



Appointment of Senior Trade & Investment Commissioner - Americas

Issue:	A full recruitment process for the role of Senior Trade & Investment Commissioner (STIC) – Americas has been undertaken, and a successful candidate identified.
Analysis:	As part of the NSW Global strategy and revamp of the NSW international network, the Government announced the intended appointment of STICs located in ASEAN (Singapore), India/Middle-East and the Americas (New York). This is in addition to an Agent General role in London and the recently appointed STIC in North Asia (Tokyo). NGS Global was engaged to undertake the executive search for the STIC roles following the review of proposals from three NSW Government approved suppliers.

Key reasons

- To notify the Minister of the outcome of the recruitment search for a STIC – Americas. The Premier, Deputy Premier, and Treasurer will also be notified of the successful candidate
- The role of STIC – Americas is a public service senior executive employed under the *Government Sector Employment Act 2013* by the CEO of Investment NSW.
- After a full recruitment process, the successful candidate is Ms Jenny West – Deputy Secretary Trade & International Group, Investment NSW.
- The successful candidate was recommended by a recruitment panel comprised of:
 - Ms Amy Brown – CEO Investment NSW
 - The Hon. Warwick Smith AO, independent member
 - Mr Jim Betts – Secretary Department of Planning, Industry & Environment
 - Dr Marianne Broadbent, Managing Partner NGS Global

Financial or other impact

- All STIC roles are fully funded and budget approved through the Global NSW process.

Supporting information

List of attachments

- Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 202

Recommendations and actions

- Note the selection of Ms Jenny West as the successful candidate for the STIC – Americas role.
- Note Investment NSW will liaise with the Minister’s office to offer a meeting between the Minister and Ms West to discuss priorities for international trade and investment for NSW, prior to her relocation to New York.

Investment NSW final approver:	Approved
	Amy Brown, CEO Investment NSW

Investment NSW Office Use:


Sensitivity label: **SENSITIVE: NSW GOVERNMENT**

Date Investment NSW action due: Date

Date final action due: Date

AYRES
SENSITIVE: NSW GOVERNMENT

The Minister for Jobs, Investment, Tourism and Western Sydney comments	Date	Approved/Not Approved/Noted
	17/08/2021	Approved

Responsible Action Officer:	Alex Engel-Mallon – Chief of Staff to the CEO, Investment NSW 
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FW: Recruitment Panels for STICs

From: Kristy Manton
To: Alexandra Engel
Cc: Lisa Braid
Date: Mon, 30 Aug 2021 13:18:00 +1000

This explains why I didn't know. They were told not to tell us ha

From: Evelina Polura
Sent: Monday, 30 August 2021 1:16 PM
To: Kristy Manton
Cc: Jing Fu Alicia Kemp

Subject: FW: Recruitment Panels for STICs

The below explains the discrepancy between my records and Alex's, although I am none the wiser as to exactly who was on which panel in the end.

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)
 GPO Box 5469, Sydney NSW 2001
 Sensitive

| investment.nsw.gov.au



From: Marianne Broadbent
Sent: Monday, 30 August 2021 1:03 PM
To: Evelina Polura
Cc: Lynne Clements Alicia Kemp

Subject: Re: Recruitment Panels for STICs

Evelina, we provided that updated to Amy Brown and Alicia Kemp at week ago. Please ask them for it as there were some other sensitivities on it also, and we were asked to send it to them only.

One change was that it had the Sarah Hill's name in instead of Tim Reardon's for India / Middle East. We expect that there had also been updates post the first draft we sent to do with completion of assessments that Inv NSW organised. Thanks Marianne B

Sarah Hill	CEO	Western Parkand City Authority
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Dr Marianne Broadbent
MANAGING PARTNER

NGS GLOBAL | AMERICAS • EUROPE • ASIA PACIFIC • AFRICA • MIDDLE EAST
Level 5 / 175 Collins Street, Melbourne, VIC, 3000

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From: Evelina Polura
Date: Monday, 30 August 2021 at 12:56 pm
To: Marianne Broadbent
Cc: Lynne Clements
Subject: Recruitment Panels for STICs

Hi Marianne,

Could you please confirm whether the below are the correct attendees for each of these two recruitment panels? This is what was in the selection reports you provided but it appears that perhaps Tim Reardon was not on the India and Middle East panel, or perhaps was not able to make some of the interviews, and that Sarah Hill took his place.

STIC ASEAN

Amy Brown – CEO Investment NSW
Tim Reardon – Secretary DPC
Warwick Smith – Independent Panel Member
(Additional member - Dr Marianne Broadbent – NGS Global)

STIC India and Middle East

Amy Brown – CEO Investment NSW
Tim Reardon – Secretary DPC
Warwick Smith – Independent Panel Member
(Additional member - Dr Marianne Broadbent – NGS Global)

If you are please able to confirm this as soon as possible it would be much appreciated.

Kind regards,

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)
GPO Box 5469, Sydney NSW 2001

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FW: Singapore and India STICs

From: Kristy Manton
To: Nghia Nguyen-Le
Date: Thu, 14 Oct 2021 17:20:19 +1100
Attachments: Minister Note - STIC ASEAN.zip (810.25 kB); Minister Note - STIC India-Middle East.zip (967.47 kB)

From: Evelina Polura
Sent: Thursday, 14 October 2021 5:19 PM
To: Alicia Kemp Kristy Manton

Subject: RE: Singapore and India STICs

Hi Alicia,

Please find attached the two packs for Minister Ayres for the ASEAN (Singapore) and India-Middle East STICs.

We have included a few additional bits of information for each candidate (such as cover letter, reference report, candidate report) but if these are not required as per Nghia's message then please feel free to remove them.

Please let myself or Kristy know if any questions or if anything further required.

Regards,

Evelina Polura | HR Business Partner

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GPO Box 5469, Sydney NSW 2001
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From: Kristy Manton
Sent: Thursday, 14 October 2021 1:35 PM
To: Alicia Kemp Evelina Polura

Subject: RE: Singapore and India STICs

Thanks Alicia, and no problem we are just getting the pack ready to send up to Amy for the Minister

K

From: Alicia Kemp
Sent: Thursday, 14 October 2021 1:00 PM
To: Evelina Polura

Cc: Kristy Manton
Subject: RE: Singapore and India STICs

Hi both – signed copies attached.

The Minister wants us to set up the meetings so I am just waiting on Lorna to come back to me to me with timings.

Alicia Kemp | Executive Assistant to Chief Executive Officer
Investment NSW
52 Martin Place, Sydney NSW 2000

| 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

From: Evelina Polura
Sent: Thursday, 14 October 2021 10:46 AM
To: Alexandra Engel
Cc: Kristy Manton

Alicia Kemp

Subject: FW: Singapore and India STICs

Hi Alex,

Based on Marianne Broadbent's email below can you please confirm whether a finalised copy of the selection panel report that has been signed off by all relevant parties for STIC Singapore and India/Middle East is available and can be shared with us?

The attached latest versions are what I have – India/Middle East has no signatures and Singapore missing Tim Reardon's and Marianne Broadbent's - but I can include these in the minister's pack for these two positions if no further updated ones are available?

Thanks and regards,

Evelina

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)
GPO Box 5469, Sydney NSW 2001
M **Sensitive**

| investment.nsw.gov.au

From: Marianne Broadbent
Sent: Wednesday, 13 October 2021 2:00 PM
To: Evelina Polura

Cc: Lynne Clements

Alicia Kemp

Subject: Re: Singapore and India STICs

Evelina – Amy has the final version and there was a level of sensitivity with this, so please seek from her office. She and Alicia will understand why this is the case. I have signed the last version I had and provided as requested. We not have, and never had had, access to the assessments completed as that was all done by Irw NSW/NSW Treasury. Thanks much.

Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Evelina Polura
Date: Wednesday, 13 October 2021 at 1:33 pm
To: Marianne Broadbent
Cc: Lynne Clements
Subject: Singapore and India STICs

Hi Marianne,

I believe Amy Brown may have contacted you in the last day or two to let you know that we are going to proceed with the Singapore and India STIC recruitment processes with the current preferred candidates, but please let me know if not the case.

I have been asked to put a pack together for each role containing as much of the candidate information as I have, and I think I have everything I need for both which includes the CV and cover letter, reference report, candidate report with results of personality questionnaires and those background checks that are already completed.

The only thing that I am missing is the finalised signed off selection panel report so if you have this could you please send a copy and otherwise I will get this from Amy's office.

Thanks in advance,

Evelina

Cc: Kristy Manton
Subject: RE: Singapore and India STICs

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Alicia Kemp | Executive Assistant to Chief Executive Officer
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Thanks and regards,

Evelina

Evelina Polura | HR Business Partner

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GPO Box 5469, Sydney NSW 2001
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Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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Cc: Lynne Clements
Subject: Singapore and India STICs

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Thanks in advance,

Evelina

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)
GPO Box 5469, Sydney NSW 2001

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International Network and Trade & International Team

From: Kylie Bell
To: Ellen Choulman
Cc: Karla Lampe
Date: Tue, 07 Dec 2021 22:32:02 +1100
Attachments: Minister Ayres - International Strategy.pptx (2.37 MB); Trade and International Brief to Minister Ayres.docx (753.36 kB)

Hi Ellen

As discussed a quick summary of our STICs for you. I understand you spoke with Karla regarding the status of the international network rollout. By way of update;

- North Asia (Tokyo) STIC Mike Newman - appointed July, departing for Tokyo on 13 January, pending Japanese visa noting travel restrictions into Japan and that quarantine will be required on arrival. Mike has spent the past few months working from our Sydney office doing meetings with Japanese and Korean investors / potential investors to identify investment and reinvestment opportunities for NSW, as well as meeting with NSW exporters with the potential to export to Japan and Korea. He has also conducted regional travel ie Newcastle/ Hunter, to understand what he is promoting to Japanese and Korean companies and has also travelled to Canberra to meet with DFAT leaders as well as the Japanese and Korean Ambassadors to profile and communicate NSW priorities. He has also delivered a significant number of external speaking engagements to profile NSW priorities to North Asian investors, exporters and stakeholders.
- UK & Europe STIC (London) Stephen Cartwright – announced October, scheduled to depart for London on 23 January (via Dubai Expo and a major DFAT organised conference on Australian renewable investment opportunities in Berlin. Stephen has spent the past few months meeting with UK and European investors / potential investors to identify investment and reinvestment opportunities for NSW, as well as meeting with NSW exporters with the potential to export to the UK and Europe. Also conducted regional roadshows and travelled to Canberra and has had numerous speaking engagements related to his UK, Europe and Israel portfolio.
- ASEAN STIC (Singapore) – final contract with candidate Andrew Parker now for signature, announcement can be made prior to Christmas, expected to start April 22.
- India & UAE STIC (Mumbai) - contract negotiations underway – final contract with candidate for agreement, announcement can be made prior to Christmas and expected to commence Q1 22.
- Recruitment for North America (NY) and Greater China (Shanghai) STICs underway, expected to commence Q2 22.

More broadly, we currently have 26 trade and investment resources based across the network, and will have at least 30 staff contracted by year end. Expect to have the full 55 FTE operational by the end of this financial year. Recruitment of NSW's embedded staff in spoke locations is heavily delayed due to capacity constraints experienced by our partner agency, Austrade who have been slow to respond and action recruitment. 8 of the remaining 9 locations we plan to set up in are to be based within Austrade – Washington, Santiago, Toronto, Kuala Lumpur,

Bangalore, Beijing (to be replaced by Taipei), Paris and Frankfurt. We will have our hub office in New York opened in March (we have a lease on a property in the Australian US Consulate and the property is currently being refurbished).

The attached presentation includes the current status of the international network and strategy (pg 3), as well as future growth of the network (pg 6) which is currently the subject of the mid-year budget request for additional FTE as part of the creation of our new department.

KPIs

Slide 5 in the attached outlines the agreed KPIs the team will be working to

We can discuss tomorrow. I am attending the State and Territories senior trade officials meeting which is being held all day tomorrow and hosted by the Commonwealth. In looking at the agenda I can give you a call at about 1:30pm when we break for lunch.

Hope that is OK.

I have also attached the brief we shared with Minister Ayres on our team a few months ago as well for your background reading.

Cheers
Kylie

Fiona Denton

From: Evelina Polura
Sent: Wednesday, 8 December 2021 14:15
To: Kristy Manton
Subject: RE: High level update for Lisa/Amy 8th Dec

Hi Kristy,

Summary of updates for global expansion and offshore team below;

- Michael Page UK recruiting for London Director/Associate Director roles. AD – 4 interviews completed, second stage meetings with TIC in London for candidates being arranged. Director - 2 interviews done, 1 more being arranged and second interview for preferred candidate scheduled for 20th December. Aiming for Jan/Feb commencement for both roles.
- Singapore Associate Director and Director recruitment commencing, briefed Michael Page on roles, shared role descriptions and adverts being drafted. Advertising expected to commence this week.
- Mumbai - will start recruiting for Education role in coming weeks. Some candidates already identified through previous process, internal recommendations and individuals reaching out.
- Briefed Michael Page Japan (with Mike Newman) to start recruitment process for Tokyo Director and Associate Director roles. Recruitment was paused but has been given go ahead, instructed Michael Page to proceed with advertising and conversations with potential candidates to test market reaction to March 2022 commencement date. Unable to employ directly until March 2022 due to entity and payroll establishment timeframes.
- Regional Business Manager Singapore (previously called Office Manager) – Interviewed 3 candidates, 2 progressed to second stage with one preferred. Role was paused and now re-started. Previously identified preferred candidate has met with STIC ASEAN, been endorsed and reference checks done. Doing background checks and workflow for contract.
- Austrade SLA addendum for Frankfurt, Paris, Washington and Bangalore finalised. Proceeding with Washington and Bangalore recruitment through Austrade. Kuala Lumpur Director recruitment commencing in coming weeks through Austrade.
- Seoul Associate Director recruitment advert closed and candidates interviewed on 29th November. Preferred candidate has been reference checked and Austrade completing security checks. Meeting with Kylie Bell next week.
- Visa / official passport issue for remaining STICs/AG – will confirm type of visa and passport on case by case basis, KPMG Immigration being engaged to assist STICs with immigration/visa where required.
- Clare and Evelina worked with KPMG to investigate various offshore payroll options (exploring if preferred option of a single global provider is feasible due to the small size and scope of our offshore footprint). Obtained various global and boutique/local provider quotes, conducted deep dive for Global Network Expansion team and TMF as a global provider was agreed. Contract and T&C discussions with TMF and legal in final stages, brief (with MSA and GSOW) being prepared to be work-flowed by early next week.
- Leave management solutions for global network – received quote from GovConnect/Infosys for leave management solution as external providers are cost prohibitive given the size of our population. Will be reviewing scope and cost and discussing if budget available in the coming weeks. Automated leave approval forms being developed in Salesforce to replace current paper approvals. Got demo of Edays solution this week, partner of TMF and a lower cost and more efficient solution than Infosys, and now awaiting further documentation from Edays to evaluate.

- STIC ASEAN – preferred candidate identified. Contract and brief approved and signed by CEO and issued to candidate. Candidate said he would returned signed contract on Thursday. Start date in April, mobilisation in late June.
- STIC India & Middle East - preferred candidate identified. Draft contract reviewed by candidate and accepted, executed copy now being work-flowed for approval and CEO signature.
- STIC North Asia - working on Michael Newman's arrangements for mobilisation to Japan – now likely relocating in January 2022. Meeting conducted with HSF, KPMG, Visalink and internal stakeholders to discuss how visa and passport types influence tax, payroll and other obligations. KPMG to be engaged for immigration/visa assistance.
- Agent General – due to relocate to UK on 23rd Jan 2022.
- STIC Americas – NGS to re-commence search. NGS brief to focus on female candidates.
- STIC China – NGS to re-commence search. NGS brief to focus on female candidates.
- Regional Business Manager New York (previously called Office Manager) – ON HOLD. Interviewed 3 candidates and two progressed to second stage. Role now paused while we recalibrate entity establishment and office opening timelines and new tax advisors (KPMG unable to advise due to FARA rules).
- Other North Asia/Korea role (Director) to be roaming role based from Sydney. Kylie and Kristy managing transfer of Sensitive appointed to Associate Director level 11/12 for this.
- Sensitive - TIC Europe – Contract signed and accepted. Targeting early 2022 start date Sensi working to negotiate down his 6 month notice period) but if not be achievable will start in March. Background checks completed from previous process with candidate.

Please let me know if any questions or any other detail required.

Regards,

Evelina Polura | HR Business Partner
Investment NSW
52 Martin Place, Sydney NSW 2000
M: Sensitive

investment.nsw.gov.au



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NSW**

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

RE: Draft Media Release for STICs for MO

From: Kristoff Clark
:
To: Karla Lampe Jennifer Lugsdin
Date: Wed, 08 Dec 2021 15:54:40 +1100

I don't but Evalina has sent through to Jen

Kristoff Clark | Associate Director, Communications, Media & Engagement
Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000
M: **Sensitive** | investment.nsw.gov.au

From: Karla Lampe
Sent: Wednesday, 8 December 2021 3:54 PM
To: Jennifer Lugsdin
Cc: Kristoff Clark
Subject: RE: Draft Media Release for STICs for MO

Kristoff I understand you have the burbs

From: Jennifer Lugsdin
Sent: Wednesday, 8 December 2021 3:32 PM
To: Karla Lampe
Cc: Kristoff Clark
Subject: FW: Draft Media Release for STICs for MO

Hi Karla

Vanessa mentioned there was a paragraph/blurb – high level – on the two appointments that you (or someone in your team) would be able to provide me with please?

KC sent me the resumes

Thanks

Jen

From: Vanessa Grimm
Sent: Wednesday, 8 December 2021 1:49 PM
To: Kylie Bell Kristy Manton
Evelina Polura
Karla Lampe
Jennifer Lugsdin
Cc: Kristoff Clark Lisa Braid

Subject: RE: Draft Media Release for STICs for MO

Thanks KB, the amazing KL, and KM are working with Jen. Suggest we have both in and request MO hold until next week when Vish has signed and both are happy with their quotes? If ok with everyone?

[@Jennifer Lugsdin](#) as discussed, we will need to remind MO in strong language the draft release is not to go out yet etc

Vanessa Grimm | Director of Communications, Media, Marketing & Engagement
Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000
M **Sensitive** | investment.nsw.gov.au



**Investment
NSW**

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From: Kylie Bell
Sent: Wednesday, 8 December 2021 1:43 PM
To: Vanessa Grimm
Kristy Manton
Evelina Polura
Karla Lampe
Cc: Kristoff Clark
Jennifer Lugsdin
Subject: Draft Media Release for STICs for MO

Hi all

I think Karla has provided some information – maybe to Jen? - on the ASEAN, India and ME trade and investment opportunity for NSW.

Kristy or Evelina, do you have the half page summary on each candidate that NGS would have produced that we can insert into the draft media release please. It would save the team having to pick through their bios or linked in to create a narrative.

If you could pls shoot this across to the media team today (kinda urgently) that would help us finalise the draft MR as the Minister's office is chasing this.

Do we have a signed agreement yet from Andrew Parker? Vish is apparently happy with the changes so would be good to understand if he intends to sign so we can get that ready as well.

We would need to send the MR(s) to them in advance of course for their sign off as well – so anything we send must have draft stamped all over it. If Vish is going to take to long the Minister may choose to do them separately. So good to understanding timing from a HR perspective so we can plan for this if needed.

Thanks

K

Kylie Bell | Executive Director Trade & International
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
M **Sensitive** | investment.nsw.gov.au
Executive Assistant |



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

FW: REVISED STIC media release draft

From: Investment NSW Media
To: Vanessa Grimm Kristoff Clark

Felicity Nethery
Shae McLaughlin
Benjamin Weir
Jennifer Lugsdin
Nikki Bradley
Duncan Farr
Karan Bawa

Date: Fri, 10 Dec 2021 10:26:54 +1100
Attachments: Stuart Ayres med rel - NSW appoints ASEAN India and Middle East Trade
Investment Commissioners v3.docx (98.53 kB)

From: Ellen Choulman
Sent: Thursday, December 9, 2021 11:26:35 PM (UTC+00:00) Monrovia, Reykjavik
To: Kristoff Clark Sophie Hull

Cc: Vanessa Grimm Anna Bull Investment NSW Media
Kylie Bell

Subject: RE: REVISED STIC media release draft

One edit made – the Minister was keen for recruitment to be commenced/advertised this year, which it is, so I've included some weasel words to put that beyond doubt. Otherwise, this is fine by me. Will leave with Soph to finalise.

Ellen Choulman
Director of Policy
Office of the Hon. Stuart Ayres MP
Minister for Jobs, Investment, Tourism and Western Sydney
Minister for Trade and Industry

Sensitive

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From: Kristoff Clark
Sent: Friday, 10 December 2021 10:14 AM
To: Sophie Hull Ellen Choulman

Cc: Vanessa Grimm Anna Bull Investment NSW Media
Kylie Bell

Subject: REVISED STIC media release draft
Importance: High

Hi Sophie and Ellen,

We understand the Minister has given feedback via Amy that he would like to say the remaining recruitment would be finalised before the end of the year, however this is not the case as both Americas and China will be Q1.

We have amended in the attached, and I have made minor tweaks to take an errant word out.

[@Sophie Hull](#) I'm not sure if you made any changes yesterday, but either send me your version and I can cross-reference, or please could you use this updated version attached?

We need to keep in touch with Kylie to confirm when both candidates are ready to be announced, as to the timing of this release – but we anticipate potentially Tuesday.

Kristoff Clark | Associate Director, Communications, Media & Engagement
Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000

Sensitive

investment.nsw.gov.au

From: Anna Bull
Sent: Friday, 10 December 2021 9:30 AM
To: Ellen Choulman
Kylie Bell
Kristoff
Sophie Hull
Clark
sophie.hull@nsw.gov.au
Cc: Vanessa Grimm
Investment NSW Media
Subject: RE: STIC media release draft

Hi Ellen,

Yes that's right – we're still waiting for Vish to sign. We will keep you posted.

Many thanks,

Anna

Anna Bull | Associate Director – International Projects Office
Trade & International
Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000

Sensitive

investment.nsw.gov.au



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From: Ellen Choulman
Sent: Friday, 10 December 2021 9:28 AM
To: Kylie Bell
Sophie Hull
Kristoff Clark
Cc: Anna Bull
Vanessa Grimm

Investment NSW Media

Subject: RE: STIC media release draft

Thanks Kylie – the Minister is currently reviewing the med rel. Can I confirm we're still waiting on Vish's signature (which is due to occur today)?

Ellen Choulman
Director of Policy
Office of the Hon. Stuart Ayres MP
Minister for Jobs, Investment, Tourism and Western Sydney
Minister for Trade and Industry

Sensitive

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From: Kylie Bell
Sent: Friday, 10 December 2021 8:45 AM
To: Sophie Hull
Kristoff Clark
Ellen Choulman
Cc: Anna Bull
Vanessa Grimm
Investment NSW Media

Subject: RE: STIC media release draft

Hi all

Andrew has confirmed he is OK to review the MR today.

Pls let me know when I can share with both him and Vish so we are ready to go.

Cheers
K

From: Kylie Bell
Sent: Thursday, 9 December 2021 3:53 PM
To: Sophie Hull
Kristoff Clark
Ellen Choulman
Cc: Anna Bull
Vanessa Grimm
Investment NSW Media

Subject: RE: STIC media release draft

Thanks

I've just called Andrew Parker to advise we intend to send out a MR next Monday announcing his appointment. When the Minister has said it is 'good to go' can you please shoot back to me so I can share with Andrew and make sure he is comfortable with any quote please. I am doing the same with Vish now and we are hoping to get his contract signed tomorrow in advance of the announcement.

Thanks all

K

From: Sophie Hull
Sent: Thursday, 9 December 2021 3:40 PM
To: Kristoff Clark
Cc: Anna Bull
Ellen Choulman
Kylie Bel
Vanessa Grimm
Investment NSW Media

Subject: RE: STIC media release draft

Thanks all! It's with the Minister now.

From: Kristoff Clark
Sent: Thursday, 9 December 2021 3:32 PM
To: Kylie Bell
Cc: Anna Bull
Sophie Hull
Ellen Choulman
Vanessa Grimm
Investment NSW Media

Subject: RE: STIC media release draft

Suggest a tweak to the attached as I think order reads clearer.

My suggestion here.

Kristoff Clark | Associate Director, Communications, Media & Engagement
Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000
 investment.nsw.gov.au

From: Kylie Bell
Sent: Thursday, 9 December 2021 3:29 PM
To: Kristoff Clark
Cc: Anna Bull
Ellen Choulman
Sophie Hull
Vanessa Grimm
Investment NSW Media

Subject: RE: STIC media release draft

Hi all

Was just on the phone with Ellen and she suggested a small change to make it clear that we now have four STICS in place with the final two being recruited now and we are on track with plans. Revised attached.

Cheers

K

From: Kristoff Clark
Sent: Thursday, 9 December 2021 3:17 PM
To: Sophie Hull
Ellen Choulman

Cc: Kylie Bell

Anna Bull
Vanessa Grimm
Investment NSW Media

Subject: STIC media release draft
Importance: High

Hi both,

Thanks for your time just then. Please see attached our draft of the STICs announcement for your consideration.

Please let us know thoughts or any feedback you would like us to address.

Kristoff Clark | Associate Director, Communications, Media & Engagement
Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000

Sensitive

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



Tuesday, 14 December 2021

NSW APPOINTS ASEAN, INDIA & MIDDLE EAST TRADE & INVESTMENT COMMISSIONERS

The NSW Government has appointed two further Senior Trade and Investment Commissioners (STICs) to help facilitate new export growth opportunities and open doors for NSW businesses across the ten Southeast Asian member states (ASEAN), India and the Middle East.

Minister for Jobs, Investment, Tourism and Western Sydney and Minister for Trade and Industry Stuart Ayres said NSW is on track with establishing six global Investment NSW “hub” offices across key regions, as a critical part of the government’s response to COVID-19 and economic recovery.

“In October this year, we released the first ever *NSW Trade Statement*, which included our aim to appoint six global commissioners to help us open up new opportunities for NSW businesses worldwide,” Mr Ayres said.

“Today we can announce our third and fourth STICS, Mr Andrew Parker (ASEAN) and Mr Vishwesh Padmanabhan (India and Middle East) who will lead our engagement in these markets, taking up their posts in early 2022.”

The appointments add to the earlier announcements of Stephen Cartwright OAM as UK Agent General and Senior Trade and Investment Commissioner for Europe and Israel, and Michael Newman as a Senior Trade and Investment Commissioner to North Asia.

Mr Parker is a long-term partner at PwC who, for the past seven years, has been Asia Practice Leader for PwC Australia. He holds positions on a range of Boards and Committees, including Non-Executive Director of China Matters and Monash University’s Australia-Indonesia Centre, is a member of the Advisory Board of the Asia Society of Australia and Co-Chairman of DFAT’s Business Advisory Group for its Blueprint for Deepening Australia’s Trade and Investment with Indonesia.

“The ASEAN trade bloc represents NSW’s third largest two-way trading partner after China and the USA, and the fourth largest investor into Australia. The \$3 trillion economies of ASEAN provide multiple opportunities for NSW exporters, from premium food and beverage makers through to medtech, fintech and cyber businesses, to access a growing population base,” Mr Parker said.

“Supporting the return of international students from the region will be high on my list of priorities, and I’m also excited to use my position and base in Singapore to work

with regional headquarters of multinationals to attract investment and stimulate jobs growth in NSW.”

Mr Padmanabhan has worked in senior roles throughout Asia for the past two decades, including Malaysia and Singapore for IBM, South East Asia for PwC and most recently based in India as KPMG India’s Markets Global Leader Partner, working with telco clients in India, Australia, Vietnam and the Middle East.

“NSW has a strong relationship with India, one built on trade, business, culture and significant people-to-people links. With the world’s largest democracy and a young population, India is one of NSW’s most promising sources of growth and continues to generate immense opportunities for NSW business,” Mr Padmanabhan said.

“I’m looking forward to drawing on my experience and relationships to create strong trade pathways that attract investment and boost exports to support jobs and growth at home.”

Mr Ayres said Investment NSW’s international offices will actively promote the state as a destination for international investment and as a source of world-class products and services.

“The NSW Government is committed to helping NSW businesses diversify and recover from the disruptions this pandemic has caused and to ensure our global trading system remains strong despite COVID-19.”

“We are setting ambitious targets, but we are also supporting those targets with the resources to make them a reality. I am thrilled with the appointments of Mr Parker and Mr Padmanabhan and look forward to working with them in the new year.”

Recruitment for the final two Senior Trade and Investment Commissioner positions for the Americas and Greater China is underway and will be finalised in the coming months.

The *NSW Trade Statement* outlines strategies to expand NSW exports including:

1. increasing the number of exporting businesses from NSW, particularly small and medium-sized enterprises (SMEs)
2. exporting a more diverse range of goods, services and technologies, reflecting the true breadth and depth of NSW’s world leading capabilities
3. not only growing exports in established markets, but also increasing the number of overseas markets that we export to
4. building new pathways like ecommerce for how we export to reach a global customer base of billions of consumers.

Download the NSW Trade Statement at <https://www.investment.nsw.gov.au/>.

MEDIA: Sophie Hull

**Stuart Ayres**

Minister for Jobs, Investment, Tourism and Western Sydney
Minister for Trade and Industry

MEDIA RELEASE

Thursday, 16 December 2021

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“In October this year, we released the first ever *NSW Trade Statement*, which included our aim to appoint six global commissioners to help us open up new opportunities for NSW businesses worldwide,” Mr Ayres said.

“Today we can announce our third and fourth STICS, Mr Andrew Parker (ASEAN) and Mr Vishwesh Padmanabhan (India and Middle East) who will lead our engagement in these markets, taking up their posts in early 2022.”

The appointments add to the earlier announcements of Stephen Cartwright OAM as UK Agent General and Senior Trade and Investment Commissioner for Europe and Israel, and Michael Newman as a Senior Trade and Investment Commissioner to North Asia.

Mr Parker is a long-term partner at PwC who, for the past seven years, has been Asia Practice Leader for PwC Australia. He holds positions on a range of Boards and Committees, including Non-Executive Director of China Matters and Monash University’s Australia-Indonesia Centre, is a member of the Advisory Board of the Asia Society of Australia and Co-Chairman of DFAT’s Business Advisory Group for its Blueprint for Deepening Australia’s Trade and Investment with Indonesia.

“The ASEAN trade bloc represents NSW’s third largest two-way trading partner after China and the USA, and the fourth largest investor into Australia. The \$3 trillion economies of ASEAN provide multiple opportunities for NSW exporters, from premium food and beverage makers through to medtech, fintech and cyber businesses, to access a growing population base,” Mr Parker said.

“Supporting the return of international students from the region will be high on my list of priorities, and I’m also excited to use my position and base in Singapore to work

with regional headquarters of multinationals to attract investment and stimulate jobs growth in NSW."

Mr Padmanabhan has worked in senior roles throughout Asia for the past two decades, including Malaysia and Singapore for IBM, South East Asia for PwC and most recently based in India as KPMG India's Markets Global Leader Partner, working with telco clients in India, Australia, Vietnam and the Middle East.

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"I'm looking forward to drawing on my experience and relationships to create strong trade pathways that attract investment and boost exports to support jobs and growth at home."

Mr Ayres said Investment NSW's international offices will actively promote the state as a destination for international investment and as a source of world-class products and services.

"The NSW Government is committed to helping NSW businesses diversify and recover from the disruptions this pandemic has caused and to ensure our global trading system remains strong despite COVID-19."

"We are setting ambitious targets, but we are also supporting those targets with the resources to make them a reality. I am thrilled with the appointments of Mr Parker and Mr Padmanabhan and look forward to working with them in the new year."

Recruitment for the final two Senior Trade and Investment Commissioner positions for the Americas and Greater China is underway and will be finalised in the coming months.

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4. building new pathways like ecommerce for how we export to reach a global customer base of billions of consumers.

Download the NSW Trade Statement at <https://www.investment.nsw.gov.au/>.

MEDIA: Sophie Hull



Friday, 10 December 2021

ASEAN AND INDIA & MIDDLE EAST SENIOR TRADE COMMISSIONERS ANNOUNCED

The NSW Government has appointed two further Senior Trade and Investment Commissioners (STICs) – ASEAN and India & Middle East as part of its global expansion to help facilitate new export growth opportunities and open doors for NSW businesses overseas.

Minister for Jobs, Investment, Tourism and Western Sydney and Minister for Trade and Industry Stuart Ayres said NSW is on track establishing six global “hub” offices headed by the STICS across key regions.

“Earlier this year, the NSW Government released the first ever *NSW Trade Statement* and I’m pleased to say we are already well underway in delivering the actions set out in the tatement, including the appointment of six global commissioners.

“We recently appointed Stephen Cartwright OAM to the position of UK Agent General and Senior Trade and Investment Commissioner for Europe and Israel, and Michael Newman as a Senior Trade and Investment Commissioner to North Asia,” Mr Ayres said.

“Today we can announce our third and fourth STICS - Mr Andrew Parker (ASEAN) and Mr Vishwesh Padmanabhan (India and Middle East) who will take up their posts early next year.”

Mr Parker is a long-term partner at PwC who, for the past seven years, has been Asia Practice Leader for PwC Australia and holds positions on relevant boards and committees, including NED of China Matters and Monash University’s Australia-Indonesia Centre, member of the Advisory Board of the Asia Society of Australia and Co-Chairman of DFAT’s Business Advisory Group for its Blueprint for Deepening Australia’s Trade and Investment with Indonesia.

Quote from Andrew Parker

Mr Padmanabhan has worked in senior roles throughout Asia for the past two decades, including Malaysia and Singapore for IBM, South East Asia for PwC and most recently based in India as KPMG India’s Markets Global Leader Partner, working with telco clients in India, Australia, Vietnam and the Middle East.

Quote from Vishwesh Padmanabhan

Mr Ayres said Investment NSW's international offices will actively promote the state as a destination for international investment and as a source of world-class products and services.

"The NSW Government is committed to helping NSW businesses diversify and recover from the disruptions this pandemic has caused and to ensure our global trading system remains strong despite COVID-19."

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3. not only growing exports in established markets, but also increasing the number of overseas markets that we export to; and
4. building new pathways like ecommerce for how we export to reach a global customer base of billions of consumers.

"We are setting ambitious targets, but we are also supporting those targets with the resources to make them a reality. I am thrilled with the appointments of Mr Parker and Mr Padmanabhan and look forward to announcing our final two STICS in the coming weeks."

MEDIA: Sophie Hull

Jing Fu

From: Lynne Clements
Sent: Tuesday, 14 December 2021 4:19 PM
To: Evelina Polura; Kristy Manton; Kylie Bell; marianne broadbent
Subject: RE: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Hi Evelina,

Both Marianne and myself have read through these, they look good to go from our perspective.

Thank you.

Kind regards
Lynne

Lynne Clements
EXECUTIVE OFFICER

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| M Sensitive

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From: Evelina Polura
Sent: Tuesday, 14 December 2021 3:25 PM
To: Kristy Manton
Marianne Broadbent
Kylie Bell
Lynne Clements
Subject: RE: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Attached are the final drafts of the STIC Americas for the AFR print advert to appear Friday 17 December edition only and AFR online to run from 17/12 till 23/12 (pending confirmation from media of that start date).

Please get back to me with any further feedback or comments before COB today and I will confirm to the agency by about 5:30pm to proceed.

Thanks and regards,

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)
GPO Box 5469, Sydney NSW 2001

M: **Sensitive**

E: investment.nsw.gov.au

From: Kristy Manton
Sent: Tuesday, 14 December 2021 10:40 AM
To: Kylie Bell marianne.broadbent
Evelina Polura Lynne Clements
Subject: RE: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Thank you.

