Service and Creative Skills Australia (SaCSA)

Strategic Workforce Advisory Groups (SWAGs)
Assessment and Selection Process
(version 3, April 2026)

1 Assessment and Selection Process

Appointment of members to Service and Creative Skills Australia (SaCSA) Strategic Workforce Advisory Groups (SWAGs) is conducted through an open and transparent process in line with the process as set out in this document, the JSC Code of Conduct and the SWAG Terms of Reference.

How do we achieve openness and transparency in the assessment and selection process?
Openness is achieved by ensuring nominations are open to all experts and stakeholders from industry, unions and government who are able to support the purpose of the SWAGs by providing advice, industry insights and guidance on SaCSA workforce related matters and priority projects.

Transparency is achieved by sharing this Selection and Assessment process, the SWAG Terms of Reference and names of SWAG members on SaCSA's website.

1.1 Goals guiding composition of the SWAGs

The goals guiding the composition of each SWAG are:

- to have representation from a diverse range of organisational types, including employers, industry associations, unions, government and experts in their field;
- to ensure that, where possible, all states and territories are represented;
- to recognise and advance diversity and inclusion;
- to have representatives that bring a deep understanding of their industry, skills and employment needs and who have the ability to provide advice, industry insight and guidance on SaCSA workforce related matters and priority projects;
- to ensure that representatives' networks and spheres of influence will assist the work of the SWAGs and improve engagement with industry more widely;
- to have representatives who have a comprehensive understanding of current policies and the regulatory framework in their industry.

The composition needs of each SWAG may change depending on SaCSA's priorities and existing SWAG membership.

2 Selection criteria

The Selection Criteria (Parts 1 and 2 below) have been designed to assist in reviewing the merits of each application received against SaCSA's priorities, and the composition needs of each SWAG. These criteria speak to the strategic insights, industry knowledge, reach and influence that an applicant is likely to have.

SaCSA must also be satisfied that applicants are Fit and Proper persons (Part 3).

2.1 Applicant information (Part 1)

- **Coverage:** Does the applicant represent:
    - national; and / or
    - state or territory; and / or
    - metro, regional, or remote parts of Australia.

- **Main Representation:** Is the applicant from:
    - Organisation / Employer;
    - Union;
    - Industry Association / Peak Body;
    - Regulatory Body;
    - Government Department or Agency; and / or
    - Other.

from within either the Arts, Personal Services, Retail, Tourism and /or Hospitality sectors?

- **Representation – sub-sectors:** Does the applicant represent a particular sub-sector, how does this fit with the existing composition needs of the SWAG in consideration of SaCSA's priorities?

- **Diversity, Equity and Inclusion:** Does the applicant enhance SaCSA's commitment to diversity, equity and inclusion? If so, how?

- **Other Roles:** Does the applicant belong to any other boards, advisory committees or technical working groups which would further support and add value to their membership of the SWAG

2.2 Selection criteria (Part 2)

- Industry knowledge
- Expertise and experience in workforce planning
- Understanding of skills and labour shortages
- Ability to provide insights into their industry policies, programs and initiatives
- Networks and spheres of influence

The scoring levels for each criterion are:

Score	Description
1 - Poor	Limited or no knowledge
2 – Basic	Some understanding but lacks depth; minimal experience
3 - Competent	Solid understanding with some practical experience but lacks high-level impact.
4 – Strong	Significant experience, strategic involvement, and measurable impact
5 - Exceptional	Thought leader, policy influencer, or major industry impact

2.3 Fit and Proper check (Part 3)

SaCSA must be satisfied that each applicant is a 'fit and proper' person and able to perform their roles and functions in accordance with the SWAG Terms of Reference.

In determining whether an applicant is a fit and proper person, the relevant Stakeholder Engagement Manager (SEM) and Stakeholder Engagement Advisor (SEA) will take the following reasonable steps:

- conduct a background check using social media platforms, newspapers, and any other information in the public domain to ensure:
    - the applicant's views and engagement with their industry and others will not have a determinantal impact on the reputation or work of the SWAG, industry or government; and
    - the applicant satisfies the requirements and expectations of the JSC Code of Conduct, including but not limited to high standards of honesty, probity, diligence, fairness, and integrity;
- contact the applicant's referees to confirm the reliability and accuracy of the information provided during the evaluation process; and
- check whether the applicant has been 'banned and disqualified' from involvement in the management of a corporation, auditing self-managed superannuation funds or practicing in the Australian financial services or credit industry. This check will be executed via a search of the ASIC banned and disqualified register.

3 Evaluation and scoring

SEM reviews each application against the composition needs of the relevant SWAG as determined by SaCSA's priorities (section 2.1 above). If the applicant meets the composition needs of the relevant SWAG, the applicant will be interviewed by the relevant SEM and SEA or other SaCSA representative (either in person or virtually) and evaluated against the Selection Criteria (section 2.2 above) with scores assigned. Further information may be required from the applicant during this stage.

In addition, the relevant SEM and SEA will undertake the relevant background checks as outlined at section 2.3 above. Failure to satisfy the expectations of the JSC Code of Conduct will render the applicant ineligible to become a member of a SWAG.

4 Assessment Panel

The Assessment Panel is comprised of the SWAG Chair and either the Executive Director, Stakeholder Engagement or the CEO. The Assessment Panel receives a recommendation from the SEM for their input and feedback of those applicants that:

- have met the composition needs of the relevant SWAG; and
- have achieved 50% or more when assessed against the Selection Criteria; and
- have no issues from the Fit and Proper assessment.

5 Decision Making

Full SWAG Members and Co-SWAG Members – Board decision

Those applicants for Full and Co-SWAG membership supported by the Assessment Panel will then be recommended for approval by the Board.

Alternate Member – non-Board decision

Those applicants for Alternate Member (as defined in the SWAG Terms of Reference) supported by the Assessment Panel will then be recommended for approval by the SWAG Chair, in consultation with the CEO.

As per section 4, recommendations for SWAG membership, will be informed by:

- the composition needs of the relevant SWAG;
- the scores assigned to each applicant; and
- the fit and proper assessment.

The Executive Director, Stakeholder Engagement will also provide the relevant government departments and agencies with a copy of the proposed list of SWAG members for their visibility.

6 Communication

SaCSA will notify all applicants about the assessment outcomes. Feedback will be provided to unsuccessful applicants, where requested, to help them understand the strengths and weaknesses of their application. This will be undertaken in consultation with the Executive Director, Stakeholder Engagement and relevant SEM.

Details of membership will be made public on the SaCSA website, LinkedIn and any other platform that is deemed necessary.

All unsuccessful applicants will be encouraged to continue to participate in future SaCSA activities, such as working groups, round table discussions or direct engagement with the SaCSA industry engagement team.