From:  
To:  
Cc:  
Hon. Warwick L Smith AO  
Lynne Clements  
Jasmine Antonious  
Subject:  
Date:

Re: Panel Confirmation - STIC Americas  
Wednesday, 15 June 2022 4:46:25 PM

Thanks fir chat Lynne

I have read the summation

I agree that J Barilaro is the preferred candidate of those the panel interviewed for a role in New York

Warwick

The Hon. Warwick Smith AO

~~SENSITIVE~~

Director of Office - Jasmine Antonious:

Ph ~~Sensi~~

~~Sensitive~~

On 15 Jun 2022, at 12:52 pm, Lynne Clements wrote:

Dear Warwick,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
lynne

Lynne Clements  
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<Selection Panel Report- STIC\_Americas- Final\_220615.xlsx>

## RE\_Panel Confirmation.pdf

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**From:** Kathrina Lo  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 16:14:27 +1000

From:  
To:  
Kathrina Lo  
Lynne Clements  
Subject:  
Date:  
Agreed.

Regards  
Kathrina

From: Lynne Clements  
Sent: Wednesday, 15 June 2022 2:57 PM  
To: Kathrina Lo  
Subject: Panel Confirmation

Dear Kathrina,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
lynne

Lynne Clements  
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RE: Panel Confirmation  
Wednesday, 15 June 2022 4:14:27 PM

**Re\_ STIC Americas - Panel Confirmation.pdf**

---

**From:** Amy Brown  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 15:35:45 +1000

From:  
To:  
Cc:  
Amy Brown  
Lynne Clements  
Alicia Kemp  
Subject:  
Date:  
Re: STIC Americas - Panel Confirmation  
Wednesday, 15 June 2022 3:35:45 PM  
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Hi Lynne

I confirm that this report is accurate from my perspective, and agree to its contents.

Kind regards

Amy

Amy Brown

Secretary, Department of Enterprise, Investment & Trade and CEO, Investment NSW

**Sensitive**

From: Lynne Clements  
Sent: Wednesday, June 15, 2022 3:01 pm  
To: Amy Brown  
Cc: Alicia Kemp  
Subject: STIC Americas - Panel Confirmation

Dear Amy,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
lynne

Lynne Clements  
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# PANEL REPORTS

INSW.003.044.0754

 <b>Investment NSW</b>															<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>										<b>Job Req. Reference</b>									
															<b>Date of Panel Report</b>																			
<b>Position Title</b>	Senior Trade and Investment Commissioner The Americas (New York)				<b>Group</b>	Trade and International				<b>Division / Team</b>	International				<b>Line Manager</b>	Kylie Bell		<b>Shortlisting Date/s</b>	13-Feb-22		<b>Interview Date/s</b>	15-Mar-22		<b>TA</b>										
<b>Location</b>	Temporary Contract				<b>SE Band</b>	3 Equivalent				<b>Role Number/s</b>					<b>No. of Position/s</b>	1		<b>No. of Applicant/s</b>	12		<b>No. Shortlisted</b>	4		<b>No. Interviewed</b>	4		<b>HR Partner</b>	Evelina Polara						
<b>Panel Interview Rating</b> <small>(All Focus Capabilities or Capability Group/s Assessed)</small>															<b>Other Assessments</b> <small>(As determined appropriate for the role)</small>					<b>Online Assessments</b> <small>(Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)</small>														
<b>Candidates Names</b>	<b>Work Collaboratively</b>	<b>Influence and Negotiate</b>	<b>Deliver Results</b>	<b>Manage and Develop People</b>																														
	<b>Advanced</b>	<b>Highly Advanced</b>	<b>Highly Advanced</b>	<b>Advanced</b>																														
John Barilaro	Meets	Exceeds	Exceeds	Exceeds																														
Sensit	Meets	Meets	Exceeds	Exceeds																														
Sensit	Meets	Meets	Meets	Exceeds																														
Sensit	Marginally Meets	Meets	Marginally Meets	Marginally Meets																														
<b>Recommended Candidate:</b>															<b>3) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidates interviewed.</b>																			
<p>John's professional career has included 20 years building and managing a local manufacturing business, followed by ten years as a Local MP, Minister and Deputy Premier of NSW. John grew up in the family's Ryleho Timber and Mouldings business in Queanbeyan, eschewing university to learn his trade on the job. He became Managing Director of Ryleho Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 25. He also took that business to international markets and exported, including to China and Indonesia. John then ran for the local council and later ran for office with the NSW National party. He became Member for Mosman in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW to fast track regional NSW's development, infrastructure, and services, over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. In 2019 he became Minister for Regional NSW, Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. He noted that he was also instrumental in the establishment of Global NSW, the NSW Government's industry, trade and investment strategy. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to advancing the international and economic interests of NSW, including the development and establishment of both Global NSW and Special Activation Precincts when he was Deputy Premier. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies and take them to international markets. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as well as collaboration across government, as indicated in his consistent focus to the Department of Regional NSW and ensuring funding for regional developments. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning to fast track economic development, investment attraction and job creation. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas. Importantly through John's experience in both business and politics in NSW he was able to demonstrate and excellent knowledge of NSW's industry strengths and capabilities, which he could 'sell' to US businesses, as well as an exceptional network in government, industry and business which he could connect with to facilitate trade and investment between NSW and the Americas region. This knowledge and network would ensure he could 'hit the ground running' and get quick wins on the board for NSW.</p> <p>John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representational roles and building relationships across diverse constituencies. He sees this translating well to the needs of the STIC role. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul-General, and importantly had a clear understanding of NSW trade and investment capabilities and priorities, given his former role as NSW Minister for Trade &amp; Industry.</p> <p>The Panel came to the view that John had highly relevant experience for the role. He is an excellent communicator, has strong commercial acumen and financial literacy from his earlier business experience, as well as his significant experience in government and on Committee's such as the State Expenditure Review Committee. This includes his own personal experiences growing a NSW based business, and exporting which would give him credibility with the NSW businesses he assisted into the US. He has also demonstrated the need to invest in new and emerging industries as Deputy Premier and Minister for Trade &amp; Industry, as part of his work in regional investment and precincts. Following a review of references, which included the Australian Ambassador to the US, the Panel concluded that John had the right motivation, capabilities and experience for the role. While he has not lived internationally, he has successfully developed international businesses in both his roles in managing his own company in the private sector and in his capacity as Deputy Premier and Trade Minister for NSW. He has represented the state at the highest levels on visits to the US, China, Vietnam and in Europe in a Ministerial capacity. While he would have a learning curve on doing business in the US, he had a strong track record of building teams as well as operating in a dynamic environment and had deep understanding of the NSW Trade and Investment environment.</p>															<table border="1"> <tr> <td><b>Recommended Remuneration AUD and Conversion</b></td> <td>Select</td> <td><b>Remuneration justification</b></td> <td></td> <td><b>Background Checks Outcome?</b></td> <td>1) Academic Quals Checked?</td> <td>2) Reference Checks Reviewed?</td> <td>3) Service &amp; Conduct Check Reviewed?</td> <td><b>Ideal Start Date (dd/mm/yyyy)</b></td> <td>11/01/2022</td> </tr> </table>										<b>Recommended Remuneration AUD and Conversion</b>	Select	<b>Remuneration justification</b>		<b>Background Checks Outcome?</b>	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	<b>Ideal Start Date (dd/mm/yyyy)</b>	11/01/2022
<b>Recommended Remuneration AUD and Conversion</b>	Select	<b>Remuneration justification</b>		<b>Background Checks Outcome?</b>	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	<b>Ideal Start Date (dd/mm/yyyy)</b>	11/01/2022																									
<b>Recommended for Talent Pool</b>															Please state the reasons why the candidate is being recommended for the talent pool, and complete the complete the <b>Panel Interview Rating and Other Assessments</b>																			
<b>Unsuccessful Candidate/s:</b>															Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the complete the <b>Panel Interview Rating and Other Assessments</b>																			
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# PANEL REPORTS

