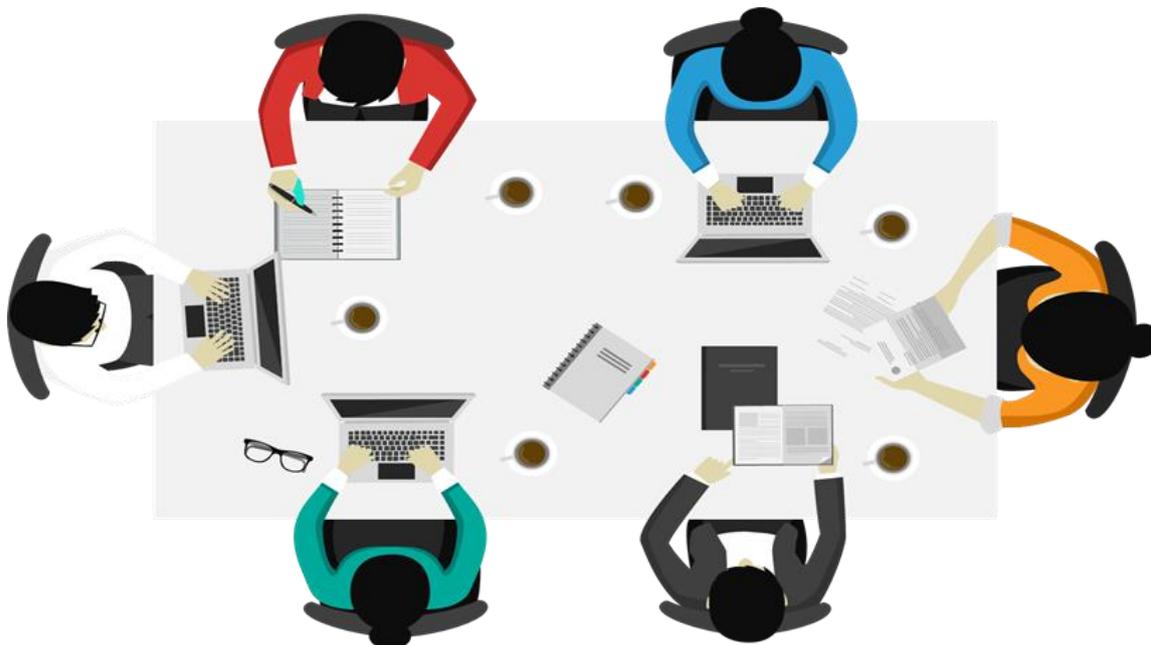


FIJI NATIONAL UNIVERSITY
Division of Human Resources

ADDRESSING THE SELECTION CRITERIA FOR ADVERTISED POSITIONS



The need to address selection criteria:

Candidates applying for positions at FNU need to provide a statement of claim against the selection criteria together with a cover letter, resume and proof of qualifications. This expedites the screening and selection process. Key selection criteria are centred around skills, attributes, knowledge and qualifications. We list these as essential and desirable criteria under “person specification” in our advertisements and job descriptions.

An applicant, when addressing the selection criteria will benefit by gaining a better understanding of what the position requires and will be able to assess her/his own capabilities against the requirements of the position. However, most candidates do not address the selection criteria in their applications.

The purpose of this manual is to provide guidance for candidates by way of examples on how to address the selection criteria.

These examples are meant to provide guidance on the types of situations that may be asked at the application stage and you can relate to these examples when writing your cover letter. Please ensure not to copy any sample answers you find here in your actual application letter or use during the interviews.

Below we give examples of the guidance for academic staff (A) as well as support staff (B).

A. Guidance for Academic Staff

The guidance provided for academic staff provides an evidence-based approach to addressing the selection criteria. This is necessary to gauge the depth of experience and level of academic achievements.

Advertisement: Teaching Position

Ref Number	AC007/19		
Position Title	Assistant Professor in Strategic Management		
Closing Date	30 th June 2019		
Background	<p>We are Fiji's only national university with campuses in various parts of the country. Our vision is to be a leading university in the South Pacific. We are looking for management academics of high caliber who are dedicated to teaching and research excellence.</p> <p>FNU is currently looking for an Assistant Professor in Strategic Management and we welcome applications from both local and international candidates who wish to be part of a dynamic team at the Department of Management at the College of Business, Hospitality and Tourism Studies.</p>		
Responsibilities	<p>This is an integrated academic role which involves contributions to learning and teaching, research and scholarly activity, university service and industry engagement activities.</p> <p>The primary role of the appointee will be to teach, research/publish, consult, and provide general administration support to teaching within the section the staff is appointed, conducts seminars, workshops and visit appropriate organisations to enhance the delivery of the program.</p> <p>The Assistant Professor will also be required to plan and teach the programmes of study, assist in programme curricular development, assess student progress and provide advice and guidance to the students, act as a mentor where necessary to department staff members.</p>		
Person Specification	<p>Essential</p> <ul style="list-style-type: none"> • A PhD in Management or one of its enabling disciplines • Minimum 4 years teaching experience in University • Demonstrated ability to successfully teach and coordinate undergraduate and/or postgraduate unit in strategic management and to contribute to teaching another unit in the area of Management • Emerging track record and recognition for quality research outputs which will contribute to existing Discipline and School research areas evidenced by up-to-date publications, development of new research initiatives, competitive research funding, and industry links. • Recent and sustained performance regarding student outcomes, student experience and feedback; combined with experience and skill in a range of teaching settings. <p>Desirables:</p> <ul style="list-style-type: none"> • Ability to supervise higher degree by research candidates. • Expert knowledge of academic debates in your specialist field of research • Ability to build effective networks with colleagues and generate alternative funding projects 		
Salary	Base salary \$56,942.00 plus 10% superannuation		
College/Division	Department	Location	Number
CBHTS	Management	Nasinu -Valelevu	x 1