Evelina has been working with Blaze (who does our adverts) so we can confirm what papers when Ellen does. Close off for the AFR is tomorrow but im sure that's all workable

From: Kylie Bell
Sent: Tuesday, 14 December 2021 9:25 AM
To: marianne broadbent Evelina Polura
Lynne Clements

Cc: Kristy Manton
Subject: RE: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Hi – gave it a minor tweak to reference Investment NSW given it is gaining a brand as an agency that is making things happen and that we will be moving out of the DPC cluster in the coming weeks.

Minister Ayres has confirmed he would like the add in the SMH, AFR and the Australian. I'm just checking with Ellen now if we need to do a copy add in the SMH and the Australian (yes for the AFR) or whether online will be sufficient. Will come back to you on this shortly.

Cheers
K

From: Marianne Broadbent
Sent: Monday, 13 December 2021 10:18 PM
To: Evelina Polura Lynne Clements
Kylie Bell
Cc: Kristy Manton
Subject: Re: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Evelina, attached is the updated Role Summary to use for the Advert. It is over Investment NSW rather than Dept of P&C as was not sure which you wanted, but know you can easily change that. Please copy Lynne on everything as I am in a Panel meeting most of tomorrow. Thanks Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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

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RE: NGS_NSWTreasury_SeniorTradeInvComm_Advert

From: Kylie Bell
To: Evelina Polura Kristy Manton
Date: Tue, 14 Dec 2021 12:33:01 +1100

Yes please proceed with AFR this week.

On the rest I will come back to you. I'll actually give this quote to Ellen and recommend the rest gets moved into Jan. I forgot Santa comes next week.

Cheers
K

From: Evelina Polura
Sent: Tuesday, 14 December 2021 12:22 PM
To: Kristy Manton Kylie Bell
Subject: RE: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Hi Kylie and Kristy,

Attached the quotes for all three publications for both print and online adverts.

Blaze asked the question about whether we want to advertise on Christmas day and when I sought their advice on this they have suggested that it may be better to run a week of digital in the new year after the print ads have gone out.

So print would run from 17th to 23rd December and online could be from 10th to 16th January with an application closing date of 19th of January. Any thoughts welcome or I can ask NGS if they have a preference.

If we're still waiting to hear back from Ellen re Minister Ayres preference then maybe I can meanwhile approve Blaze to proceed with the AFR print and online (copy attached) for a week from this Friday, as they need confirmation today, and then we can confirm the others once we know and Blaze will get it in at the first available slot.

Regards,

Evelina

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)
GPO Box 5469, Sydney NSW 2001

M: **Sensitive**

| investment.nsw.gov.au

From: Kristy Manton
Sent: Tuesday, 14 December 2021 10:40 AM
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Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Evelina Polura

Date: Monday, 13 December 2021 at 2:38 pm

To: Marianne Broadbent

Lynne Clements

Kylie Bell

Cc: Kristy Manton

Subject: NGS_NSWTreasury_SeniorTradeInvComm_Advert

Hi Marianne and Lynne,

I believe Kristy already spoke to Marianne today about the fact that we want to re-advertise and re-start the search process for the STIC Americas role.

This time round we will be looking to advertise in the SMH and the Australian as well as the AFR.

Could you please confirm whether the J code and contact details highlighted in the attached draft advert need to be updated, and also if you believe any other changes are required for this advert that we used previously?

[@Kylie Bell](#) are you happy with the wording in the attached draft and the application closing date of 17th January 2022?

Thanks and regards,

Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)

GPO Box 5469, Sydney NSW 2001

M **Sensitive**

| investment.nsw.gov.au

RE: STIC recruitment update

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

Hi Daniel

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

Cheers
KB

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

Hi Kylie,

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

Many thanks
Dan

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

M: **Sensitive**

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

Fiona Denton

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

Hi Kylie

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

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

Looking forward to the interviews!

Amy

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

**Travel to the United Kingdom by the Honourable Stuart Ayres MP
Minister for Enterprise, Investment and Trade, Minister for Tourism and Sport,
Minister for Western Sydney**

6-12 February 2022

TRAVEL REPORT

MISSION PURPOSE

Investigate the possibility of the NSW Government becoming a promoter of Formula 1 to deliver the official FIA Formula 1 World Championship race ('Event') for the Australia and New Zealand region in Sydney.

MISSION DESCRIPTION / BACKGROUND

Through discussion of a high-level proposition regarding NSW Government hosting and delivering the Event and associated festival activities, the parties were able to determine whether it would be worthwhile continuing discussions over the coming months.

KEY OUTCOMES

Both parties to reflect and discuss with their own internal stakeholders whether NSW Government hosting the Event is a valuable proposition. If it is deemed worthwhile, discussions will continue over the coming months.

OFFICIAL DELEGATION

The Honourable Stuart Ayres MP, Minister for Enterprise, Investment and Trade, Minister for Tourism and Sport, Minister for Western Sydney.

Accompanied by:

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

Mr Steve Cox, CEO of Destination NSW.

KEY MEETING DISCLOSURE SUMMARY

A selection of notable meetings are listed below:

Meeting	Purpose
<i>Present at all meetings:</i> The Hon. Stuart Ayres MP, Ms Amy Brown, Mr Steve Cox, Simone Landes (SGP Events Pty Limited), Jill Davies (EKS), Craig McLatchey (EKS) Attendees from Formula 1 (various) listed below	
Chloe Targett-Adams, Emily Prazer, Louise Young and James Hughes Mulligan	Presentation from NSW Government on Event hosting and delivery proposition, brand alignment and relationship to NSW Government plans and policies

AYRES

Meeting	Purpose
Ellen Jones	Sustainability and F1's future goals
Andrew Bibby and Craig Wilson	Potential circuit and technical solution
Stefano Domenicali and Chloe Targett-Adam	Presentation from NSW Government on Event hosting and delivery proposition; informal discussion and feedback
James Boughton	Circuit operations and logistics
Liam Parker	Communications Strategy and Principles
Simon Earl, Emily Prazer and Louise Young	Financial and commercial arrangements

Appendix: Costs

Minister	The Honourable Stuart Ayres MP
Portfolio	Enterprise, Investment and Trade, Tourism and Sport, Western Sydney
Destinations visited a) Countries b) Cities	a) United Kingdom b) London
Dates of travel a) Departure date b) Return date	a) 6 February 2022 b) 12 February 2022
Number of official travel days	Four (Minister & Amy Brown); Eight (Steve Cox)
Number of accompanying a) Minister's staff b) Government officials	a) Nil b) Two
Accompanied by spouse a) In an official capacity b) In a private capacity	a) Nil b) Nil (Minister & Amy Brown); One (Steve Cox)
Costs	
Airfares and rail a) Minister and Minister's staff b) Government officials	a) \$8,546.30 b) \$21,478.13
Accommodation (includes any meals/incidentals charged to room) a) Minister and Minister's staff b) Government officials	a) \$5,927.84 b) \$13,507.84
Official hospitality a) Minister and Minister's staff b) Government officials	a) Nil b) Nil
Other expenses a) Official gift presentation b) Ground transport	a) Nil b) \$5,491.65 (Minister) \$341.84 (Government officials only)

AYRES

c) Meals and refreshments d) Venue Hire	c) \$313.74 (Minister) and \$532.87 (Government officials) d) N/A
TOTAL estimated travel cost a) Minister and Minister's staff b) Government officials	a) \$20,279.53 b) \$35,860.68
Currency conversion rate	1 GBP = 1.8976 AUD

This report does not include costs for data roaming, official passports, visas, vaccinations and Covid tests, insurance, translation or printing of business cards.

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 Vidrecoiter. Can I work with you to set this up with me for w/c 21 Feb.

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

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

Cheers
KB

Kylie Bell | Executive Director Trade & International
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
M: Sensitive
Executive Assistant |

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**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**.

Get [Outlook for iOS](#)

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

NGS GLOBAL | AMERICAS • EUROPE • ASIA PACIFIC • AFRICA • MIDDLE EAST
Level 5 / 175 Collins Street, Melbourne, VIC, 3000

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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.

Fiona Denton

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

Hi Alicia and Fiona,

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

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

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

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

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

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

Thanks
KB

Get [Outlook for iOS](#)

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

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

Dates that I cant do:

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

February 23 and 8-11 on 25th due to Melbourne-based Board meetings

March 1, afternoon of March 18th (morning is fine as hoping to be in **Sensitive**)

Sensitive

Otherwise best to phone Lynne Clements
Thanks Marianne B

Dr Marianne Broadbent
 MANAGING PARTNER
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From: Marianne Broadbent

Date: Wednesday, 2 February 2022 at 11:44 am

To: Amy Brown

Kylie Bell

Kristy Manton

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: STIC Greater China (2) - Shortlist Recommendations Report

Amy, Kylie, Kristy

Greetings. Attached is the Shortlist Recommendations Report for the STIC China (word document).

We have included 3 candidates in the top group with the possibility of a fourth (whom Kylie is chasing up, but Chinese New Year got in the way).

There are three zip files included – these include the CV/ Application materials for Groups A1, A2 and B1.

Look forward to discussing further with you – and will send separate note to Kylie re timing.

Regards. Marianne B

Dr Marianne Broadbent

MANAGING PARTNER

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From: Marianne Broadbent

Date: Friday, 21 January 2022 at 11:59 am

To: Amy Brown

Kylie Bell

Kristy Manton

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: STIC Greater China (2) - Client Progress Report

Amy / Kylie / Kristy

Attached is the first formal Client Progress Report following the second round of the search for the STIC China. We have done further searching and expect to interview the final candidates early next week.

We expect to be able to provide the shortlist report recommendations by 28 January. Appreciate any input you might have at this stage.

Regards Marianne B

Dr Marianne Broadbent

MANAGING PARTNER

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From: Marianne Broadbent

Date: Tuesday, 18 January 2022 at 11:38 am

To: Kristy Manton

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: Status update NY and China

K – Greetings - was just meeting with the team re these – and will provide further / formal details later in the week.

Re China – will send formal update by 21/1:

- Two strong external candidates, one from previous list **Sensitive** and one new **Sensitive**, plus internal **Sensitive**. There are other candidates but not as strong as **Sensitive** and **Sensitive**
- Three of the previous candidates now have other roles though one has not yet been announced. This includes **Sensitive** and **Sensitive**
- Re **Sensitive** and **Sensitive** – Kylie was going to contact these two but have not heard back

Other feedback – as previously, some pushback about the advisability of taking on a 'mainland China' role currently.

Re Americas -- will send formal update by 20/1:

- We are meeting candidates this week and three potentially strong ones including two females. Others are reviewing.
- Have done considerable further sourcing and followed up all those mentioned to us.
- Some candidates and enquiries through the advert: **Sensitive** has applied, and John Barilaro has sought the Info for Candidates. I have contacted each in case they have questions and we are scheduling to interview **Se** and will interview JB if he applies . . .

Other feedback – Lack of \$\$ for accomm seen as major drawback and same re lack of support \$\$ for anyone with kids.

Cheers, Marianne

Dr Marianne Broadbent

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From: Kristy Manton

Date: Tuesday, 18 January 2022 at 11:08 am

To: Marianne Broadbent

Subject: Status update NY and China

Hey Marianne

Just hoping we could get a quick status update on NY and China so we can update Amy and the Minister? IS by CoB doable?

An email is totally fine

Kristy Manton | Director People & Culture

Investment NSW

Level 35, 52 Martin Place, Sydney NSW 2000

M: **Sensitive**

| 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



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[REDACTED]

From: Amy Brown [REDACTED]
Sent: Monday, 21 March 2022 11:35 AM
To: Lorna Markey; Meghan Senior
Cc: Lynne Clements; Fiona Denton; Alicia Kemp; marianne.broadbent; Kylie Bell
Subject: RE: Minister phone call meet and greet with STIC US candidate Kimberley Cole

OFFICIAL

Hi Lorna and Meghan

Further to our correspondence last week regarding the scheduling of this meet and greet, I'd like to clarify that we don't currently have a preferred candidate for the STIC US role. We currently have 3 shortlisted candidates, and the Minister is meeting Kimberley in her capacity as shortlisted candidate only.

Let me know if you have any queries.

Kind regards,

Amy

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

52 Martin Place, Sydney NSW 2000
[REDACTED]



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.

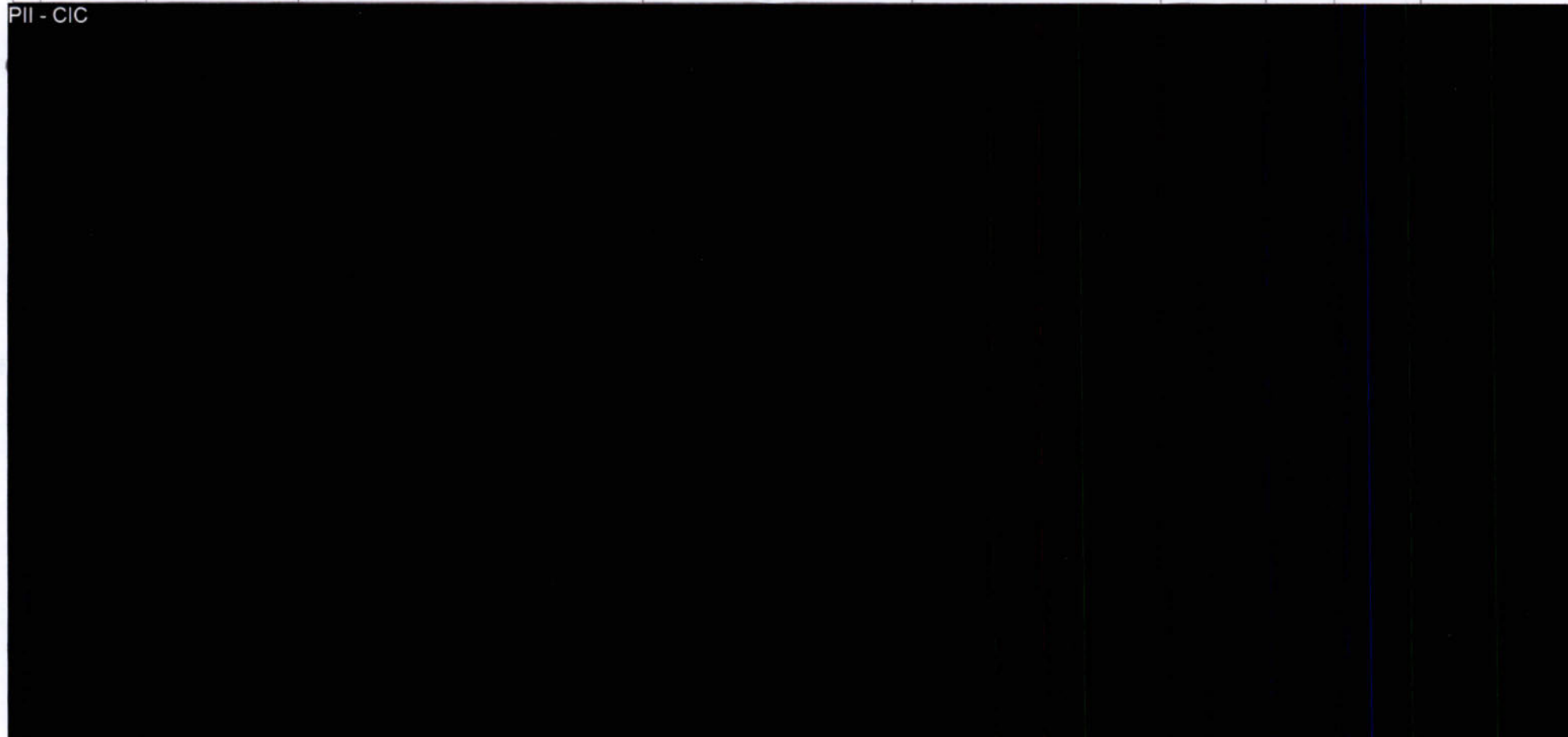
-----Original Appointment-----

From: Lorna Markey [REDACTED]
Sent: Wednesday, 16 March 2022 5:00 PM
To: Lorna Markey; Fiona Denton; Amy Brown; Alicia Kemp
Subject: Minister phone call meet and greet with preferred STIC US candidate Kimberley Cole
When: Wednesday, 23 March 2022 6:00 PM-6:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: Via phone tbc

Microsoft Teams meeting
Join on your computer or mobile app
[Click here to join the meeting](#)
Join with a video conferencing device
nswgov@m.webex.com
Video Conference ID: 139 023 873 7

Investment NSW emerging and on-going issues for Minister Ayres and the Premier (as at 28 April 2022)

NO.	Matter Title	Description	Potential impacts/risks	What we want to achieve and why including mitigating actions	Status of Issue	Contact	Deadline	Last updated on	Executive Endorsement
25	STIC Recruitment/ International Expansion	Completion of network expansion to 55 staff in 21 locations by 30 June 2022.	Funding has been allocated in this year's budget and we have publicly committed to complete the international network expansion this financial year, with strong external scrutiny on progress. A budget proposal for International Expansion 2.0 has been prepared, combined with a significant Global Marketing campaign, to further increase the network and consolidate our trade and investment activities. Therefore, critical that the first expansion project is completed on time and generating outcomes.	Completion of network expansion to 55 staff in 21 locations by 30 June 2022. As at 28 April, 36 roles have now been filled in 13 locations. Mike Newman is booked to fly to Tokyo on 30 April to take up his post, and has an official visa for travel. Andrew Parker, STIC ASEAN commenced in Sydney on 20 April. Additional resources are allocated to fast track the recruitment of the remaining 21 roles.	Awaiting Ministerial feedback on appointment of STIC Americas and Greater China. Shortlisting/ interviews are well underway for Trade & Investment Directors and Associate Directors in Singapore, New York, Kuala Lumpur, Washington and Bangalore so that these appointments can be made in April - May, bringing our number of international offices to 16. We will shortly advertise Frankfurt, Taipei, Hong Kong, Santiago and Toronto via Austrade.	Kylie Bell	30 June	28 April 2022	Kylie Bell, A/ MD Trade & Investment



PII - CIC

Fiona Denton

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

OFFICIAL

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

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

Let me know if I should call you.

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

OFFICIAL

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

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

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

OFFICIAL

Think we are there))

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

Excellent John

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

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

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

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

Cheers
KB

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

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

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

Regards
John

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

OFFICIAL

Hi again John

Firstly apologies for the delay on this.

Revised Employment Agreement

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

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

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

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

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

Tax Advice

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

His contact details are:

Craig Robinson

Visa Process

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

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

Cheers

Kylie

Sensitive

From: Kylie Bell

Sent: Tuesday, 24 May 2022 3:06 PM

To: Sensitive

Cc: Chris Carr

Kristy Manton

Subject: Draft Employment Agreement - STIC Americas

Hi John

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

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

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

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

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

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

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

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

Cheers
Kylie

OFFICIAL

OFFICIAL

OFFICIAL

OFFICIAL

Kelly Kwan

From: Vanessa Grimm
Sent: Tuesday, 21 June 2022 10:37 AM
To: Kate Meagher
Cc: Helen Vallance; Kelly Kwan
Subject: STIC HFN
Attachments: International Networks - Trade Envoys, Agent General and Senior Commissioners Appointments - HFN - A5417735.docx

OFFICIAL: Sensitive – NSW Cabinet

Hi Kate,

For your visibility, I am sharing our latest HFN regarding the appointment of John Barilaro as Senior Trade and Investment Commissioner for the America's.

Feel free to give me a call if you need.

Best,
Vanessa

Vanessa Grimm
Executive Director Strategic Communication and Engagement
Department of Enterprise, Investment and Trade
52 Martin Place, Sydney NSW 2000
M Sensitive



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 the NSW Government.

Please consider the environment before printing this email.

OFFICIAL: Sensitive – NSW Cabinet

SENSITIVE: NSW CABINET

1 of 7

**INTERNATIONAL NETWORKS
AGENT GENERAL AND SENIOR COMMISSIONERS'
APPOINTMENTS, AND TRADE ENVOYS**

Key speaking points

Appointment of STIC Americas

- The STIC Americas position was created in November 2019 through NSW Cabinet's approval of the *Global NSW Strategy*, and then within the structure of the NSW public service under appropriate delegations by NSW Treasury, who had initial carriage of delivery of the Strategy.
- The recruitment of the STIC Americas, and other STIC roles, was put on hold by NSW Treasury as the Covid-19 pandemic swept the world in March 2020.
- Responsibility for recruitment of this and other STIC positions was later transferred to Investment NSW following machinery of government changes in March 2021.
- The STIC Americas is a NSW public servant role, who has been employed by the NSW government and in accordance with the Government Sector Employment (GSE) Act and Regulations.
- Mr Barilaro was appointed following a lengthy global search process, managed by a specialised external recruitment talent firm NGS Global, who shortlisted suitable candidates.
- There was targeted online and newspaper advertising for these roles. The STIC Americas role was advertised in the Australian Financial Review, both online and in printed publication on Friday 17th December 2021. It was also advertised on the iworkforNSW site.

SENSITIVE: NSW CABINET

2 of 7

- Mr Barilaro applied for the role just like any other candidate. It was not a political appointment.
- The most suitable candidate was selected for the role on merit through a competitive assessment process managed by Investment NSW, having regard to the nature of the role and his qualifications, skills and experience.
- Candidates were interviewed by a four-member panel, including the CEO of Investment NSW, the NSW Public Service Commissioner, the Managing Director for Trade & Investment at Investment NSW, and an independent external panel member.
- Due diligence was undertaken including reference and background checks.
- Mr Barilaro's highly specialised experience, first as a NSW business owner and then as Industry & Trade Minister overseeing the NSW Trade Statement and the blueprint for expanding international trade and investment opportunities, made him the best qualified for this posting among the applicants considered by the independent panel.
- Mr Barilaro's decades of experience in both business and politics in NSW meant he was able to demonstrate an excellent knowledge of NSW's industry strengths and capabilities, as well as an exceptional network in government, industry, and business which he will leverage to facilitate trade and investment between NSW and the Americas region.
- There is no conflict of interest in Investment NSW making this appointment.

SENSITIVE: NSW CABINET

3 of 7

- Like any public servant, once he commences in this role Mr Barilaro will be subject to the same standards, policies, and rules, including applicable codes of conduct. His role as a former minister makes no difference in how those will be applied.

If asked:

If asked was the Minister involved in the appointment of the STICs Americas and Greater China

- I was advised of these appointments and have met with both the successful STIC Americas and China candidates.
- These appointments are public service appointments, they do not require cabinet endorsement or approval.

If asked about the first STIC Americas recruitment process in May 2021.

- I will have to take this on notice and consult with my department.
- I was not the responsible portfolio Minister at the time. As these are not political appointments, it would have been run within the public service, taking into account the nature of the role at the time.

If asked, is there a precedent for ex-politicians being appointed to these roles?

- There are long and established precedents for former politicians to represent Australia on the world stage. Some recent examples include:
 - Will Hodgman, now the Australian High Commissioner to Singapore
 - Barry O'Farrell, now the Australian High Commissioner to India
 - Nick Greiner, now the Australian Consul-General in New York

SENSITIVE: NSW CABINET

4 of 7

- Arthur Sinodinos AO, now the Australian Ambassador to the USA
- Kim Beazley and Joe Hockey, former Ambassadors to the United States
- Mike Rann, former Australian High Commissioner to the UK and Ambassador to Italy
- Other examples include George Brandis, Alexander Downer, Amanda Vanstone and the late Tim Fischer.

If asked, how will Mr Barilaro be remunerated?

- The remuneration details of individuals are private and confidential.
- The STICs are remunerated in line with other senior officials within the NSW government and in accordance with the *Statutory and Other Offices Remuneration Act 1975*.
- Under this Act, remuneration bands are set by the Statutory and Other Offices Remuneration Tribunal (SOORT).
- In addition to a salary, an additional Cost-of-Living Allowance in line with mercer benchmarking data and one-off capped relocation expense amount may be provided.
- Cost of Living allowances only apply in locations where the cost of goods and services are higher than those in Sydney, based on third party statistical data from Mercer. This data will be reviewed annually and adjusted accordingly with upward or downward movements.
- Where STICs do not have residency in the offshore location and hence are not covered by public medical insurances, private medical cover will be provided for the employee to ensure their safety and wellbeing.

SENSITIVE: NSW CABINET

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If asked about why Ms Sawczak is the only female STIC

- The most suitable candidate was selected for the role following a competitive assessment process.
- Investment NSW's selection process assessed a range of candidates' appropriateness for these roles, having regard to the nature of the role and the person's qualifications, skills and experience.

If asked about how will the performance of STICs be assessed?

- Each regional team has a series of KPIs and performance measures that align to the Investment NSW Strategy and differ based on market/sector prioritisation.

Background**STIC appointments and status**

Location	Agent General / STIC	Status
London UK, Europe and Israel	Mr Stephen Cartwright OAM	Commenced in London in January 2022, after joining Investment NSW in Sydney in July 2021.
Mumbai India & the Middle East	Mr Vish Padmanabhan	Commenced in Mumbai in February 2022, after joining Investment NSW in Sydney in January 2022.
Tokyo North Asia	Mr Michael Newman	Commenced in Tokyo in April 2022, after Japanese borders re-opened, having joined

SENSITIVE: NSW CABINET

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		Investment NSW in Sydney in July 2021.
Singapore ASEAN	Mr Andrew Parker	Commenced in Sydney in April 2022, for onboarding before moving to Singapore in July 2022.
New York Americas	Mr John Barilaro	Will likely commence in July 2022 for onboarding before moving to New York once his visa is processed. Visa advice is currently pending.
Shanghai Greater China	Helen Sawczak	Will likely commence in July 2022 and then be temporarily based in Hong Kong due to mainland China border closures and lockdowns.

- Having more senior offshore staff will enable us to better advocate for the priorities of NSW which will help generate a larger and more talented pipeline of investors and better support NSW exporters to reach their target markets.

Legislative requirements/governance obligations/election commitments

- Parliamentary inquiry into the appointment of Mr Barilaro to the role of STIC Americas announced 20 June 2022. Terms of reference still pending.

Investment NSW Contacts/Approvals		
Director or Analyst	Anna Bull, Associate Director, International Projects Office, Sensitive	20/06/2022

SENSITIVE: NSW CABINET

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Managing Director	Kylie Bell, A/Managing Director Trade & Investment, Sensitive	20/06/2022
Legal		
Comms		
Date Approved/Updated: 20/06/2022		



Rob Fitzpatrick
Non Executive Director and strategic advisor

More

Message

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← Experience



Non Executive Director

Meat and Livestock Australia

Nov 2015 - Present · 6 yrs 8 mos

Australia

MLA is Australia's peak research, development and marketing corporation for red meat. 60% of domestic production goes to over 100 export markets. This role is aimed at growing value and innovation 'post farm gate', addressing international competitiveness and the implications of changing tastes, among other issues.



Non Executive Director

AARNet

May 2015 - Present · 7 yrs 2 mos

Australia

Australia's Academic and Research Network (AARNet) is a national resource – a National Research and Education Network (NREN). AARNet provides unique information communications technology capabilities to enable Australian education and research institutions to collaborate with each other and their international peer communities.

AARNet is widely regarded as the founder of the Internet in Australia and renowned as the architect, builder and operator of world-class network infrastructure for research and education.

AARNet connects over one million users—researchers, faculty, staff and students—at institutions across Australia, supporting education across the life-long learning spectrum and research across a diverse range disciplines in the sciences and humanities, including high energy physics, climate science, genomics, radio astronomy and the arts.



Non Executive Director

Laava

Feb 2021 - Present · 1 yr 5 mos

Sydney, New South Wales, Australia



Non Executive Director

Farmbot Monitoring Solutions
Feb 2021 - Present · 1 yr 5 mos
Sydney, New South Wales, Australia



Non Executive Director

NPS MedicineWise · Part-time
Feb 2021 - Present · 1 yr 5 mos
Sydney, New South Wales, Australia

Director

Robec Oz P/L
Nov 2003 - Present · 18 yrs 8 mos

Senior level advisor providing Board and Executive level counsel on strategic implementation and bottom-line impact. Client engagements in major brand financial services, educational, telecommunications, convergence technology and industrial. Have conducted numerous sensitive strategic studies, facilitation workshops and taken a variety of interim executive roles. Leading examples include NICTA, wishlist, AARNet, TransACT, WebMethods.



Antler Advisor

Antler · Part-time
Oct 2020 - Present · 1 yr 9 mos
Sydney, New South Wales, Australia

Coaching founders that build companies with Antler (antler.co) - the global early-stage venture capital firm enabling and investing in the world's most exceptional people building the defining companies of tomorrow. With offices across six continents and most major startup ecosystems, Antler is enabling founders and investing in the top 1% of more than 50,000 entrepreneurs and ideas evaluated every year.



Chief Executive Officer & Director

Gelion · Full-time

Nov 2018 - Apr 2020 · 1 yr 6 mos

Sydney, Australia

Gelion is an Australian-based battery storage technology with broad applications in renewable energy. The business commercialises research from the University of Sydney, was spun out in 2015 and has a parent holding company Gelion UK Limited. Investors, customers and supply chain partners are global. Gelion's non-flow zinc-bromide battery is more robust, safe, recyclable and affordable than Lithium Ion and Lead Acid batteries. In less than 18 months, I have:

- Led a successful Series B capital raise of \$13M (30% oversubscription)
- Created a pipeline of customers in Australia, South East Asia, India, and the UK, including signed MOUs for product worth ~A\$100M
- Launched an initial prototype at The University of Sydney; and negotiated the first customer contract (\$1M)
- Built a team of 25 people spanning R&D, manufacturing, business development and finance
- Negotiated an international manufacturing partnership and prototype development



Gelion - Powering the Future

This short video cuts through the hype to share why Gelion's unique technology makes a difference



Gelion appoints CEO to bring battery technology to market

Mr Rob Fitzpatrick, Gelion CEO Gelion is delighted to announce the appointment of Mr Rob Fitzpatrick to t...



Chief Executive Officer

AIAA

Jan 2016 - Nov 2018 · 2 yrs 11 mos

Sydney, Australia

AIAA is Australia's peak industry body and advocacy group for those in the technology sector. Membership comprises tech startups through to global organisations including Google, Apple, Microsoft, Telstra, Optus; 90% of members are SMEs. Reporting to Chairman, I led a team of 20 with annual operating budget of \$5M. During my tenure, I:

- Created a comprehensive growth strategy, defined and communicated member value propositions and delivered a substantial financial turnaround (10% of turnover in first year, growing to restore profitability by Year 3 and set platform for 15% EBITDA in Year 4);
- Sharpened AIAA's policy focus from a broad-ranging agenda (previously 41 submissions/yr) to three nationally-relevant themes with clear targets and demonstrable outcomes focusing on skills (jobs of the future), innovation and digitalisation;
- Grown member-based event revenues by 50%;
- Celebrated Australia's longest-running technology innovation awards program, the iAwards;
- Strengthened AIAA's global relevance, hosting an annual Global Technology Leaders' Dialogue attracting participation from 12-15 countries each year.



Council Member

Charles Sturt University

Jul 2013 - Mar 2016 · 2 yrs 9 mos



NICTA

8 yrs 2 mos

Director, Infrastructure, Transport & Logistics

Jan 2011 - Dec 2015 · 5 yrs

Following a corporate restructure, Rob carried P&L responsibility for NICTA's largest business area. Bringing together optimisation, computer vision, machine learning and related research disciplines, Rob's team created substantial wealth for Australia by redesigning of core infrastructure assets including energy, water, transport and freight. During his 4 years in the role, Rob grew the business by 300% CAGR.

Director, Commercialisation & Markets

Nov 2007 - Jan 2011 · 3 yrs 3 mos

Reporting to the CEO, Rob led multiple areas of the business including commercialisation, communications and industry education. He represented the sector on multiple government taskforces and in international events including AusTrade missions to China, Singapore, UK & Germany. Through a team of 15 professionals, he:

- structured or supported 5 spin-out companies raising nearly \$30M in investment capital, creating 70 new jobs;
- introduced contract services business generating \$4M revenue in its first full year; and,
- licensed technology to 10 third party organisations.

National ICT Australia (NICTA) is Australia's Centre of Excellence for ICT, solving challenging, important problems by inventing unique information and communications technology. NICTA's investment in research excellence is targeted to wealth creation for Australia's benefit.

Non Executive Director

ITS Australia (Intelligent Transport Systems Australia)

May 2015 - Nov 2015 · 7 mos

Australia

Excited about the opportunity to inject new technologies to reduce congestion, improve safety and sustainability and increase productivity through better ways of moving people and goods. ITSA will be hosting the Intelligent Transport Logistics World Conference in Melbourne in October 2016.



Non Executive Director

Epicorp Pty Ltd

Jan 2011 - Oct 2013 · 2 yrs 10 mos

Epicorp is an early stage venture investment fund, supporting a number of spin outs from quality Australian centres of research. Epicorp's portfolio encompasses areas within ICT as diverse as media editing and wind resource assessment to broadband telecommunication and highly-precise global positioning.

Chairman

HeardIt

Jul 2006 - Jun 2013 · 7 yrs

Personal venture capital start-up to provide media owners, initially radio operators, an innovative proposition for advertisers - while adding direct benefits for audience (listeners) and for networks.

Non Executive Director

Monitoring Division Inc. (mdi)

Mar 2008 - Dec 2009 · 1 yr 10 mos

mdi introduced innovative optical fibre monitoring capability to major network providers in the US, Europe & Australia. mdi discovers, monitors & provides management capabilities for network distortions, and informs operators' capex management by profiling fibre aging.

CEO, wishlist

Wishlist Holdings

May 2005 - Apr 2006 · 1 yr

wishlist uses bespoke technology to create occasion-based internet shopping experiences for over 250,000 members, expanding distribution channels for traditional retailers. The role was created by venture investors to arrest declining sales and profitability, and restore the brand to that of Australia's leading pure play in this category. Delivered 25% turnaround in revenues in 6 months. Defined map of growth opportunities and developed two specific initiatives for launch.



Director, CPG & Retail

webMethods

Feb 2003 - Dec 2004 · 1 yr 11 mos

During a six month consulting contract, have defined and led webMethods' go to market strategy for retail and consumer packaged goods companies, driving sales into the global top 100 companies via an ROI-driven value proposition and refocused sales force. Lifted the company's execution from direct selling into IT/S departments to a broader-based capability engage senior executive and articulate broad business value proposition. Gained approval for global industry business plan from Chairman/CEO and COO. Rolled out field initiatives in joint sales and business development initiatives European and Asia Pacific sales forces. Extensive travel through US, Europe and Asia. During 2004, accepted role on retainer as industry spokesman and business development principal.

Marketing Director/Executive Committee

ShopFast

Mar 1999 - Dec 2002 · 3 yrs 10 mos

Joined as senior executive reporting to the board in the infancy of the business and took the company to unquestioned market leadership - 70% of online grocery - through the internet boom, bust and reality eras. Grew customer base from 3,000 to 200,000 (12.5% share of Sydney-basin households) in less than 4 years on a total marketing spend below \$5m. Pioneered guerilla-marketing techniques that were new to the industry and encased in tailored CRM capabilities.

As one of 4 executive committee members, delivered positive contribution to fixed overheads within 3 years against challenging budgets. Engendered company-wide customer satisfaction ethic and low cost to serve as company grew from 20 to 300 employees and average spend from \$120 to \$175 per delivery. Leveraged first-rate communications skills in role as public spokesman for the company.