INSW.003.044.0754\_0001

 <b>Investment NSW</b>														<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>		Job Req. Reference
														Date of Panel Report		
<b>Position Title</b>	Senior Trade and Investment Commissioner The Americas (New York)	<b>Group</b>	Trade and International	<b>Division / Team</b>	International	<b>Line Manager</b>	Kylie Bell	<b>Shortlisting Date/s</b>	13-Feb-22	<b>Interview Date/s</b>	15-Mar-22	<b>TA</b>				
<b>Location</b>	Temporary Contract	<b>SE Band 3 Equivalent</b>		<b>Role Number/s</b>		<b>No. of Position/s</b>	1	<b>No. of Applicant/s</b>	12	<b>No. Shortlisted</b>	4	<b>No. Interviewed</b>	4			
												<b>HR Partner</b>	Evelina Polura			
<b>Sensitive</b>																
<b>Sensitive</b>																
<b>Panel Members</b>	<b>Full Name</b>	<b>Position Title</b>	<b>Organisation</b>	<b>Conflict of Interest Declaration - Candidates</b>				<b>Panel Lead Confirmation of Interview Panel Outcome</b>		<b>Date</b>						
Panel Lead	Amy Brown	Chief Executive Officer	Investment NSW	No Conflict of Interest				Select Appropriate Declaration from Drop Down Options		15/03/2022						
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest												
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest												
Independent Panel Member	Warwick Smith AO	Chairman	Kanoo Capital	No Conflict of Interest												
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest												
After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop down menu selection) above, and date. Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be emailed to all panel members as the final version.																

## Re\_ Panel Confirmation.pdf

---

**From:** Kylie Bell  
**To:** Lynne Clements  
**Date:** Wed, 15 Jun 2022 17:33:26 +1000

From:  
To:  
Kylie Bell  
Lynne Clements  
Subject:  
Date:  
Re: Panel Confirmation  
Wednesday, 15 June 2022 5:33:26 PM  
OFFICIAL  
Approved from me thanks Lynne  
Get Outlook for iOS  
From: Lynne Clements  
Sent: Wednesday, June 15, 2022 2:55:06 PM  
To: Kylie Bell  
Subject: Panel Confirmation

Dear Kylie,

I have just been sent this file from Investment NSW today asking for panel confirmation of agreement for this final version by all panel members. If it is possible to have an email back as soon as possible confirming the same (they are requesting today if possible), I will add this emailed confirmation note to the file and return to Kristy Manton.

Thanks and regards,  
Lynne

Lynne Clements  
EXECUTIVE OFFICER  
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# PANEL REPORTS

INSW.003.044.0760

 <b>Investment NSW</b>														Selection Panel Report (Senior Trade and Investment Commissioner) The Americas										Job Req. Reference J15847	
														Date of Panel Report											
Position Title	Senior Trade and Investment Commissioner The Americas (New York)			Group	Trade and International			Division / Team	International			Line Manager	Jenny West		Shortlisting Date/s	10 Jun-21		Interview Date/s	06-Jul-21		TA	Michell Vigo			
Engagement	Temporary Contract			Band 3 (equivalent)				No. of Position/s	1		No. of Applicant/s	21		No. Shortlisted	4		No. Interviewed	4		HR Partner	Kristy Manton				
<b>Panel Interview Rating</b> (All Focus Capabilities or Capability Group/s Assessed)														<b>Online Assessments</b> (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)											
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People														Capability Potential							
	Advanced	Highly Advanced	Highly Advanced	Advanced														OPQ (Behavioural)	NOT APPLICABLE						
Jenny West	Exceeds	Exceeds	Exceeds	Meets														Refer Results							
<b>Sensitive</b>	Exceeds	Exceeds	Exceeds	Meets														Refer Results							
<b>Sensitive</b>	Marginally Meets	Marginally Meets	Meets	Marginally Meets														Refer Results							
<b>Sensitive</b>	Marginally Meets	Marginally Meets	Meets	Does Not Meet														Refer Results							
Recommended Candidate:					1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b> for all candidates interviewed.																				
Jenny West	<b>Sensitive</b>																								
	Recommended Remuneration AUD and Conversion		Select		Remuneration Justification				Background Checks Outcome?		1) Academic Quals Checked?		2) Reference Checks Reviewed?		3) Service & Conduct Check Reviewed?		Ideal Start Date (dd/mm/yyyy)								
Recommended for Talent Pool					Please state the reasons why the candidate is being recommended for the talent pool, and complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>																				
<b>Sensitive</b>	<b>Sensitive</b>																								
Unsuccessful Candidate/s:					Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>																				

# PANEL REPORTS


INSW.003.044.0761

 <b>Investment NSW</b>												<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>		Job Req. Reference J15847
												Date of Panel Report		
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Jenny West	Shortlisting Date/s	10 Jun 21	Interview Date/s	06-Jul-21	TA	Michell Vigo	
Engagement	Temporary Contract	Band 3 (equivalent)			No. of Position/s	1	No. of Applicant/s	21	No. Shortlisted	4	No. Interviewed	4	HR Partner Kristy Manton	
<div>Sensitive</div>														
<div>Sensitive</div>														
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<div>Sensitive</div>														
Panel Members	Full Name	Position Title	Organisation	Conflict of Interest Declaration - Candidates				Signature	Date					
Panel Lead	Amy Brown	CEO	Investment NSW	No Conflict of Interest				Sensitive	02.08.2021					
Panel Member	Jim Betts	Secretary	Department of Planning, Industry and Environment	No Conflict of Interest				Sensitive	03.08.2021					
Independent Panel Member	Warwick Smith	Chairman	Kansu Capital	No Conflict of Interest				Sensitive	03/08/21					
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest				Sensitive	04/08/21					