EXAMPLE ONLY

Applicant name: Dr Joe Bloggs

Application for the Position of Assistant Professor in Strategic Management (AC007/19)

Statement of claim against the selection criteria.

In support of my application, I have addressed the criteria for this position as follows:

1. *PhD*

I hold a PhD in Supply Chain Management from National University of Timbuktu awarded in 2012. My research investigated the impact of trade wars on global supply chains of multinational companies. I was nominated as a gold medalist for the vice-chancellor's research awards in recognition of the quality of my research in 2013.

2. *Teaching Experience*

I have been teaching at the National University of Timbuktu for the last 5 years. During this time, I have taught Strategic Management at undergraduate level and Supply Chain Management at post graduate level.

3. *Demonstrated ability to successfully teach undergraduate and/or postgraduate students in strategic management and to contribute to teaching in one other area of Management.*

In 2014, I commenced teaching Strategic Management 101 (undergraduate) and Supply Chain Management 801 (postgraduate). I was made the subject coordinator for Supply Chain Management (postgraduate) in 2016. In my role as teacher and subject coordinator, I conduct lectures, tutorials, initiate subject reviews in line with our academic regulations, undertake administrative tasks including marking, management of tutors and developing subject materials.

4. *Demonstrated ability to prepare and deliver programs at undergraduate and post-graduate levels, including online delivery, and the ability to produce high quality curriculum or program materials.*

In my present role as Assistant Professor in Management, I actively promote an environment of continual innovation in learning and teaching, including the use of technologies and contemporary and relevant pedagogical approaches in program delivery. I am well versed and adapted to using online teaching tools and familiar with flexible delivery mode. As part of my subject coordinator role, I review and undertake ongoing improvements to both our teaching content and the effectiveness of our flexible learning mode of delivery. In this regard, I work closely with a learning technologist assigned to our school of management. The number of remote communities in my country are served through flexible learning mode including online delivery of education. I am responsible for ensuring that the quality of the program materials is vetted by our industry council and approved by our faculty academic board.

5. *Emerging track record and recognition for quality research outputs which will contribute to existing Discipline and School research areas evidenced by up-to-date publications, development of new research initiatives, competitive research funding, and industry links.*

In recent times, I have published 4 journal articles (listed in my CV) of which 2 are ranked as quartile 3 while another 2 are in quartile 2 of Scimago journal rankings. My research covers emerging issues in management of subsidiaries of MNCs in developing countries. I have received 3 competitive faculty level grants each worth US\$5000 and recent times to fund research projects covering entrepreneurial ventures in my country. I am confident that these projects will yield good data for publication purposes. All of these 3 grants involve working with

industry namely small to medium enterprises. Over a period of time, I have established good industry links which allow me access to managers in the company whom I use as respondents for my surveys for the purposes of my research. I have given details of the research projects and these companies that I have linked up with in my CV.

6. Recent and sustained performance regarding student outcomes, student experience and feedback; combined with experience and skill in a range of teaching settings.

I am committed to continuous improvement in my teaching and have conducted significant redesign of my subjects based on student feedback surveys. Since I started teaching Strategic Management 101 and Supply Chain Management 801 my mean feedback score for all of surveyed questions, and overall for each subject have been above the average for the Faculty of Commerce at my university. Majority of the students responded very favourably to all 10 of the regular student feedback survey questions relating to my teaching, subject content relevance, assessments, and student experience.

Year	Subject	Level	No. of respondents	Overall Mean (out of 5)	Bus. School Mean (out of 5)
2014,2015,2016, 2017,2018	Strategic Management 101	2 nd year	500	4.3	3.9
2014,2015,2016, 2017,2018	Supply Chain Management 801	1 st year	250	4.0	3.6

B. Guidance for Support Staff

We encourage support staff to use the STAR method. The following example shows how the selection criteria can be addressed using the STAR method. This method provides structure for presenting the applicant’s skills and experience using a competency based approach. The acronym stands for Situation, Task, Action & Result.

Situation –Describes a scenario or sets a context/scene.

Task – Describe the event/task that required resolution or accomplishment.

Action – Focuses the attention on the action undertaken.