National Sales & Marketing Strategy Manager

Optus Communications

Jun 1998 - Sep 1999 · 1 yr 4 mos

Joined executive team in newly created role to drive sales and ensure alignment between marketing and sales channels. Set and achieved sales targets and tightened marketing spend, improved channel productivity with a team of 10 direct sales staff and a strong sales force, which delivered \$300m in additional revenue per month. Launched integrated planning and marketing communications across multiple channels. Led initiatives for customer segmentation, product development and differentiated customer service levels throughout the consumer and SME product suite.



Associate Principal

McKinsey & Company

Jun 1990 - Jun 1998 · 8 yrs 1 mo

Progressively promoted through to position of Associate Principal in 1996, leading numerous cross-industry consultants and client employees. Charge sheet including: post-merger integration of pan-European energy company; creation of biodiesel (fossil fuel-replacement) for an agricultural company; definition of mid-market strategy for an Australasian brewer; radical customer change for a telecommunications business; and, turnaround of a large aluminium business. Co-led global sales and marketing practice; delivered CEO-level advice to clients in North America and Southeast Asia, USA and Europe; lived



National Research Manager

Property Council of Australia

Jul 1986 - Aug 1989 · 3 yrs 2 mos

Developed first national database of commercial property, enabling more informed decision-making by politicians. Analysis of building sector multiplier effect on Treasurer Keatings proposal on depreciating asset allowance sector \$13bn.

Messaging 3



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INFORMATION FOR CANDIDATES

Investment NSW

**NSW Senior Trade and Investment Commissioner
Americas (New York)**



**Investment
NSW**

April 2021

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1. Role Summary



NSW Senior Trade and Investment Commissioner – The Americas

- **Leading NSW's Trade, Investment and Commercial Interests**
- **Creating Strategic, Commercial Partnerships**
- **New York Based, Regional Responsibilities**

The Senior Trade and Investment Commissioner (STIC) is the NSW Government's most senior representative The Americas and a key senior member of NSW's trade group within the Investment NSW agency. The Trade group is accountable for delivering the Global NSW Strategy, managing the international Trade and Investment teams offshore, the supporting onshore and global markets teams, for job creation and economic development through supporting NSW exporters to expand internationally and supporting International Education through Study NSW.

The STIC will lead the State's trade commercial, and cultural interests for NSW across their region. They will facilitate productive foreign direct investment aligned to the state's priority industries and places. They will also assist NSW businesses to export to The Americas, create strategic commercial and institutional partnerships that will deliver commercial outcomes for NSW. They will represent the State's trade and investment interests to C-suite investors, government leaders and stakeholders, and perform ad hoc ceremonial duties on behalf of the State where required.

The STIC will have a strong commercial mindset and a track record in delivering results and extensive experience operating at senior executive levels across international business and government. High quality candidates will have a deep understanding of how business makes investment decisions, trade and investment facilitation and market awareness in the global economic environment and the ability to engage and negotiate with diverse stakeholders, strong communication skills and high-level advocacy capabilities.

Applications are required within one week of receiving this document and no later than 26 April, 2021.



2. Role Overview

Agency:	Investment NSW
Role Title:	Senior Trade and Investment Commissioner
Classification:	Senior Executive Band 2/3
Business Unit:	Trade
Reports to:	Chief Executive, Investment NSW
Location:	The Americas
Employment Type:	Fixed Term
Website:	https://www.investment.nsw.gov.au or global.nsw.gov.au

3. About Investment NSW

As the NSW Government's principal financial and economic adviser, the Investment NSW role is to enable the Government to deliver its promise to the people of New South Wales that the State will always be a great place to live and work!

Investment NSW is committed to building a team of highly engaged and talented people, all working together in a collaborative and high-performance culture that facilitates career mobility and diversity. The Investment NSW culture is underpinned by the NSW Public Sector core values of Excellence in Service, Integrity, Accountability and Trust and a clear set of expected behaviours.

You are invited to look at the Investment NSW website: <https://www.investment.nsw.gov.au> and visit <https://iworkfor.nsw.gov.au/why-work-for-nsw> to learn why you should work for NSW.

4. About Trade

Investment NSW supports trade and investment from international markets, with an expanding suite of offices in key international locations. The Trade group is accountable for delivering the Global NSW Strategy, managing international Trade and Investment teams offshore, the supporting onshore and global markets teams, for job creation and economic development through supporting NSW exporters to expand internationally and supporting International Education through Study NSW. The international groups focus on attracting global trade through supporting exporters to reach their ideal offshore markets and attracting foreign direct investment into NSW for the Jobs, Investment and Tourism division to collaborate to ensure that foreign direct investment attracted to NSW is welcomed and retained.

Trade is jointly responsible for ensuring NSW remains globally competitive and invests in the industries and places that will ensure NSW remains a great place to live and work, not just now,



but well into the future. Investment NSW goals are designed to create economic growth that benefits the citizens of NSW, and include:

- Grow capital investment in NSW
- Position NSW globally and nationally for investment and trade growth
- Attract skilled labour, technology and innovative practices from across the world to ensure NSW is a leader in future industry sectors and technologies
- Support NSW exporters to reach and leverage offshore markets.

5. Primary purpose of this Role

The Senior Trade and Investment Commissioner is the NSW Government's most senior representative in the Americas. They will lead the State's trade, commercial and cultural interests across the region to achieve economic outcomes for NSW.

They will facilitate productive foreign direct investment aligned to the state's priority industries and places. They will also assist NSW businesses to export to the Americas, create strategic commercial and institutional partnerships that will deliver commercial outcomes for NSW.

They will have a strong commercial mindset and a track record in delivering great results and will represent the State's trade and investment interests with C-suite investors, government leaders, stakeholders and perform ad hoc ceremonial duties on behalf of the State where required.

A creative problem-solver, the Senior Trade and Investment Commissioner will thrive in complex environments and are open to new ideas and ways of working. As a senior leader they will inspire their team and colleagues and know how to develop and motivate people to achieve outstanding results.

Some further context for this role is contained in the NSW Premier's Press Release from December 2019:

<https://www.nsw.gov.au/your-government/the-premier/media-releases-from-the-premier/going-global-putting-nsw-on-the-world-stage/>



6. Key Accountabilities

The key accountabilities of the role are listed below:

- Results driven orientation to lead and represent the NSW Government's whole-of-government strategic interests in the Americas.
- Relationships and interpersonal skills to profile NSW's economic and business credentials across priority markets in the region to capture commercial outcomes for NSW, including developing networks of C-Suite executives, business groups, and commercial and government stakeholders.
- Initiates and role models collaboration across the NSW government, shares information and consults widely to bring the best of the NSW government to clients. Work in partnership with colleagues across government in NSW and federally to identify, develop and secure productive investment into NSW's Lighthouse precincts and priority industries.
- Strong commercial acumen to provide strategic guidance, insights and assistance to NSW businesses and institutions in the Americas.
- Guide and support key stakeholders to achieve trade and investment outcomes by providing market intelligence, business leads, advice, introductions and screening of partners, participating in business events and conferences, providing business matching services, and other promotional activities including media.
- Project management expertise to deliver high quality, seamless trade mission and visit programs for the Premier, Ministers and other subject matter experts, including preparation of visit programs and accompanying Ministers and business delegations in-market.
- A first class communicator to maintain and strengthen NSW's reputation as the leading Australian destination to work, study, and do business by developing strategic relations and contacts with senior government representatives, business leaders and industry allies.
- Build, lead, develop and motivate a team of highly engaged staff to support the delivery of the NSW government's strategic plan for the region. A genuine, self-aware leader who demonstrates and role models NSW public service values to the broader team.
- Ensure the efficient and effective governance and management of NSW government offices including day to day management of the staff, budget, legal, HR and corporate reporting requirements. Ensure contractual risks and obligations for the State's presence in-market are managed and that controls in place to manage risks are appropriate and updated as required.



7. Key Challenges

The key challenges of the role are listed below:

- Developing effective and productive relationships with the C-Suite executives of target companies in market and communicating the value of NSW goods and services and its attractiveness as an investment destination in the context of dynamic market conditions and other jurisdictions who are also competing for international investment.
- Developing effective and productive relationships with key stakeholders across the NSW government to deliver whole-of-government results.
- Managing effective relationship with Australian Commonwealth Agencies, local Governments and other State Governments to ensure NSW is represented in bilateral decision making.
- Delivering against stretching targets and objectives via a diverse range of activities, with multiple stakeholders and with short or competing deadlines.

8. Key Relationships

Who	Why
Ministerial	
NSW Premier	<ul style="list-style-type: none"> • Consult with the Premier, office staff and Department of Premier and Cabinet to provide insights, accurate information and timely responses to key issues
NSW Treasurer	<ul style="list-style-type: none"> • Consult with the Treasurer and office staff to provide insights, accurate information and timely responses to key issues
Deputy Premier	<ul style="list-style-type: none"> • Consult with the Deputy Premier and office staff to provide insights, accurate information and timely responses to key issues
Office of the Minister	<ul style="list-style-type: none"> • Consult with the Minister and Ministerial staff to provide insights, accurate information and timely responses to key issues
Internal	
Chief Executive, Investments NSW	<ul style="list-style-type: none"> • Provide expert advice and contribute to decision making; identify emerging issues/risks and their implications and propose solutions; escalate issues when required; receive advice and report on progress towards business objectives and discuss future directions.
Deputy Secretary Trade, Investment NSW	<ul style="list-style-type: none"> • Manage deliverables efficiently and effectively • Escalate issues, keep informed • Collaborate and provide advice to contribute to strategic decision-making across the cluster



Who	Why
Direct Reports	<ul style="list-style-type: none"> Monitor and review performance, provide leadership and guidance, foster ongoing professional development.
Cluster executives	<ul style="list-style-type: none"> Liaise with, and coordinate information with executives across the cluster including ED Trade & Investment, CEO WCAA, CEO Destination NSW, and Senior Commissioners; consult and collaborate with, to define mutual interests and determine strategies to achieve their realisation.
External	
Stakeholders (external agencies, other government departments, and businesses)	<ul style="list-style-type: none"> Coordinate information, gather input from and provide sound and reliable advice; manage expectations, resolve and provide solutions to issues; negotiate outcomes and timeframes.

9. Role Dimensions

Decision Making

The person in this role would:

- Set the strategy and work priorities across the region, organising and managing own workload and allocation of tasks to NSW Government staff across the region with responsibility for delivery of agreed outcomes and targets across the area of responsibility.
- Deploy NSW Government funds in the region.
- Provide strategic insight to internal and external stakeholders on matters related to trade, investment and economic development with the region.
- Identify and build in-market business and government relationships which will facilitate the growth of NSW trade and investment, while protecting the reputation of the NSW government.
- Decide on the scope, format, and content of local branding, media and promotional campaigns.
- Recommend high-level meetings for the Premier and other Ministers and senior officials when they visit the market.
- Make decisions consistent with the Code of Conduct, Department policies and priorities, and in-market regulations.

Reporting Line: This role reports to the Chief Executive, Investment NSW

Direct Reports: TBA

Budget / Expenditure: TBA



10. Essential Requirements

Essential requirements for candidates for this role are listed below:

- Tertiary qualifications including postgraduate qualifications in international relations and trade, economics, public policy/administration, business management or in a related discipline, or demonstrated, equivalent, relevant professional experience and training.
- Commercial acumen and financial literacy, with extensive experience at a senior executive level in international business or across government, combined with a strong understanding of how businesses make investment decisions, trade and investment facilitation and market awareness in the global economic environment.
- Leadership and management experience, including extensive experience in influencing and mobilising others to achieve stretch objectives, undertake change and respond to strategic opportunities and lead a culture of collaboration and innovation.
- Advanced ability to represent an organisation with authority and credibility, including strong communication skills and an ability to engage and negotiate with diverse stakeholders. Ability to drive marketing and promotional campaigns.
- Thorough knowledge and understanding or the demonstrated ability to develop an understanding of the Government's trade, investment and industry development policies and programs and NSW's international business capability and export and investment approaches; and the market dynamics and key sectors relevant to NSW's trade and investment growth.

11. Capabilities for this Role






The NSW Public Sector Capability Framework applies to all NSW public sector employees.

The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability Summary

Over the page is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.



NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Highly Advanced
	Value Diversity	Advanced
	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Highly Advanced
	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Advanced
	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Highly Advanced



12. Focus Capabilities

The Focus Capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The Behavioural Indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role’s key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> Promote and model the value of self-improvement and be proactive in seeking opportunities for growth Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours Manage challenging, ambiguous and complex issues calmly and logically Model initiative and decisiveness
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions Identify and overcome barriers to collaboration with internal and external stakeholders



NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> • Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform



NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Results Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> • Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness • Promote a culture of accountability with clear line of sight to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance



NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Highly	<ul style="list-style-type: none"> Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning Drive executive capability development and ensure effective succession management practices Implement effective approaches to identify and develop talent across the organisation Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
	Advanced	
People Management Inspire Direction and Purpose	Highly	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in future direction Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation Communicate the parameters and expectations surrounding organisational strategies Celebrate organisational success and high performance and engage in activities to maintain morale
	Advanced	

13. To Apply for this Role

To apply, please submit a Cover Letter (max 2 pages) and your CV (preferably no more than 5 pages and 2mg in size) to the following address applications.australia@ngs-global.com citing role **J15847**. Your Cover Letter should address the relevance of your background and experience to this specific role. Please address your application to the lead Partner listed below.

Should you require further information after reviewing this document and the websites <https://www.investment.nsw.gov.au> and <http://global.nsw.gov.au> please contact NGS Global Managain Partner, Dr Marianne Broadbent on 1300 138 863 or +61 3 8626 0600.

Applications are required within one week of receiving this document or no later than April 26, 2021.

Hon John Barilaro

Sensitive

Sensitive

M Sensitive

19 January 2022

Dr Marianne Broadbent
Managing Partner
NGS Global
175 Collins Street
Melbourne Vic 3000

Dear Dr Broadbent

Thank you for receiving my application for the role of NSW Senior Trade and Investment Commissioner – America's, and I would relish the opportunity to be able to chat further in how I believe I'm uniquely placed to be a successful applicant for this role.

First and foremost a businessman, I founded and built Ryleho Home Solutions, a manufacturer of energy efficient innovative building products, into a multimillion-dollar operation, earning a reputation as an innovator and a transformative industry leader. I transformed Ryleho from a traditional manufacturing plant to a modern automated manufacturing production line, by adopting and investing in advanced manufacturing technology solutions from major markets such as Italy, Germany and USA.

Through my twenty-year career as an entrepreneur in a competitive, relentlessly changing industry environment, I evolved into an outcome and solutions focused leader. I sought out opportunities in countries such as Indonesia and China, where I experienced firsthand the changing face of international trade and opportunities for Australian businesses.

Witnessing the challenges of business and industry first-hand, I did what I do best - take action - and in 2011 was elected to the NSW Parliament. In 2014 I was promoted to my first Ministry as the Minister for Small Business and Tourism and eventually became Deputy Premier in 2016 where my focus was redefining long term policy for industry, skills, infrastructure and the broader economy.

In all my many roles, I was inspired to deliver high impact transformation, fuelling investment and improving the social and economic prospects of NSW communities for years to come. As Founder of the Department of Regional New South Wales, my legacy is widespread alignment and commitment to ongoing investment in the regions and its diverse communities through the Regional NSW Blueprint, by instigating the innovative Special

Activation Precincts, where driving both domestic and international investment is at its heart, in sectors such as Defence, Aerospace, AgTech and Energy.

Jointly leading on issues such as Climate Change through a pragmatic approach to policies on Net Zero Emissions by 2050, doubling our emission reduction targets by 2030 and rolling out Renewable Energy Zones as part of the NSW Government energy roadmap, I harnessed my entrepreneurial spirit to identify new investment opportunities in developing industries.

Where I believe I'm uniquely placed above all other candidates is that as the NSW Trade and Industry Minister, it was my bold vision to grow NSW's international footprint, expand markets and grow inbound investment, by delivering Global NSW, a government-wide initiative to support the State's outstanding industry, innovation, trade, investment and industry area development. With the key goal to build the prosperity and international status of NSW.

Through a larger presence internationally with the expansion of NSW Trade Commissioners and the return of the Agent General to London, it was my goal to put NSW at the forefront of trade globally. No longer could NSW rely on its past achievements nor just using brand "Sydney", as States such as Victoria and Queensland became more aggressive and competitive for inbound investment.

As Deputy Premier and Trade Minister, I've had the privilege of leading international delegations to countries such as USA, United Kingdom, Germany, China and Vietnam, engaging with industry and Government, utilising my rare diplomacy skills open doors.

I'm known for my energy, resilience and passion, and as a leader, the ability to build this in others. Creating cultures that value collaboration and accountability, I empowered the public service to become 'warriors' delivering ambitious industry level missions and change.

My can-do outcome driven approach, led to my additional appointment, as Minister responsible for Disaster Recovery and architected and delivered the NSW Bushfire Clean-up and Recovery program – the largest single logistical recovery program in the State's history, through an innovative joint venture with Laing O'Rourke and NSW Public Works.

As Deputy Premier, I was charged by Premier Berejiklian to design and deliver the COVID-19 reopening roadmaps, shaping management plans and implement steps to recovery through industry engagement. The 2021 Delta variant lockdown was a harsh and evolving crisis, attached to the multifaceted vaccination rollout, again architected of the 2021 COVID-19, three stage reopening roadmap, a key turning point of the crisis.

My vast business and government experience, and intricate understanding of new State and Federal trade policy and opportunities, places me in a rare position, to deliver beyond expectation in such a role.

JOHN BARILARO

Chief Executive Officer | Organisational Transformation
Driving Vision, Multi-Stakeholder Engagement & Results



[linkedin.com/in/john-barilaro/](https://www.linkedin.com/in/john-barilaro/)

Sensitive
Sensitive

PROFILE

Leading with energy, resilience and conviction, I spearhead high impact and long lasting change and transformation – at an organisational and sector level. I achieve this by setting a clear and uniting vision and then building the structures and teams that are empowered to go-to-battle for results.

Shown in both business and political leadership, I have evolved the NSW Nationals into a modern, sophisticated and powerful champion for the regions, and as Deputy Premier, realised generational shifts spanning industry, education, the environment, infrastructure and economic prosperity.

Today, I offer a proven ability to create and articulate a visionary narrative for large organisations striving to add value and realise industry-level missions. As a business leader and advocate, I bring a deep, practical connection to industry/commercial dynamics and a macro level view of what it takes to create, and execute, strategic transformation. Skills underpinned by first-hand knowledge of Government, I bring the crucial skills needed to build consensus in complex/in-flux environments.

EMPLOYMENT SUMMARY

Deputy Premier and Minister for Regional NSW Industry and Trade, Minister Responsible for Disaster Recovery - Leader NSW Nationals	2019 - 2021
Deputy Premier and Minister for Regional NSW, Skills and Small Business Minister for Skills and Small Business - Leader NSW Nationals	2016 - 2019 2014 - 2017
Minister for Regional Tourism <i>Parliament of New South Wales</i>	2014 - 2015
Member for Monaro <i>NSW Nationals</i>	2011 - 2021
Managing Director <i>Ryleho Home Solutions</i>	1997 - 2011

KEY ACHIEVEMENTS

- **Architected and Delivered the \$4BN Bushfire Clean-up and Recovery program** through a joint venture with Laing O'Rourke, Public Works Advisory and Minderoo Foundation. This was the largest single disaster in the State's history, and the largest logistical clean-up and recovery program of four and half thousand homes delivered by the NSW Government.
- **Architected next-gen Regional NSW Central Agency of Government** and delivery capabilities, pioneering a 20-year Economic vision to achieve social and economic success for the regions;
- **Delivered \$4.2BN in transformation infrastructure funding via the Snowy Hydro Legacy Fund**, legislating in law that every cent has to be spent as intended and creating pathway to delivery;
- **Instigated and delivered the 'One TAFE' institutional transformation**, consolidating 11 TAFEs and strengthening digital infrastructure to improve access to high quality skills and education;
- **Founded and built Ryleho Home Solutions from the ground-up into a \$10M business**, driving commercial growth via a market leading reputation for product quality products and design.

KEY SKILLS



Vision, Strategy, Execution

Strategic Planning & Facilitation

Budget and P&L Management



Infrastructure & Assets

Organisational Transformation

Commercial Management

Change & People Leadership

Industry Engagement

Advocacy & Lobbying

PROFESSIONAL EXPERIENCE

Deputy Premier and Minister for Regional NSW Industry and Trade 2019 – Present
Minister Responsible for Disaster Recovery

Deputy Premier and Minister for Regional NSW, Skills and Small Business 2016 – 2019
Parliament of New South Wales

Appointed Deputy Premier to provide focus and fight in the delivery of change, resetting narrative following a period of leadership instability. Redefined long term policy for Regional NSW, strategic implementation plans and large scale investment in a complex political environment. Manage \$8b OPEX/CAPEX with joint accountability for \$60b OPEX and \$107b CAPEX over 4 years as a member of the Expenditure Review Committee. Provide visionary leadership to 7000 employees in the cluster.

ACHIEVEMENTS

- **Transformed ad-hoc approach to Regional investment**, building consensus and implementing a new policy direction by leading and delivering new and repurposed budget allocations;
- **Architected next-gen Regional NSW Central Agency of Government** and delivery capabilities, pioneering a 20-year Economic vision to achieve social and economic success for the regions;
- **Secured required funding** including \$1.3BN growth fund for social and economic infrastructure, while leading a major, multi-year program of organisational transformation/decentralisation;
- **Created the \$4.2BN Snowy Hydro Legacy Fund and legislated in law** that every cent has to be spent on transformation infrastructure in Regional NSW, incl. a dedicated pathway to deliver;
- **Unlocked and accelerated delivery of 2400 projects**, with complimentary or matched funding, securing buy in across tiers of Government, communities and businesses;
- **Delivered Global NSW**, a government-wide initiative to support the State's outstanding industry, innovation, trade, investment and industry area development. With the key goal to build the prosperity and international status of NSW;
- **Led dispersal of funds as per budget allocation, milestone project achievements and delivery** in line with stakeholder contracts and business cases, supporting positive public perceptions;
- **Delivered strong outcomes via influential and positive working relationships** with Ministers, Government agencies, peak bodies, businesses, industry and the communities of NSW;
- **Architected and Delivered the \$4BN Bushfire Clean-up and Recovery program** through a joint venture with Laing O'Rourke, Public Works Advisory and Minderoo Foundation. This was the largest single disaster in the State's history, with four and half thousand homes and ten thousand plus building structures destroyed, excluding public infrastructure.
- **Delivered the 2021 Flood Clean-up and Recovery program** for the unprecedented State wide flood event through the learnings from the Bushfire clean-up program.
- **Served as a foundation member of the COVID-19 Crisis Committee, from January 2020** shaping management plans and steps to recovery, including engagement with industry. The Delta Variant lockdown was a complicated and evolving crisis, attached to the multifaceted vaccination rollout, John became the architect of the 2021 COVID-19, three stage Reopening Roadmap, a key turning point and milestone of the crisis.

Minister for Skills and Small Business 2014 – 2017
Minister for Regional Tourism 2014 – 2015

Parliament of New South Wales

Responsible as Minister, for setting and executing strategy for a portfolio of 10 key areas of focus relating to Skills, Small Business and Regional Tourism. Allocated and managed a significant budget for initiatives across infrastructure, telecommunication, employment and education, including asset investment and restructuring, industry engagement and decentralisation.

ACHIEVEMENTS

- **Instigated and led delivery of multi-year 'One TAFE' institutional transformation**, recognising the skills gap in NSW economy and addressing this long-standing challenge by improving access to high quality educations, consolidating 11 TAFEs and strengthening digital infrastructure;
- **Furthered mission and strategic agenda of the Skills Board** to contribute significantly to NSW's social and economic agenda, further connecting industry challenges with TAFE service delivery;
- **Championed tourism in Regional NSW as a key route to economic growth**, working to unlock areas of significant natural amenity and eco-tourism potential such as Snowy Mountains;
- **Drove modernisation reforms via a cultural shift** on the values of creating a competitive workforce, commercial and sustainable business, serving local communities and being customer-led.

Leader 2016 – 2021
Member for Monaro 2011 – 2021
NSW Nationals

Transformational role, elected to lead the National Party of Australia, N.S.W., the only Australian political party solely dedicated to the people of rural and regional communities. Set and executed a new, modern strategic vision linked to party roots, driving policies to support business development, growth and continued investment in the infrastructure and health care services in the regions.

ACHIEVEMENTS

- **Strengthened Party profile and maintained position in the coalition**, create a progressive and inclusive strategy and policy environment focus on addressing diverse regional disadvantages;
- **Established a new culture of 'warriors'** to deliver the vision, articulating benefits and skills of compromise, the art of politics and uniting efforts across a diverse stakeholder landscape;
- **Embedded the Party Constitution into operations**, including equal opportunity and freedom of speech, enabled by a flat hierarchy, migrant support and 50/50 quality for women.

Managing Director 1997 – 2011
Ryleho Home Solutions

Founded and built a manufacturing company providing energy efficient windows, doors and building materials. Provided leadership to an extended team of 35 across onsite, trade and wholesale with full responsibility for P&L, organisational management, company compliance and governance.

ACHIEVEMENTS

- **Built a multimillion dollar business to achieve a market leading reputation** for high quality products and strengths in product design and solutions; selling the business in 2016. Transformed a traditional approach to Australian manufacturing through automation, unique skills training and adopting best practise from Germany and Italy. The customer centred approach, and solutions driven offering, Ryleho gained market share and innovative quality reputation rapidly.

ADDITIONAL APPOINTMENTS



Board Director <i>Italian Chamber of Commerce & Industry Australia</i>	2021 – Current
Board Director <i>Smarter Regions CRC</i>	2021 – Current
Member of COVID Crisis Committee <i>Government of NSW</i>	2020 - 2021
Member of Expenditure Review Committee <i>Government of NSW</i>	2016 - 2021
Member of Cabinet Committee <i>Government of NSW</i>	2014 - 2021
Parliamentary Secretary to the Deputy Premier <i>Parliament of NSW</i>	2014 - 2014
Joint Select Committee, Loose Fill Asbestos Insulation <i>Parliament of NSW</i>	2014 - 2014
Chair, Select Committee, Motor Vehicle Repair Industry <i>Parliament of NSW</i>	2013 - 2014
Chair, Legislative Assembly Committee, Law & Safety <i>Parliament of NSW</i>	2011 – 2014
Temporary Speaker <i>Parliament of NSW</i>	2011 – 2014
Councillor <i>Queanbeyan City Council</i>	2008 - 2012
Patron <i>Gawald Kalinga Canberra</i>	2010 - 2012
Founder President <i>Monaro Panthers Football Club</i>	2001 - 2010
Board Member <i>Capital Football</i>	2000 - 2001



EDUCATION & PROFESSIONAL DEVELOPMENT

Certificate IV, Frontline Business Management	Housing Industry Association
Certificate IV, Quantitative and Tendering	Housing Industry Association
Certificate IV, Construction and Building Services	Housing Industry Association
Graduate Diploma of Strategic Leadership (Currently Completing)	Churchill Education

References available on request



Investment
NSW

NSW Senior Trade and Investment Commissioner – STIC Americas

- **Leading NSW's Trade, Investment and Commercial Interests**
- **Creating Strategic, Commercial Partnerships, with Regional Responsibilities**

The Senior Trade and Investment Commissioner (STIC) is the NSW Government's most senior representative in the Americas region and a key member of Investment NSW's Trade team. Investment NSW's mandate is to reinforce NSW as the most desirable place in the world to visit, invest, do business, and study, and to support NSW businesses and innovations to succeed on the world stage.

The Trade team is accountable for managing NSW's Trade and Investment teams offshore and the supporting onshore team, to drive job creation and economic development through supporting NSW exporters to expand into international markets, including the international education sector.

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

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

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

To obtain the *Information for Candidates* booklets, including the role description, or to apply, please email applications.australia@ngs-global.com citing **J15950** or the name of STIC Americas. If further information is required after reviewing the documentation, please contact Dr Marianne Broadbent or Mark Lelliott on +61 3 8626 0600 or 1300 138 863. Further information regarding **Global NSW** can be found at global.nsw.gov.au

Applications are requested by 19 January 2022.



NGS GLOBAL

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Kelly Kwan

From: Marianne Broadbent
Sent: Friday, 21 January 2022 8:57 AM
To: Amy Brown; Kylie Bell; Kristy Manton
Cc: Lynne Clements; Andrew Broadbent
Subject: STIC Americas (2) - Client Progress Report
Attachments: NGS_InvestmentNSW_STICAmericas_CPR1_220120.docx

Amy / Kylie / Kristy

Attached is the first formal Client Progress Report following the second round of the search for the STIC Americas. We have done further searching and are in the midst of interviewing candidates and have followed up all those recommended to date (unless they had already been considered earlier). As you will note there are some interesting candidates.

We expect to complete this process by 28 January and to provide a shortlist report no later than 1 February. Appreciate any input you might have at this stage.

Regards Marianne B

Dr Marianne Broadbent
 MANAGING PARTNER

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

www.ngs-global.com

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Date: Tuesday, 18 January 2022 at 11:38 am
To: Kristy Manton
Cc: Lynne Clements Andrew Broadbent
Subject: Re: Status update NY and China

K – Greetings - was just meeting with the team re these – and will provide further / formal details later in the week.

Re China – will send formal update by 21/1:

- Two strong external candidates, one from previous list Sensitive and one new Sensitive, plus internal Sensitive. There are other candidates but not as strong as Sensitive and Sensiti
- Three of the previous candidates now have other roles though one has not yet been announced. This includes Sensitive and Sensitive
- Re Sensiti and Sensitive – Kylie was going to contact these two but have not heard back

Other feedback – as previously, some pushback about the advisability of taking on a 'mainland China' role currently.

Re Americas - -- will send formal update by 20/1:

- We are meeting candidates this week and three potentially strong ones including two females. Others are reviewing.
- Have done considerable further sourcing and followed up all those mentioned to us.
- Some candidates and enquiries through the advert: Sensitive has applied, and John Barilaro has sought the Info for Candidates. I have contacted each in case they have questions and we are scheuding to interview Se and will interview JB if he applies . . .

Other feedback – Lack of \$\$ for accomm seen as major drawback and same re lack of support \$\$ for anyone with kids.

Cheers, Marianne

Dr Marianne Broadbent
MANAGING PARTNER

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Date: Tuesday, 18 January 2022 at 11:08 am
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Subject: Status update NY and China

Hey Marianne

Just hoping we could get a quick status update on NY and China so we can update Amy and the Minister? IS by CoB doable?

An email is totally fine

Kristy Manton | Director People & Culture
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
M: Sensitive

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



really
Are they OK?
Ask them
today

R U OK? DAY
9 September 2021

Learn what to say at ruk.org.au

A black banner with white text and graphics. On the left, a speech bubble contains the text "really Are they OK?". Below it, the text "Ask them today" is written in a stylized font. On the right, the text "R U OK? DAY" is written in a large, bold font, with "9 September 2021" underneath. At the bottom right, the text "Learn what to say at ruk.org.au" is written.

**NGS GLOBAL**

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Investment NSW**Senior Trade & Investment Commissioner
Americas (2)****Confidential Client Progress Report - 1****20 January 2022**

Grouping of Candidates		Page
Group A	Candidates Being Interviewed and Engaged	2
Group B	Potential Candidates Approach and in Process	5
Group C	Other Advert Applicants Received and Reviewed	7
Group D	Individuals who have Declined the Opportunity	9

Statistics to Date

- 7 Candidates Currently Being Interviewed
- 12 Candidates in Total
- 6 Other Potential Candidates Approached/In Process
- 34 Individuals Who Have Declined the Opportunity

NGS Global Pty Ltd
L5/175 Collins Street
Melbourne VIC 3000 Australia

T +61 3 8626 0600 / 1300 138 863
www.ngs-global.com



Group A: Candidates Being Interviewed by NGS

Name	Title and Organisation	Contact Details
<p>Barilaro, John (Sydney)</p>	<p>Former Deputy Premier NSW Parliament</p> <p>Previously</p> <ul style="list-style-type: none"> - Leader, NSW National Party and Member for Monaro - Minister Responsible variously for Disaster Recovery, Regional NSW Industry & Trade, Skills & Small Business, NSW Parliament - Managing Director, Ryleho Home Solutions 	<p>https://www.linkedin.com/in/john-barilaro/</p> <p>Has applied NGS Interviewed 20/1</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Has applied NGS Interviewing 21/1</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>NGS Interviewing 21/1</p>



Name	Title and Organisation	Contact Details
Sensitive	Sensitive	
Sensitive	Sensitive	Sensitive NGS to Interview 25/1
Sensitive	Sensitive	Sensitive Has re-applied NGS previously interviewed and assessed as appointable.
Sensitive	Sensitive	Sensitive Has applied NGS to interview 24/1.



Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Sensitive Has applied NGS interviewed 18/1. Has some relevance but not at the level required for this role.



Group B: Potential Candidates Approached and in Process

Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Sensitive NGS approaching.
Sensitive	Sensitive	Sensitive NGS approached, in process
Sensitive	Sensitive	Sensitive NGS approached.
Sensitive	Sensitive	Sensitive In discussions, considering the role currently.

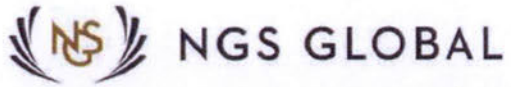


Name	Title and Organisation	Contact Details
	Sensitive	
Sensitive	Sensitive	Sensitive NGS approached.
Sensitive	Sensitive	Sensitive Approached, in process



Group C: Other Advert Applicants Received and Reviewed

Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Sensitive Some relevance but not at the level required.
Sensitive	Sensitive	Sensitive Has re-applied NGS previously interviewed and regarded as not appointable
Sensitive	Sensitive	Sensitive Phone interviewed Sensitive Sensitive



Name	Title and Organisation	Contact Details
		Sensitive
Sensitive	Sensitive	Does not have sufficient experience required for this role.
Sensitive	Sensitive	Sensitive Phone interviewed Sensitive Sensitive



Group D: Individuals who have Declined the Opportunity

Name	Title and Organisation	Contact Details
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Declined, role not of interest to her at this time.</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Declined, initially interested, but has decided not to apply.</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Declined. Considered the role but decided to</p> <p>Sensitive</p>



Name	Title and Organisation	Contact Details
Sensitive [Redacted]	Sensitive [Redacted]	Sensitive [Redacted] Declined, is very interested in the role, but not if there is no accommodation and support for school fees.

Kelly Kwan

From: Marianne Broadbent
Sent: Friday, 28 January 2022 11:37 AM
To: Amy Brown; Kylie Bell; Kristy Manton
Cc: Lynne Clements; Andrew Broadbent
Subject: Re: STIC Americas (2) - Client Progress Report No2
Attachments: NGS_InvestmentNSW_STICAmericas_ClientProgressReport2_220128.docx

Amy, Kylie and Kristy

Greetings and trust the big news from yesterday feeling good!

Attached is our second formal client report for the STIC Americas, Round 2. We believe that there is now a good candidate pool built. We expect to interview the final candidates in the first section early next week and then provide Shortlist Report Recommendations. Let's know if you have any questions at this stage.

re China – Kylie and I had a catch up on 25/1. We have the draft Shortlist prepared for that role, but Kylie is following up one more person. So we expect to provide that on Monday.

It would be timely to start putting time in calendars to review the shortlists – say late next week or by 7/2. And they Selection Panel meetings from w/b 14/2. I have copied Lynne Clements (+61 3 8626 0629) who can work with Kristy and others on that.