# PANEL REPORTS

INSW.003.044.0521


<div>  <div> <b>Investment NSW</b>  <small>NSW GOVERNMENT</small> </div> </div> <div> <b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b> </div> <div> <div>Job Req. Reference</div> <div>Date of Panel Report</div> </div>															
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kylie Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA			
Location	Temporary Contract	SE Band / Equivalent		Role Number/s		No. of Position/s	1	No. of Applicant/s	12	No. Shortlisted	4	No. Interviewed	4	HR Partner	Evilina Polara
Panel Interview Rating (All Focus Capabilities & Capability Group/s Assessed)						Other Assessments (As determined appropriate for the role)			Online Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)						
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People											
	Advanced	Highly Advanced	Highly Advanced	Advanced											
John Barilaro	Meets	Exceeds	Exceeds	Exceeds											
Sensitive	Meets	Meets	Exceeds	Exceeds											
Sensitive	Meets	Meets	Meets	Exceeds											
Sensitive	Marginally Meets	Meets	Marginally Meets	Marginally Meets											
<b>Recommended Candidate:</b>															
<p>1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary.</p> <p>3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the <b>Panel Interview Rating and Other Assessments</b> for all candidates interviewed.</p>															
<p>John's professional career has included 20 years building and managing a local manufacturing business, followed by ten years as a Local MP, Minister and Deputy Premier of NSW. John grew up in the family's Ryleho Timber and Mouldings business in Queanbeyan, eschewing university to learn his trade on the job. He became Managing Director of Ryleho Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 35. He also took that business to international markets and exported, including to China and Indonesia. John then ran for the local council and later ran for office with the NSW National party. He became Member for Monaro in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW to fast track regional NSW's development, infrastructure, and services, over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. In 2019 he became Minister for Regional NSW, Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. He noted that he was also instrumental in the establishment of Global NSW, the NSW Government's industry, trade and investment strategy. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to advancing the international and economic interests of NSW, including the development and establishment of both Global NSW and Special Activation Precincts when he was Deputy Premier. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies and take them to international markets. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as well as collaboration across government, as indicated in his consistent focus to establish the Department of Regional NSW and ensuring funding for regional developments. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning to fast track economic development, investment attraction and job creation. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas. Importantly through John's experience in both business and politics in NSW he was able to demonstrate and excellent knowledge of NSW's industry strengths and capabilities, which he could 'sell' to US businesses, as well as an exceptional network in government, industry and business which he could connect with to facilitate trade and investment between NSW and the Americas region. This knowledge and network would ensure he could 'hit the ground running' and get quick wins on the board for NSW.</p> <p>John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representational roles and building relationships across diverse constituencies. He sees this translating well to the needs of the STIC role. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul-General, and importantly had a clear understanding of NSW trade and investment capabilities and priorities, given his former role as NSW Minister for Trade &amp; Industry.</p> <p>The Panel came to the view that John had highly relevant experience for the role. He is an excellent communicator, has strong commercial acumen and financial literacy from his earlier business experience, as well as his significant experience in government and on Committees such as the State Expenditure Review Committee. This includes his own personal experiences growing a NSW based business, and exporting which would give him credibility with the NSW businesses he assisted into the US. He has also demonstrated the need to invest in new and emerging industries as Deputy Premier and Minister for Trade &amp; Industry, as part of his work in regional investment and precincts. Following a review of references, which included the Australian Ambassador to the US, the Panel concluded that John had the right motivation, capabilities and experience for the role. While he has not lived internationally, he has successfully developed international businesses in both his roles in managing his own company in the private sector and in his capacity as Deputy Premier and Trade Minister for NSW. He has represented the state at the highest levels on visits to the US, China, Vietnam and in Europe in a Ministerial capacity. While he would have a learning curve on doing business in the US, he had a strong track record of building teams as well as operating in a dynamic environment and had deep understanding of the NSW Trade and investment environment.</p>															
Recommended Remuneration AUD and Conversion		Select	Remuneration Justification			Background Checks Outcome?	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	Ideal Start Date (dd/mm/yyyy)	11/07/2022				
Recommended for Talent Pool		Please state the reasons why the candidate is being recommended for the talent pool, and complete complete the <b>Panel Interview Rating and Other Assessments</b>													
Unsuccessful Candidate/s:		Please provide constructive and contentable feedback as to why each candidate/s is unsuccessful, and complete the complete the <b>Panel Interview Rating and Other Assessments</b>													
<div>Sensitive</div> <div>Sensitive</div> <div>Sensitive</div>															



# PANEL REPORTS

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**OFFICIAL**

												<b>Job Req. Reference</b> 	
<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>												<b>Date of Panel Report</b> 	
<b>Position Title</b>	Senior Trade and Investment Commissioner The Americas (New York)	<b>Group</b>	Trade and International	<b>Division / Team</b>	International	<b>Line Manager</b>	Kylie Bell	<b>Shortlisting Date/s</b>	13-Feb-22	<b>Interview Date/s</b>	15-Mar-22	<b>TA</b>	
<b>Location</b>	Temporary Contract	<b>SE Band &amp; Equivalent</b>		<b>Role Number/s</b>		<b>No. of Position/s</b>	1	<b>No. of Applicant/s</b>	12	<b>No. Shortlisted</b>	4	<b>No. Interviewed</b>	4
												<b>HR Partner</b>	Evelina Polara
<b>Sensitive</b>													
<b>Sensitive</b>													
<b>Panel Members</b>	<b>Full Name</b>	<b>Position Title</b>	<b>Organization</b>	<b>Conflict of Interest Declaration - Candidates</b>				<b>Panel Lead Confirmation of Interview Panel Outcome</b>		<b>Date</b>			
Panel Lead	Amy Brown	Chief Executive Officer	Investment NSW	No Conflict of Interest				<i>Select Appropriate Declaration from Drop Down Options</i>		13/03/2022			
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest									
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest									
Independent Panel Member	Warwick Smith AO	Chairman	Kansu Capital	No Conflict of Interest									
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest									
<p>After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop down menu selection) above, and date.</p> <p>Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be emailed to all panel members as the final version.</p>													



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## BRIEFING FOR THE CHIEF EXECUTIVE

Objective ID: A5434745

## Employment of Mr John Barilaro as Senior Trade and Investment Commissioner, Americas

<b>Purpose:</b>	Approval is sought for the engagement of Mr John Barilaro as Senior Trade and Investment Commissioner, Americas (employment agreement at <b>Attachment A</b> ).
<b>Analysis:</b>	As the delegated officer, the CEO's approval of the panel's recommendation for the engagement of Mr John Barilaro is required.
<b>Timeframe:</b>	Approval is required by 16 June 2022
<b>Reason for deadline:</b>	Possible media announcement and urgency in application for US work visa for Mr Barilaro.