Result – Describes an achievement or a positive outcome or how the person made a difference

Position Description: Support Position

Ref Number	AD 55/19		
Position Title	HR Administration Manager		
Closing Date	30 th June 2019		
Background	<p>The HR Administration Manager, position requires the incumbent to work closely with the Director of Human Resources and assist him/her in the strategic and operational aspects of the HR Division. The position holder is expected to be responsible for the management physical, financial and human resources of the Division. Providing relevant and timely support on policy matters is an integral part of this role. The Manager will manage and support all staff of the HR Director's Office. She/he will be responsible for proactively developing and managing relationships with key stakeholders of the University with a view of assisting the Director in achieving strategic goals set for the HR Division.</p>		
Responsibilities	<ul style="list-style-type: none"> ▪ Planning and coordinating administrative procedures and systems and devising ways to streamline processes ▪ Develops and maintains a trusted relationship with all stakeholders including colleges and divisions. ▪ Maintains the organisation structure by updating job requirements and job descriptions for all HR positions ▪ To advise DHR on matters relating to staffing needs of the Division including workforce planning. ▪ In conjunction with the DHR, ensuring all University policies and procedures are up to date in line with current employment law. Ensuring line managers are up to date with changes to any policies and adhere to the same. ▪ Prepare HR annual budgets and associated strategic documents as well as monitor monthly variance reports. 		
Person Specification	<p>Essential:</p> <ul style="list-style-type: none"> ▪ A recognised bachelor's degree; ▪ At least 5 years of experience covering various aspects of HR; ▪ Demonstrated experience in a leadership management role; ▪ Must have good analytical skills; ▪ Able to solve complex HR problems; ▪ Work autonomously to achieve goals with minimal supervision; ▪ Member of Fiji Human Resources Institute. <p>Desirable</p> <ul style="list-style-type: none"> • Post graduate qualifications in a relevant field; • Experience in the tertiary education sector; • Experience working in an HR department in a university/tertiary institute or working in a large organisation in HR and or management positions. 		
Salary	Base salary \$43,635.00 plus 10% superannuation		
College/Division	Department	Location	Number
Division of HR	Administration	Nasinu -Valelevu	x 1

EXAMPLE ONLY

Applicant name: Ms Jane Rivers

Application for the Position of HR Administration Manager (AD 55/19)

We will only be addressing two criteria for support position.

- ***Demonstrated experience in a leadership management role.***

S- In my previous employment, I developed my leadership capabilities by working as a Compensation and Benefits supervisor with five (5) employees directly reporting to me. On one occasion in absence of the Manager Human Resources who went on maternity leave, the Director HR asked me to act on her behalf for a duration of 3 months.

T- In the first month of my acting appointment, I was asked to liaise with the respective managers and develop the workforce plan for the whole organisation. The plan was supposed to be presented in the board meeting within 2 months. I had to liaise with the respective managers and deliver seminars on how the workforce planning works and what all is required to prepare the HR plan for the following year. It was a challenging task for me as workforce planning exercise was never before practised in my organisation. Some of the managers were also hesitant to try new things as they did not receptive to change and happy to stay in their comfort zones.

S- Through effective planning, I developed a template for the data to be entered and held workshops with the sectional managers on how to gather information in order to fill the template. I had set deadlines for them to submit the required information and continuously encouraged them to contribute while praising their efforts, which built their trust and cooperation. They managed to submit their plan within the stipulated timeframe.

R- After analysing the data gathered, I managed to prepare the workforce plan for the whole organisation. I was able to meet the deadline and submit the plan which was later approved by the Director. Developing the HR plan was a challenge at first, but experiences of this kind developed my skills and resilience, which I feel would be useful in a leadership role in the future. The level of enthusiasm within the department increased and this exercise also helped with interdepartmental team bonding. I was later advised by my Director that the board of management had approved the workforce plan and commended the hard work by the HR Department. Success in the role was evidenced by seeing the workforce plan being implemented, which has been very rewarding.

- ***Must have good analytical skills***

S- At my previous organisation, my department was conducting a consultation to determine to determine people's views about a proposed change in our recruitment policy.

T- I was assigned to collate, sort and summarise the feedback from several feedback sessions of the consultation with different departments and their managers. After summarising, I was instructed to make a report and present it to the policy review committee chaired by the Director of the Human Resources.

A- The first action item on my list was to understand the aims of these consultation sessions and the type of information the policy review committee was seeking. After that I developed a table for responses, specific issues highlighted and addressed, comments from the staff and their managers, comments from newly recruited staff. I grouped all the feedback categorically and noted the issues relating to recruitment policy. I systematically worked through the feedback sheets, so no important information was missed. I enjoy analysing data and since this was qualitative data at hand, I was extra careful not to misinterpret or leave any bit from the responses received. When the feedback was collated and summarised, I prepared the report and presented it to the policy review committee.

R- The policy review committee was impressed with my work. I was commended for my analysing skills as it helped the policy review committee to identify both the negative and positive issues surrounding our recruitment policy. Based on my report the policy review committee was able to draft a revised recruitment policy which is at review stage.

For further queries, please contact the following personnel from the Department of Talent Acquisition & HR Partnership:

- 1) Manager Talent Acquisition & HR Partnerships
Email: mtap@fnu.ac.fj

- 2) Consultant- HR Partnership
consultanthrpartner@fnu.ac.fj

Thank you and all the best in your applications!