

**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 | E

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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 <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																				<b>Refer Results</b>							
<b>Sensitive</b>		Exceeds		Exceeds		Exceeds		Meets																				<b>Refer Results</b>							
<b>Sensitive</b>		Marginally Meets		Marginally Meets		Meets		Marginally Meets																				<b>Refer Results</b>							
<b>Sensitive</b>		Marginally Meets		Marginally Meets		Meets		Does Not Meet																				<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 <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>																																	



 <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>Sensitive</div> <div>Sensiti</div>													
<div>Sensitive</div> <div>Sensiti</div>													
<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  
..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)



**Investment  
NSW**

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

**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

Marianne Broadbent

**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 **Sensitive**, 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 Positions/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)										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						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 Barilero	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>																								



Investment

NSW

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	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

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	13/08/2022
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	NDS 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.

**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** |

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**Investment  
NSW**

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

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 **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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---

**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.

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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## Selection Report - 28 May 2022

**Investment NSW**

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

Job Ref: 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 Band Equivalent	General Role	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 Group/s Assessed)

Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People	Other Assessments (As determined appropriate for the role)			Cognitive Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members, refer to HR200001)			
					Choose Capability Assessment Type	Choose Capability Assessment Type	Choose Capability Assessment Type	Cognitive Scores		Capability Potential	Executive Scenario (Grade 11/12 - OFFICE)
	Advanced	Highly Advanced	Highly Advanced	Advanced				Numerical	Verbal	Logical Reasoning	
John Barilaro	Meets	Exceeds	Exceeds	Meets	Select Rating	Select Rating	Select Rating				Refer Results
	Meets	Meets	Exceeds	Exceeds	Select Rating	Select Rating	Select Rating				Refer Results
	Meets	Meets	Meets	Exceeds	Select Rating	Select Rating	Select Rating				Refer Results
	Marginally Meets	Meets	Marginally Meets	Marginally Meets	Select Rating	Select Rating	Select Rating				Refer Results

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.

**Recommended Candidate:**

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 Rydges Timber and Mouldings business in Queensland, enduring university to learn his trade on the jobs. He became Managing Director of Rydges 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 85. After frustrations with Government encountered through his establishment of a local soccer club and the 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 Murrumbidgee in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. A 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 Tronzy-Hyatt 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 now feels 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 share 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 development. John noted that a major initiative he had was the development of Special Activation Precincts. These developments then provided a foundation for shaping 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 precincts. 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 was 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 Reinstatement AND Confirmation	Select	Reinstatement Justification	Background Checks Outcome?	1) Academic Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	Mod 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 complete the Panel Interview Rating and Other Assessments

**Unsuccessful Candidate/s:**

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

**Sensitive**

Investment NSW												Job Req. Reference	
Selection Panel Report (Senior Trade and Investment Commissioners) 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
Sensitive													
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	15/01/20
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest		
Panel Member	Katherine Lu	NSW Public Service Commissioner	NSW Government	No Conflict of Interest		
Independent Panel Member	Warwick Smith AO	Chairman	Karius Capital	No Conflict of Interest		
Additional Member/cribe	Marianne Broadbent	Managing Partner	NOS 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.

NSW Investment NSW														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				
Panel Interview Rating (All Focus Capabilities or 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							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		CPQ (Refer Results)						
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						
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.									
<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 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. 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, 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)									
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NSW Investment NSW													Job Req. Reference	
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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>Sensitive</p> <p>Sensitive</p> </div>														
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Panel Lead	Amy Brown	Chief Executive Officer	Investment NSW	No Conflict of Interest				Select Appropriate Declaration from Drop Down Options		15/08/2022				
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															Job Req. Reference: J15847																																																																																																								
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<b>Recommended for Talent Pool</b>															Please state the reasons why the candidate is being recommended for the talent pool, and complete complete the <b>Panel Interview Rating</b> and <b>Other Assessments</b>																																																																																																								
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<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</b> and <b>Other Assessments</b>																																																																																																								
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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>Panel Lead Confirmation of Interview Panel Outcome</b>															<b>Date</b>																													
<b>Panel Lead</b>															Amy Brown															Chief Executive Officer															Investment NSW															No Conflict of Interest															Select Appropriate Declaration from Drop Down Options															15/03/2022																													
<b>Panel Member</b>															Kylie Bell															Acting Managing Director															Investment NSW															No Conflict of Interest																																																											
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 <b>Investment NSW</b>												<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>		<b>Job Ref. Reference</b>	<b>115847</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>	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>HR Partner</b>	
<b>Independent Panel Member</b>	Warwick Smith AO	Chairman		Kansu Capital		No Conflict of Interest									
<b>Additional Member/Scribe</b>	Marlance Broadbent	Managing Partner		NGS Global		No Conflict of Interest									

