

## Glossary of Commonly Used Selection Criteria

Listed below is a glossary of terms, and their meanings, commonly used in selection criteria. These terms can be used:

- for preparing the position description: to develop the selection criteria and draft the advertisement,
- by Selection Committee members: to assess applicants. It is important to ensure that everyone on the Selection Committee has the same understanding of the terms, whatever the agreed meaning might be.

<b>Key expressions in selection criteria</b>	
<b>Background in</b>	usually used in reference to educational qualifications or area of specialisation
<b>Experience in</b>	have performed the task
<b>Proven record in</b>	can substantiate any claims to the experience or skill, preferably with documented outcomes
<b>Knowledge of</b>	familiarity gained from actual experience or from learning
<b>Awareness of</b>	the least amount of familiarity with a matter, but conscious of its existence
<b>Understanding of</b>	more than knowledge; comprehension of the matter, and perception of its significance
<b>Aptitude for</b>	suitability or fitness for a task or role, may have potential but not proven capacity or ability
<b>Capacity to</b>	able or qualified to perform a task, may draw on transferable skills
<b>Ability to</b>	having the skills, knowledge or competency to do a required task, and have previously done such tasks
<b>Qualifiers</b>	
well developed ) demonstrated ) extensive ) high level )	all indicate that what is being claimed must be able to be soundly supported with concrete examples which show breadth and depth of experience and/or capability; best to decide on their hierarchy at the outset.

<b>Five functions and their usual meanings</b>	
<b>Manage</b>	'Doing things right', asking 'how and when': achieving objectives through the effective management of physical, financial, technological, information, and/or human resources.
<b>Lead</b>	'Doing the right thing', asking 'what and why': setting directions, acting as a change agent, being a spokesperson, being an innovator and originator.
<b>Supervise</b>	'To coordinate, direct and inspect at first hand, other people's work performance and output.'
<b>Organise</b>	'Determining the specific activities necessary to accomplish planned goals; grouping the activities into a logical pattern, framework or structure'; and either carry out the activities or assign them to specific positions and people'.
<b>Administer</b>	Directing the execution of a program, often according to guidelines or regulations. Responsibility for administering a program may involve management of resources, supervision of a team and organisation of program details.'