## Recommendations

1. **Approve** employment agreement for Mr John Barilaro, NSW Senior Trade and Investment Commissioner, Americas.
2. **Sign** the employment agreement at **Attachment A**.
3. **Sign** the STIC Americas Relocation Letter at **Attachment B**.

## Key reasons

- As part of the Global NSW strategy and expansion of the NSW international trade and investment network, the NSW Government announced the intended appointment of a Senior Trade & Investment Commissioner (STIC) Americas, to be located in New York.
- An external advertisement and executive search was undertaken by NGS Global, a pre-qualified supplier, to fill this vacancy.
- In accordance with Regulation 10A of the Government Sector Employment (GSE) Regulations, Investment NSW undertook a selection process to assess a range of candidates' appropriateness for the role having regard to the nature of the role and the person's qualifications, skills and experience (selection panel report at **Attachment D**).
- The panel identified Mr John Barilaro as the preferred candidate (Mr John Barilaro CV is at **Attachment B**).
- Mr Barilaro has now met with the Minister for Enterprise, Trade & Investment, the Hon Stuart Ayres MP who has supported his appointment.
- Investment NSW has completed due diligence including reference and background checks in relation to Mr Barilaro and identified no issues.

## Financial or other impact

- Ensuring compliance with the 'Senior Executive Remuneration Management Framework', Mr Barilaro will be offered an annual remuneration of PII - CIC Senior Executive Band 3 remuneration range.
- Additionally, in line with Mercer benchmarking, Mr John Barilaro will be offered an annual allowance of PII - CIC to assist in the cost differentials of living in New York compared to Sydney.

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- A one-off capped relocation allowance of up to PII - CIC [REDACTED] will also be provided for the direct reimbursement of appropriate expenses, based on the provision of receipts (relocation letter at Attachment B).

## Supporting analysis

### Legal impact and considerations

- LPP [REDACTED]

### Consultations undertaken in preparing this brief

Person consulted	Issue
Chris Carr, General Counsel DEIT	Instructing HSF and their New York Office through the Investment NSW Legal team, in preparation of employment agreement and relocation letter.
Kristy Manton, A/CPO DEIT	Terms around remuneration and offshore benefits and conditions

## Supporting information

### List of attachments

- **Attachment A** - Investment NSW Employment Agreement – STIC Americas (John Barilaro)
- **Attachment B** - Investment NSW Relocation Letter – STIC Americas (John Barilaro)
- **Attachment C** - John Barilaro CV
- **Attachment D** - Selection Panel Report – STIC Americas

**Investment NSW final approver:** Approved: Secretary / CEO Investment NSW (Amy Brown), 16-06-2022  
CEO, Investment NSW T: Sensitive

**Responsible Action Officer:** Kylie Bell, A/ Managing Director Trade & Investment Sensitive  
Sensi  
Jeshree Gaundar, Manager International People Partnering, People & Culture, Sensitive



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## Trade Minister Stuart Ayres' alleged role in Barilaro scandal Trade Commissioner scandal a 'frustrating' distraction': Premier

After an overseas trade trip overshadowed by events at home, NSW Premier and under-fire Trade Minister Stuart Ayres will return to Australia to increasing internal anger.

Lachlan Leeming and James O'Doherty

 4 min read July 29, 2022 - 5:43PM

NSW Premier Dominic Perrottet and Deputy NSW Liberal Leader Stuart Ayres may be in trouble amid documents appearing to indicate they misled parliament over the John Barilaro scandal, says Sky News Political Editor Andrew Clennell. Mr Clennell said they had told parliament that no suitable candidate had been identified...

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Multiple scandals facing the state government back home have been a “frustrating” distraction overshadowing a major trade mission, Premier Dominic Perrottet says.

Mr Perrottet and his under-fire Trade Minister Stuart Ayres will land back in Sydney on Saturday night amid increasing internal anger over Mr Ayres’ involvement in the appointment of former Deputy Premier John Barilaro to a \$500,000-a-year New York trade role.

On Friday, Mr Ayres said he was not considering his future as the Deputy Liberal leader despite chatter among his colleagues that he might need to go.

Privately, senior Liberals believe Mr Ayres is continuing to damage the government by digging in and refusing to accept any responsibility for the Trade Commissioner scandal.

Mr Perrottet repeated his position that he will not take any action in relation to the appointment until he receives the findings of an independent review into the process.



Premier Dominic Perrottet, right, and Trade minister Stuart Ayres open the NSW government's trade and investment office in Mumbai on Thursday. Picture: James O'Doherty / Daily Telegraph.

He rejected suggestions that waiting for those findings before taking action is causing further damage to his government.