Regards
Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Marianne Broadbent
Date: Friday, 21 January 2022 at 8:57 am
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Kristy Manton
Cc: Lynne Clements
Andrew Broadbent
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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





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Investment NSW

Senior Trade & Investment Commissioner
Americas (2)

Confidential Client Progress Report - 2

28 January 2022

Grouping of Candidates		Page
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Group B	Other Applicants Considered, Recommended Not To Proceed	5
Group C	Potential Candidates Approached, In Process	7
Group D	Individuals who have Declined the Opportunity	9

Statistics to Date

- 14 Candidates Currently Engaged & Applied
- 5 Other Potential Candidates Approached / In Process
- 5 Individuals Who Have Declined the Opportunity

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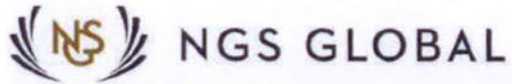
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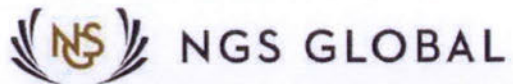


Group A: Candidates Engaged / Being Interviewed by NGS

Name	Title and Organisation	Contact Details
<p>Barilaro, John (Sydney)</p>	<p>Former Deputy Premier NSW Parliament</p> <p>Previously</p> <ul style="list-style-type: none"> - Leader, NSW National Party and Member for Monaro - Minister Responsible variously for Disaster Recovery, Regional NSW Industry & Trade, Skills & Small Business, NSW Parliament - Managing Director, Ryleho Home Solutions 	<p>https://www.linkedin.com/in/john-barilaro/</p> <p>Has applied NGS Interviewed 20/1</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Has applied NGS Interviewed 21/1</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>NGS Interviewed 21/1</p>



Name	Title and Organisation	Contact Details
	Sensitive	
Sensitive	Sensitive	Sensitive NGS Interviewed 25/1.
Sensitive	Sensitive	Sensitive Has re-applied NGS previously interviewed and assessed as appointable.
Sensitive	Sensitive	Sensitive Sensitive Has indicated that she will apply.

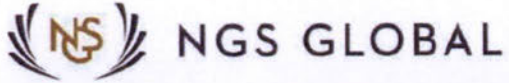


Name	Title and Organisation	Contact Details
Sensitive [Redacted]	Sensitive [Redacted]	Sensitive [Redacted] Has applied NGS Interviewed 24/1.
Sensitive [Redacted]	Sensitive [Redacted]	Sensitive [Redacted] Sensitive [Redacted] Has indicated that she will apply.



Group B: Other Advert Applicants Considered, Recommended Not To Proceed

Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Sensitive Some relevance but not at the level required.
Sensitive	Sensitive	Sensitive Has re-applied NGS previously interviewed and regarded as not appointable
Sensitive	Sensitive	Sensitive Has applied. Phone interviewed. Sensitive Sensitive

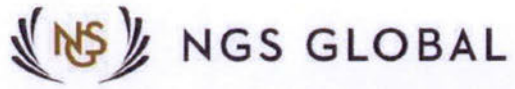


Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Does not have sufficient experience required for this role.
Sensitive	Sensitive	Sensitive Has applied NGS interviewed 18/1. Has some relevance but not at the level required for this role.
Sensitive	Sensitive	Sensitive Has applied Phone interviewed. Does not have sufficient recent experience in the commercial sector nor recent roles with the level of representation and breadth of experience expected for this role.



Group C: Potential Candidates Approached, In Process

Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Sensitive NGS approached, in process
Sensitive	Sensitive	Sensitive NGS approached, in process
Sensitive	Sensitive	Sensitive NGS approached.
Sensitive	Sensitive	Sensitive NGS approached.



Name	Title and Organisation	Contact Details
	Sensitive	
Sensitive	Sensitive	Sensitive Approached, in process



Group D: Individuals who have Declined the Opportunity

Name	Title and Organisation	Contact Details
Sensitive	Sensitive	Sensitive Declined, role not of interest to her at this time.
Sensitive	Sensitive	Sensitive Declined, initially interested, but has decided not to apply.
Sensitive	Sensitive	Sensitive Declined, Considered the role, but not able to move internationally at this time.



Name	Title and Organisation	Contact Details
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Declined. Considered the role but decided to</p> <p>Sensitive</p>
<p>Sensitive</p>	<p>Sensitive</p>	<p>Sensitive</p> <p>Declined, is very interested in the role, but not if there is no accommodation and support for school fees.</p>

Kelly Kwan

From: Marianne Broadbent
Sent: Wednesday, 2 February 2022 8:39 PM
To: Kylie Bell; Amy Brown; Kristy Manton
Cc: Lynne Clements; Andrew Broadbent
Subject: Re: STIC Americas (2) - Shortlist Recommendations Report

K – we did ask her that and the answer is no, not interested in 'mainland China'. Keen on Americas. M

Dr Marianne Broadbent
MANAGING PARTNER

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From: Kylie Bell
Date: Wednesday, 2 February 2022 at 6:57 pm
To: Marianne Broadbent
Amy Brown
Kristy Manton
Cc: Lynne Clements
Andrew Broadbent
Subject: RE: STIC Americas (2) - Shortlist Recommendations Report

Hi Marianne

One more question for me. I note **Sensitive**, shortlisted for the US job is currently based in HK. Is there any chance she would consider our Shanghai role with the right support? I imagine she is looking for an out from the region, but I thought it was worth asking ahead of shortlisting tomorrow.

Thanks
KB

From: Marianne Broadbent
Sent: Wednesday, 2 February 2022 11:42 AM
To: Amy Brown
Kylie Bell
Kristy Manton
Cc: Lynne Clements
Andrew Broadbent
Subject: Re: STIC Americas (2) - Shortlist Recommendations Report

Amy, Kylie, Kristy

Greetings. Attached is the Shortlist Recommendations Report for the STIC Americas (word document). We had a number of latish candidates and hence the day or so delay.

We have included 6 candidates in the top group and realise that might be one or two too many, but thought it best to include each of those.

There are two zip files included – one with the the CV/ Application materials for Group A and the other for Group B

Look forward to discussing further with you.

Regards. Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Marianne Broadbent

Date: Friday, 28 January 2022 at 11:37 am

To: Amy Brown
Kristy Manton

Kylie Bell

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: STIC Americas (2) - Client Progress Report No2

Amy, Kylie and Kristy

Greetings and trust the big news from yesterday feeling good!

Attached is our second formal client report for the STIC Americas, Round 2. We believe that there is now a good candidate pool built. We expect to interview the final candidates in the first section early next week and then provide Shortlist Report Recommendations. Let's know if you have any questions at this stage.

Re China – Kylie and I had a catch up on 25/1. We have the draft Shortlist prepared for that role, but Kylie is following up one more person. So we expect to provide that on Monday.

It would be timely to start putting time in calendars to review the shortlists – say late next week or by 7/2. And they Selection Panel meetings from w/b 14/2. I have copied Lynne Clements (+61 3 8626 0629) who can work with Kristy and others on that.

Regards
Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Marianne Broadbent
Date: Friday, 21 January 2022 at 8:57 am
To: Amy Brown
Kristy Manton
Cc: Lynne Clements

Kylie Bell
Andrew Broadbent

Subject: STIC Americas (2) - Client Progress Report

Amy / Kylie / Kristy

Attached is the first formal Client Progress Report following the second round of the search for the STIC Americas. We have done further searching and are in the midst of interviewing candidates and have followed up all those recommended to date (unless they had already been considered earlier). As you will note there are some interesting candidates.

We expect to complete this process by 28 January and to provide a shortlist report no later than 1 February. Appreciate any input you might have at this stage.

Regards Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Marianne Broadbent
Date: Tuesday, 18 January 2022 at 11:38 am
To: Kristy Manton
Cc: Lynne Clements

Andrew Broadbent

Subject: Re: Status update NY and China

K – Greetings - was just meeting with the team re these – and will provide further / formal details later in the week.

Re China – will send formal update by 21/1:

- Two strong external candidates, one from previous list Sensitive and one new Sensitive, plus internal Sensitive. There are other candidates but not as strong as Sensitive and Sensitive.
- Three of the previous candidates now have other roles though one has not yet been announced. This includes Sensitive and Sensitive.
- Re Sensitive and Sensitive – Kylie was going to contact these two but have not heard back

Other feedback – as previously, some pushback about the advisability of taking on a 'mainland China' role currently.

Re Americas -- will send formal update by 20/1:

- We are meeting candidates this week and three potentially strong ones including two females. Others are reviewing.
- Have done considerable further sourcing and followed up all those mentioned to us.
- Some candidates and enquiries through the advert Sensitive has applied, and John Barilaro has sought the Info for Candidates. I have contacted each in case they have questions and we are scheduling to interview Se and will interview JB if he applies . . .

Other feedback – Lack of \$\$ for accomm seen as major drawback and same re lack of support \$\$ for anyone with kids.

Cheers, Marianne

Dr Marianne Broadbent
MANAGING PARTNER

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From: Kristy Manton
Date: Tuesday, 18 January 2022 at 11:08 am
To: Marianne Broadbent
Subject: Status update NY and China

Hey Marianne

Just hoping we could get a quick status update on NY and China so we can update Amy and the Minister? IS by CoB doable?

An email is totally fine

Kristy Manton | Director People & Culture
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
M: Sensitive

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Investment NSW

Senior Trade and Investment Commissioner - Americas -

Confidential

Shortlist Recommendations Report

2 February 2022

Grouping of Candidates

Group A: Strongest Candidates Recommended for Shortlist Consideration	2
- With Evaluative Summaries	
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- With Evaluative Summaries	
Group C: Other Advert Applications, Not Recommended to Proceed	21
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Group E: Individuals Approached who were Not Responsive	25

Statistics

- 6 Candidates Recommended for Shortlist Consideration
- 14 Candidates Fully Assessed / Interviewed by NGS Global
- 19 Candidates in Total
- 10 Individuals Who Have Declined or Who Were Not Responsive

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Group A: Strongest Candidates Recommended for Shortlist Consideration

Evaluative Summaries p3.

Name	Role Title	Organisation
Barilaro, John (Sydney)	Former Deputy Premier	NSW Parliament https://www.linkedin.com/in/john-barilaro/
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive



Group A: Evaluative Summaries

Name	Role Title and Organisation
<p>Barilaro, John (Sydney)</p>	<p>Former Deputy Premier NSW Parliament</p>
<p>Previously</p> <ul style="list-style-type: none"> - Leader, NSW National Party and Member for Monaro - Minister Responsible variously for Disaster Recovery, Regional NSW Industry & Trade, Skills & Small Business, NSW Parliament - Managing Director, Ryleho Home Solutions <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>Track Record and Experience</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.</p> <p>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. He 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>Management and Leadership Capabilities</p> <p>John’s business experience demonstrates the ability to identify opportunities for new products and technologies in the market. He presents 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</p>	



Name	Role Title and Organisation
	<p>political domain. He has worked consistently to achieve developments in regional and rural NSW, resulting in the recent establishment of 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>As an example of his ability to deliver, John spoke of the redesign of TAFE NSW into a more coherent 'One TAFE' system. While this proved to be a more major development than first anticipated, it then led to further curriculum and policy decisions, such as the reintroduction of VET programs at Year 11 and 12.</p> <p>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 is 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 believes others see him as a hard worker with clear vision and goals, but who can also be a 'dog with a bone'. He attributes his success in business to his ability to empower others and, in both business and politics, to help people have a real sense of purpose. He presented as open and honest in relation to personal challenges and negative feedback he had received in the last eighteen months. He attributed some of this to the lack of balance he experienced in the political domain as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19.</p> <p>While John does have a strong understanding of the NSW trade and investment agenda, he has not lived and worked outside Australia. He will have contacts with selected Australian diplomatic and business officials but will need to quickly develop the relationships that are needed to drive investment opportunities that are the essence of this role.</p> <p>Motivation</p> <p>John was involved in the development of Global NSW and has been a strong and passionate advocate for the state to expand its footprint globally. He believes, with the combination of his business and political background, that he is well suited to the STIC Americas role.</p> <p><i>NGS Interviewed 20/01/22</i></p>

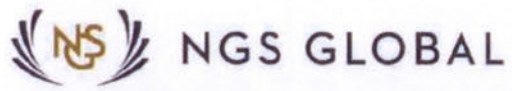


Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
Sensitive	

NGS Interviewed 21/01/22



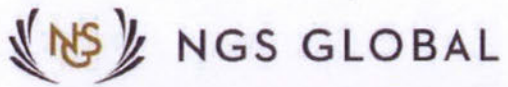
Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
Sensitive	
<i>NGS Interviewed 21/01/22</i>	



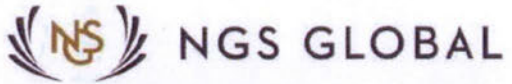
Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



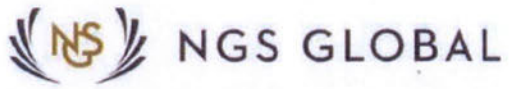
Name	Role Title and Organisation
Sensitive	
<i>NGS Interviewed 16/04/21</i>	



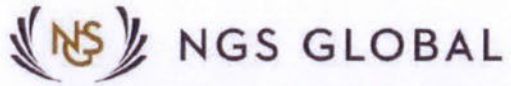
Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
Sensitive	
<i>NGS Interviewed 27/01/22</i>	



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



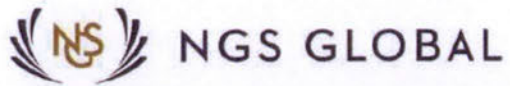
Name	Role Title and Organisation
Sensitive	
<i>NGS Interviewed 25/01/22</i>	



Group B: Other Applicants Considered, Not Recommended to Shortlist

With Evaluative Interview Summaries p13.

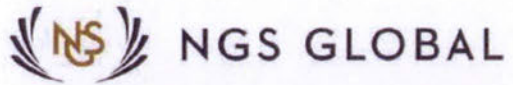
Name	Role Title	Organisation
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive Has re-applied NGS previously interviewed and regarded as not appointable
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive



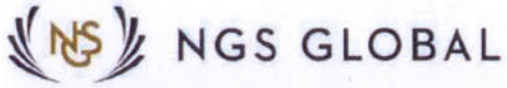
Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	
Sensitive	NGS Interviewed 25/01/22



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
Sensitive	
<i>NGS Interviewed 25/03/21</i>	



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	
<i>NGS Interviewed 24/01/22</i>	



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	
<i>NGS Interviewed 25/01/22</i>	



Group C: Advert Applicants Considered, Not Recommended to Shortlist

Name	Role Title / Organisation	Comments
Sensitive	Sensitive	Sensitive Some relevance but not at the level required.
Sensitive	Sensitive	Sensitive Phone interviewed Sensitive Sensitive
Sensitive	Sensitive	Does not have sufficient experience required for this role.
Sensitive	Sensitive	Sensitive Phone interviewed Sensitive Sensitive

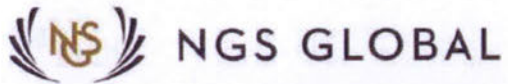


Name	Role Title / Organisation	Comments
		Sensitive



Group D: Individuals Approached who Declined the Opportunity

Name	Title and Organisation	Comments
Sensitive	Sensitive	Sensitive Declined, role not of interest to her at this time.
Sensitive	Sensitive	Sensitive Declined, as timing not right for her for a role such as this.
Sensitive	Sensitive	Sensitive Declined, initially interested, but decided not to apply.
Sensitive	Sensitive	Sensitive Declined, very interested in the role, but not able to move to NY at this time.



Name	Title and Organisation	Comments
	Sensitive	
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive Declined, is very interested in the role, but not if there is no accommodation and support for school fees.



Group E: Individuals Approached who were Not Responsive

Name	Title and Organisation	Comments
Sensitive	Sensitive	Sensitive NGS approached, not responsive.
Sensitive	Sensitive	Sensitive NGS approached, not responsive.
Sensitive	Sensitive	Sensitive NGS approached, not responsive.

Kelly Kwan

From: Amy Brown
Sent: Wednesday, 16 February 2022 7:52 AM
To: Kylie Bell
Cc: Kristy Manton
Subject: Re: STIC New York

I think 3 is good - thanks Kylie and Kristy

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

From: Kylie Bell
Sent: Tuesday, February 15, 2022 10:48:32 PM
To: Amy Brown
Cc: Kristy Manton
Subject: STIC New York

Hi Amy

Marianne has advised that one of our two 'commercial' candidates for New York Sensitive has withdrawn for family reasons. We now have three candidates we had shortlisted. Would you like us to add Sensitive into the mix or are you happy to proceed with 3? Both Sensitive and Sensitive are strong (I worked with Sensitive and she is a force).

Cheers
KB

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Fiona Denton

From: Kristy Manton
Sent: Friday, 18 February 2022 13:18
To: Evelina Polura
Subject: FW: Confidential: Interviews for STICs Americas and China

Follow Up Flag: Flag for follow up
Flag Status: Flagged

FYI

From: Fiona Denton
Sent: Friday, 18 February 2022 12:10 PM
To: Kylie Bell
Cc: Jing Fu
Subject: RE: Confidential: Interviews for STICs Americas and China

Kristy Manton
Alicia Kemp

Hi Kylie & Kristy,

I am pleased to say that we now have confirmed dates for the interviews.

STIC America

Tuesday 15/3: 2 hours between 9.00 – 12.00

Panel: the Hon. Warrick Smith AO, Kathrina Lo, Amy Brown, Marianne Broadbent

Platform: teams

Schedule:

10 mins brief

30 mins x 3 candidates

20 mins debrief

STIC China

Thursday 31/3: 2 hours between 9.00 – 12.00

Panel: the Hon. Warrick Smith AO, Dr Sarah Hill, Amy Brown, Marianne Broadbent

Platform: teams

Schedule:

10 mins brief

30 mins x 3 candidates

20 mins debrief

Kind regards

Fiona

Fiona Denton | Business Coordinator of the office of the Secretary

Department of Enterprise, Investment and Trade

Chief Executive Officer, Investment NSW

52 Martin Place, Sydney NSW 2000

| investment.nsw.gov.au



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

From: Kylie Bell
Sent: Sunday, 13 February 2022 6:26 PM
To: Alicia Kemp
Kristy Manton
Fiona Denton
Subject: Confidential: Scheduling Interviews for STICs Americas and China - Panel Interviews

Hi Alicia and Fiona,

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

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

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

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

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

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

Thanks
KB

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

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

Dates that I cant do:

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

February 23 and 8-11 on 25th due to Melbourne-based Board meetings

March 1, afternoon of March 18th (morning is fine as hoping to be in [redacted])

Sensitive

Otherwise best to phone Lynne Clements (+61 3 8626 0629).

Thanks 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: Wednesday, 2 February 2022 at 11:44 am

To: Amy Brown

Kylie Bell

Kristy Manton

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: STIC Greater China (2) - Shortlist Recommendations Report

Amy, Kylie, Kristy

Greetings. Attached is the Shortlist Recommendations Report for the STIC China (word document).

We have included 3 candidates in the top group with the possibility of a fourth (whom Kylie is chasing up, but Chinese New Year got in the way).

There are three zip files included – these include the CV/ Application materials for Groups A1, A2 and B1.

Look forward to discussing further with you – and will send separate note to Kylie re timing.

Regards. Marianne B

Dr Marianne Broadbent

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From: Marianne Broadbent

Date: Friday, 21 January 2022 at 11:59 am

To: Amy Brown

Kylie Bell

Kristy Manton

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: STIC Greater China (2) - Client Progress Report

Amy / Kylie / Kristy

Attached is the first formal Client Progress Report following the second round of the search for the STIC China. We have done further searching and expect to interview the final candidates early next week.

We expect to be able to provide the shortlist report recommendations by 28 January. Appreciate any input you might have at this stage.

Regards Marianne B

Dr Marianne Broadbent

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From: Marianne Broadbent

Date: Tuesday, 18 January 2022 at 11:38 am

To: Kristy Manton

Cc: Lynne Clements

Andrew Broadbent

Subject: Re: Status update NY and China

K - Greetings - was just meeting with the team re these - and will provide further / formal details later in the week.

Re China - will send formal update by 21/1:

- Two strong external candidates, one from previous list Sensitive and one new Sensitive, plus internal Sensitive. There are other candidates but not as strong as Sensitive and Sensitive.
- Three of the previous candidates now have other roles though one has not yet been announced. This include Sensitive and Sensitive.
- Re Sensitive and Sensitive - Kylie was going to contact these two but have not heard back.

Other feedback - as previously, some pushback about the advisability of taking on a 'mainland China' role currently.

Re Americas -- will send formal update by 20/1:

- We are meeting candidates this week and three potentially strong ones including two females. Others are reviewing.
- Have done considerable further sourcing and followed up all those mentioned to us.
- Some candidates and enquiries through the advert: Sensitive has applied, and John Barilaro has sought the Info for Candidates. I have contacted each in case they have questions and we are scheduling to interview Se and will interview JB if he applies...

Other feedback - Lack of \$\$ for accomm seen as major drawback and same re lack of support \$\$ for anyone with kids.

Cheers, Marianne

Dr Marianne Broadbent

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From: Kristy Manton

Date: Tuesday, 18 January 2022 at 11:08 am

To: Marianne Broadbent

Subject: Status update NY and China

Hey Marianne

Just hoping we could get a quick status update on NY and China so we can update Amy and the Minister? IS by CoB doable?

An email is totally fine

Kristy Manton | Director People & Culture

Investment NSW

Level 35, 52 Martin Place, Sydney NSW 2000

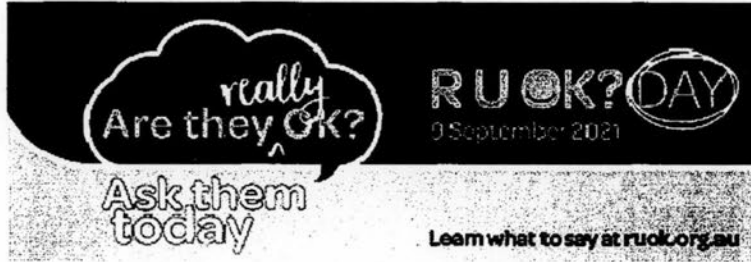
M: Sensitive

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





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Investment NSW**Senior Trade and Investment Commissioner
- Americas -****Confidential****Final Shortlist Report****28 February 2022****Grouping of Candidates**

Group A: Shortlisted Candidates	2
- With Evaluative Summaries	
Group B: Other Applicants Considered	11
- With Evaluative Summaries	
Group C: Other Advert Applications, Not Shortlisted	17
Group D: Individuals Approached who Declined the Opportunity	18
Group E: Individuals Approached who were Not Responsive	21

Statistics

- **4 Candidates Shortlisted**
- **10 Candidates Fully Assessed / Interviewed by NGS Global**
- **12 Candidates in Total**
- **11 Individuals Who Have Declined or Who Were Not Responsive**

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Group A: Strongest Candidates Shortlisted

Evaluative Summaries p3.

Name	Role Title	Organisation
Barilaro, John (Sydney)	Former Deputy Premier	NSW Parliament https://www.linkedin.com/in/john-barilaro/
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive

*Sensitive [redacted] has previously been interviewed for this role, 21/7/21, and found to be Very Suitable and appointable. He is to be considered as shortlisted for this round, but not re-interviewed.



Group A: Evaluative Summaries

Name	Role Title and Organisation
<p>Barilaro, John (Sydney)</p>	<p>Former Deputy Premier NSW Parliament</p>
<p>Previously</p> <ul style="list-style-type: none"> - Leader, NSW National Party and Member for Monaro - Minister Responsible variously for Disaster Recovery, Regional NSW Industry & Trade, Skills & Small Business, NSW Parliament - Managing Director, Ryleho Home Solutions <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>Track Record and Experience</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.</p> <p>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. He 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 were other concurrent changes taking place. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>Management and Leadership Capabilities</p> <p>John’s business experience demonstrates the ability to identify opportunities for new products and technologies in the market. He presents 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</p>	



Name	Role Title and Organisation
	<p>development in the political domain. He has worked consistently to achieve developments in regional and rural NSW, resulting in the recent establishment of 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>As an example of his ability to deliver, John spoke of the redesign of TAFE NSW into a more coherent 'One TAFE' system. While this proved to be a more major development than first anticipated, it then led to further curriculum and policy decisions, such as the reintroduction of VET programs at Year 11 and 12.</p> <p>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 is 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 believes others see him as a hard worker with clear vision and goals, but who can also be a 'dog with a bone'. He attributes his success in business to his ability to empower others and, in both business and politics, to help people have a real sense of purpose. He presented as open and honest in relation to personal challenges and negative feedback he had received in the last eighteen months. He attributed some of this to the lack of balance he experienced taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19.</p> <p>While John does have a strong understanding of the NSW trade and investment agenda, he has not lived and worked outside Australia. He will have contacts with selected Australian diplomatic and business officials but will need to quickly develop the relationships that are needed to drive investment opportunities that are the essence of this role.</p> <p>Motivation</p> <p>John was involved in the development of Global NSW and has been a strong and passionate advocate for the state to expand its footprint globally. He believes, with the combination of his business and political background, that he is well suited to the STIC Americas role.</p> <p><i>NGS Interviewed 20/01/22</i></p>



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
Sensitive	

NGS Interviewed 21/01/22



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	

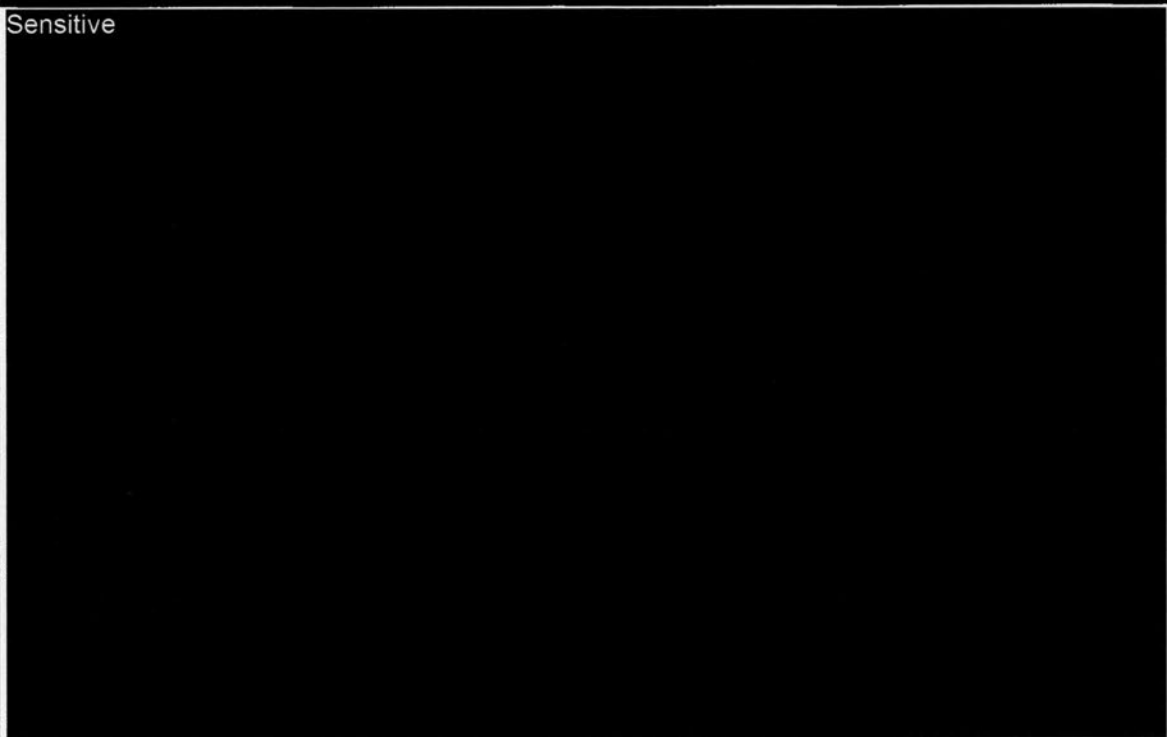


Name	Role Title and Organisation
Sensitive	
[Redacted Content]	
<i>NGS Interviewed 21/01/22</i>	



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
<p>Sensitive</p>  A large black rectangular redaction box covers the entire content area of the table, obscuring all names and role titles. The word 'Sensitive' is printed in the top-left corner of this redacted area.	

NGS Interviewed 16/04/21



Group B: Other Applicants Considered, Not Recommended to Shortlist

With Evaluative Interview Summaries p13.

Name	Role Title	Organisation
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive Has re-applied NGS previously interviewed and regarded as not appointable
Sensitive	Sensitive	Sensitive
Sensitive	Sensitive	Sensitive



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	
Sensitive	NGS Interviewed 25/01/22



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	



Name	Role Title and Organisation
Sensitive	
<i>NGS Interviewed 25/03/21</i>	



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	
<i>NGS Interviewed 24/01/22</i>	



Name	Role Title and Organisation
Sensitive	Sensitive
Sensitive	
<i>NGS Interviewed 25/01/22</i>	



Group C: Advert Applicants Considered, Not Recommended to Shortlist

Name	Role Title / Organisation	Comments
Sensitive	Sensitive	Sensitive Some relevance but not at the level required.
Sensitive	Sensitive	Sensitive Phone interviewed. Sensitive Sensitive
Sensitive	Sensitive	Does not have sufficient experience required for this role.
Sensitive	Sensitive	Sensitive Phone interviewed. Sensitive Sensitive



Group D: Individuals Approached who Declined the Opportunity

Name	Title and Organisation	Comments
Sensitive	Sensitive	Sensitive Declined, role not of interest to her at this time.
Sensitive	Sensitive	Sensitive Declined, as timing not right for her for a role such as this.
Sensitive	Sensitive	Sensitive Declined, initially interested, but decided not to apply.
Sensitive	Sensitive	Sensitive Declined, very interested in the role, but not able to move to NY at this time.



Name	Title and Organisation	Comments
	Sensitive	
Sensitive	Sensitive	Sensitive Declined, has taken another role.
Sensitive	Sensitive	Sensitive Declined, Sensitive Sensitive Sensitive
Sensitive	Sensitive	Sensitive Declined, is very interested in the role, but not if there is no accommodation and support for school fees.



Name	Title and Organisation	Comments
Sensitive	Sensitive	Sensitive Declined, has decided to stay in UK.



Group E: Individuals Approached who were Not Responsive

Name	Title and Organisation	Comments
Sensitive	Sensitive	Sensitive
		NGS approached, not responsive.
Sensitive	Sensitive	Sensitive
		NGS approached, not responsive.
Sensitive	Sensitive	Sensitive
		NGS approached, not responsive.



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Confidential
Candidate Report

JOHN BARILARO

Senior Trade and Investment Commissioner, Americas

Investment NSW

Submitted by: NGS Global

February 2022

The information in this report is strictly private and confidential and is based on information provided by the participant. Its uses should be restricted to only those members of the company's management group who are directly involved with the participant concerned.

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L5/175 Collins Street
Melbourne VIC 3000 Australia

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Career Brief

John Barilaro Sydney

Education

2021 Graduate Diploma of Strategic Leadership (current), Churchill Education

 Certificate IV: Frontline Business Management, Quantitative and
 Tendering, Construction and Building Services

Recent Experience

2019 – present	Deputy Premier and Minister for Regional NSW Industry and Trade, Minister Responsible for Disaster Recovery Parliament of NSW
2016 – 2019	Deputy Premier and Minister for Regional NSW, Skills and Small Business Parliament of NSW
2014 – 2017	Minister for Skills and Small Business Parliament of NSW
2014 – 2015	Minister for Regional Tourism Parliament of NSW

Please refer to the candidate resume for a full record of career experience.



Evaluative Overview

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.

Track Record and Experience

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.

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.

Management and Leadership Capabilities

John's business experience demonstrates the ability to identify opportunities for new products and technologies in the market. He presents 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 has worked consistently to achieve developments in regional and rural NSW, resulting in the recent establishment of 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.



As an example of his ability to deliver, John spoke of the redesign of TAFE NSW into a more coherent 'One TAFE' system. While this proved to be a more major development than first anticipated, it then led to further curriculum and policy decisions, such as the reintroduction of VET programs at Year 11 and 12.

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 is 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.

John believes others see him as a hard worker with clear vision and goals, but who can also be a 'dog with a bone'. He attributes his success in business to his ability to empower others and, in both business and politics, to help people have a real sense of purpose. He presented as open and honest in relation to personal challenges and negative feedback he had received in the last eighteen months. He attributed some of this to the lack of balance he experienced taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19.

While John does have a strong understanding of the NSW trade and investment agenda, he has not lived and worked outside Australia. He will have contacts with selected Australian diplomatic and business officials but will need to quickly develop the relationships that are needed to drive investment opportunities that are the essence of this role.

Motivation

John was involved in the development of Global NSW and has been a strong and passionate advocate for the state to expand its footprint globally. He believes, with the combination of his business and political background, that he is well suited to the STIC Americas role.

NGS Interviewed 20/01/22



Diagnostic Baseline

NGS Global Capability Framework For the Investment NSW, Senior Trade and Investment Commissioner, Americas	Level of Competency				
	Requires Development		Competent		Highly Competent
	1	2	3	4	5
Qualifications					
Tertiary Qualifications and Learning					
NSW's Trade Investment Policies/Programs					
Track Record					
Senior Executive experience					
Market and Promotional Campaign Leadership					
Decisioning					
Thinks and Solves Problems					
Commercial Acumen					
Delivery					
Delivers Results					
Business Enabler – finance					
Leadership of Self					
Acts with Integrity					
Self-Management					
Representational, Communication Skills					
Demonstrates Accountability					
Leadership of Others					
Manage and Develop People, Change Leadership					
Works Collaboratively					
Influence and Negotiate					
Inspire Purpose and Direction					



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Confidential
Candidate Report

Sensitive

Senior Trade and Investment Commissioner, Americas

Investment NSW

Submitted by: NGS Global

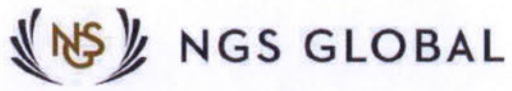
February 2022

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Career Brief

Sensitive [Redacted]

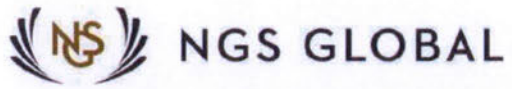
Education

Sensitive [Redacted]

Recent Experience


Sensitive [Redacted]

Please refer to the candidate resume for a full record of career experience.