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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.



Jing Fu

---

**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

OFFICIAL

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

OFFICIAL

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

Kylie Bell  
Kristy Manton

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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Level 5 / 175 Collins Street, Melbourne, VIC, 3000

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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

---

**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**

---

**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  
OFFICIAL  
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



NSW Investment NSW															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		
Panel Interview Rating (All Focus Capabilities or 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						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									
<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>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 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 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 Panel Interview Rating and Other Assessments																						
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																						
<p><b>Sensitive</b></p> <p>Sensiti</p>																								
<p><b>Sensitive</b></p> <p>Sensiti</p>																								

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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: jasmine.antonious@kansucapital.com.au | Ph: **Se**

**Sensitive**

On 15 Jun 2022, at 12:52 pm, Lynne Clements <lynne.clements@ngsglobal.com> 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>



**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** | E

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 Sensitive

Sensitive

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

Dear Warwick,

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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,

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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**

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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  
OFFICIAL

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

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Investment NSW															Job Req. Reference	
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas															Date of Panel Report	
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Location	Temporary Contract		SE Band 3 Equivalent		Role Number/s		No. of Position/s	1	No. of Applicant/s	12	No. Shortlisted	4	No. Interviewed	4	HR Partner	Evelina Polara
Panel Interview Rating (All Focus Capabilities or 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										Capability Potential		
	Advanced	Highly Advanced	Highly Advanced	Advanced										OPQ (Behavioural)		
John Barilaro	Meets	Exceeds	Exceeds	Exceeds												
Sensit	Meets	Meets	Exceeds	Exceeds												
Sensit	Meets	Meets	Meets	Exceeds												
Sensit	Marginally Meets	Meets	Marginally Meets	Marginally Meets												
<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>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>																
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)	11/01/2022					
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 contestable feedback as to why each candidate/s is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments														
<p><b>Sensitive</b></p> <p><b>Sensit</b></p>																
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 <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>	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 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>						
<b>Panel Lead</b>	Amy Brown	Chief Executive Officer	Investment NSW	No Conflict of Interest				Select Appropriate Declaration from Drop Down Options		15/03/2022						
<b>Panel Member</b>	Kyle Bell	Acting Managing Director	Investment NSW	No Conflict of Interest												
<b>Panel Member</b>	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest												
<b>Independent Panel Member</b>	Warwick Smith AO	Chairman	Kanoo Capital	No Conflict of Interest												
<b>Additional Member/Scribe</b>	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest												
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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  
NGS GLOBAL | AMERICAS • EUROPE • ASIA PACIFIC • AFRICA • MIDDLE EAST  
L5, 175 Collins Street, Melbourne VIC 3000

[www.ngs-global.com](http://www.ngs-global.com)  
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 <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		
<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														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							
<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>																				


 <b>Investment NSW</b>												<b>Selection Panel Report (Senior Trade and Investment Commissioner) The Americas</b>		Job Req. Reference J15847
												Date of Panel Report		
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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	
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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				



NSW GOVERNMENT Investment NSW															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 3 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 32 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													Capability Potential			
	Advanced	Highly Advanced	Highly Advanced	Advanced													OPQ (behavioural)			
John Barilaro	Meets	Exceeds	Exceeds	Exceeds																
Sensitive	Meets	Meets	Exceeds	Exceeds																
Sensitive	Meets	Meets	Meets	Exceeds																
Sensitive	Marginally Meets	Meets	Marginally Meets	Marginally Meets																
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<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. 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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			
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 <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 &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>				13/08/2022				
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									
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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