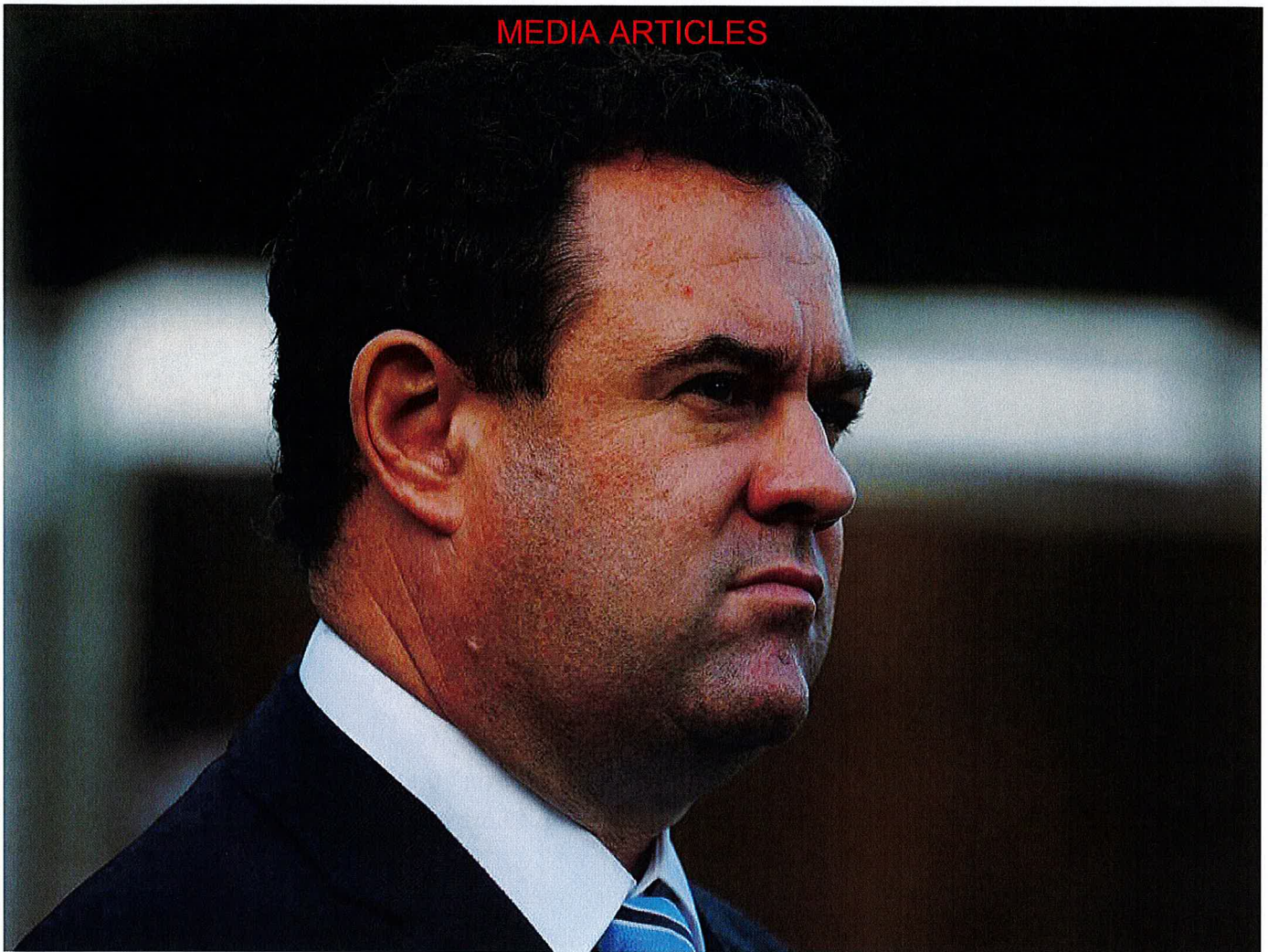
Mr Perrottet said it was important for him to follow proper “process” and doing “what is right,” even if that creates “practical challenges” in the short term.

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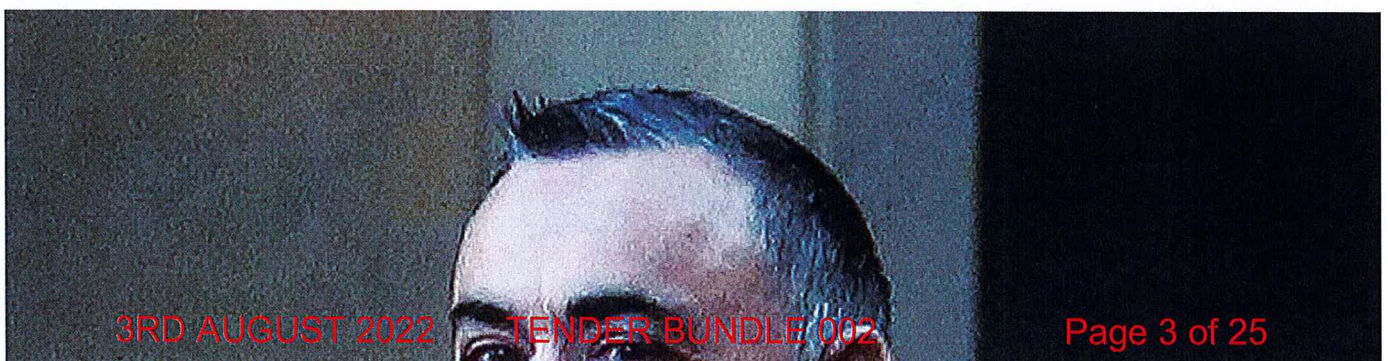
Trade Minister Stuart Ayres has denied influencing the hiring decision. Picture: NCA NewsWire / Gaye Gerard

Mr Ayres on Friday maintained that the recruitment process which appointed Mr Barilaro was done independently of government, and overseen by Investment NSW CEO Amy Brown.

That is despite documents released to parliament revealing Mr Ayres spoke to Ms Brown about potential candidates, and even asked for one person onto the "short shortlist" for the New York role.

"I have responded to the information, the updates, the briefs that are provided by the public service, that is all I have done," Mr Ayres said.

He said he only "endorsed the position" that Mr Barilaro had "secured the position" when the process had been completed.







Former deputy premier John Barilaro was awarded the role but withdrew. Picture: NCA NewsWire / Gaye Gerard.

## AYRES' 'FINGERPRINTS ALL OVER' SELECTION

On Thursday Mr Ayres was accused of having his “fingerprints all over” the selection of the New York trade commissioner role, after newly released documents revealed his ‘short shortlist’ instructions.

An email by Investment NSW CEO Amy Brown on February 8 said she had “run through the ‘long’ shortlist” for the New York job with Mr Ayres.

“He’d like to add (redacted) to the short shortlist please,” she wrote.

Earlier in the week he had said: “I have not under any circumstances influenced the decisions of Amy Brown in who she is selecting as senior executives of the public services”.

Shadow Treasurer Daniel Mookhey said on Thursday that the latest documents showed the Minister had misled the public.

“It is now clear that Stuart Ayres has misled the public ... he has very serious questions to answer,” Mr Mookhey said. “Stuart Ayres hasn’t been arm’s length from this process — he’s had his fingerprints all over this process from the moment he became the Minister for Trade.

“Stuart Ayres was telling Amy Brown who should be on the short shortlist. It wasn’t an independent recruiter who was going through all the people who had applied. It was Stuart Ayres putting forward his preferred candidate for this job.”

[Speaking from India, Mr Ayres](#) said the redacted name added to the shortlist was not that of John Barilaro.

He said Ms Brown wanted the name added.

“I think this was a conversation that Amy Brown had with me to update on the process and there was a name Amy discussed about adding to the shortlist and she went and did that,” he said.



## MEDIA ARTICLES

He denied the briefing showed that he was involved in the recruitment process. "These are decisions that are still made by Amy Brown," he said. "Adding names to a list is her decision."