Evaluative Overview

Sensitive

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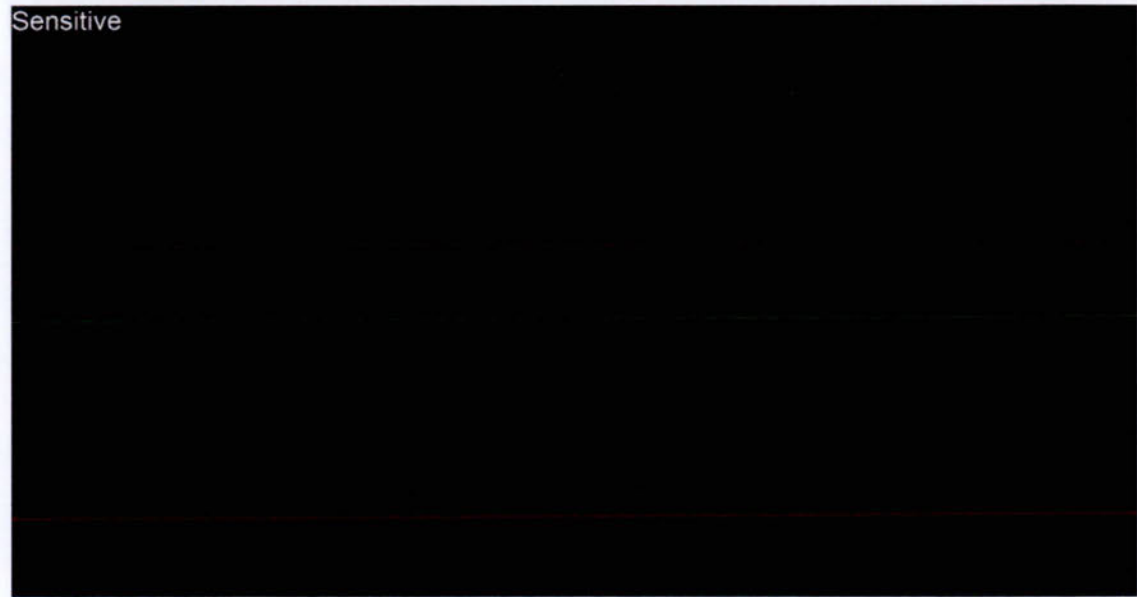
Track Record and Experience

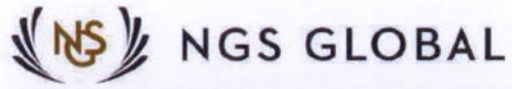
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Management and Leadership Capabilities

Sensitive

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Sensitive



NGS Interviewed 21/01/22



Diagnostic Baseline

NGS Global Capability Framework For the Investment NSW, Senior Trade and Investment Commissioner, Americas	Level of Competency				
	Requires Development		Competent		Highly Competent
	1	2	3	4	5
Qualifications					
Tertiary Qualifications and Learning					
NSW's Trade Investment Policies/Programs					
Track Record					
Senior Executive experience					
Market and Promotional Campaign Leadership					
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Demonstrates Accountability					
Leadership of Others					
Manage and Develop People, Change Leadership					
Works Collaboratively					
Influence and Negotiate					
Inspire Purpose and Direction					

SECOND SELECTION PROCESS

SUMMARY

Global Business Executive with 25+ years leadership experience in Technology and Financial Services. Currently, Global Chief Commercial Officer at Lynk Global building the sales, account management and marketing functions of a Series B scale up. Previously, Head of Sales Asia, leading a team of 160+ across 18 countries in Asia Pacific. Generated USD 90 Million in new revenues annually. Built and executed complex regional sales strategies for customers in risk, wealth, buy-side, trading and enterprise systems. My work has involved restructuring and reshaping while also building, developing and inspiring teams and individuals to drive strong performance.

My experience is broad, from product development to go-to-market functions. I have developed strong general management capabilities with the ability to adapt and offer entrepreneurial ways to tackle customer and business challenges.

I have led a range of transformation projects including re-design of learning functions and globally scaling and out-sourcing marketing functions. I have built and launched new products and transformed teams to create customer focus and achieve accelerated growth.

Working across the globe including the UK and the US, with significant time in Asia, from Australia to Japan, India to Taiwan, has given me insights how to operate and adapt to new markets and localize global approaches to maximum effect.

EXPERIENCE OCT 2019 - PRESENT

LYNK - *Chief Commercial Officer*

Global Head of Sales & Marketing

HONG KONG

Responsibilities

- Key role on the exec team providing strategic and operational leadership
- Build the sales, account management and marketing functions, expanded globally with focus on US and China. Marketing team growth from 2 to 12 and Sales 2 to 10 and growing, restructuring the teams to improve customer focus and engagement
- Deliver sales revenue growth, increase retention focus, drive customer pull and market awareness and education.
- Responsible for leading the creation and execution of sales and marketing strategy
- Marketing innovation to position and create a category leading offer in the market
- Implement new systems including CRM and marketing automation to use customer data for growth
- Lead and negotiate major deals with customers to drive sales growth
- Pitch and present to Investors for current and future rounds
- Executive Board member

Achievements

- 200% increase year on year of new business, exceeding new logo acquisition targets
- Built effective marketing function, created demand generation capability
- Rebranded and repositioned as Knowledge company to move to differentiated offer
- Established and embedding UBS alliance, promote and establish referral program
- Innovating new ideas, events and communication to accelerate sales and enhance customer experience. Established pre-sales and sales enablement
- Planned and implemented commercial and pricing to support proposition and drive increased investment attraction

SECOND SELECTION PROCESS

SEP 2013 - JAN 2019

THOMSON REUTERS - *Head of Sales, Asia*

HONG KONG

Director Thomson Reuters Hong Kong, Lipper Asia, REDI Technologies

Responsibilities

- Providing strategic and operational leadership to pan-Asia multi-cultural teams
- Delivering sales revenue growth and organisational objectives.
- Responsible for leading the creation and execution of sales strategy.
- Maintaining partnerships with the business and account management teams in the region
- Optimising current and future products and solutions.
- Participating in regional planning process to establish sales and profitability goals.
- Interfacing and negotiating major deals with customers to drive sales growth.
- Member of Executive Leadership Team Asia.
- Member of Global Senior Leadership Team.

Achievements

- Managed a \$30 million cost budget, achieved \$89 million new business ARR, supporting the underlying \$1.1 Billion revenue Asia business
- Growth of Asia team from 100 to 160+
- Transformed team from product focused organisation to solutions sales using challenger methodology and social selling
- Turned business to positive net sales with 14 consecutive quarters of growth
- Built pre-sales / solutions consulting team
- Built company brand externally demonstrating the business impact of diversity & purpose
- Executed first sales of key strategic solutions in region (big data, transaction monitoring, analytics)

SEP 2010 - SEP 2013

THOMSON REUTERS - *Global Head of Marketing Operations*

LONDON

Responsibilities

- Leading marketing operations globally to deliver consistent and scaled execution and measurements
- Growing the global Customer Advisory Board program
- Change Management - outsourcing of global events function, re-designing of Learning & Development function, creative services review and restructuring
- Driving sales effectiveness through Sales Enablement & building Sales Academy

Achievements

- Developed strategy and vision for transforming the event management function
- Launched Global Sales Academy with 7-part multi-media learning program & assessment to improve customer engagement
- Implemented event effectiveness review and changed mix for improved ROI
- Reviewed and enhanced marketing processes and procedures for efficiency
- Re-established marketing contacts with clients, regulators and governments

APR 2006 - SEP 2010

THOMSON REUTERS - *Head of Marketing Asia*

HONG KONG

Responsibilities

- Responsible for the entire Marketing mix
- Coordinated go to market strategy including execution plans to drive retention and growth to meet revenue targets across Asia.
- Member of Executive Team Asia.



Interview Guide

**Role: Senior Trade and Investment Commissioner,
Americas**

Interview Date / Time:	15 March 2022
Candidate Name:	
Panel Member Name:	

Contents

Chair Introduction 3

General Opening Question (Motivation) 3

Work Collaboratively / Relationships 4

Influence and Negotiate 5

Deliver Results, and Think & Solve Problems 6

Manage and Develop People, and Inspire Direction & Purpose 7

General Closing Questions 8

Interview Questions

Chair Introduction (Amy)

Welcome the candidate.

Position the role, and fact that only a select number of candidates are part of this phase.

Set the expectations for the interview that it will be about 45 minutes long, so succinctness on their part will be important.

General Opening Question (Motivation) – Amy

Note the aim of the opening question is to establish rapport and put the candidate at ease. You are looking to understand their personal motivation, and their understanding of the role and its challenges.

- **Why are you interested in this role at this time, and give us the two key reasons you think you could be successful.**



Work Collaboratively / Relationships – Warwick

Collaborate with others and value their contribution

Core Capability Question

The role requires an executive with the strong commercial acumen but one who can operate in a highly collaborative environment.

Where have you worked closely with CEOs on a complex project, where there was not a culture of collaboration. Where and how did you turn that around?

Negative Indicators

- Causes disruptions or conflict when working in a team
- Rarely promotes the benefits of collaboration to others
- Does little to address obstacles to information sharing and communication across teams/units
- Keeps key learnings to self, rather than sharing with other teams/units
- Fails to recognise the contribution of others in the team
- Does not recognise opportunities to work with other teams/units to resolve issues
- Does not actively encourage others' input

Positive Indicators

- Encourages a culture of cooperation and collaboration when working in a team
- Emphasises the benefits of collaboration with others
- Tackles obstacles to information sharing and communication across teams/units
- Creates systems to share information and learning across teams
- Recognises opportunities to work with other teams/units to resolve issues
- Acknowledges and celebrates team achievements
- Encourages others to share their views

Interview rating (please circle)

1 (poor) 2 (marginal) 3 (moderate) 4 (good) 5 (excellent)

Influence and Negotiate – Kylie

Gain consensus and commitment from others and resolve issues and conflicts

Core Capability Question		Follow Up Probes (don't forget to probe other aspects of the response as relevant)			
<p>There is significant component of representational, negotiating and influencing work in this role.</p> <p>What has been one of the toughest negotiations you have led where you got the outcome you were seeking? How did you do this?</p> <p>What about a negotiation that did not work so well? Why did it falter and what did you learn from that?</p>		<ul style="list-style-type: none"> • What was your approach? • What did you do to prepare? • How did the experience and your expectations differ? 			
<p>Negative Indicators</p> <ul style="list-style-type: none"> • Uses feelings and opinions to support position and influence others • Fails to take the lead and enable beneficial discussions with stakeholders and staff • Negotiates to 'win', failing to identify mutually beneficial outcomes • Fails to identify or resolve areas of conflict • Does not clearly identify the needs and concerns of stakeholders • Does not respond to objections and disagreement with sensitivity and understanding • Does not consider the needs and objectives of stakeholders when structuring arguments • Fails to foresee ways to alleviate conflict 		<p>Positive Indicators</p> <ul style="list-style-type: none"> • Uses facts, knowledge and experience to support position and influence others • Leads and enables beneficial discussions with stakeholders and staff • Encourages others to resolve issues through collaboration and debate • Encourages others to reach mutually beneficial outcomes • Manages conflict with tact and diplomacy • Identifies and articulates the need for compromise • Manages challenging relationships of internal and external stakeholders • Handles objections and disagreement with sensitivity and understanding • Anticipates the key needs and objectives of stakeholders and structures the discussion to meet those needs • Anticipates areas of potential disagreement to reduce conflict 			
<p>Interview rating (please circle)</p>	<p>1 (poor)</p>	<p>2 (marginal)</p>	<p>3 (moderate)</p>	<p>4 (good)</p>	<p>5 (excellent)</p>

Deliver Results, and Think & Solve Problems – Kathrina

Achieve results through efficient use of resources and a commitment to quality outcomes

Think, analyse and consider the broader context to develop practical solutions

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)										
<p>The Senior Trade and Investment Commissioner Americas will have 2 key roles – 1 is to support NSW Exporters to enter new markets and diversify.</p> <p>The other is to hunt for new investors and manage key investor relationships offshore with an aim to increase investment / companies setting up in NSW and driving jobs/economic growth</p> <p>Can you please give me an example of where you have developed a pipeline of investments or business opportunities and then delivered on that?</p>											
<ul style="list-style-type: none"> • <i>What did you learn from this role or experience?</i> 											
Positive Indicators (Deliver Results)											
<ul style="list-style-type: none"> • Limited evidence of taking accountability for achieving intended results • Little evidence of taking responsibility for projects or people • Does not communicate relevant timeframes and quality standards in a timely manner • Poorly allocates resources, such that business needs and priorities are not met appropriately • Fails to celebrate and acknowledge contributions and successful performance of the team • Reactively responds to project milestones • Does not plan for changes in delivery plans, responding reactively when things change • Fails to identify or consult with relevant specialists to achieve outcomes • Demonstrates limited understanding of changed priorities and the implications of these for budgets and resourcing needs 	<ul style="list-style-type: none"> • Demonstrates accountability for achieving intended results • Takes responsibility for projects and people • Clearly communicates expected timeframes and quality standards • Allocates resources in accordance with business needs and priorities • Acknowledges achievements, contributions and success of the team in delivering quality work • Proactively monitors work against project milestones • Anticipates and plans for changes in project plans, implementing plans in a timely manner • Proactively consults relevant specialists to achieve outcomes • Identifies changed priorities, and understands the implications of these for budgeting and resourcing needs 										
Interview rating (please circle)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; text-align: center;">1</td> <td style="width: 20%; text-align: center;">2</td> <td style="width: 20%; text-align: center;">3</td> <td style="width: 20%; text-align: center;">4</td> <td style="width: 20%; text-align: center;">5</td> </tr> <tr> <td style="text-align: center;">(poor)</td> <td style="text-align: center;">(marginal)</td> <td style="text-align: center;">(moderate)</td> <td style="text-align: center;">(good)</td> <td style="text-align: center;">(excellent)</td> </tr> </table>	1	2	3	4	5	(poor)	(marginal)	(moderate)	(good)	(excellent)
1	2	3	4	5							
(poor)	(marginal)	(moderate)	(good)	(excellent)							

Manage and Develop People, and Inspire Direction & Purpose- Amy

*Engage and motivate staff and develop capability and potential in others
Communicate goals, priorities and vision and recognise achievements*

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)	Other Capability Links
<p>People and team leadership will be critical in this role, as it is essentially a start-up operation with a small team and big objectives.</p> <p>Where have you had to build or renew a team, particularly in a cross-cultural environment?</p> <p>What were the easier parts and where were the blockages?</p>	<ul style="list-style-type: none"> • Share with us how a range of your team members would describe you – in just a few words or phrases. 	<p><i>This question can be used to measure Achieve Results by probing about how this aligned to organisational outcomes.</i></p>
<p>Negative Indicators (Inspire Direction & Purpose)</p> <ul style="list-style-type: none"> • Fails to generate energy and enthusiasm amongst the team • Does not assist the team to connect to the organisational vision • Does not connect individual tasks to the organisational strategy • Does not identify links between team goals and public policy • Does not effectively recognise and reward the individual contribution of team members • Does not address barriers to progress towards goals 		
<p>Positive Indicators (Inspire Direction & Purpose)</p> <ul style="list-style-type: none"> • Promotes a sense of purpose within the team • Enables the team to understand the organisational purpose as it aligns with strategy • Explicitly links individual tasks, team and organisational goals • Demonstrates how team goals link to public policy • Recognises and rewards the individual contribution of team members • Recognises and removes barriers to progress towards organisational goals 		
<p>Interview rating (please circle)</p>		
<p>1 (poor) 2 (marginal) 3 (moderate) 4 (good) 5 (excellent)</p>		



Interview Guide

Role: **Senior Trade and Investment Commissioner, Americas**

Interview Date / Time:	15 March 2022
Candidate Name:	
Panel Member Name:	

Contents

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General Opening Question (Motivation) 3
Work Collaboratively / Relationships 4
Influence and Negotiate 5
Deliver Results, and Think & Solve Problems 6
Manage and Develop People, and Inspire Direction & Purpose 7
General Closing Questions 8

Interview Questions

Chair Introduction (Amy)

Welcome the candidate.

Position the role, and fact that only a select number of candidates are part of this phase.

Set the expectations for the interview that it will be about 45 minutes long, so succinctness on their part will be important.

General Opening Question (Motivation) – Amy

Note the aim of the opening question is to establish rapport and put the candidate at ease. You are looking to understand their personal motivation, and their understanding of the role and its challenges.

- **Why are you interested in this role at this time, and give us the two key reasons you think you could be successful.**



Work Collaboratively / Relationships – Warwick

Collaborate with others and value their contribution

Core Capability Question						
<p>The role requires an executive with the strong commercial acumen but one who can operate in a highly collaborative environment.</p> <p>Where have you worked closely with CEOs on a complex project, where there was not a culture of collaboration. Where and how did you turn that around?</p>						
Negative Indicators			Positive Indicators			
<ul style="list-style-type: none"> Causes disruptions or conflict when working in a team Rarely promotes the benefits of collaboration to others Does little to address obstacles to information sharing and communication across teams/units Keeps key learnings to self, rather than sharing with other teams/units Fails to recognise the contribution of others in the team Does not recognise opportunities to work with other teams/units to resolve issues Does not actively encourage others' input 			<ul style="list-style-type: none"> Encourages a culture of cooperation and collaboration when working in a team Emphasises the benefits of collaboration with others Tackles obstacles to information sharing and communication across teams/units Creates systems to share information and learning across teams Recognises opportunities to work with other teams/units to resolve issues Acknowledges and celebrates team achievements Encourages others to share their views 			
Interview rating (please circle)		1	2	3	4	5
		(poor)	(marginal)	(moderate)	(good)	(excellent)

Influence and Negotiate – Kylie

Gain consensus and commitment from others and resolve issues and conflicts

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)
<p>There is significant component of representational, negotiating and influencing work in this role.</p> <p>What has been one of the toughest negotiations you have led where you got the outcome you were seeking? How did you do this?</p> <p>What about a negotiation that did not work so well? Why did it falter and what did you learn from that?</p>	<ul style="list-style-type: none"> What was your approach? What did you do to prepare? How did the experience and your expectations differ?
<p>Negative Indicators</p> <ul style="list-style-type: none"> Uses feelings and opinions to support position and influence others Fails to take the lead and enable beneficial discussions with stakeholders and staff Negotiates to 'win', failing to identify mutually beneficial outcomes Fails to identify or resolve areas of conflict Does not clearly identify the needs and concerns of stakeholders Does not respond to objections and disagreement with sensitivity and understanding Does not consider the needs and objectives of stakeholders when structuring arguments Fails to foresee ways to alleviate conflict 	<p>Positive Indicators</p> <ul style="list-style-type: none"> Uses facts, knowledge and experience to support position and influence others Leads and enables beneficial discussions with stakeholders and staff Encourages others to resolve issues through collaboration and debate Encourages others to reach mutually beneficial outcomes Manages conflict with tact and diplomacy Identifies and articulates the need for compromise Manages challenging relationships of internal and external stakeholders Handles objections and disagreement with sensitivity and understanding Anticipates the key needs and objectives of stakeholders and structures the discussion to meet those needs Anticipates areas of potential disagreement to reduce conflict
<p>Interview rating (please circle)</p>	<p style="text-align: center;"> 1 (poor) 2 (marginal) 3 (moderate) 4 (good) 5 (excellent) </p>

Deliver Results, and Think & Solve Problems – Kathrina

Achieve results through efficient use of resources and a commitment to quality outcomes
 Think, analyse and consider the broader context to develop practical solutions

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)
<p>The Senior Trade and Investment Commissioner Americas will have 2 key roles – 1 is to support NSW Exporters to enter new markets and diversify.</p> <p>The other is to hunt for new investors and manage key investor relationships offshore with an aim to increase investment / companies setting up in NSW and driving jobs/economic growth</p> <p>Can you please give me an example of where you have developed a pipeline of investments or business opportunities and then delivered on that?</p>	<ul style="list-style-type: none"> What did you learn from this role or experience?
Positive Indicators (Deliver Results)	
<ul style="list-style-type: none"> Limited evidence of taking accountability for achieving intended results Little evidence of taking responsibility for projects or people Does not communicate relevant timeframes and quality standards in a timely manner Poorly allocates resources, such that business needs and priorities are not met appropriately Fails to celebrate and acknowledge contributions and successful performance of the team Reactively responds to project milestones Does not plan for changes in delivery plans, responding reactively when things change Fails to identify or consult with relevant specialists to achieve outcomes Demonstrates limited understanding of changed priorities and the implications of these for budgets and resourcing needs 	<ul style="list-style-type: none"> Demonstrates accountability for achieving intended results Takes responsibility for projects and people Clearly communicates expected timeframes and quality standards Allocates resources in accordance with business needs and priorities Acknowledges achievements, contributions and success of the team in delivering quality work Proactively monitors work against project milestones Anticipates and plans for changes in project plans, implementing plans in a timely manner Proactively consults relevant specialists to achieve outcomes Identifies changed priorities, and understands the implications of these for budgeting and resourcing needs
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Manage and Develop People, and Inspire Direction & Purpose- Amy

Engage and motivate staff and develop capability and potential in others
 Communicate goals, priorities and vision and recognise achievements

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)	Other Capability Links										
<p>People and team leadership will be critical in this role, as it is essentially a start-up operation with a small team and big objectives.</p> <p>Where have you had to build or renew a team, particularly in a cross-cultural environment?</p> <p>What were the easier parts and where were the blockages?</p>	<ul style="list-style-type: none"> Share with us how a range of your team members would describe you – in just a few words or phrases. 	<p><i>This question can be used to measure Achieve Results by probing about how this aligned to organisational outcomes.</i></p>										
<p>Negative Indicators (Inspire Direction & Purpose)</p> <ul style="list-style-type: none"> Fails to generate energy and enthusiasm amongst the team Does not assist the team to connect to the organisational vision Does not connect individual tasks to the organisational strategy Does not identify links between team goals and public policy Does not effectively recognise and reward the individual contribution of team members Does not address barriers to progress towards goals 		<p>Positive Indicators (Inspire Direction & Purpose)</p> <ul style="list-style-type: none"> Promotes a sense of purpose within the team Enables the team to understand the organisational purpose as it aligns with strategy Explicitly links individual tasks, team and organisational goals Demonstrates how team goals link to public policy Recognises and rewards the individual contribution of team members Recognises and removes barriers to progress towards organisational goals 										
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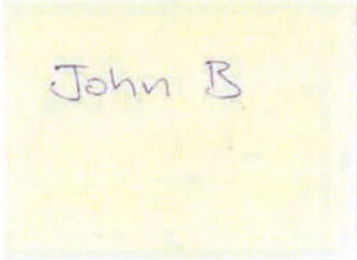
General Closing Questions (Kylie)

Note the aim of the closing questions is to challenge the candidate to think about the position and its challenges. You are looking to understand their motivation and drive for the role, and alignment to Treasury strategy and vision.

- Do you have any questions for us?

- Are there some final comments you would like to make?

Interview Questions



Chair Introduction (Amy)

Welcome the candidate.

Position the role, and fact that only a select number of candidates are part of this phase.

Set the expectations for the interview that it will be about 45 minutes long, so succinctness on their part will be important.

General Opening Question (Motivation) – Amy

Note the aim of the opening question is to establish rapport and put the candidate at ease. You are looking to understand their personal motivation, and their understanding of the role and its challenges.

- Why are you interested in this role at this time, and give us the two key reasons you think you could be successful.

- Small business investment.
- Support 30 staff. trust. 5/6/7 into China.
- > Raw materials - Asia.
- > China - Industry. Energy.
- Resources. - Acids.
- Precincts. - Williamstown. - Sensitive
- Political

Work Collaboratively / Relationships – Warwick

Collaborate with others and value their contribution

Core Capability Question

The role requires an executive with the strong commercial acumen but one who can operate in a highly collaborative environment.

Where have you worked closely with CEOs on a complex project, where there was not a culture of collaboration. Where and how did you turn that around?

[Empty response area for the candidate to answer the question]

Negative Indicators

Positive Indicators

- Causes disruptions or conflict when working in a team
- Rarely promotes the benefits of collaboration to others
- Does little to address obstacles to information sharing and communication across teams/units
- Keeps key learnings to self, rather than sharing with other teams/units
- Fails to recognise the contribution of others in the team
- Does not recognise opportunities to work with other teams/units to resolve issues
- Does not actively encourage others' input

- Encourages a culture of cooperation and collaboration when working in a team
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- Creates systems to share information and learning across teams
- Recognises opportunities to work with other teams/units to resolve issues
- Acknowledges and celebrates team achievements
- Encourages others to share their views

Interview rating (please circle)

- | | | | | |
|--------|------------|------------|--------|-------------|
| 1 | 2 | 3 | 4 | 5 |
| (poor) | (marginal) | (moderate) | (good) | (excellent) |

Influence and Negotiate – Kylie

Gain consensus and commitment from others and resolve issues and conflicts

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)
<p>There is significant component of representational, negotiating and influencing work in this role.</p> <p>What has been one of the toughest negotiations you have led where you got the outcome you were seeking? How did you do this?</p> <p>What about a negotiation that did not work so well? Why did it falter and what did you learn from that?</p>	<ul style="list-style-type: none"> • What was your approach? • What did you do to prepare? • How did the experience and your expectations differ?
<p>- Open doors.</p> <p>- Warriors.</p> <p>- Understands NSW.</p>	
Negative Indicators	Positive Indicators
<ul style="list-style-type: none"> • Uses feelings and opinions to support position and influence others • Fails to take the lead and enable beneficial discussions with stakeholders and staff • Negotiates to 'win', failing to identify mutually beneficial outcomes • Fails to identify or resolve areas of conflict • Does not clearly identify the needs and concerns of stakeholders • Does not respond to objections and disagreement with sensitivity and understanding • Does not consider the needs and objectives of stakeholders when structuring arguments • Fails to foresee ways to alleviate conflict 	<ul style="list-style-type: none"> • Uses facts, knowledge and experience to support position and influence others • Leads and enables beneficial discussions with stakeholders and staff • Encourages others to resolve issues through collaboration and debate • Encourages others to reach mutually beneficial outcomes • Manages conflict with tact and diplomacy • Identifies and articulates the need for compromise • Manages challenging relationships of internal and external stakeholders • Handles objections and disagreement with sensitivity and understanding • Anticipates the key needs and objectives of stakeholders and structures the discussion to meet those needs • Anticipates areas of potential disagreement to reduce conflict
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Deliver Results, and Think & Solve Problems – Kathrina

Achieve results through efficient use of resources and a commitment to quality outcomes
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Manage and Develop People, and Inspire Direction & Purpose- Amy

Engage and motivate staff and develop capability and potential in others
 Communicate goals, priorities and vision and recognise achievements

Core Capability Question	Follow Up Probes (don't forget to probe other aspects of the response as relevant)	Other Capability Links
<p>People and team leadership will be critical in this role, as it is essentially a start-up operation with a small team and big objectives.</p> <p>Where have you had to build or renew a team, particularly in a cross-cultural environment?</p> <p>What were the easier parts and where were the blockages?</p>	<ul style="list-style-type: none"> Share with us how a range of your team members would describe you – in just a few words or phrases. 	<p><i>This question can be used to measure Achieve Results by probing about how this aligned to organisational outcomes.</i></p>
<p>Negative Indicators (Inspire Direction & Purpose)</p>		<p>Positive Indicators (Inspire Direction & Purpose)</p>
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<p>Interview rating (please circle):</p> <p style="text-align: center;"> 1 (poor) 2 (marginal) 3 (moderate) 4 (good) 5 (excellent) </p>		

Kelly Kwan

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

Hi Ladies

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

Thanks in advance

AB

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

52 Martin Place, Sydney NSW 2000

M: **Sensitive**

| investment.nsw.gov.au



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.

Re: STIC NY CV

From: Anna Bull
To: Kristoff Clark Vanessa Grimm
Cc: Kylie Bell
Date: Thu, 26 May 2022 17:25:13 +1000
Get [Outlook for iOS](#)
From: Kristoff Clark
Sent: Thursday, May 26, 2022 5:00:47 PM
To: Anna Bull Vanessa Grimm
Cc: Kylie Bell
Subject: RE: STIC NY CV

OFFICIAL

I am free after 4pm – lucky me!

All good re not urgent but to be honest more time helps us prepare, as we have so much on with Budget announcements.

Can you ping a request?

Kristoff Clark
Acting Director, Communications, Media, Marketing and Engagement
Investment NSW
M **Sensitive** E: investment.nsw.gov.au

From: Anna Bull
Sent: Thursday, 26 May 2022 4:49 PM
To: Vanessa Grimm Kristoff Clark
Cc: Kylie Bell
Subject: RE: STIC NY CV

OFFICIAL

Hi Kristoff,

Kylie's booked up most of tomorrow so are you free after 4pm?

Kylie said to note this isn't urgent as we're at least a week away from announcements – contracts yet to be signed.

Thanks,

Anna

From: Vanessa Grimm
Sent: Thursday, 26 May 2022 2:18 PM
To: Anna Bull

Kristoff Clark

Cc: Kylie Bell
Subject: RE: STIC NY CV

OFFICIAL

Thanks Anna. Noted.

Vanessa Grimm
Executive Director Strategic Communications
Department of Enterprise, Investment and Trade
52 Martin Place, Sydney NSW 2000
Sensitive



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 the NSW Government.

Please consider the environment before printing this email.

From: Anna Bull
Sent: Thursday, 26 May 2022 1:56 PM
To: Vanessa Grimm

Kristoff Clark

Cc: Kylie Bell
Subject: STIC NY CV

OFFICIAL

Hi Vanessa and Kristoff,

Please find attached the STIC **Sen** candidate's cover letter and CV to draw from for the media release. Please do not distribute this further or more broadly in your team.

Many thanks,

Anna

Anna Bull
Associate Director
International Projects Office | Trade and Investment

Investment NSW

SECOND SELECTION PROCESS

Selection Report - 28 May 2022

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	Kyle Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA			
Location	Temporary Contract	SE Band Equivalent	General Scale	Role Number/s		No. of Position/s	1	No. of Applicant/s	11	No. Shortlisted	4	No. Interviewed	4	HR Partner	
Panel Interview Rating (All Focus Capabilities & Capability Group/s assessed)												Other Assessments (As determined appropriate for the role)		Overall Assessment (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)	
Candidate Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People				Cognitive Scores			Capability Potential	Executive Scenario (Scale 1/12 - OPTIONAL)			
	Advanced	Highly Advanced	Highly Advanced	Advanced	Choose Capability Assessment Type	Choose Capability Assessment Type	Choose Capability Assessment Type	Numerical	Verbal		Overall				
John Barlow	Meets	Exceeds	Exceeds	Meets	Select Rating	Select Rating	Select Rating					Refer Results			
Seni	Meets	Meets	Exceeds	Exceeds	Select Rating	Select Rating	Select Rating					Refer Results			
Seni	Meets	Meets	Meets	Exceeds	Select Rating	Select Rating	Select Rating					Refer Results			
Seni	Marginally Meets	Meets	Marginally Meets	Marginally Meets	Select Rating	Select Rating	Select Rating					Refer Results			
<p>Recommended Candidate:</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 Barlow</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 Ryloha Timber and Mouldings business in Queensland, eschewing university to learn his trade on the job. He became Managing Director of Ryloha 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 55. After frustrations with Government encouragement through his establishment of a local owner club and the lack of facilities in regional areas, John actively ran for the local council and later ran for office with the NSW Nationals. He became Member for Arden 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 2020 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 development. 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, 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 Recommendation and Comments		Select	Recommendation Justification				Background Checks Outcome?		1) Academic/Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	Meal Start Date (dd/mm/yyyy)			
Recommended for Talent Pool															
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Unsuccessful Candidate/s:															
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SECOND SELECTION PROCESS

Investment NSW										Selection Panel Report (Senior Trade and Investment Commissioner) The Americas		Job Req. Reference	
										Date of Panel Report			
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kyle Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA	
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Panel Member	Kyle Bell	Acting Managing Director	Investment NSW	No Conflict of Interest									
Panel Member	Kathleen Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest									
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SECOND SELECTION PROCESS

INSW.003.044.0687

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				
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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 (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									
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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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SECOND SELECTION PROCESS

INSW.003.044.0687_0001

Investment NSW												Selection Panel Report (Senior Trade and Investment Commissioner) The Americas	Job Req. Reference Date of Panel Report
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kylie Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA	
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Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest									
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SECOND SELECTION PROCESS

INSW.003.044.0702

OFFICIAL												Job Req. Reference 115847							
Investment NSW 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	TA				
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Sensiti	Exceeds	Exceeds	Exceeds	Exceeds				Select Rating	Select Rating	Select Rating				Refer Results					
John Barilazo	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	Marginally Meets	Meets	Marginally Meets	Marginally Meets				Select Rating	Select Rating	Select Rating				Refer Results					
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<p>Recommended for Talent Pool</p> <p style="text-align: center;">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 Rykle's Timber and Mouldings business in Queanbeyan, eschewing university to learn his trade on the job. He became Managing Director of Rykle's Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 35. After frustrations with Government encountered through his establishment of a local soccer club and the lack of facilities in regional areas, John initially ran for the local council and later ran for office with the NSW Nationals. He became Member for Monaro in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. He noted that he was also instrumental in the establishment of Global NSW. In 2019 he became Minister for Regional NSW Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to the development and establishment of both Global NSW and Strategic Activation Precincts. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies in the market. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as indicated in his consistent focus to establish the Department of Regional NSW and ensuring funding for regional development. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for shifting the culture of government bureaucrats (and politicians) in relation to new approaches to planning. The approach taken, of upfront master planning, then led to greater certainty for businesses seeking to establish and grow in regional areas.</p> <p>The Panel came to the view that John has good commercial acumen and financial literacy from his earlier business experience. This includes the development of a wholesale business and trading arrangements with both Indonesia and China. He has also demonstrated a strong understanding of the need to utilise advanced manufacturing solutions in his home solutions business, and the need to invest in new and emerging industries as part of his work in regional investment and precincts.</p> <p>John was seen as a clear and articulate communicator who has a strong track record as a networker. He is used to representational roles and building relationships across diverse constituencies. He sees this translating well to the needs of the STIC role.</p> <p>John noted that he had experienced a lack of balance in the final two years of his parliamentary career partly to taking on major roles as the Minister Responsible for Disaster Relief, particularly through the bushfires and COVID-19. He explained that though he had not lived in the Americas he did have good contacts there in relation to the Australian Ambassador and the Consul-General.</p> <p>The Panel came to the view that John did have some of the relevant capabilities and experience for the role. However, he had not worked internationally in a role aligned to the experience expected for high level STIC candidates. He would need to build a team without the business or departmental infrastructure he had previously. His lack of business development networks would mean that he would have a considerable learning curve in the role.</p>																			
<p>Unsuccessful Candidate/s:</p> <p style="text-align: center;">Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the Panel Interview Rating and Other Assessments</p>																			
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SECOND SELECTION PROCESS

INSW.003.044.0702_0001

OFFICIAL													
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas										Job Ref. Reference	115847		
												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	
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Senior Trade & Investment Commissioner, Americas

Contract of Employment

This *Contract of Employment* is made

On the 17th day of June 2022

Between

The Crown in right of New South Wales, represented by the Chief Executive Officer of Investment NSW acting through his/her delegate

Referred to as "the Employer"

Of 52 Martin Place, Sydney NSW 2000

And

Giovanni Domenico (John) Barilaro

Referred to as "the Employee"

Address: Sensitive

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1 Definitions

1.1 In this Agreement, unless otherwise stated or the context otherwise indicates:

'Agreement' – means this document, including any schedules and annexures to this document, and any other documents referred to in this document;

Commencement Date of Employment under this Agreement – the date specified in Clause 2 which specifies the commencement of this Agreement;

Date of Commencement with the Employer – the date specified in Clause 2 is the commencement date of the first contract in a series of contracts between the Employee and the Employer for the Role, where service has been continuous. Where there has been more than one contract, but the contracts have not covered a continuous unbroken period, the Date of Commencement with the Employer is the commencement date of the earliest contract in the most recent continuous period of employment with the Employer for the Role. The Date of Commencement with the Employer will be the date from which the Employee's right to any benefits or payments are dependent on the Employee's length of employment.

'Department' – means Investment NSW;

'Employee' – means the Employee specified in Clause 2;

'Employer' – means the Crown in right of NSW represented by the Chief Executive Officer of Investment NSW acting through his/her delegate;

'Secondment Employer' – means the United States entity, NSW Government US Office, Inc.

'Invention' – means discoveries, improvements and ideas (whether or not shown or described in writing or reduced to practice) and works of authorship, whether or not capable of registration as a patent, trademark, design or copyright. Inventions include any invention, design or improvement of a type or nature used, developed, sold, adopted or dealt with by the Employer and/or Office;

'Month' – means a calendar month;

'Office' – means the New South Wales Government liaison office managed by the Department, as specified in Clause 2;

'Role' – means the role as specified in Clause 2 of this Agreement;

'Reporting Manager' – means the manager to whom the Employee reports as specified in Clause 2;

'Work Day' – means Monday to Friday for all Offices except for those Employees whose Office Address in Clause 2 is in the United Arab Emirates, where it is Sunday to Thursday, and excluding any public holiday.

2 Employment Summary

Employee Name:	Giovanni Domenico (John) Barilaro
Role:	Senior Trade and Investment Commissioner, Americas
Annual Remuneration (gross):	Basic Salary (gross) AS\$ PII - CIC Cost of Living Allowance (gross): AS\$ PII - Exchange rate: 1AUD = 0.72 USD
Date of Commencement with the Employer:	20 June 2022
Commencement Date of Employment under this Agreement:	12 July 2022
Secondment to NSW Government US Office, Inc.:	For purposes of the Employment, Employee will be seconded pursuant to a Secondment Agreement to the Secondment Employer when the Employee relocates to the United States after the Onboarding Term
Duration of Agreement/Employment:	3 years, unless otherwise terminated earlier pursuant to this Agreement
Office Address:	Onboarding Term: 52 Martin Place, Sydney, NSW 2000 Regular place of work: 150 East 42nd Street, 34 th Floor New York, NY 10017 USA
Reporting Manager:	Managing Director Trade & Investment, Investment NSW

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3 Governance

- 3.1 The parties agree the appointment of the Employee to the Role (the "Employment") is governed by this Agreement.
- 3.2 The Employee is an 'overseas trade employee' for the purpose of the *Government Sector Employment Regulation 2014* (NSW) and their employment is subject to the arrangements set out in this Agreement.
- 3.3 The Employee is employed under the terms of this Agreement. The terms of this Agreement are exhaustive and except where otherwise stated exclude the application of any terms of employment under the *Government Sector Employment Regulation 2014* (NSW), the *Government Sector Employment (General) Rules 2014* (NSW) or NSW industrial instruments (as may be varied from time to time) which could otherwise apply to an employee of the Department employed in NSW (**NSW Public Sector Conditions**).
- 3.4 The policies of the Employer and other directions by the Employer in force from time to time contain information relevant to the Employee's employment, which Employee is required to adhere to.

4 Employment

- 4.1 The Employee is employed in the Role as specified in Clause 2.
- 4.2 The Employee will be located at the Office as specified in Clause 2. The Employee may, as a reasonable incident of their work, be required to work in other locations.
- 4.3 The Employee will also be required to enter into a Secondment Agreement with the Secondment Employer in the United States when the Employee begins employment in the United States after the Onboarding Term.

5 Security clearance and right to work

- 5.1 The commencement of the Employee's employment is subject to and contingent upon the successful completion of a security clearance process. Any security clearance process will be conducted in compliance with US and/or local law.
- 5.2 Such matters that may be the subject of the security clearance process include but are not limited to financial difficulties suffered by the Employee, serious debts, approaches to the Employee by individuals seeking information about the Employer

or the Employer's business and in the event that the Employee is investigated for, charged with or convicted of any criminal conviction.

- 5.3 The Employee warrants they are entitled to work in the jurisdiction where the Role is to be performed and will immediately notify the Employer in writing if the Employee ceases to be so entitled at any time.

6 Conflict of interest

- 6.1 The Employee must prior to the commencement of employment and at all times during the employment declare any conflict of interest in relation to the Employee's Role. Failure to do so shall mean a serious violation of internal rules and regulations of the Employer, which shall be subject to disciplinary action, up to unilateral termination of services relationship with the Employer.

7 Functions, Accountabilities and Responsibilities

- 7.1 During the Employment, the Employee must carry out the functions, accountabilities and responsibilities specified in the role description in Schedule B of the Agreement.
- 7.2 The Employee is required to enter into periodical performance discussions regarding the duties and responsibilities set out in Schedule B.
- 7.3 The duties and responsibilities specified in Schedule B may be varied by the Employer from time to time and may include any duties assigned by the Employer which the Employer considers necessary for the Employee to perform.

8 Variation

- 8.1 If the Employer and Employee agree to make changes to the Agreement other than those referred to in Clause 7.3, it will need to be done in writing.

9 Agreement Duration

- 9.1 Subject to Clause 2, and Paragraph 9 of Schedule A, the Agreement (and the Employee's employment) will be for the period set out in Clause 2, and both this Agreement and the Employee's employment will cease at the end of this period due to the effluxion of time, unless both parties agree in writing to renew the Agreement.
- 9.2 The Employer is under no obligation under any circumstances whatsoever to renew this Agreement (and the Employee's employment).

- 9.3 The Employee acknowledges that there is no expectation of ongoing employment with the Employer after this Agreement is terminated, or ends with effluxion of time.
- 9.4 The Employee's employment will continue until terminated in accordance with the terms of this Agreement or the *Government Sector Employment Act 2018* (NSW). The Employee shall provide at least 90 days' notice in writing of Employee's resignation/separation. The Employee's failure to provide such notice shall result in Employee's forfeiture of any accrued but unpaid vacation. Upon termination of employment, the Employer will pay Employee all accrued but unpaid vacation (if any), expense reimbursements, and wages and other benefits accrued and due to the Employee as of the effective date of the termination, but the Employee shall not be entitled to any other payments, benefits, or other forms of compensation after this effective date.

10 Obligations

- 10.1 The Employee agrees to carry out their responsibilities honestly and diligently and to the best of their ability.
- 10.2 The Employee will be required to comply with the Employer's rules, policies, procedures and other directions, which may be changed from time to time. The Employee acknowledges that the Employer's rules, policies, procedures and other directions (including, but not limited to, those policies and other directions referred to in clause 3.4 of this Agreement) do not in any way modify the Employee's employment status nor create any enforceable rights or entitlements in the Employee's favour.
- 10.3 Save where on authorised leave (for holiday or sickness or injury or other reason) and save as modified by the provisions of this Agreement where the Employee is placed on garden leave or suspended, the Employee will devote the whole of their time, attention and ability during their agreed hours of work to the performance of their duties under this Agreement.
- 10.4 The Employee also agrees not to make any statement or take any actions at any time which are intended to or likely to adversely affect the Office's or the Employer's business or the reputation of the Office, the Department or the Employer. This obligation will continue in effect after termination of the Employment. The Employee agrees to promptly disclose to their Reporting Manager full details of any knowledge or suspicion they have that any employee (including the Employee) of the Employer has committed or plans to commit any serious wrongdoing or serious breach of duty

or other act which might materially damage the interests of the Employer or plans to leave their employment. Nothing in this provision or this Agreement shall interfere with the employee's right to file charges with the Equal Employment Opportunity Commission or participate in investigations under federal civil rights laws the EEOC enforces.

- 10.5 The Employee shall keep the Reporting Manager promptly and fully informed (in writing if so requested by the Reporting Manager of their conduct of the business, finances and affairs of the Office.
- 10.6 In the event of a conflict or inconsistency between this Agreement and any rules, policies or procedures of the Employer, the provisions of this Agreement prevail to the extent of the conflict or inconsistency.

11 Public Holidays

- 11.1 The Employer observes all federal holidays in the United States and the Employee shall be entitled to paid time off for these recognized holidays.

12 General Remuneration Matters

- 12.1 The Employee will be remunerated in accordance with Clause 2 of this Agreement.
- 12.2 The annual gross salary as set out in Clause 2, less the amount for applicable taxes and other applicable withholdings and deductions, will be paid by not less frequently than monthly. If the Employee does not wish to be paid by direct deposit, the Employee will so notify the Employer.
- 12.3 The Employer will reimburse the Employee for all actual and reasonable out of pocket expenses that have been given prior approval and incurred in the discharge of the Employee's duties and responsibilities. Receipts and any other documentation reasonably sought by the Employer will be required prior to reimbursement.
- 12.4 The Department will annually review the remuneration in Clause 2 of this Agreement. When conducting its annual review, the Department may have regard to benchmarking data and any other document or data at the Department's absolute discretion. There is no guarantee of a remuneration increase following such annual review.
- 12.5 The Employee agrees that deductions may be made from their remuneration or other sums due to the Employee (including, to the extent permitted by law, amounts payable

on the cessation of the Employee's employment) any amounts owed by the Employee on any account to the Employer (including amounts for any time lost through default, or agreed leave without pay or in instances of overpayment), in accordance with applicable law. Any other deductions will require the Employee's specific written approval.

- 12.6 On termination, the Employer will pay the Employee any outstanding monies earned through the effective date of the termination and any accrued, but unused vacation time, unless the Employee fails to provide 90 days' notice of Employee's resignation/separation. No accrued, but unused sick leave will ever be paid out upon resignation/separation. If the Employee owes the Employer anything at the time, the Employee agrees to the Employer, deducting any outstanding monies from any final pay or leave pay owing. For the avoidance of doubt, the employee will not be entitled to receive any payments, benefits or entitlements under the NSW Public Sector Conditions.

13 Code of Conduct

- 13.1 The Employee must read, and comply with the Department's Code of Conduct and any other of the Employer's rules, policies, procedures and any other directions as applying from time to time and acknowledged by return of a signed copy of Schedule C.
- 13.2 The Employee must ensure that their professional or personal behaviour does not bring the Office, the Department or the Employer into disrepute.
- 13.3 The Employee must not be under the influence of alcohol, drugs or other prohibited or performance impairing substances in the workplace or public spaces related to work-functions or events.
- 13.4 The Employee shall not during the continuance of their employment seek or accept from any business contact of the Employer any gift, gratuity or benefit of more than a trivial value or any hospitality otherwise than properly in the performance of their duties to the Employer and of a kind and value not lavish, extravagant or inappropriate.
- 13.5 The Employee must avoid real or perceived conflicts of interest, in which situation they could be influenced, or be perceived to be influenced by a personal interest when performing their official duties.

13.6 If a real or perceived conflict of interest should arise, the Employee will act in accordance with the Code of Conduct.

14 Confidentiality

- 14.1 Any information, which the Employee acquires either directly or indirectly as a result of their employment by the Employer, is deemed to be confidential and is to be treated in the strictest confidence. The Employee must not, during and after the term of their employment with the Employer, use, divulge or pass on any such information except in the proper course of their duties with the Employer, as permitted by the Employer, as required by law or where the information is already publicly known. This includes information, strategies, processes, materials, costs or secrets relating to any aspect of the Office's, the Department's or the Employer's business or to their customers, franchises, associated companies or subcontractors.
- 14.2 The Employee shall use their best endeavours during the continuance of their employment to prevent the publication, disclosure or misuse of any confidential information and shall not remove, nor authorise others to remove (including, for the avoidance of doubt, by emailing any confidential information to third parties, any of the Employee's personal email accounts and/or saving any confidential information on any cloud based storage), from the Offices or other premises of the Employer any records of confidential information except to the extent strictly necessary for the proper performance of the Employee's or the other person's duties to the Employer.
- 14.3 The Employee shall promptly disclose to the Employer full details of any knowledge or suspicion they have (whether during or after their employment) of any actual, threatened or pending publication, disclosure or misuse by any person (including the Employee) of any confidential information and shall provide all reasonable assistance and co-operation (at the Employer's expense) as the Employer may request in connection with any action or proceedings it may take or contemplate in respect of any such publication, disclosure or misuse.
- 14.4 The Employee must not make any statement or take any action at any time which is intended to or likely to adversely affect the Employer's, the Department's and/or the Office's business or reputation. The Employee must not make or release media statements relating to, or publicly discussing the business of the Office, the Department or the Employer without written consent from the Reporting Manager, except within guidelines established for the Role.

15 Inventions and Care of Property

- 15.1 The Employee agrees that all rights to any Inventions having been made, conceived, authored or acquired by the Employee during their employment remains the sole property of the Employer and the Employee unconditionally and irrevocably assigns all rights to any such Inventions to the Employer.
- 15.2 Such Inventions may:
- 15.2.1 relate directly to the Employer's business, or
 - 15.2.2 relate to the Employer's actual or demonstrably anticipated research or development, or
 - 15.2.3 result from any work performed by the Employee for the Employer, or
 - 15.2.4 result where the Employer's equipment, supplies, facilities or trade secret information has been used, or result from development during time spent whilst with the Employer.
- 15.3 The Employee agrees to take good care of any documents and/or equipment of the Employer, which may from time to time be within the Employee's custody or control during the time of their employment with the Employer.
- 15.4 The Employee agrees that on notice of termination of employment (however caused) all such documents and/or equipment as well as any other notes, memoranda, computer software, photographs, drawings, records or other materials in any way relating either directly or indirectly to the Employer's business which the Employee may have will be immediately returned to the Employer at the Office.
- 15.5 The Employee recognises and agrees that the Employer is entitled to recover from the Employee and the Employee shall be bound and liable to make good to the Employer any loss suffered by the Employer on account of misuse of the Employer's property by the Employee and/or any damage occasioned to the Employer's property whilst in the custody of or entrusted to the Employee which can be attributed to wilful default or negligence on part of the Employee.

16 Unsatisfactory Performance

- 16.1 Notwithstanding clause 3.2 and 3.3, Although the NSW Public Sector Conditions are excluded from this Agreement and do not apply to the Employer, the Employer

agrees, as a matter of policy, that unsatisfactory performance and misconduct will be dealt with in accordance with the *Government Sector Employment Act 2013* (NSW).

17 Acknowledgements by Employee

17.1 The Employee acknowledges that they have read all the Schedules to this Agreement, and understands that the failure to adhere to the policies referred to in the Agreement and the Schedules, as they apply from time to time, may result in disciplinary action, up to and including termination.

Signed by the Chief Executive Officer of Investment NSW or his/her delegate

Sensitive
[Redacted]

Amy Brown
(Signature)

On the 16th day of June 2022

In the presence of

Sensitive
[Redacted]

(Print Name of Witness in Full)

Sensitive
[Redacted]

(Signature of Witness)

Signed by the Employee

Sensitive
[Redacted]

.....
(John) Barilaro

On the 9TH day of June 2022

In the presence of

Sensitive
[Redacted]

.....
(Print Name of Witness in Full)

Sensitive
[Redacted]

.....
(Signature of Witness)

Schedule A**1. Working visa**

- 1.1. The Employer intends to set up appropriate immigration sponsorship arrangements to enable the Employee to work in the US. The Agreement is subject to the Employee (i) on or before the agreed relocation date putting in place the necessary immigration or visa arrangements to enable them to work in the US or (ii) being a US citizen. If the Employee is not a US citizen and the Employee's visa or permission to stay is not approved by the agreed relocation date, or at any date is refused, withdrawn or is not renewed, the Employer may terminate the Employee's Employment under the terms of this Agreement on not less than one month's written notice.
- 1.2. The Employer shall provide reasonable support and assistance to the Employee to put in place obtain the necessary immigration or visa arrangements, including support in relevant immigration processes, sponsorship and reimbursement against receipts of associated costs incurred by the Employee for the purposes of obtaining the visa to enable the Employee to relocate to the US.
- 1.3. The Employer shall provide reasonable assistance as per paragraph 1.2 above for any visa processes required for the Employee's partner and/or dependents that will relocate to the US with the Employee.
- 1.4. The Employee agrees that they will relocate to the US, at the end of the Onboarding Term, or an alternate date as determined by the Employer, provided the necessary immigration or visa arrangements have been put in place by that time.

2. Probation

- 2.1 The Employee's employment shall be subject to successful completion of an initial probationary period of 3 months from the Commencement Date, during which time the Employee's performance and suitability for continued employment will be monitored.
- 2.2 During the probation period the period of written notice required by either party to terminate the Employee's employment shall be 1 week. The Employer reserves the right to pay the Employee one week's base salary only in lieu of notice on the terms set out in sub-paragraph 9.7 of this Schedule A below.
- 2.3 The Employer reserves the right to extend the probationary period for a further period of up to 3 months (by confirmation to the Employee in writing on or before the expiry

of the initial 3 month probationary period) in the event that in the Employer's opinion the Employee has not reached the required standard during the first 3 months of employment.

3. Working Hours

- 3.1 The Employee's working hours will generally be from 900 to 1700 during each Working Day and such hours as is necessary for the completion of the Employee's duties.
- 3.2 The Employee shall be classified as exempt and thus shall not be entitled to overtime compensation under any applicable federal, state, or local laws.

4. Location of Work

- 4.1 The Employee will initially be located at the Sydney Office and will move to the New York office at the discretion of the Employer. The Employee will be provided with relocation support from the Employer on terms which are set out in the letter to the Employee from the Employer dated on or around the date of this Agreement entitled Relocation Benefits. The Employee may be required to work at such other places, within the United States or elsewhere, as the Employer may require from time to time require. The Employee may be required to travel to any location within the United States or overseas on the Employer's business at the Employer's expense.
- 4.2 The Employee shall be entitled to work from Australia for up to ninety days or any other amount considered reasonable by the Employer, after the Commencement Date of Employment under this Agreement, as defined in Clause 2 (the "Onboarding Term"), provided that:
- 4.2.1 the Employer has notified the Employee in writing prior to the Commencement Date of Employment under this Agreement that such arrangements will not pose any tax or other issues to the Employer (or that such issues will be managed appropriately); and
- 4.2.2 the Onboarding Term may be extended or cut short by the Employer, provided that the requesting party gives reasonable notice of such extension or reduction.

5. Salary and Benefits

- 5.1 The Employee's annual salary is set forth in Section 2 of the Employment Agreement.

- 5.2 The Employee may also be eligible to participate in certain retirement and/or health and welfare plans that the Employer has or may implement in the United States. The Employer reserves the right to amend, modify, or terminate these benefits. Additional details on these plans will be provided to the Employee.
- 5.3 During the Onboarding Term, the salary will be paid out in Australian Dollars as set out in Clause 2 paid by not less frequently than monthly in (the "Salary"). The Salary shall be paid by the Employer by remitting to the Employee's nominated bank account in Australia on a monthly basis.
- 5.4 Once the Employee relocates to the US, and the Onboarding Term ceases:
- 5.4.1 the Salary will be paid in respect of each calendar month by the Employer remitting to the Employee's nominated bank account in the US on a monthly basis;
- 5.4.2 the Salary is calculated in Australian dollars but paid in US Dollars ("USD") by applying the exchange rate set out in Clause 2. The exchange rate will be reviewed annually based on the most recently yearly average exchange rate published by the ATO. If the average annual exchange rate for the preceding 12 months is an amount in USD that is higher than the exchange rate set out in Clause 2, then the exchange rate will be adjusted to that higher amount in USD and will apply to the payment of the Salary for the following 12 months. The adjusted exchange rate will then become the reference rate for the subsequent 12 months or until the next review.
- 5.5 The Allowance referred to in Clause 2 of this Agreement shall include payments in respect of housing. No further payments in respect of such matters will be payable to the Employee as expenses or otherwise. Such allowance payments will be subject to all necessary deductions for income tax and applicable social security payments.
- 5.6 The Employee shall receive an annual Cost of Living Allowance ("COLA") on a monthly basis, in the amount stipulated in Clause 2. The Employer may review the COLA annually, and the COLA may fluctuate up or down based on market data from a third party provider to the Employer. The COLA is based on home and host location, dependant family size and salary, and any changes to these particulars may trigger a change to this amount
- 5.7 The Employer will provide the Employee with, or reimburse the Employee for, private medical insurance for the duration of employment (the details of which to be agreed

by the parties but approved by the Employer in its discretion). Any such reimbursement will be for the reasonable costs of private medical insurance and subject to prior written approval of the Employer.

- 5.8 Relocation benefits will be provided on the terms and conditions set out in the Relocation Benefits Letter.

6. Vacation Leave

- 6.1 The Employee will accrue 20 working days paid annual leave per annum and pro rata in an incomplete year. Employee's entitlement shall not accrue during any period of absence from work due to sickness or injury in excess of 30 continuous Working Days or during any period of unpaid leave.
- 6.2 Annual leave entitlements may accumulate from year to year with the written consent of the Reporting Manager to the maximum of 30 days at any time. Once the Employee reaches 30 days, they will stop accruing vacation and 30 will be the maximum amount the Employee will be eligible to accrue.
- 6.3 The Employee may be entitled to other types of leave as required by state or local law.
- 6.4 The Employee must have their Reporting Manager's approval at least one week prior to the annual leave being taken.
- 6.5 Any accrued unused vacation leave shall be paid out upon separation of the Employee's employment unless the Employee fails to provide 90 days' notice of resignation/separation.

7. Sick Leave

- 7.1 The Employee accrues a full time equivalent of 1.25 days paid sick leave per month. Sick leave entitlements will accumulate from month to month, with accruals carrying over annually, but an employee will only be allowed to use up to 40 hours of sick leave in any one calendar year.
- 7.2 If the Employee is unable to attend work due to sickness or injury, the Employee should notify the Reporting Manager on the first day of such absence. Throughout any period of such absence, the Employee must keep the Reporting Manager closely informed of the Employee's progress and likely date of return to work.

- 7.3 There are no rights to payment in cash for unused sick leave at the expiration of Employee's employment or at any other time.

8. Disciplinary and Grievance Procedures

Disciplinary

- 8.1 The disciplinary and grievance procedures shall be handled based on all effective internal rules and regulations of the Employer. Any unsatisfactory performance or misconduct will be dealt with in accordance with the Government Sector Employment Act 2013 (NSW) and may result in termination of employment.

Grievances

- 8.2 If the Employee wishes to seek redress about any grievance relating to the Employee's employment, then the Employee may apply in writing to the Reporting Manager (or such other person nominated by the Employer) to consider and act upon the application.
- 8.3 The Employer's grievance procedures set out steps in relation to appeals in relation to grievances details of which are set out in the Employer's Grievance Policy.

9. Termination of Employment

- 9.1 The Employee's employment will terminate upon the earlier of the following:
- 9.1.1 The Employee giving to the Employer 90 days' notice in writing to expire at any time;
 - 9.1.2 The Employer giving to the Employee 90 days' notice in writing to expire at any time.
- 9.2 The Employer shall not be obliged to provide the Employee with work at any time after notice has been given by either the Employee or the Employer pursuant to Paragraph 9.1, and the Employer may, in its discretion, place the Employee on garden leave on full Annual Remuneration. During any such garden leave period the Employer shall not be obliged to provide the Employee with any work or to assign or vest in the Employee any powers, duties or functions and may for all or part of such garden leave period do any or all of the following:
- 9.2.1 announce externally or internally or both that the Employee has given or been given notice of termination of employment and been placed on garden leave and (where applicable) that a substitute has been appointed;

- 9.2.2 exclude the Employee from all or any premises of the Employer;
- 9.2.3 require the Employee to abstain from engaging in any contact (whether or not initiated by them) which concerns any of the business affairs of the Employer with any customer, client, supplier, intermediary, other business connection, employee, director, officer, consultant, partner or agent of the Employer;
- 9.2.4 require the Employee to carry out no duties;
- 9.2.5 save where absent due to agreed holidays or authorised absence for sickness or injury or other authorised leave, require the Employee to undertake at their home or at such place reasonably nominated by the Employer such reasonable duties (which may differ from their normal duties) as the Employer may at its discretion assign and to provide any reasonable assistance requested by the Employer;
- 9.2.6 require the Employee to take any accrued annual leave entitlement;
- 9.2.7 suspend or limit the Employee's access to the Employer's computer, e-mail, telephone, voicemail or other communication systems or databases; or
- 9.2.8 require the Employee to deliver up to the Employer any and all property belonging to the Employer.
- 9.3 During any garden leave period pursuant to paragraph 9.2, the Employee shall:
- 9.3.1 for the avoidance of doubt continue to be bound by the duties of fidelity and good faith;
- 9.3.2 hold themselves available during normal business hours (other than agreed holidays or authorised absence for sickness or injury or other authorised leave) to perform such duties as may be assigned to them, if any; and
- 9.3.3 continue to comply with the terms of this Agreement.
- 9.4 The Employer reserves the right to terminate the Employee's employment with immediate effect by giving summary notice if the Employee commits a repudiatory breach of this Agreement or in the event that the Employee engages in gross misconduct, commits a serious or persistent breach of any term of this Agreement, is guilty of conduct reasonably likely to bring the Employee or the Employer into

disrepute, the Employee neglects or fails or refuses to carry out any of the duties properly assigned to them under this Agreement, the Employee commits a serious or persistent breach of any of the Employer's equal opportunity, health and safety or similar policy in force from time to time or if the Employee ceases to be eligible to work in the United States. The Employee shall not be entitled to any salary payments, benefits, or other forms of compensation after this date of termination unless specifically mandated by law.

9.5 In order to investigate a complaint against the Employee of misconduct and to allow the Employer to carry out whatever investigations it deems appropriate, the Employer may, at any time, suspend the Employee pending the making and completion of such investigation(s) as the Employer thinks fit. This suspension may, consistent with law, be paid or unpaid at the Employer's discretion.

9.6 For the purposes of paragraph 9.7, the "Period" shall mean:

9.6.1 the unexpired portion of any prior notice of termination of the Employee's employment which has already been given by the Employee or the Employer (as at the date of service of notice pursuant to this paragraph); or

9.6.2 where no such prior notice has been given, the minimum period of notice of termination specified as to be given by the Employer in paragraph 9.1 (as applicable) above.

9.7 The Employer may in its absolute discretion and without any obligation to do so, terminate the Employee's employment with immediate effect by giving them written notice that it will make a payment of such sum as would have been payable by the Employer to the Employee as Annual Remuneration in respect of the Period, calculated on the basis of the rate of Annual Remuneration applicable on the date notice under this paragraph is given (less any deductions which the Employer may be required to make including in respect of income tax or other deductions required by law). If the Employer gives such notice, the Employee agrees that their employment under this Agreement will terminate with effect from the date the notice was given and the Employer will make the payment specified herein within 28 days after the termination date.

10. Governing law and severance

10.1 The parties acknowledge that the interpretation of the Agreement is governed by the laws of New South Wales.

10.2 To the extent any provision of the Agreement conflicts with or is otherwise contrary to the mandatory provisions of the laws of the United States and/or state or local law where the employee is primarily performing services, that provision shall be severed to the extent of the conflict.

11. Data Protection and Other Obligations

11.1 The Employee acknowledges that the Employer will collect, use, store, transfer and otherwise process their personal data (and, where relevant, that of their emergency contacts and, where applicable, dependents) including providing personal data to third parties and transferring personal data within and outside the United States and European Economic Area, in accordance with applicable data protection regulations. Further details relating to the processing of such personal data are set out in the Employer's applicable staff data protection policies (which are non-contractual and may be amended from time to time), which will be made available to the Employee.

11.2 The Employee agrees to use all reasonable endeavours to keep the Employer informed and updated of any changes to their personal data, including, for example any change in their home address or other contact details.

11.3 The Employee agrees to familiarise themselves with the Employer's Privacy Policy and Data Protection Policy in force from time to time, available on the Employer's intranet (and any other relevant policies and procedures relating to data protection in force from time to time and agree to act at all times in accordance with both the spirit and the letter of such policies and procedures when processing the personal data of others during the course of their employment. This includes, without limitation, personal data relating to any employee or other worker, job candidate, customer, client, supplier or agent of the Employer.

11.4 The Employee acknowledges that all communications undertaken through the Employer's systems (including, without limitation, email, text messages and instant messages) and all internet sites accessed by the Employee will be treated by the Employer as work related. Moreover, any and all telephone conversations or transmissions, electronic mail or transmissions, or internet access or usage by an

employee by any electronic device or system, including but not limited to the use of a computer, telephone, wire, radio or electromagnetic, photoelectronic or photo-optical systems may be subject to monitoring at any and all times and by any lawful means.

11.5 The Employee acknowledges that the Employer may intercept, record, and monitor their communications (whether sent or received and including the content of such communications) and systems use (including frequency of access of the systems and internet and the content viewed or accessed and security access records) subject to and in accordance with the Employer's Information Security Policy from time to time in force. Such monitoring may be routine or ad hoc and may be carried out without further notice to the Employee. The Employee acknowledges and agrees that intercepted and monitored communications may be used as evidence in disciplinary or legal proceedings.

11.6 The Employee must comply with the Employer's Information Security Policy (which may be amended from time to time) and any other relevant policies and procedures in force from time to time.

12. Training

12.1 The Employee is required to undertake any and all mandatory training specified by the Employer from time to time as being necessary for the purposes of performing their role. Where such mandatory training is specified by the Employer, the costs of such training shall be met by the Employer.

Schedule B
Role Description

Senior Trade & Investment Commissioner (Americas)

Cluster	Department of Enterprise, Investment and Trade
Agency	Investment NSW
Division/Branch	Trade & Investment
Location	New York (USA)
Employment Type	Fixed term
Date of Approval	December 2021
Agency Website	www.investment.nsw.gov.au

Agency overview

Investment NSW brings all of the NSW Government’s economic development and attraction activities into the one place, driving local and international investment and creating jobs for NSW.

Working across key industries and sectors, Investment NSW supports opportunities for business investment, global talent, tourism, major events and international study.

Investment NSW:

- targets local and global businesses to drive investment.
- provides rapid responses to business needs.
- acts as a single point of accountability and one-stop-shop for the private sector.
- helps Australian businesses to scale up and ‘go global’ for maximum jobs growth.
- markets Sydney and NSW on the world stage as a destination for tourism, major events, business investment, international study and global talent.

Primary purpose of the role

The Senior Trade and Investment Commissioner is the NSW Government’s most senior representative in the Americas region. You will lead the State’s commercial, cultural and political interests across the region to achieve economic outcomes for NSW.

You will facilitate productive foreign direct investment; developing, implementing and advising on strategies to identify and secure suitable companies to invest in NSW, aligned to the state’s priority industries and places. You will also assist NSW businesses to export to the Americas, create strategic commercial and institutional partnerships that will deliver jobs and innovation outcomes for NSW, and work with NSW’s tourism, international education and defence industries to win new business.

You will have a strong commercial mindset and a track record in delivering great results. You will represent the State’s trade and investment interests with C-suite investors, political leaders and stakeholders and perform ad hoc ceremonial duties on behalf of the State where required.

A creative problem-solver, you thrive in complex environments and are open to new ideas and ways of working. As a senior leader you will inspire your team and colleagues, you know how to develop and motivate people to achieve outstanding results.

Key accountabilities

Sensitive

- Results driven orientation to lead and represent the NSW Government's whole-of-government strategic interests in the Americas.
- Relationships and interpersonal skills to profile NSW's economic and business credentials across priority markets in the region to capture commercial outcomes for NSW, including developing networks of C-Suite executives, business groups, and commercial and government stakeholders.
- Initiates and role models collaboration across the NSW government, shares information and consults widely to bring the best of the NSW government to clients. Work in partnership with colleagues across government in NSW and federally to identify, develop and secure productive investment into NSW's Lighthouse precincts and priority industries.
- Strong commercial acumen to provide strategic guidance, insights and assistance to NSW businesses and institutions in the Americas.
- Guide and support key stakeholders to achieve trade and investment outcomes by providing market intelligence, business leads, advice, introductions and screening of partners, participating in business events and conferences, providing business matching services, and other promotional activities including media.
- Project management expertise to deliver high quality, seamless trade mission and visit programs for the Premier, Ministers and other subject matter experts, including preparation of visit programs and accompanying Ministers and business delegations in-market.
- A first-class communicator to maintain and strengthen NSW's reputation as the leading Australian destination to work, study, and do business by developing strategic relations and contacts with senior government representatives, business leaders and industry allies.
- Build, lead, develop and motivate a team of highly engaged staff to support the delivery of the NSW government's strategic plan for the region. A genuine, self-aware leader who demonstrates and role models NSW public service values to the broader team.
- Ensure the efficient and effective governance and management of NSW government offices including day to day management of the staff, budget, legal, HR and corporate reporting requirements. Ensure contractual risks and obligations for the State's presence in-market are managed and that controls in place to manage risks are appropriate and updated as required.

Key challenges

- Developing effective and productive relationships with the C-Suite executives of target companies in market and communicating the value of NSW goods and services and its attractiveness as an investment destination in the context of dynamic market conditions and other jurisdictions who are also competing for international investment.
- Developing effective and productive relationships with key stakeholders across the NSW government to deliver whole-of-government results.
- Managing effective relationship with Australian Commonwealth Agencies, local Governments and other State Governments to ensure NSW is represented in bilateral decision making.
- Delivering against stretching targets and objectives via a diverse range of activities, with multiple stakeholders and with short or competing deadlines.

Sensitive

Key relationships

Who	Why
Ministerial	
<ul style="list-style-type: none"> NSW Premier 	<ul style="list-style-type: none"> Consult with the Premier, office staff and Department of Premier and Cabinet to provide insights, accurate information and timely responses to key issues
<ul style="list-style-type: none"> Deputy Premier 	<ul style="list-style-type: none"> Consult with the Deputy Premier and office staff to provide insights, accurate information and timely responses to key issues
<ul style="list-style-type: none"> Office of the Minister 	<ul style="list-style-type: none"> Consult with the Minister and Ministerial staff to provide insights, accurate information and timely responses to key issues
Internal	
Chief Executive Officer Investment NSW	<ul style="list-style-type: none"> Provide expert advice and contribute to decision making; identify emerging issues/risks and their implications and propose solutions; escalate issues when required; receive advice and report on progress towards business objectives and discuss future directions.
Executive Director Trade and International Investment NSW	<ul style="list-style-type: none"> Manage deliverables efficiently and effectively. Escalate issues, keep informed Collaborate and provide advice to contribute to strategic decision-making across the cluster
Direct Reports	<ul style="list-style-type: none"> Monitor and review performance, provide leadership and guidance, foster ongoing professional development.
Cluster executives	<ul style="list-style-type: none"> Liaise with, and coordinate information with executives across the cluster including CEO WCAA, CEO Destination NSW, and Senior Commissioners; consult and collaborate with, to define mutual interests and determine strategies to achieve their realisation.
External	
Stakeholders (external agencies, other government departments, and businesses)	<ul style="list-style-type: none"> Coordinate information, gather input from and provide sound and reliable advice; manage expectations, resolve and provide solutions to issues; negotiate outcomes and timeframes.

Role dimensions

Decision making

The person in this role would:

- Set the strategy and work priorities across the region, organising and managing own workload and allocation of tasks to NSW Government staff across the region with responsibility for delivery of agreed outcomes and targets across the area of responsibility.
- Deploy NSW Government funds in the region
- Provide strategic insight to internal and external stakeholders on matters related to trade, investment and economic development with the region
- Identify and build in-market business and government relationships which will facilitate the growth of NSW trade and investment, while protecting the reputation of the NSW government.
- Decide on the scope, format, and content of local branding, media and promotional campaigns
- Recommend high-level meetings for the Premier and other Ministers and senior officials when they visit the market

Sensitive

- Make decisions consistent with the Code of Conduct, Department policies and priorities, and in-market regulations

Reporting line

The role accounts and reports to the Executive Director, Trade & International, Investment NSW.

Direct reports

This role may have a variable number of direct reports depending on operational requirements.

Budget/Expenditure

To be confirmed.

Essential requirements

- Tertiary qualifications including postgraduate qualifications in international relations and trade, economics, public policy/administration, business management or in a related discipline, or demonstrated, equivalent, relevant professional experience and training.
- Commercial acumen and financial literacy, with extensive experience at a senior executive level in international business or across government, combined with a strong understanding of how businesses make investment decisions, trade and investment facilitation and market awareness in the global economic environment.
- Leadership and management experience, including extensive experience in influencing and mobilising others to achieve stretch objectives, undertake change and respond to strategic opportunities and lead a culture of collaboration and innovation.
- Advanced ability to represent an organisation with authority and credibility, including strong communication skills and an ability to engage and negotiate with diverse stakeholders. Ability to drive marketing and promotional campaigns.
- Thorough knowledge and understanding or the demonstrated ability to develop an understanding of the Government's trade, investment and industry development policies and programs and NSW's international business capability and export and investment approaches, and the market dynamics and key sectors relevant to NSW's trade and investment growth.