Daniel Mookhey at the inquiry investigating the appointment of former deputy premier John Barilaro to the US trade commissioner role. Picture: NCA NewsWire / James Gourley

Investment NSW also denied a meeting between Mr Ayres and Mr Barilaro ever took place, despite a government document stating the two had met.

A briefing note contained in government documents for Investment NSW chief executive Ms Brown said: "Mr Barilaro has now met with the Minister for Enterprise, Trade and Investment, the Hon Stuart Ayres MP who has supported his appointment."

On Thursday afternoon, Investment NSW claimed it was a "clerical error", and the two hadn't met over the role.

"Investment NSW can confirm that an internal CEO briefing cover note contained a clerical error, incorrectly stating that the Minister for Enterprise, Investment and Trade had met with Mr Barilaro as part of the STIC Americas recruitment process," an Investment NSW spokesman said.





Investment NSW CEO Amy Brown has already appeared before the inquiry

Labor has confirmed Mr Barilaro will be called to give evidence to a parliamentary inquiry into his appointment on August 8.

Mr Barilaro told The Daily Telegraph he was yet to receive a formal invitation and had only read about it in the media.

“As I have publicly stated, I’ve been available to attend the inquiry for weeks, with the committee refusing to call me,” he said.

“I’m yet to receive a formal invitation at this stage, and I am disappointed that I have to read about it in the media.

“Labor chooses to play this out in the media, rather than following procedural fairness.”

Got a tip? Email [lachlan.leeming@news.com.au](mailto:lachlan.leeming@news.com.au) or [james.odoherty@news.com.au](mailto:james.odoherty@news.com.au)

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## Kerry Chikarovski was considered for New York trade commissioner role

Former Liberal leader Kerry Chikarovski was discussed as a possible contender for the US trade commissioner post eventually offered to John Barilaro, sources have revealed.



Linda Silmalis Chief Reporter

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July 23, 2022 - 6:00AM

The Saturday Telegraph



5 comments

Sky News Queensland Editor Peter Gleeson says the speculation surrounding former NSW deputy premier John Barilaro's trade role appointment is a classic case of a "job for the boys gone wrong". Mr Gleeson's comments follow revelations from Mr Barilaro's former chief of staff, Mark Connell, who claimed Mr Barilaro told him...

NSW

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## MEDIA ARTICLES

Senior NSW government ministers secretly floated having former Liberal leader Kerry Chikarovski “or someone of her calibre” appointed to the now infamous New York trade commissioner role.

The discussions occurred prior to former deputy premier John Barilaro bringing to cabinet a submission to change the state’s new senior trade and investment commissioner (STIC) roles from public service appointment to ministerial appointments.

A source familiar with the talks said the idea to have ministerial appointments was to bolster the calibre of candidates applying to the roles, with cabinet — rather than the public service — deliberating on who would be most suitable.

The source claimed Ms Chikarovski’s name had been raised by senior Liberal Party ministers as the type of person who should be considered.

There is no suggestion Ms Chikarovski was aware she was a prospective candidate.



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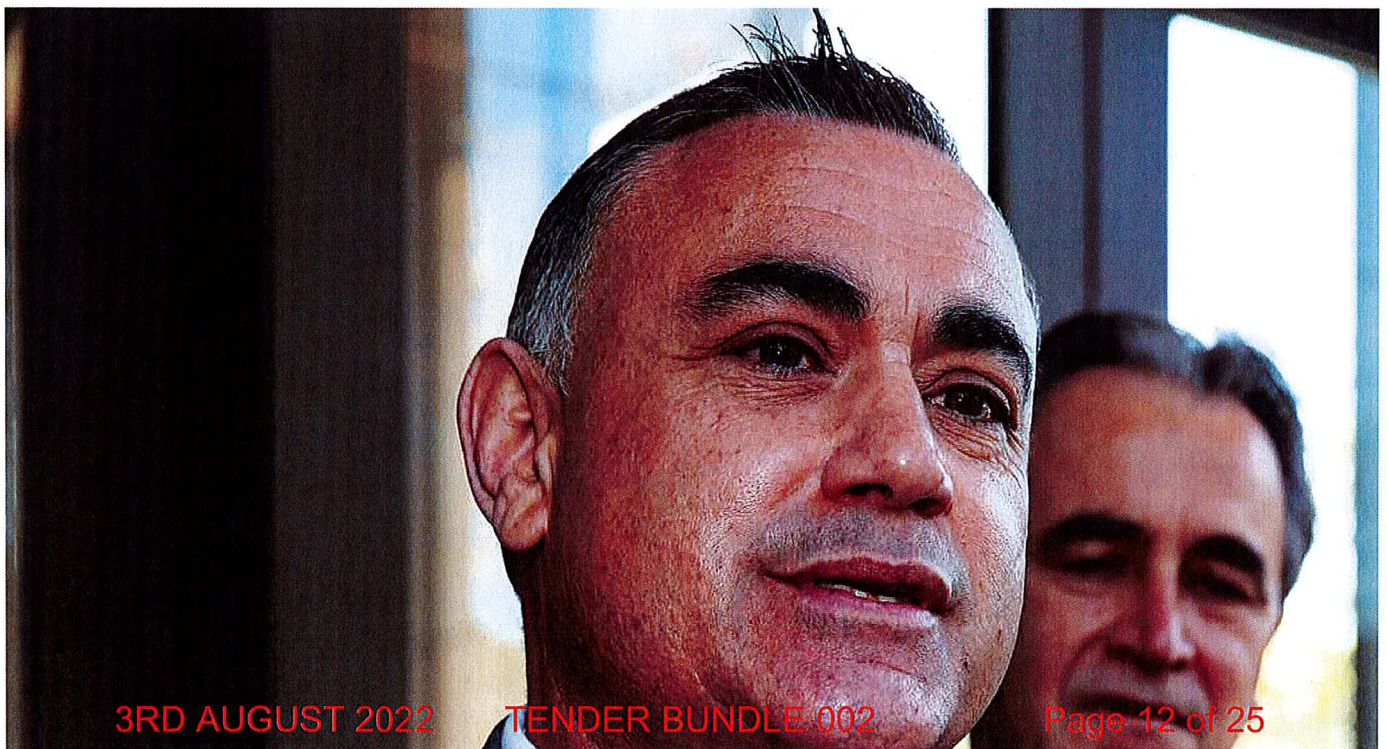




Former Liberal leader Kerry Chikarovski was named as someone who could take up the US trade commissioner post. Picture: Jeremy Piper

The claim comes as Labor and crossbench members on Friday blocked a move for Mr Barilaro and a trade post selection panel member to appear before the Upper House inquiry examining the process this Tuesday, with the motion put forward by Nationals MP Wes Fang voted down.

Mr Fang had argued that it was time Mr Barilaro had his say on the matter.