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.





The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities




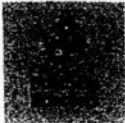
Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.



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Capability group/sets	Capability name	Behavioural Indicators	Level
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
	 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness
 Relationships	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders 	Highly Advanced
	 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders

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 Results	<p>Deliver Results</p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes 	Highly Advanced
 Results	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform 	Highly Advanced
 Results	<p>Demonstrate Accountability</p> <p>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</p>	<ul style="list-style-type: none"> • Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved 	Highly Advanced
	<p>Finance</p> <p>Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options 	Advanced


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		<ul style="list-style-type: none"> Promote the role of sound financial management and its impact on organisational effectiveness Obtain specialist financial advice when reviewing and evaluating finance systems and processes Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner 	
	<p>Manage and Develop People</p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning Drive executive capability development and ensure effective succession management practices Implement effective approaches to identify and develop talent across the organisation Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences Drive a culture of high performance and ensure performance issues are addressed as a priority 	Highly Advanced
	<p>Inspire Direction and Purpose</p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in the future direction Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation Communicate the parameters and expectations surrounding organisational strategies Celebrate organisational success and high performance, and engage in activities to maintain morale 	Highly Advanced





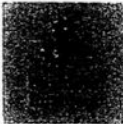
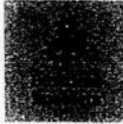
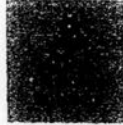


Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced

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 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Highly Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Highly Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Highly Advanced

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Schedule C

The Employee will be required to comply with the Employer's rules, policies, procedures and other directions, which may be changed from time to time.

I understand that the failure to adhere to any of the policies as they apply from time to time may result in performance management or disciplinary action.

Signed by the Employee

..... [Redacted Signature]

(Print Name of Employee)

Sensitive [Redacted Name]





Investment
NSW

Mr Giovanni Domenico (John) Barilaro

Sensitive

Relocation Benefits

Dear John,

You have been offered employment in the role of Senior Trade and Investment Commissioner, Americas in accordance with the terms set out in the contract of employment dated 9 June 2022 (**Offer**).

In accordance with clause 2 and clauses 1 and 3 of Schedule A to the Offer, if you accept the offer you may initially be located at the Sydney Office and will move to the New York Office once this is operational as specified in clause 2 of the Offer and Investment NSW selects the date for your relocation (**Relocation Date**).

In conjunction with the Offer, the Crown in right of the state of New South Wales, represented by the Chief Executive Officer of Investment NSW (**Investment NSW**), offers to provide you with the relocation benefits set out in this letter to support your transfer from Sydney to New York.

Subject to the terms of this letter, you will be entitled to be reimbursed a maximum of AUD\$PII - in respect of the reasonable expenses you properly incur for the relocation of you and your accompanying family and your personal belongings, subject to provision of receipts, such expenses to include:

- One-way flights from Sydney to New York;
- up to three months of temporary accommodation upon arrival in New York, such accommodation to be sourced with the reasonable assistance of the Employer;
- reasonable costs for relocation of the Employee's household goods and other belongings, including adequate insurance cover against damaged or lost items;
- reasonable costs to purchase household items in New York;
- relevant insurances with coverage over the period of one month prior to and after arrival to New York;
- care hire in New York for up to 30 days;
- reasonable assistance relating to housing searches in New York;
- applicable agency fees for sourcing rental accommodation;
- financial and tax advice relating to the Employee's relocation from Australia to USA; and
- miscellaneous expenses.

By agreement between the parties, instead of reimbursing such expenses to you, Investment NSW may engage and directly pay the provider of any services rendered which qualify as Relocation Benefits, up to the maximum value specified above. Where you pay such provider directly, you will be required to submit all appropriate receipts and we will discharge the relevant expenses as soon as reasonably practicable following approval.

This offer of Relocation Benefits is subject to the condition that, if your employment ends within 18 months of the later of you incurring the Relocation Benefit or the Relocation Date on the grounds of resignation or if you are dismissed pursuant to paragraph 9.4 of Schedule A to the Offer, you will

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NSW

repay to us the following percentage of the costs of the Relocation Benefits (in addition to any amounts accounted for to the applicable tax authorities in respect of income tax and social security contributions in connection with the provision of the Relocation Benefits), such costs being a debt due and payable to us immediately upon your employment ending:

Employment ending	Costs to be refunded
Within 6 months of the later of you incurring the Relocation Benefit or Relocation Date:	PII - [redacted] of Relocation Benefits (and applicable tax and social security costs)
Within 12 months from the later of you incurring the Relocation Benefit or Relocation Date:	PII - CIC of Relocation Benefits (and applicable tax and social security costs)
Within 18 months from the later of you incurring the Relocation Benefit or Relocation Date:	PII - [redacted] of Relocation Benefits (and applicable tax and social security costs)

To the extent permitted by law, any percentage of the costs of the Relocation Benefits (and applicable tax and social security costs) due to us by you will be deducted before payments of any outstanding amounts under the Offer are made to you. If the amounts owed by you at the date of the termination of your employment exceed amounts payable to you under the Offer you agree to repay such amounts immediately upon your employment ending.

If after commencement of your employment with Investment NSW and before the completion of the term of your contract, Investment NSW terminates your employment for reasons other than due to your resignation or dismissal pursuant to paragraph 9.4 of Schedule A to the Offer, Investment NSW will reimburse you for the reasonable relocation of you and your personal belongings back to Sydney, Australia, subject to provision of receipts, as follows:

- one way flight from New York to Sydney (for you only) to be taken within 2 months of the end of your employment;
- reasonable costs to return your household goods and other belongings to Australia; and
- reasonable lease termination costs.
- The reimbursement of the reasonable lease termination costs in the above circumstances is subject to:
 - a copy of the lease being provided to Investment NSW upon entry into the lease agreement;
 - the lease costs being limited to contractual termination costs owed to the landlord in accordance with the terms of the lease and not any costs related to loss of bond or other matters relating to your occupancy;
 - a best endeavours obligation from you when negotiating the lease to negotiate exceptions or reduced obligations under the terms of the lease in the case of your employer directing you to relocate to Australia or terminating your employment within the lease term; and
 - PII - CIC [redacted]

To accept the Relocation Benefits you must sign and return the attached copy of this letter together with the accepted Offer. You are entitled to accept the offer of employment but reject the offer of Relocation Benefits.

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Investment
NSW

Yours sincerely

Signed by the Chief Executive Officer, Investment NSW or their delegate

Sensitive
[Redacted]

.....
(Signature)

On the 16th day of June 2022

In the presence of

Sensitive
[Redacted]

.....
(Print Name of Witness in Full)

Sensitive
[Redacted]

.....
(Signature of Witness)

Signed by the Employee

Giovanni Domenico (John) Barilaro]

Sensitive
[Redacted]

On the 9th day of June 2022

In the presence of

Sensitive
[Redacted]

.....
(Print Name of Witness in Full)

Sensitive
[Redacted]

.....

Fiona Denton

From: Evelina Polura
Sent: Monday, 20 June 2022 12:01
To: Jeshree Gaundar
Cc: Kristy Manton
Subject: FW: STIC Americas
Attachments: Scan_2022-06-20_10-50-07-015.pdf

Jeshree, please see scanned version of signed STIC Americas contract as discussed, for sharing with John and saving in Objective.

Evelina Polura
HR Business Partner
People & Capability | Operations

Investment NSW
M: Sensitive

From: Jing Fu
Sent: Monday, 20 June 2022 11:19 AM
To: Evelina Polura
Subject: STIC Americas

Kristy Manton

OFFICIAL

And the same for the STIC Americas – contract + letter

Warmest regards

Jing Fu | Executive Officer
Office of the Secretary | Department of Enterprise, Investment and Trade
Office of the CEO | Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001

M: Sensitive | investment.nsw.gov.au



From:
Sent: Monday, 20 June 2022 10:53 AM
To: Jing Fu
Subject: Your scanned document

The document scanned by Jing Fu on 2022-06-20 is attached in this e-mail.

OFFICIAL

Senior Trade & Investment Commissioner, Americas

Contract of Employment

This *Contract of Employment* is made

On the 17th day of June 2022

Between

The Crown in right of New South Wales, represented by the Chief Executive Officer of Investment NSW acting through his/her delegate

Referred to as "the Employer"

Of 52 Martin Place, Sydney NSW 2000

And

Giovanni Domenico (John) Barilaro

Referred to as "the Employee"

Address: Sensitive

Approval order: Alexandra Engel >> Pre-Approvers - Chief Executive Officer
Investment NSW >> Chief Executive Officer - Investment NSW

CC: Alexandra Engel

Printing: No Printing Requested

Release to: DPC Internal Approval Only

DPC Action Due

11
Aug 2021

APPROVAL HISTORY

Comments	Actions Taken	Version
Amy Brown	Approved (05-08-2021 18:03:08)	v0.5
Amy Brown Fixed one type (still in track changes) - thanks for getting this done	Progress approval - changes made (05-08-2021 18:02:25)	v0.5
Alexandra Engel	Progress approval - no changes (05-08-2021 17:36:59)	v0.4
Alexandra Engel	submitted for approval (05-08-2021 16:19:41)	v0.4

DOCUMENTS FOR APPROVAL & SUPPORT

Documents for Approval:

A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas	Edit /	View
A5056478 Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021	Edit /	View
A5056478 Attachment B - Candidate Report_NGS_STIC_Americas_JennyWest	Edit /	View
A5056478 Attachment C - Candidate Report_NGS_STIC_Americas_Sensitive Sensi	Edit /	View
A5056478 Attachment D - Candidate Report_NGS_STIC_Americas_Sensitiv	Edit /	View
A5056478 Attachment E - Candidate Report_NGS_STIC_Americas_Sensitive Sen	Edit /	View

Initiating request:

A5056478 - SELF INITIATED

[Edit /](#) [View](#)

Printing Instructions:

No printing required (electronic approval only)

CONFIDENTIAL: A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas

From: Alexandra Engel
To: Joseph Brayford (Contact)
Cc: Jing Fu
Date: Fri, 06 Aug 2021 09:05:09 +1000
Attachments: A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas.docx (75.06 kB); A5056478 Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021.pdf (410.86 kB); A5056478 Attachment B - Candidate Report_NGS_STIC_Americas_JennyWest.pdf (449.81 kB); A5056478 Attachment C - Candidate Report_NGS_STIC_Americas_Sensitive.pdf (1.09 MB); A5056478 Attachment D - Candidate Report_NGS_STIC_Americas_Sensitive.pdf (468.02 kB); A5056478 Attachment E - Candidate Report_NGS_STIC_Americas_Sensitive.pdf (869.74 kB)

CONFIDENTIAL: NSW CABINET

Hi Joseph,

Please see attached brief for the Deputy Premier, approved by Amy, regarding the STIC Americas appointment.

Please let me know if any queries or further information is needed to assist with facilitation of approval.

I would also like to introduce you to Jing Fu (cc'd), the new EO in Amy's office – I believe you may have come across her in previous roles/lives.

Alex

Alex Engel-Mallon | Chief of Staff

Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney NSW 2000

M [Sensitive]

| investment.nsw.gov.au

From: DPC Docs
Sent: Thursday, 5 August 2021 6:04 PM
To: Alexandra Engel
Subject: : A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas : NOTIFICATION (Progress update)

**Hello Pre-Approvers - Chief Executive Officer Investment NSW,
Alexandra Engel,**

NOTIFICATION - PROGRESS UPDATE

Approval order: Alexandra Engel >> Pre-Approvers - Chief Executive Officer
Investment NSW >> Chief Executive Officer - Investment NSW

CC: Alexandra Engel

Printing: No Printing Requested

Release to: DPC Internal Approval Only

DPC Action Due

11
Aug 2021

APPROVAL HISTORY

Comments	Actions Taken	Version
Amy Brown	Approved (05-08-2021 18:03:08)	v0.5
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Alexandra Engel	Progress approval - no changes (05-08-2021 17:36:59)	v0.4
Alexandra Engel	submitted for approval (05-08-2021 16:19:41)	v0.4

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A5056478 Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021	Edit /	View
A5056478 Attachment B - Candidate Report_NGS_STIC_Americas_JennyWest	Edit /	View
A5056478 Attachment C - Candidate Report_NGS_STIC_Americas_Sensitive	Edit /	View
A5056478 Attachment D - Candidate Report_NGS_STIC_Americas_Sensitive	Edit /	View
A5056478 Attachment E - Candidate Report_NGS_STIC_Americas_Sensitive	Edit /	View

Initiating request:

A5056478 - SELF INITIATED

[Edit /](#) [View](#)

Printing Instructions:

No printing required (electronic approval only)

From: [Jing Fu](#)
To: [Joseph Brayford \(Contact\)](#)
Cc: [Alexandra Engel](#)
Subject: Re: CONFIDENTIAL: (REVISED) A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas
Date: Wednesday, 11 August 2021 8:39:19 PM
Attachments: [image011.png](#)
[image012.jpg](#)
[image013.png](#)
[image014.png](#)
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[image018.png](#)
[image019.png](#)
[image020.png](#)
[image021.png](#)
[Outlook-35p5rv4o.png](#)
Sensitivity: Confidential

Hi Joseph

Apologies - I've just seen that Amy has already spoken to your office and this is no longer necessary given the DP's approval of the previous version.
Sorry for the kerfuffle!

Warmest regards

Jing Fu | Executive Officer

Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001

| **Sensitive**

| investment.nsw.gov.au



From: Jing Fu
Sent: Wednesday, August 11, 2021 6:46 PM
To: Joseph Brayford (Contact)
Cc: Alexandra Engel
Subject: CONFIDENTIAL: (REVISED) A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas

Hi Joseph!

Revised brief attached - let me know if you've got any questions!

Thanks!

Warmest regards

Jing Fu | Executive Officer

Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001

Sensitive

investment.nsw.gov.au



From: Alexandra Engel
Sent: Wednesday, 11 August 2021 1:27 PM
To: Joseph Brayford (Contact)
Cc: Jing Fu
Subject: RE: CONFIDENTIAL: A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas
Sensitivity: Confidential

Hi Joseph,

Confirming, as per our phone conversation, that this brief is now nullified and we will delete all copies in our records.

A new brief will come through today with amended wording.

Cheers,

Alex

Alex Engel-Mallon | Chief of Staff

Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney NSW 2000

M: **Sensitive**

| investment.nsw.gov.au

From: Joseph Brayford
Sent: Wednesday, 11 August 2021 9:25 AM
To: Alexandra Engel
Cc: Jing Fu
Subject: RE: CONFIDENTIAL: A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas
Sensitivity: Confidential

Hi Alex, Hi Jing

I hope you're both well.

The Deputy Premier has approved the briefing attached.

Thanks!

Joseph Brayford
Senior Policy Adviser
Office of The Hon. John Barilaro MP
Deputy Premier, and Minister for Regional New South Wales, Industry and Trade

M: **Sensitive**

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

sig2



From: Alexandra Engel
Sent: Friday, 6 August 2021 9:05 AM
To: Joseph Brayford
Cc: Jing Fu
Subject: CONFIDENTIAL: A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas

CONFIDENTIAL: NSW CABINET

Hi Joseph,

Please see attached brief for the Deputy Premier, approved by Amy, regarding the STIC Americas appointment.

Please let me know if any queries or further information is needed to assist with facilitation of approval.

I would also like to introduce you to Jing Fu (cc'd), the new EO in Amy's office – I believe you may have come across her in previous roles/lives.

Alex

Alex Engel-Mallon | Chief of Staff
Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney NSW 2000

M: **Sensitive**

investment.nsw.gov.au

From: DPC Docs
Sent: Thursday, 5 August 2021 6:04 PM
To: Alexandra Engel
Subject: : A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas : NOTIFICATION (Progress update)

**Hello Pre-Approvers - Chief Executive Officer Investment NSW,
Alexandra Engel,**

NOTIFICATION - PROGRESS UPDATE

Approval order: Alexandra Engel >> Pre-Approvers - Chief Executive Officer Investment NSW >> Chief Executive Officer - Investment NSW

CC: Alexandra Engel

Printing: No Printing Requested

Release to: DPC Internal Approval Only

DPC Action Due

11
Aug 2021

APPROVAL HISTORY

Comments	Actions Taken	Version
Amy Brown	Approved (05-08-2021 18:03:08)	v0.5
Amy Brown Fixed one type (still in track changes) - thanks for getting this done	Progress approval - changes made (05-08-2021 18:02:25)	v0.5
Alexandra Engel	Progress approval - no changes (05-08-2021 17:36:59)	v0.4

Alexandra Engel

submitted for approval
(05-08-2021 16:19:41)

v0.4

DOCUMENTS FOR APPROVAL & SUPPORT

Documents for Approval:

A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas

A5056478 Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021

A5056478 Attachment B - Candidate Report_NGS_STIC_Americas_Sensitive

A5056478 Attachment C - Candidate Report_NGS_STIC_Americas_Sensitive

A5056478 Attachment D - Candidate Report_NGS_STIC_Americas_Sensitive

A5056478 Attachment E - Candidate Report_NGS_STIC_Americas_Sensitive

Initiating request:

A5056478 - SELF INITIATED

SENSITIVE: NSW GOVERNMENT

Briefing for the Deputy Premier: A5056478

Appointment of Senior Trade & Investment Commissioner - AmericasInvestment
NSW

Issue:	<p>As part of the NSW Global strategy and revamp of the NSW international network, the Government announced the intended appointment of Senior Trade & Investment Commissioners (STICs) located in ASEAN (Singapore), India/Middle-East and the Americas (New York). This is in addition to an Agent General role in London and the recently appointed STIC in North Asia (Tokyo).</p> <p>NGS Global was engaged to undertake the executive search for the STIC roles following the review of proposals from three NSW Government approved suppliers.</p> <p>A preferred candidate for the STIC - Americas has been identified, interviewed and endorsed by the recruitment panel. The Deputy Premier is now invited to endorse the preferred candidate, prior to submission to Cabinet.</p>
---------------	--

Key reasons

- To invite the Deputy Premier to endorse the preferred STIC candidate for the Americas. The preferred candidate will also be submitted to the Premier and Treasurer for endorsement before submission to Cabinet.
- The preferred candidate for the Americas is Jenny West – Deputy Secretary Trade & International Group, Investment NSW (see Attachments A and B).
- The preferred candidate has been recommended by a recruitment panel comprised of:
 - Amy Brown – CEO Investment NSW
 - The Hon. Warwick Smith AO, independent member
 - Jim Betts – Secretary Department of Planning, Industry & Environment
 - Dr Marianne Broadbent, Managing Partner NGS Global (in attendance)
- Candidate reports (including CVs and cover letters) and the final panel selection report from NGS Global are attached, which includes details of the other interviewed candidates.

Financial or other impact

- All STIC roles are fully funded and budget approved through the Global NSW process.

Supporting information**List of attachments**

- Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021
- Attachment B - Candidate Report_NGS_STIC_Americas_JennyWest
- Attachment C - Candidate Report_NGS_STIC_Americas_Sensitive
- Attachment D - Candidate Report_NGS_STIC_Americas_Sensitive
- Attachment E - Candidate Report_NGS_STIC_Americas_Sensitive

Recommendations and actions

- **Endorse** the preferred candidate for the STIC - Americas, prior to final submission to Cabinet.

Investment NSW Office Use:


Sensitivity label: **SENSITIVE: NSW GOVERNMENT**

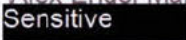
Date Investment NSW action

Investment NSW

SENSITIVE: NSW GOVERNMENT

Investment NSW final approver:	Approved
	Amy Brown, CEO, Investment NSW

The Deputy Premier comments	Date	Approved/Not Approved/Noted
	11/08/2021	

Responsible Action Officer:	Alex Engel-Mallon – Chief of Staff to the CEO, Investment NSW Sensitive 
------------------------------------	--

SENSITIVE: NSW GOVERNMENT

Briefing for the Minister for Jobs, Investment, Tourism and Western
Sydney: A5067290



Investment
NSW

Appointment of Senior Trade & Investment Commissioner - Americas

Issue:	A full recruitment process for the role of Senior Trade & Investment Commissioner (STIC) – Americas has been undertaken, and a successful candidate identified.
Analysis:	As part of the NSW Global strategy and revamp of the NSW international network, the Government announced the intended appointment of STICs located in ASEAN (Singapore), India/Middle-East and the Americas (New York). This is in addition to an Agent General role in London and the recently appointed STIC in North Asia (Tokyo). NGS Global was engaged to undertake the executive search for the STIC roles following the review of proposals from three NSW Government approved suppliers.

Key reasons

- To notify the Minister of the outcome of the recruitment search for a STIC – Americas. The Premier, Deputy Premier, and Treasurer will also be notified of the successful candidate
- The role of STIC – Americas is a public service senior executive employed under the *Government Sector Employment Act 2013* by the CEO of Investment NSW.
- After a full recruitment process, the successful candidate is Ms Jenny West – Deputy Secretary Trade & International Group, Investment NSW.
- The successful candidate was recommended by a recruitment panel comprised of:
 - Ms Amy Brown – CEO Investment NSW
 - The Hon. Warwick Smith AO, independent member
 - Mr Jim Betts – Secretary Department of Planning, Industry & Environment
 - Dr Marianne Broadbent, Managing Partner NGS Global

Financial or other impact

- All STIC roles are fully funded and budget approved through the Global NSW process.

Supporting information

List of attachments

- Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 202

Recommendations and actions

- Note the selection of Ms Jenny West as the successful candidate for the STIC – Americas role.
- Note Investment NSW will liaise with the Minister's office to offer a meeting between the Minister and Ms West to discuss priorities for international trade and investment for NSW, prior to her relocation to New York.

Investment NSW final approver:	Approved
	Amy Brown, CEO Investment NSW

Investment NSW Office Use:

Sensitivity label: **SENSITIVE: NSW
GOVERNMENT**

Date Investment NSW action due: Date

Date final action due: Date

A5056478 Deputy Premier Brief - Appointment of Senior Trade and Investment Commissioner Americas - (Return to submitter - cancel) [uA1518920/wA1875976/129]

From: Amy Brown
To: DPC Docs
Date: Wed, 11 Aug 2021 17:21:48 +1000

I spoke to the DP's office and he doesn't want another brief to sign – let's assume he's 'noted' the appointment, on the basis that he signed the other brief.

Please comment on your action choice above this line

-----BEGIN INBOX TOKEN-----
VmVyc2lvbjogV29ya2Zsb3cgOC4yLjAuMA==

Z9ijtkJKHEu5NjHs3whBkmf8IJ3C6isrZzmYSrX+bJXAgEsDkOBSj1QeZICWs9kmCpS1VM5PrcIM
6z1GXVzY4A==
-----END INBOX TOKEN-----

**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 - STICAmericas_SmithW-approval.pdf (226.6 kB); RE_Panel Confirmation_LoK_approval.pdf (174.83 kB); Re_Panel Confirmation_STICAmericas_BellK_approval.pdf (207.25 kB); Re_STICAmericas - 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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L5, 175 Collins Street, Melbourne VIC 3000

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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

OFFICIAL

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

Dr Marianne Broadbent
MANAGING PARTNER

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From: Kristy Manton
Date: Wednesday, 15 June 2022 at 1:42 pm
To: Marianne Broadbent
Cc: Kylie Bell
Jeshree Gaundar
Kelly Kwan
Subject: FW: Urgent - Selection Panel Report- STIC_Americas_2204 Final.xlsx

OFFICIAL

Hi Marianne

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

K

Kristy Manton

A/Chief People Officer
People and Culture
Operations

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

M Sensitive |

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

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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PANEL REPORTS

 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 Jenny West		Shortlisting Date/s 10-Jun-21		Interview Date/s 06-Jul-21		TA Michell Vigo													
Engagement Temporary Contract		Band 3 (equivalent)		No. of Position/s 1		No. of Applicant/s 21		No. Shortlisted 4		No. Interviewed 4		HR Partner Kristy Mantion													
Panel Interview Rating (All Focus Capabilities or Capability Group/s Assessed)										Online Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)															
		Work Collaboratively		Influence and Negotiate		Deliver Results		Manage and Develop People				Capability Potential													
Candidates Names		Advanced		Highly Advanced		Highly Advanced		Advanced				OPQ (Behavioural) NOT APPLICABLE													
Jenny West		Exceeds		Exceeds		Exceeds		Meets				Refer Results													
		Exceeds		Exceeds		Exceeds		Meets				Refer Results													
		Marginally Meets		Marginally Meets		Meets		Marginally Meets				Refer Results													
		Marginally Meets		Marginally Meets		Meets		Does Not Meet				Refer Results													
Recommended Candidate:												1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidates interviewed.													
Jenny West		Sensitive																							
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													
Jenny West		Sensitive																							
		Sensitive																							
Unsuccessful Candidate/s:												Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the Panel Interview Rating and Other Assessments													

PANEL REPORTS

INSW.003.040.0006

NSW GOVERNMENT Investment NSW													Job Req. Reference		J15847	
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas													Date of Panel Report			
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Jenny West	Shortlisting Date/s	10-Jun-21	Interview Date/s	06-Jul-21	TA	Michell Vigo			
Engagement	Temporary Contract	Band 3 (equivalent)		No. of Position/s	1	No. of Applicant/s	21	No. Shortlisted	4	No. Interviewed	4	HR Partner	Kristy Manton			
Sensitive																
Sensitive																
Sensitive																
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							

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 Vidre recruiter. Can I work with you to set this up with me for w/c 21 Feb.

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

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

Cheers
KB

Kylie Bell | Executive Director Trade & International
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
M: Sensitive | investment.nsw.gov.au
Executive Assistant |



**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**.

Get [Outlook for iOS](#)

From: Marianne Broadbent
Sent: Sunday, February 13, 2022 9:26:47 PM
To: Kristy Manton
Kylie Bell

Cc: Rebecca Doyle Barcoe
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.

PANEL REPORTS

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) (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 (Remuneration)										
Sensitiv	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										
Sensitiv	Meets	Meets	Exceeds	Exceeds				Select Rating	Select Rating	Select Rating			Refer Results										
Sensitiv	Marginally Meets	Meets	Marginally Meets	Marginally Meets				Select Rating	Select Rating	Select Rating			Refer Results										
Recommended Candidate:		<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>																					
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																					
John Barilero		<p>John's professional career has included 70 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 Oatmanbeyan, 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>																					
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																					

PANEL REPORTS

INSW.003.044.0441

Investment NSW												Job Req. Reference	115847	
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 Applicant/s	17	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		15/03/2022				
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest										
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest										
Independent Panel Member	Warwick Smith AO	Chairman	Kansu Capital	No Conflict of Interest										
Additional Member/Scribe	Marianna Broadbent	Managing Partner	NIS 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>														

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](#)

OFFICIAL

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** |

| investment.nsw.gov.au



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

From: Marianne Broadbent

Sent: Friday, 25 March 2022 2:26 PM

To: Amy Brown

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

From: Marianne Broadbent

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

To: Amy Brown

Sarah Hill

Warwick Smith

Kylie

Bell

Cc: Lynne Clements

Kristy Manton

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

Dear Panel Members

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

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

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

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

Thanks much and look forward to seeing you then.

Regards Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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and we will do so.

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Jing Fu

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 <warwick

gov.au>, Sarah Hill
Kylie Bell

Warwick

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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PANEL REPORTS


Selection Report - 28 May 2022

NSW Investment NSW												Job Ref. 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	Kyle Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA			
Location	Temporary Contract	SE Band Equivalent	General Scale	Role Number/s		No. of Position/s	1	No. of Applicant/s	11	No. Shortlisted	4	No. Interviewed	4	HR Partner	
Panel Interview Rating (All Focus Capabilities & Capability Group/s assessed)												Other Assessments (As determined appropriate for the role)		Disadv. Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)	
Candidate Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People	Choose Capability Assessment Type			Cognitive Scores		Capability Potential	Executive Scenario (Scale 1/12 - OPTIONAL)				
	Advanced	Highly Advanced	Highly Advanced	Advanced	Choose	Choose	Choose	Numerical	Verbal	ORQ (Behavioural)					
John Barlow	Meets	Exceeds	Exceeds	Meets	Select Rating	Select Rating	Select Rating			Refer Results					
Seni	Meets	Meets	Exceeds	Exceeds	Select Rating	Select Rating	Select Rating			Refer Results					
Seni	Meets	Meets	Meets	Exceeds	Select Rating	Select Rating	Select Rating			Refer Results					
Seni	Marginally Meets	Meets	Marginally Meets	Marginally Meets	Select Rating	Select Rating	Select Rating			Refer Results					
<p>Recommended Candidate:</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 Barlow</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 Ryhele Timber and Mouldings business in Queensland, eschewing university to learn his trade on the job. He became Managing Director of Ryhele 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 55. After frustrations with Government encouragement through his establishment of a local owner club and the lack of facilities in regional areas, John led a bid for the local council and later ran for office with the NSW Nationals. He became Member for Arden 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 2020 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 development. 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, 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 Recommendation AND Conversion		Select	Recommendation Justification		Background Checks Outcome?		1) Academic/Quals Checked?	2) Reference Checks Reviewed?	3) Service & Conduct Check Reviewed?	Meal 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 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

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PANEL REPORTS

 Investment NSW											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 Positions/s	1	No. of Applicant/s	12	No. Shortlisted	4	No. Interviewed	4
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		15/03/2022		
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest								
Panel Member	Kathleen Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest								
Independent Panel Member	Warwick Smith AO	Chairman	Kanus Capital	No Conflict of Interest								
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest								
After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop-down menu selection) above, and date. Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be issued to all panel members as the final version.												

PANEL REPORTS


INSW.003.044.0687

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										
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 Candidates:		<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>																				
John Barilaro		<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 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. 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, 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 Panel Interview Rating and Other Assessments																				
Sensitive		<p>Sensiti</p>																				
Sensitive		<p>Sensiti</p>																				

 Investment NSW											Selection Panel Report (Senior Trade and Investment Commissioner) The Americas		Job Req. Reference
											Date of Panel Report		
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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	NIG Global	No Conflict of Interest									
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Investment NSW												Job Req. Reference: 115847								
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	Kyle Bell		Shortlisting Date/s	13-Feb-22		Interview Date/s	15-Mar-22		TA	TA	
Location	Temporary Contract		SE Band Equivalent	General Scale		Role Number/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)						
										Numerical	Verbal	OPQ (Personality)								
Sensiti	Exceeds	Exceeds	Exceeds	Exceeds			Select Rating	Select Rating	Select Rating				Refer Results							
John Barilazo	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	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.								
Sensitive												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								
John Barilazo												<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 Rykle's Timber and Mouldings business in Queanbeyan, eschewing university to learn his trade on the job. He became Managing Director of Rykle's Home Solutions in 1997, manufacturing energy efficient windows, doors and building materials. He sought best-practice models and products in Germany and Italy, building and transforming the traditional business to one of innovation and automation, with a staff of 35. After frustrations with Government encountered through his establishment of a local soccer club and the lack of facilities in regional areas, John initially ran for the local council and later ran for office with the NSW Nationals. He became Member for Monaro in 2011 and had appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2016, John sold the business and became Leader of the NSW Nationals and Deputy Premier of NSW. He convinced the government to establish the Department of Regional NSW over which he became Minister. He then played a key role in creating the Snowy Hydro Legacy Fund to ensure infrastructure funding for regional areas. He also continued as Minister for Skills and Small Business. He noted that he was also instrumental in the establishment of Global NSW. In 2019 he became Minister for Regional NSW Industry and Trade and was the Minister Responsible for Disaster Recovery throughout the bushfires and COVID-19. John indicated that the onerous nature of these appointments had a significant impact on him, particularly his work-life balance. He decided to resign in the second half of 2021, when there was a change in the NSW Premier. Having taken time off to consider his future, John now feels ready to begin the next chapter of his career.</p> <p>At interview, John outlined his motivation and his strong connection to the development and establishment of both Global NSW and Strategic Activation Precincts. He was articulate in outlining his business experience particularly as it related to the ability to identify opportunities for new products and technologies in the market. He presented with a good strategic mind, which has been pivotal to his ability to shape business opportunities early in his career and later in policy and program development in the political domain. He demonstrated a good level of persistence as indicated in his consistent focus to establish the Department of Regional NSW and ensuring funding for regional development. 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>								
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								
Sensitive																				
Sensitive																				
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OFFICIAL

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Independent Panel Member	Warwick Smith AO	Chairman		Kansu Capital		No Conflict of Interest							
Additional Member/Scribe	Marlance Broadbent	Managing Partner		NGS Global		No Conflict of Interest							

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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

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

Dr Marianne Broadbent
 MANAGING PARTNER

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

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

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 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.

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Same for China will follow.

Regards Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Marianne Broadbent

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

To: Amy Brown
Smith

Sarah Hill

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

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Hi Lynne

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

Kind regards

Amy

Amy Brown

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

Sensitive

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

Dear Amy,

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

Thanks and regards,

lynne

Lynne Clements

EXECUTIVE OFFICER

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RE_ Panel Confirmation.pdf

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

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Investment NSW											Selection Panel Report (Senior Trade and Investment Commissioner) The Americas				Job Req. Reference _____			
											Date of Panel Report _____							
Position Title	Senior Trade and Investment Commissioner The Americas (New York)			Group	Trade and International	Division / Team	International	Line Manager	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 Barlano	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: <p style="margin-left: 20px;">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 Barlano</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 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 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, 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 Ovals 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 Panel Interview Rating and Other Assessments																		
Sensitive																		
Sensitive																		

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

Re_ Panel Confirmation - STIC Americas.pdf

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

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

Sensitive

Director of Office - Jasmine Antonious:

| Ph: **Se**

Sensitive

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

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

Thanks and regards,
 lynne

Lynne Clements
 EXECUTIVE OFFICER
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<Selection Panel Report- STIC_Americas- Final_220615.xlsx>

Enjoy the warmer Fiji weather

K

From: Marianne Broadbent
Sent: Wednesday, 15 June 2022 2:27 PM
To: Kristy Manton
Cc: Kylie Bell Jeshree Gaundar
Kelly Kwan
Lynne Clements
Subject: Re: Urgent - Selection Panel Report- STIC_Americas_2204 Final.xlsx

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

Dr Marianne Broadbent
MANAGING PARTNER

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From: Kristy Manton
Date: Wednesday, 15 June 2022 at 1:42 pm
To: Marianne Broadbent
Cc: Kylie Bell Jeshree Gaundar
Kelly Kwan
Subject: FW: Urgent - Selection Panel Report- STIC_Americas_2204 Final.xlsx

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Hi Marianne

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

their ok today please?

K

Kristy Manton

A/Chief People Officer
People and Culture
Operations

Department of Enterprise, Investment and Trade

Level 12, 52 Martin Place, Sydney NSW 2000

M: **Sensitive**

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

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



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Re_ Panel Confirmation - STIC Americas.pdf

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

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

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 Wednesday, 15 June 2022 4:46:25 PM

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Warwick

The Hon. Warwick Smith AO

Sensitive

Director of Office - Jasmine Antonious:

| Ph Sensitive

Sensitive

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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

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
EXECUTIVE OFFICER
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RE: Panel Confirmation
Wednesday, 15 June 2022 4:14:27 PM

Re_ STIC Americas - Panel Confirmation.pdf

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

From:
 To:
 Cc:
 Amy Brown
 Lynne Clements
 Alicia Kemp
 Subject:
 Date:
 Re: STIC Americas - Panel Confirmation
 Wednesday, 15 June 2022 3:35:45 PM
 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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Selection Panel Report (Senior Trade and Investment Commissioner) The Americas

Job Req. Reference
Date of Panel Report

Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	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	Evelina Polara	
Panel Interview Rating <small>(All Focus Capabilities per Capability Group/s Assessed)</small>													Other Assessments <small>(As determined appropriate for the role)</small>		Online Assessments <small>(Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)</small>	
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People						Capability Potential	OPQ (Behavioural)					
John Barilaro	Meets	Exceeds	Exceeds	Exceeds												
Sensiti	Meets	Meets	Exceeds	Exceeds												
Sensiti	Meets	Meets	Meets	Exceeds												
Sensiti	Marginal/ly Meets	Meets	Marginal/ly Meets	Marginal/ly Meets												
Recommended Candidate: <p style="text-align: center; margin-top: 5px;"> 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 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 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 on the consistent focus of 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 representative 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 & 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 & 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 Panel Interview Rating and Other Assessments																
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Sensitive Sensiti																
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 Investment NSW												Selection Panel Report (Senior Trade and Investment Commissioner) The Americas		Job Req. Reference
												Date of Panel Report		
Position Title	Senior Trade and Investment Commissioner The Americas (New York)	Group	Trade and International	Division / Team	International	Line Manager	Kyle Bell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA		
Location	Temporary Contract	SE 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 Polura
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	15/03/2022								
Panel Member	Kyle Bell	Acting Managing Director	Investment NSW	No Conflict of Interest										
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest										
Independent Panel Member	Warwick Smith AO	Chairman	Kanou Capital	No Conflict of Interest										
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest										
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To: Lynne Clements
Date: Wed, 15 Jun 2022 17:33:26 +1000

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To:
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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

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NSW Investment NSW												Job Req. Reference: J15847		
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas												Date of Panel Report		
Position Title	Senior Trade and Investment Commissioner The Americas (New York)		Group	Trade and International	Division / Team	International	Line Manager	Jenny West	Shortlisting Date/s	10 Jun-21	Interview Date/s	06-Jul-21	TA	Michell Vigo
Engagement	Temporary Contract	Band 3 (equivalent)		No. of Position/s	1	No. of Applicant/s	21	No. Shortlisted	4	No. Interviewed	4	HR Partner	Kristy Manton	
Panel Interview Rating (All Focus Capabilities or Capability Group/s Assessed)							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)	NOT APPLICABLE		
Jenny West	Exceeds	Exceeds	Exceeds	Meets							Refer Results			
Sensitive	Exceeds	Exceeds	Exceeds	Meets							Refer Results			
Sensitive	Marginally Meets	Marginally Meets	Meets	Marginally Meets							Refer Results			
Sensitive	Marginally Meets	Marginally Meets	Meets	Does Not Meet							Refer Results			
Recommended Candidate:	1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referenced in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidates interviewed.													
Jenny West	Sensitive 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													
Jenny West	Sensitive Sensitive													
Unsuccessful Candidate/s:	Please provide constructive and contestable feedback as to why each candidate/s is unsuccessful, and complete the Panel Interview Rating and Other Assessments													

 Investment NSW											Selection Panel Report (Senior Trade and Investment Commissioner) The Americas		Job Req. Reference J15847	
											Date of Panel Report			
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Sensitive Sensitive														
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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																		
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Position Title	Senior Trade and Investment Commissioner The Americas (New York)		Group	Trade and International		Division / Team	International		Lina Manager	Kyle 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	Evelina Polara										
Panel Interview Rating (All Focus Capabilities & Capability Group/s Assessed)										Other Assessments (As determined appropriate for the role)				Online Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)																
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People									Capability Potential																	
	Advanced	Highly Advanced	Highly Advanced	Advanced									OPQ (Behavioural)																	
John Barilaro	Meets	Exceeds	Exceeds	Exceeds																										
Sensit	Meets	Meets	Exceeds	Exceeds																										
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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. 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 & 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 & Industry, as part of his work in regional investment and precincts. Following a review of references, which included the Australian Ambassador to the US, the Panel concluded that John had the right motivation, capabilities and experience for the role. While he has not lived internationally, he has successfully developed international businesses in both his roles in managing his own company in the private sector and in his capacity as Deputy Premier and Trade Minister for NSW. He has represented the state at the highest levels on visits to the US, China, Vietnam and in Europe in a Ministerial capacity. While he would have a learning curve on doing business in the US, he had a strong track record of building teams as well as operating in a dynamic environment and had deep understanding of the NSW Trade and investment environment.</p>										<table border="1"> <tr> <th>Recommended Remuneration AUD and Conversion</th> <td>Select</td> <th>Remuneration Justification</th> <td colspan="2"></td> <th>Background Checks Outcome?</th> <td>1) Academic Quals Checked?</td> <td>2) Reference Checks Reviewed?</td> <td>3) Service & Conduct Check Reviewed?</td> <th>Ideal Start Date (dd/mm/yyyy)</th> <td>11/07/2022</td> </tr> </table>										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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											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 Evelina Pohara
Sensitive													
Sensitive													
Panel Members	Full Name	Position Title	Organization	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	<i>Select Appropriate Declaration from Drop Down Options</i>	13/03/2022							
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest									
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest									
Independent Panel Member	Warwick Smith AO	Chairman	Kansu Capital	No Conflict of Interest									
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NGS Global	No Conflict of Interest									
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.													



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BRIEFING FOR THE CHIEF EXECUTIVE

Objective ID: A5434745

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

Purpose:	Approval is sought for the engagement of Mr John Barilaro as Senior Trade and Investment Commissioner, Americas (employment agreement at Attachment A).
Analysis:	As the delegated officer, the CEO's approval of the panel's recommendation for the engagement of Mr John Barilaro is required.
Timeframe:	Approval is required by 16 June 2022
Reason for deadline:	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 [REDACTED] Senior Executive Band 3 remuneration range.
- Additionally, in line with Mercer benchmarking, Mr John Barilaro will be offered an annual allowance of PII - CIC [REDACTED] 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 [redacted]

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

Fiona Denton

From: Amy Brown
Sent: Saturday, 18 September 2021 12:57
To: Alexandra Engel; Chris Carr; Kristy Manton; Lisa Braid
Subject: FW: Confidential - JW

Follow Up Flag: Follow up
Flag Status: Flagged

FYI

Amy Brown | Chief Executive Officer
Investment NSW
52 Martin Place, Sydney NSW 2000
M: **Sensitive** |

investment.nsw.gov.au

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NSW**

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From: Amy Brown
Sent: Saturday, 18 September 2021 12:56 PM
To: Jenny West
Subject: FW: Confidential - JW

Hi Jenny

I wanted to drop you a brief note post our discussion yesterday morning and after looking into what written confirmation I can and can't provide in the circumstances.

I appreciate that my last correspondence to you (below email) and our chat indicated that I was comfortable for our People and Culture team to proceed with formalising appointment documentation on the basis of the package outlined.

Given the Deputy Premier has now formally lodged a submission to Cabinet which would, if approved, affect Investment NSW's delegations in relation to appointment of all Senior Trade and Investment Commissioner roles, I won't be able to proceed with finalisation of your contract until I am aware of Cabinet's decision.

I will be in touch as soon as I have further clarity on this, and will continue to keep your personal and professional wellbeing at the forefront.

Kind regards

Amy

Amy Brown | Chief Executive Officer
Investment NSW

52 Martin Place, Sydney NSW 2000

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From: Amy Brown
Sent: Saturday, 14 August 2021 2:16 PM
To: Jenny West
Subject: RE: Confidential - JW

Hi Jenny

Many thanks for setting this out so clearly.

I'm comfortable with the package you've outlined below, including an additional PII - CIC living allowance, and utilisation of Deloitte for taxation advice.

If this approval is sufficient, please go ahead and ask Kristy to get it all documented.

As always, let me know if there's anything else you need or would like to discuss.

Kind regards

Amy

Amy Brown | Chief Executive Officer
Investment NSW
52 Martin Place, Sydney NSW 2000
M: Sensitive |

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From: Jenny West
Sent: Friday, 13 August 2021 11:24 AM
To: Amy Brown
Subject: Confidential - JW

Amy,

Thanks for sending through the note on my appointment to the STIC role for the America's – I am so excited about the opportunity and know I can make a huge difference for you in the role. I really appreciate your faith and the panels faith in me to take the role and look forward to driving strong outcomes for you in Trade and Investment.

Overall package

The below would be in line with other STIC roles

- Base Salary – as per the agreed PII - [REDACTED] in line with other STICs
- Cost of Living allowance as per Mercer Benchmarks
- Relocation Costs of PII - [REDACTED] as per the other STICs
- 90 Days for resignation etc.
- Just need to get clarity on Super and Probation period as well

As discussed, in terms of my contract I wanted to ask 2 minor things.

My Ask1) Additional allowance for New York PII - CIC [REDACTED] per year

I have looked at the cost of living in New York and the rental costs are huge. A basic 2 bedroom unit would use up 40-50% of my salary after tax (tax is approx. 50% in NY)

In addition to this Sensitive [REDACTED]

Sensitive [REDACTED]

- Average Rent for a 2 Bedroom Apartment in NY City is between US\$3,000 – US\$5,000 per month
- Sensitive [REDACTED]
- [REDACTED]
- Total additional excluding rent = Sensitive [REDACTED]

I was wanting to request an additional PII - CIC [REDACTED] on top of the above per year to assist with rental / Sensitive [REDACTED] so I don't have to dip into my savings and be out of pocket with the role.

Austrade's New York costs

I have looked at what Austrade pays (I fully understand that NSW Government is different but thought it would provide some insights)

The Austrade GMIs Offshore (STIC equivalent for us)

- Band 2 roles so approx. PII - CIC [REDACTED] salary
- Extras include PII - CIC [REDACTED]
- Total Package is PII - CIC [REDACTED]

Note: The comment was for NY and Tokyo – accommodation costs significantly higher given the costs of rent in both those locations so they pay more there

They also pay PII - [REDACTED] for family health insurance (with Cigna) - Austrade pays the premium for staff and their recognised dependants.

2) Taxation Advice

I was also wanting to use Deloitte if possible (or someone similar) for taxation advice. This was given to Michael and Stephen as part of the process.

I have attached Kathy's details and could organise it directly or get Kristy to do so.

Kathy Saveski
Partner - Deloitte Tax Services Pty Ltd
Tel/Direct: [REDACTED]
Mobile: Sensitive [REDACTED]

I hope the above makes sense.

My only ask is an additional PII - CIC [redacted] per annum whilst I am there so I don't have to dip into my savings given how expensive NY is.

Thanks Jenny

Jenny West | Deputy Secretary Trade & International
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
Sensitive |

investment.nsw.gov.au



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

Fiona Denton

From: Lisa Braid
Sent: Monday, 27 September 2021 8:37
To: Amy Brown
Subject: Re: Confidential - JW

Follow Up Flag: Follow up
Flag Status: Flagged

Yes understood.

Not that it would have changed where we are today, but it wasn't HR holding up the contract, Kristy is incredibly efficient.

I'll wait to hear what happens today and be prepared for whatever scenario eventuates.

From: Amy Brown
Sent: Monday, September 27, 2021 8:29 am
To: Lisa Braid
Subject: FW: Confidential - JW

FYI – you and I will need to manage this together I think.

Amy Brown | Chief Executive Officer
Investment NSW
52 Martin Place, Sydney NSW 2000

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From: Amy Brown
Sent: Monday, 27 September 2021 8:29 AM
To: Jenny West
Subject: RE: Confidential - JW

Hi Jenny

Thanks for emailing and I completely appreciate your position. I'm also sorry this is happening. I'll make sure I update you as soon as I become aware of the outcome of this afternoon's Cabinet discussions. We've obviously been very upfront with our decision-makers as to the implications of changing the STICs to statutory officers at this late stage.

I'll be in touch as soon as I can.

Thanks

Amy Brown | Chief Executive Officer

Investment NSW

52 Martin Place, Sydney NSW 2000

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From: Jenny West

Sent: Friday, 24 September 2021 11:19 AM

To: Amy Brown

Subject: RE: Confidential - JW

Dear Amy,

I am aware you are on leave all week but wanted to briefly touch base before Cabinet makes a decision next Monday.

I greatly appreciate you taking the time to meet with me face to face last Friday to explain that the Deputy Premier had formally lodged a submission to Cabinet (which if approved next Monday) would affect Investment NSW's delegations in relation to the appointment of STIC roles.

After being verbally offered the job, negotiated the package, a signed note from the Premier and the Minister Offices endorsements I have been in shock to be honest that this could happen. After all I thought I was on the way to New York Sensitive !

I also wanted to let you know that I had been chasing Kristy Manton in HR for 3 1/2 weeks for my contract and in the end had to escalate this to Chris Carr and Lisa Braid. I was then told it could not go ahead because of the news so I feel really upset that if HR pushed it through sooner I would not be in this position.

As you know over the past few weeks I have been meeting with real estate agents, relocation companies, Sensitive Sensitive and doing lots of other things to prepare to leave in January so this news has come as a big shock. I am just trying to get my head around everything at the moment and focus on my current role.

I will wait to hear what happens in Cabinet on Monday but would greatly appreciate a brief chat afterwards. I was also a bit worried after our chat that given we both thought I was on my way to NY that my current role might cover the cost of other roles in Investment NSW.

I have been loving working in Investment NSW and I appreciate this situation is entirely outside your control but would greatly appreciate a quick chat after Cabinet on Monday.

Thanks again,

Jenny

From: Jenny West

Sent: Saturday, 18 September 2021 3:21 PM

To: Amy Brown

Subject: Re: Confidential - JW

Thanks for letting me know

Get [Outlook for iOS](#)

From: Amy Brown
Sent: Saturday, September 18, 2021 12:55:31 PM
To: Jenny West
Subject: FW: Confidential - JW

Hi Jenny

I wanted to drop you a brief note post our discussion yesterday morning and after looking into what written confirmation I can and can't provide in the circumstances.

I appreciate that my last correspondence to you (below email) and our chat indicated that I was comfortable for our People and Culture team to proceed with formalising appointment documentation on the basis of the package outlined.

Given the Deputy Premier has now formally lodged a submission to Cabinet which would, if approved, affect Investment NSW's delegations in relation to appointment of all Senior Trade and Investment Commissioner roles, I won't be able to proceed with finalisation of your contract until I am aware of Cabinet's decision.

I will be in touch as soon as I have further clarity on this, and will continue to keep your personal and professional wellbeing at the forefront.

Kind regards

Amy

Amy Brown | Chief Executive Officer
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52 Martin Place, Sydney NSW 2000
M Sensitive

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Investment NSW

52 Martin Place, Sydney NSW 2000

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To: Amy Brown

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Amy,

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Overall package

The below would be in line with other STIC roles

- Base Salary – as per the agreed \$450K in line with other STICs
- Cost of Living allowance as per Mercer Benchmarks
- Relocation Costs of \$60K as per the other STICs
- 90 Days for resignation etc.
- Just need to get clarity on Super and Probation period as well

As discussed, in terms of my contract I wanted to ask 2 minor things.

My Ask

Additional allowance for New York (US\$10,000 - \$15,000) per year

I have looked at the cost of living in New York and the rental costs are huge. A basic 2 bedroom unit would use up Sensitive of my salary after tax (tax is approx. 50% in NY)

In addition to this Sensitive Sensitive

- Average Rent for a 2 Bedroom Apartment in NY City is between US\$3,000 – US\$5,000 per month
- Sensitive
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- Total additional excluding rent = Sensitive

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Tel/Direct: [redacted]
Mobile: Sensitive [redacted]

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Thanks Jenny

Jenny West | Deputy Secretary Trade & International
Investment NSW
Level 35, 52 Martin Place, Sydney NSW 2000
M: Sensitive [redacted]

investment.nsw.gov.au



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NSW**

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Fiona Denton

From: Kristy Manton
Sent: Monday, 27 September 2021 10:09
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Subject: RE: Confidential - JW

Follow Up Flag: Follow up
Flag Status: Flagged

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Amy Brown | Chief Executive Officer

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I'll be in touch as soon as I can.

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Sent: Friday, 24 September 2021 11:19 AM
To: Amy Brown
Subject: RE: Confidential - JW

Dear Amy,

I am aware you are on leave all week but wanted to briefly touch base before Cabinet makes a decision next Monday.

I greatly appreciate you taking the time to meet with me face to face last Friday to explain that the Deputy Premier had formally lodged a submission to Cabinet (which if approved next Monday) would affect Investment NSW's delegations in relation to the appointment of STIC roles.

After being verbally offered the job, negotiated the package, a signed note from the Premier and the Minister Offices endorsements I have been in shock to be honest that this could happen. After all I thought I was on the way to New York **Sensitive**

I also wanted to let you know that I had been chasing Kristy Manton in HR for 3 1/2 weeks for my contract and in the end had to escalate this to Chris Carr and Lisa Braid. I was then told it could not go ahead because of the news so I feel really upset that if HR pushed it through sooner I would not be in this position.

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Thanks again,

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From: Jenny West
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Thanks for letting me know

Get [Outlook for iOS](#)

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Kind regards

Amy

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52 Martin Place, Sydney NSW 2000

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Sensitive

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Briefing for the Treasurer: A5059533

Appointment of Senior Trade & Investment Commissioner - Americas


**Investment
NSW**

Issue:	A full recruitment process for the role of Senior Trade & Investment Commissioner (STIC) – Americas has been undertaken, and a successful candidate identified.
Analysis:	As part of the NSW Global strategy and revamp of the NSW international network, the Government announced the intended appointment of STICs located in ASEAN (Singapore), India/Middle-East and the Americas (New York). This is in addition to an Agent General role in London and the recently appointed STIC in North Asia (Tokyo). NGS Global was engaged to undertake the executive search for the STIC roles following the review of proposals from three NSW Government approved suppliers. The STICs are public service senior executives employed under the <i>Government Sector Employment Act 2013</i> .

Key reasons

- To notify the Treasurer of the outcome of the recruitment search for a STIC – Americas. The Premier and Deputy Premier will also be notified of the successful candidate.
- The role of STIC – Americas is a public service senior executive employed under the *Government Sector Employment Act 2013* by the CEO of Investment NSW.
- After a full recruitment process, the successful candidate is Ms Jenny West – Deputy Secretary Trade & International Group, Investment NSW.
- The successful candidate was recommended by a recruitment panel comprised of:
 - Ms Amy Brown – CEO Investment NSW
 - The Hon. Warwick Smith AO, independent member
 - Mr Jim Betts – Secretary Department of Planning, Industry & Environment
 - Dr Marianne Broadbent, Managing Partner NGS Global (in attendance), (see Attachment A).

Financial or other impact

- All STIC roles are fully funded and budget approved through the Global NSW process.

Supporting information

List of attachments

- Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021

Recommendations and actions

- **Note** the selection of Ms Jenny West as the successful candidate for the STIC - Americas.
- **Note** Investment NSW will liaise with the Treasurer's office to offer a meeting between the Treasurer and Ms. West to discuss priorities for international trade and investment for NSW, prior to her relocation to New York.

Investment NSW final approver:	Approved
	Amy Brown, CEO, Investment NSW

Investment NSW Office Use:

Sensitivity label: SENSITIVE: NSW GOVERNMENT Date Investment NSW action due: Date Date final action due: Date

The Treasurer comments	Date	Noted

Responsible Action Officer:	Alex Engel-Mallon – Chief of Staff to the CEO, Investment NSW Sensitive
------------------------------------	--

Briefing for the Premier

File no: A5059487

Appointment of Senior Trade & Investment Commissioner - Americas

Issue: A successful candidate for the role of Senior Trade & Investment Commissioner (STIC) – Americas has been identified.

Purpose

- Ms Jenny West has been identified as the successful candidate for the STIC – Americas role. The Deputy Premier and the Treasurer will also be notified of Ms West’s selection.

Background

- As part of the NSW Global strategy and revamp of the NSW international network, the Government announced the intended appointment of STICs located in ASEAN (Singapore), India/Middle-East and the Americas (New York). This is in addition to an Agent General role in London and the recently appointed STIC in North Asia (Tokyo).
- NGS Global was engaged to undertake the executive search for the STIC roles following the review of proposals from three NSW Government approved suppliers.
- After a full recruitment process, the recruitment panel has identified Ms Jenny West, Deputy Secretary Trade & International Group, Investment NSW as the successful candidate.
- The STICs are public service senior executives employed under the *Government Sector Employment Act 2013*. All STIC roles are fully funded and budget approved as part of the Global NSW strategy.

Consultation

- The successful candidate was recommended by a recruitment panel comprised of Ms Amy Brown – CEO Investment NSW, The Hon. Warwick Smith AO, independent member, Mr Jim Betts – Secretary Department of Planning, Industry & Environment, and Dr Marianne Broadbent, Managing Partner NGS Global (in attendance).
- The final panel selection report from NGS Global is attached.

Recommendations

- Note** the selection of Ms Jenny West as the successful candidate for the STIC – Americas role
- Note** Investment NSW will liaise with the Premier’s office to offer a meeting between the Premier and Ms West to discuss priorities for international trade and investment for NSW, prior to her relocation to New York.
- Note** the Selection Panel Report (Attachment A).

DPC final approver	Approved: <u>CEO (Amy Brown), 11-08-2021</u> Investment NSW
---------------------------	--

Premier’s comments	Date:	Approved/Not Approved/ <u>Noted</u>
Sensitive	12/8/21	

Responsible Officer	Alex Engel-Mallon, Chief of Staff to the CEO, Investment NSW Sensitive
----------------------------	---

RE: CONFIDENTIAL: Treasurer Brief - Appointment of Senior Trade & Investment Commissioner - Americas

From: Esther Lee
To: Jing Fu
Date: Fri, 13 Aug 2021 11:30:07 +1000
Attachments: A5059533 Attachment A - Americas Selection Panel Report - FINAL SIGNED - AUG 2021.pdf (410.86 kB); A5059533 Treasurer Brief - Appointment of Senior Trade & Investment Commissioner - Americas.docx (74.84 kB)

Hi Jing

Apologies, It was just the above brief you'd sent over – now attached 😊

Returned as noted

Thanks
Esther

From: Jing Fu
Sent: Friday, 13 August 2021 11:29 AM
To: Esther Lee
Subject: Re: CONFIDENTIAL: Treasurer Brief - Appointment of Senior Trade & Investment Commissioner - Americas
Sensitivity: Confidential

Sorry - was there meant to be an attachment to this??

Warmest regards

Jing Fu | Executive Officer
Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001
sensitive
ent.nsw.gov.au | investment.nsw.gov.au



Investment
NSW

From: Esther Lee
Sent: Friday, August 13, 2021 10:40 AM
To: Jing Fu
Cc: Alexandra Engel Nitisha Agarwal
Subject: RE: CONFIDENTIAL: Treasurer Brief - Appointment of Senior Trade & Investment Commissioner - Americas

Hi Jing

Returning this brief as noted

Let us know if we can assist further

Many thanks
Esther

Esther Lee
Departmental Liaison Officer
Office of the Hon Dominic Perrottet MP
Treasurer

52 Martin Place, Sydney NSW 2000
M: Sensitive

From: Jing Fu
Sent: Wednesday, 11 August 2021 6:53 PM
To: Esther Lee

Nitisha Agarwal

Cc: Alexandra Engel
Subject: CONFIDENTIAL: Treasurer Brief - Appointment of Senior Trade & Investment
Commissioner - Americas
Sensitivity: Confidential

Hi both!

Revised brief attached – sorry for the run around today!

Let me know if you've got any questions!

Thanks!

Warmest regards

Jing Fu | Executive Officer
Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001
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investment.nsw.gov.au



Investment
NSW

FW: Query re approvals set-up for upcoming STIC appointments

From: Lauren Hannan
To: Kylie Bell
Date: Mon, 30 Aug 2021 12:20:29 +1000

Seriously.

From: Jing Fu
Sent: Monday, 30 August 2021 11:14 AM
To: Tim Bayl
Cc: Lauren Hannan
Subject: Re: Query re approvals set-up for upcoming STIC appointments

Hi Tim

I believe the urgency is due to Amy meeting with the DPO later this week to chat about this, so we'd like to have everything ready before then
Think we can assume she'll have approved the panel report by the time the brief comes up to us =)

Warmest regards

Jing Fu | Executive Officer

Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001
M: **Sensitive**

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Investment
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From: Tim Bayl
Sent: Monday, August 30, 2021 10:48 AM
To: Jing Fu
Cc: Lauren Hannan
Subject: RE: Query re approvals set-up for upcoming STIC appointments

Hi Jing,

I'll redraft this now following the additional clarity last week.
Should be okay to workflow to Amy by COB but if not then first thing tomorrow.

Is there a particular milestone we're trying to hit?
If you can confirm that/when Amy has finalised the panel report that would be handy, but I'm drafting the brief on the assumption she has/will have when she approved the brief.

Regards,
Tim

Tim Bayl | Associate Director & Executive Officer
Office of the Deputy Secretary, Trade & International | Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000

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Investment
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I acknowledge and pay my respects to the traditional owners and custodians on whose land I walk, work and live.

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 | Tue | Wed | Thu | **Fri**

From: Jing Fu
Sent: Monday, 30 August 2021 10:38 AM
To: Tim Bayl
Cc: Lauren Hannan
Subject: Re: Query re approvals set-up for upcoming STIC appointments

Hi Tim

Alex just wanted me to check in with you on these and see if we're able to get this ready to workflow to Amy by COB today?

Thanks!

Warmest regards

Jing Fu | Executive Officer

Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney | GPO Box 5341, Sydney NSW 2001

M: **Sensitive**

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NSW

From: Alexandra Engel
Sent: Friday, August 27, 2021 10:20 AM
To: Tim Bayl
Cc: Lauren Hannan

Jing Fu

Subject: RE: Query re approvals set-up for upcoming STIC appointments

Hi Tim,

Not sure where this is up to, but would be great to have drafts of these today for Jing to finalise and get to Amy for approval.

Thanks,

Alex

Alex Engel-Mallon | Chief of Staff
Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney NSW 2000
M: **Sensitive** |

| investment.nsw.gov.au

From: Alexandra Engel
Sent: Wednesday, 25 August 2021 11:28 AM
To: Tim Bayl
Cc: Lauren Hannan ; Deputy Secretary of Trade
Jing Fu
Subject: RE: Query re approvals set-up for upcoming STIC appointments

Hi Tim – welcome back!!!!

Hope you had a good time off!?

Please just send via workflow:

1. Brief to CEO confirming appointments and remuneration
2. Attach 'for information' briefs for the DP, Ayres, Premier and Treasurer for her approval in one go

You can just liaise internally as needed, but please just send straight to the CEO in workflow for her approval - Amy was on all the recruitment panels, so should be the only/primary approver on the workflow.

Jing/Alicia can assist with details on pannelists etc as needed.

Alex

Alex Engel-Mallon | Chief of Staff
Office of the Chief Executive, Investment NSW
52 Martin Place, Sydney NSW 2000
M: **Sensitive** |

| investment.nsw.gov.au

From: Tim Bayl
Sent: Monday, 23 August 2021 3:29 PM
To: Alexandra Engel
Cc: Lauren Hannan Deputy Secretary of Trade
Subject: Query re approvals set-up for upcoming STIC appointments

Hi Alex,

I hope you're well!
I'm back on deck as of today.

Re CEO approval and Ministerial for-info briefs on the STIC appointments for ASEAN and India & Middle East, can you please confirm if the below approval set-up is the most appropriate?

We propose a single brief to Amy seeking:

- CEO approval of the two preferred candidates and their remuneration, with candidate details and reports attached
- CEO approval to send three 'For Information' briefs and the two candidates' CVs to the PO, DPO and MO to note the appointment of the two candidates and offering meetings (these would be attached to CEO brief).

We're assuming this would need to go through Kristy Manton, Kylie Bell and Jenny West en route to Amy.

Happy to take advice on an alternative set-up if preferred.

Regards,
Tim

Tim Bayl | Associate Director & Executive Officer
Office of the Deputy Secretary, Trade & International | Investment NSW
Level 9, 52 Martin Place, Sydney NSW 2000

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

My workdays are: Mon | Tue | Wed | Thu | **Fri**

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

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

Dr Marianne Broadbent
MANAGING PARTNER

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

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

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 Kylie Bell
Cc: Lynne Clements Kristy Manton
Subject: Re: Inv NSW STIC Americas - Selection Panel Report Draft and References

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

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

Same for China will follow.

Regards Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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From: Marianne Broadbent

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

To: Amy Brown
Smith

Sarah Hill

Warwick

Kylie Bell

Cc: Lynne Clements

Kristy Manton

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

Dear Panel Members

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

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

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

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

Thanks much and look forward to seeing you then.

Regards Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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Investment NSW											Job Ref: 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	15-Feb-22	Interview Date/s	15-Mar-22	TA
Location	Temporary Contract	SE Band Equivalent	General Scale	Rate Number/s	No. of Positions/s	1	No. of Applicants/s	12	No. Shortlisted	4	No. Interviewed	4	HR Partner
Panel Interview Rating (All Force Capabilities (2) Capability Group/s Assess)					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 Name/s	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 1/2 - OPTIONAL)
	Advanced	Highly Advanced	Highly Advanced	Advanced						Numerical	Verbal	CPQ (Performance)	
John Barilaro	Meets	Exceeds	Exceeds	Meets			Select Rating	Select Rating	Select Rating			Refer Results	
Sensitive	Meets	Meets	Exceeds	Exceeds			Select Rating	Select Rating	Select Rating			Refer Results	
Sensitive	Meets	Meets	Meets	Exceeds			Select Rating	Select Rating	Select Rating			Refer Results	
Sensitive	Marginal Meets	Meets	Marginal Meets	Marginal Meets			Select Rating	Select Rating	Select Rating			Refer Results	
<p>Recommended Candidates:</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 force 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 Rykoos Timber and Mouldings business in Queensland, achieving university to learn his trade on the job. He became Managing Director of Rykoos 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 the local council and later sat for office with the NSW Nationals. He became Minister for Motors in 2011 and held appointments as Minister for Regional Tourism and Minister for Skills and Small Business during his first term. After re-election in 2014, 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 overseas 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 development. John noted that a major initiative he led was the development of Special Activation Precincts. These developments then provided a foundation for skilling 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 had also demonstrated a strong understanding of the need to utilize advanced manufacturing solutions in his home plastics 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 AIO 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)				
<p>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</p> <p>Unsuccessful Candidate/s: Please provide constructive and credible feedback as to why each candidate/s is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments</p>													

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										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 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 Outcomes		Date
Panel Lead		Amy Brown		Chief Executive Officer		Investment NSW		No Conflict of Interest				Select Appropriate Declaration from Drop Down Options		15/03/2022
Panel Member		Kyle Bell		Acting Managing Director		Investment NSW		No Conflict of Interest						
Panel Member		Kathrina Lo		NSW Public Service Commissioner		NSW Government		No Conflict of Interest						
Independent Panel Member		Warwick Smith AO		Chairman		Kanso Capital		No Conflict of Interest						
Additional Member/Scribe		Marianne Broadbent		Managing Partner		NGS Global		No Conflict of Interest						
After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to provide a declaration on behalf of the panel (from the drop down menu selection) above, and date. Once completed, return to your Talent Advisor. Once Talent Acquisition has completed all necessary background checks a "PDF Print" copy of this selection panel report will be emailed to all panel members in the final version.														

NSW Investment NSW												Job Ref 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	Domestic / Trade	International	Line Manager	Kyle Sell	Shortlisting Date/s	13-Feb-22	Interview Date/s	15-Mar-22	TA	
Location	Temporary Contract	M Band 3 Equivalent			No. of Positions	3	No. of Applicants	32	No. Shortlisted	4	No. Interviewed	4	US Partner
Panel Interview Rating (All Four Capabilities or Capability Group's Assessor)						Other Assessments (As Determined Appropriate for the role)			Online Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members refer to HR for support)				
Candidate Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People				Capability Potential					
	Advanced	Highly Advanced	Highly Advanced	Advanced				High					
John Barber	Meets	Exceeds	Exceeds	Exceeds				High					
Sensi	Meets	Meets	Exceeds	Exceeds				High					
Sensi	Meets	Meets	Meets	Exceeds				High					
Sensi	Marginally Meets	Meets	Marginally Meets	Marginally Meets				High					
<p>Recommended Candidate: [3] Please justify the Panel recommendation with rationale specific to the role. [2] Psychometric assessment results should not be referenced in any candidate commentary. [1] Commentary must relate to the assessment of broad capabilities and considerations 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 Pulehu Timber and Milling business in Queensland, showcasing university to learn his trade on the job. He became Managing Director of Pulehu 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 Murrumbidgee in 2011 and held appointments as Minister for Regional Transport 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 coordinated the government to establish the Department of Regional NSW to fast track regional NSW's development, infrastructure, and services, new which he became Minister. He then played a key role in creating the Strong Jobs Impact 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 2022, 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 to 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 development. 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 bureaucracy (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 an 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 contact 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 communities. 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 & 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 as a Commissioner 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 just also demonstrated the need to invest in new and emerging industries as Deputy Premier and Minister for Trade & Industry, as part of his work in regional investment and projects. 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 to build his sales by 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 success as well as operating in a dynamic environment and had deep understanding of the NSW Trade and Investment environment.</p>													
Recommended Recommendation (RUP) and Comments		Select	Recommendation justification		Background Checks Outcome?	[1] Academic Checks Checked?	[2] Reference Checks Reviewed?	[3] Service & Conduct Check Reviewed?	Meal Start Date (dd/mm/yyyy)	11/07/2021			
<p>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</p>													
<p>Unsuccessful Candidate/s: Please provide constructive and actionable feedback as to why each candidate is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments</p>													
<p>Sensitive</p>													
<p>Sensi</p>													

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	32	No. Shortlisted	4	No. Interviewed	4	HR Partner	Erinna Polaris
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	15/03/2022								
Panel Member	Kylie Bell	Acting Managing Director	Investment NSW	No Conflict of Interest										
Panel Member	Kathrina Lo	NSW Public Service Commissioner	NSW Government	No Conflict of Interest										
Independent Panel Member	Warwick Smith AO	Chairman	Kleau Capital	No Conflict of Interest										
Additional Member/Scribe	Marianne Broadbent	Managing Partner	NIS 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. 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>														

Fwd: STIC Americas - Confidential Shortlisting Documentation

From: Kylie Bell
To: Vanessa Grimm
Chris Carr
Date: Tue, 21 Jun 2022 07:50:34 +1000
Attachments: NGS_InvestNSW_STIC_Americas_GroupA_CVs.zip (1.07 MB);
NGS_InvestNSW_STIC_Americas_GroupB_CVs.zip (754.86 kB);
NGS_InvestmentNSW_STIC_Americas_ShortlistRecommsReport_210517.docx
(180.58 kB)

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From: Amy Brown
Sent: Monday, June 20, 2022 12:40:05 PM
To: Kylie Bell
Kelly Kwan

Subject: FW: STIC Americas - Confidential Shortlisting Documentation

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Confirming this was the first ever email I received on STIC Americas.

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 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: Monday, 17 May 2021 2:42 PM
To: Amy Brown
Michael Pratt
Cc: Mark Lelliott
Lynne Clements

Andrew Broadbent

Subject: Re: STIC Americas - Confidential Shortlisting Documentation

Amy and Mike

Greetings. Attached is the Shortlist Recommendations Report for the STIC Americas. Because of the candidate situation of which we understand you are both aware, we have provided this documentation to the two of you. The other two shortlists, India /Middle East, and Singapore/ASEAN were provided last Thursday 13/5 to Amy and Jenny.

In Group A we believe we have four good candidates each with strong experience across the region. You will note that there is one candidate who is also in Singapore/ASEAN List.

We have attached the CV/Application material for Group A and Group B. Let's know if you want those in Group C also.

Look forward to the SL meeting.

Regards
Marianne B

Dr Marianne Broadbent
MANAGING PARTNER

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