The role eventually went to former deputy premier John Barilaro, but he has since withdrawn. Picture NCA Newswire/ Gaye Gerard.

Announced by Mr Barilaro in 2020, the five NSW STIC positions and the agent-general in London was modelled on a similar Global Victoria program, with Investment NSW choosing the locations.

By May the following year, documents tabled in state parliament suggested two preferred candidates had been identified for the US posting, with Investment NSW chief executive Amy Brown declaring she made a verbal offer to former Investment NSW deputy secretary Jenny West in August 2021.

This has since been disputed by former Investment NSW general counsel Chris Carr, who this week told the Upper House inquiry examining the appointment that Ms West was never “fully” offered the job.

The source alleged it was around this time that discussions were being held among several senior ministers about the candidates, with Ms Chikarovski’s name raised.

In September, Mr Barilaro brought a submission to cabinet, with the proposal to change the process to ministerial appointments, which would require legislation, being supported by the majority of ministers and former premier Gladys Berejiklian, the source said.

For reasons that are still not clear, Trade Minister Stuart Ayres ignored the cabinet decision, reverting the process back to public service appointments after seeking support from the smaller and more informal “strategy cabinet”.



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The inquiry is now likely to hear how after submitting a CV for the STIC job, Mr Barilaro was interviewed by a panel before undergoing a psychometric test and a second interview.

“Mr Barilaro is waiting to have his say at the inquiry,” the source said.

It is also understood some of Mr Barilaro’s colleagues were approached about whether they had any concerns with Mr Barilaro applying.

On June 17, Mr Barilaro was announced as the successful candidate but has since [withdrawn from the role](#).

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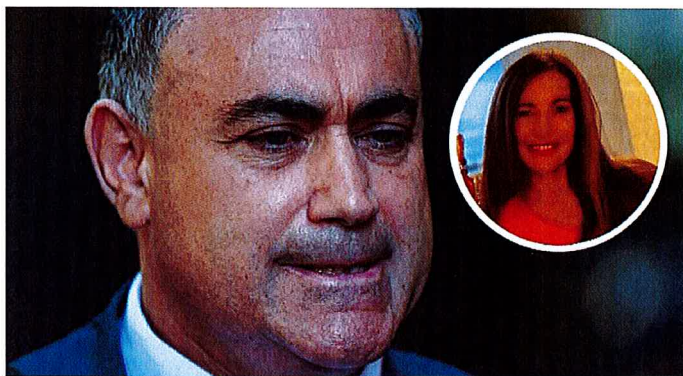
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Analysis / Politics

### In Barilaro saga, job for close adviser raises yet more questions — and demands a wider inquiry

The hiring of Jennifer Lugsdin, Barilaro's former media adviser (and now partner), to a senior role at Investment NSW warrants investigation.

DAVID HARDAKER JUL 25, 2022 50



FORMER NSW DEPUTY PREMIER JOHN BARILARO AND JENNIFER LUGSDIN (IMAGE: AAP/JOEL CARRETT/LINKEDIN)

John Barilaro's former media adviser — and now partner — was employed in a senior role at Investment NSW at the time the agency was processing the appointment of the apparently successful candidate Jenny West to the plum job of NSW trade commissioner based in New York.

The media adviser, Jennifer Lugsdin, took up the role of senior media adviser in August last year. It was later revealed that Lugsdin and Barilaro were in a relationship after leaving their spouses. Lugsdin arrived at Investment NSW the same month that West, a senior Investment NSW bureaucrat, was told she had the job following an independent selection process. The offer was later rescinded as part of a chain of events that saw Barilaro himself gain the New York posting.

The fact that Lugsdin was employed by Investment NSW has been known in media and political circles but has so far been unexplored in the NSW upper house inquiry into how Barilaro ended up being appointed to the role. The opposition-run inquiry received bombshell evidence last week from former Barilaro staffers that the then deputy premier had sought urgent advice on how to convert the role into a ministerial appointment — and that he had earlier wanted the trade posting "for when I get the fuck out of this place [NSW Parliament]". This has been denied by Barilaro.



Barilaro scandal raises big questions for a strangely passive premier

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The appointment of Lugsdin raises obvious questions for any investigation into the Barilaro saga. As senior media adviser, how closely did she work with agency head Amy Brown? What did she know about the state of play with the New York job? It also raises larger questions about a political culture where public funds and taxpayer-funded jobs are used for political purposes.

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In an emailed response to Crikey's questions, Investment NSW defended the integrity of Lugsdin's appointment.

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"Investment NSW engaged the services of an external recruitment agency in late July 2021 to provide a contingent labour resource to support the media team in a newly created agency," it said.

"The short-term engagement with the agency supplier, who was the employer of Ms Lugsdin, ended in December 2021.

"The agreement with Ms Lugsdin's employer was in accordance with the NSW government Pre-qualification Contingent Workforce scheme, with Ms Lugsdin assessed as the most qualified and skilled candidate following the review of a number of applicants put forward by four pre-qualified suppliers."

Crikey attempted to contact Jennifer Lugsdin at her new role as senior communications and media officer at the NSW Department of Communities and Justice but we received no response.

In terms of public perception, though, the appointment of Lugsdin risks being seen as symptomatic of a revolving-door culture where the government uses the public service for its own purpose.

This is the very culture that led to Barilaro using the public purse to fashion a benefit for himself via the New York trade job, if we are to believe evidence that last week emerged from former Barilaro staffers (disputed by Barilaro).

Barilaro had also employed 25-year-old Bridgette Joyce, daughter of then National Party leader Barnaby Joyce, as a senior adviser. The taxpayer foots the bill for these jobs, but because they are classed as political they are not subject to public service employment standards.

### Turmoil surrounding Barilaro

The events that preceded Barilaro resigning from the NSW Parliament in October last year show the turmoil that had engulfed the then deputy premier and those around him.

In late 2020 Barilaro took a month's mental health leave after he threatened to withdraw the National Party from the NSW Coalition over government policy on koalas.

In May 2021 he took legal action against YouTube comedian Jordan Shanks over corruption allegations made by Shanks. ([Barilaro was ultimately awarded \\$715,000 in damages in an action against Google.](#))

By August several of his staff had moved on, including Lugsdin.

In early October Barilaro resigned from Parliament and also announced he had split from his wife Deanna after 26 years. The couple have three daughters. In the wake of his resignation, (unfounded) rumours surfaced that Barilaro had been having an affair with Bridgette Joyce. It later emerged that Barilaro was involved in a relationship with Lugsdin, who had also left her marriage.

### Limits of NSW upper house inquiry

The NSW upper house inquiry, run by the public accountability committee, has produced a drip of damaging revelations on the behind-the-scenes manoeuvring that led to Barilaro's appointment. Yet it has also been hampered by the government's refusal, so far, to produce key documents requested by the committee. The opposition has flagged that it may recall the upper house for an urgent sitting this week if the government doesn't play ball.

At the same time, there is a parallel review underway through the department of premier and cabinet, being run by former NSW public service commissioner Graeme Head.

However, neither review appears to have the scope to investigate the revolving-door culture at the heart — at least in terms of public perception — of the Barilaro saga. That may only be possible in a powerful inquiry fully independent of the government, one with the ability to compel evidence.



Barilaro opts out of job, but Perrottet's problems remain

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**New South Wales politics****A 'female focus' and short shortlists: the long road taken to fill NSW's New York trade role**

A series of revelations has raised new questions about how former NSW deputy premier John Barilaro ended up appointed to the trade commissioner job

**Michael McGowan**

@mmcgowan

Sat 30 Jul 2022 06.00 AEST

**L**ast December, as staff inside Investment NSW were preparing to resume the search for a senior trade commissioner based in New York, a brief spelled out instructions given to the recruitment firm charged with finding candidates for the job.

The company was to “focus on female candidates”, according to a copy of the brief prepared for the agency’s chief executive, Amy Brown, that was obtained through parliament.

There is evidence they tried. After former senior public servant and businesswoman Jenny West’s verbal offer for the role was revoked in August, the company, NGS Global, ran a second round of recruitment.

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Among the interviewees for the job was Kimberly Cole, a senior businesswoman who **met with the trade minister**, Stuart Ayres, in March. Other documents suggest another person who was interviewed for the job was also a woman.

Former NSW Coalition leader Kerry Chikarovski is also understood to have been in the mix for the role. She did not respond to requests for comment on Friday.

Instead, in June, former NSW deputy premier **John Barilaro** was announced as the successful candidate for the lucrative role.

This week, as the controversy surrounding his now-abandoned appointment entered its second month, the focus turned to Ayres, the deputy **Liberal party** leader who took over the trade portfolio after Barilaro announced his resignation from parliament last October.

Despite repeated assurances from the government - and Ayres himself - that Barilaro's appointment to the plum job was handled by the public service at arm's length from ministers, a series of revelations has raised new questions about how he ended up in the job.

On Thursday Guardian Australia revealed that on 8 February this year, Brown sent an email to colleagues in the agency stating that she had met with Ayres to "run through" the shortlist for the New York position.

During the meeting, Brown wrote, he **asked her to add a name**.

The name, which remains a secret, was not Barilaro's. It raises an interesting subplot: was Ayres, who previously said he knew Barilaro might apply for the job because the former deputy premier told him via text message in December, actually trying to block his candidacy?

Ayres himself said during a press conference **last month** that he "had some concerns" Barilaro's candidacy could "create some political contention".

"I think I can say to everyone here, I'm hardly known as the flag bearer of the John Barilaro fan club, but he's a private citizen and we've got to be able to make sure that any private citizen who applies for a role gets a fair hearing," he said at the time.

But at the same press conference, Ayres also said that "politicians have not played any role in the selection and recruitment process" of the New York trade role, and that any attempt on his part to direct the public service over hiring would have amounted to "undue influence".



Ayres has continued to deny he influenced the process. During a press conference in Mumbai on Thursday, **he said**: “I have not under any circumstances influenced the decisions of Amy Brown in who she is selecting as senior executives of the public service.”

But the documents at least call into question the government's claim the process was handled entirely by the public service. In fact, emails from within the agency suggest Ayres' involvement extended to instructions on **which media outlets to advertise the position in**.

The documents have placed intense pressure on Ayres, who is due to return with the premier, Dominic Perrottet, from an overseas trade trip over the weekend. A number of senior ministers within the government are furious that the saga shows no sign of letting up, with further hearings of the parliamentary inquiry probing the posting **to be held next week**. Barilaro himself is due to appear on 8 August.

The Labor opposition's refusal to call for Ayres' resignation similarly suggests there is no appetite on their part to bring to a close a saga which has completely derailed the government's agenda less than a year out from the next election.

As shadow treasurer, Daniel Mookhey, said on Thursday: “Our preferred remedy here isn't just to get rid of Stuart Ayres. It's for the people of **New South Wales** to get rid of this government.”

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When the hearings do resume, with Brown to appear for a second time, much of the focus will be on the timeline of the appointments.

When she first appeared before the committee in June, Brown said she made the call to hire Barilaro on 1 April, after interviews were held in mid-March.

She said she told Ayres of her decision sometime that month, and that he responded: “You're the decision-maker, so it's your decision.”

But other documents released to parliament have muddied that timeline. As reported by Guardian Australia, a briefing document states that Investment NSW was **still waiting on “ministerial feedback”** on the position by 28 April, while other previously unreported documents raise further questions.

On 3 May, Brown wrote an email to three staff members in her agency asking for a

copy of the role description for the New York job.

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“When you have a spare moment (not urgent), could someone please send over the RD for STIC Americas? For a contact in (sic) mine who hasn’t applied for the role, but might consider it if it came around AGAIN!” she wrote.

Then on 28 May, an email from the head of the recruitment firm tasked with headhunting for the role sent Brown an email containing reference reports for “the top two candidates” for the job: Barilaro and Cole. “As discussed,” the recruiter wrote.

Investment NSW did not respond to questions about the email, but those dates – well after Perrottet was told of Barilaro’s appointment on 30 April – will be of keen interest to the committee, as will another email, sent on 29 September, stating there was still a “preferred candidate” for the job prior to the second recruitment process commencing.

To understand its significance, you need to go back to the woman who almost did get the job. In August, former senior public servant and businesswoman Jenny West was verbally offered the role.

Brown, who was then her boss, sent her a signed brief from Gladys Berejiklian, still the premier at the time, noting she was the “successful candidate” for the posting.

“**This is one to frame**,” she wrote in a message which included emojis of a champagne bottle and the Statue of Liberty.

But, as has been widely reported, the job was scuppered when Barilaro, a week before his resignation, took a decision to cabinet to have the senior trade roles appointed by ministers. That decision passed on 27 September.

In her explosive testimony to an upper house inquiry earlier this month, West claimed Brown told her during a meeting that the job would be “a present for someone”.

On Thursday, Mookhey said Brown had been recalled to answer the committee’s “additional lines of inquiry”.

“I think that the committee certainly has more information about which means that we are in a better position to test the evidence or witnesses,” he said.

Barilaro has since withdrawn from the position, citing the intense media attention his appointment had garnered, but has said he “**always maintained that I followed the process**”.



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