Graduate Employment Series

Application letters and selection criteria

The Careers and Employment Service’s Graduate Employment Series comprises four booklets designed to help you with your graduate job search: Job Search Strategies, Resumes and CVs, Job Interviews, and Application Letters and Selection Criteria.

As well as reading these booklets, we also recommend you attend Graduate Employment Series seminars to maximise your chances in today’s competitive job market.

This booklet focuses on the skills required to develop cutting-edge written applications. Before you begin, you should have already identified your skills, abilities and aptitudes to produce an appropriate resume.

This booklet covers application letters, speculative letters, application forms, responding to selection criteria and online applications.

Tips for your graduate job search

It’s a competitive world out there with many graduates seeking employment. Keep these tips in mind:

- Employers won’t come to you. Take a proactive approach.
- Know your strengths and how to market them to employers.
- Employers value skills gained from university, casual and volunteer work, and life in general.
- Researching organisations will help you make effective applications and find a job that suits you.
- Most jobs are never advertised. You need to explore a range of job search strategies.
- You can learn to improve your job search skills and increase your chances of finding a satisfying graduate job.

GOOD LUCK WITH YOUR GRADUATE JOB SEARCH!
Types and purpose of written applications

The goal of a written application is to be selected for an interview. Usually only three to five applicants from 100 or more will be interviewed. An effective application markets you to the employer and differentiates you from the other applicants as the best person for the job.

Most job applications require a written reply to a range of employer requests, and there are expectations about what it should include. Some examples are outlined below.

1. Advertisement requests resume - Send a resume and cover letter.

2. Advertisement requests responses to selection criteria - Send a resume, cover letter and a separate document entitled Responses to Selection Criteria.

3. Advertisement refers candidate to an application package - An application package normally includes a position description, organisational information, selection criteria and an application form. Send a resume, cover letter, completed application form and Responses to Selection Criteria.

4. Advertisement refers candidate to an online application - This generally involves an application form requesting resume information and questions regarding selection criteria.

5. You approach employers before they advertise - You write speculative letters. See page nine and the Graduate Employment Series booklet, Job Search Strategies, for more information.

To stand out from other applicants and be interviewed, you must:

- Clearly identify what you can offer an employer so you can confidently market your skills and abilities.
- Know what the employer is looking for by researching his/her needs and analysing job documentation (including advertisements, position description and selection criteria).
- Match what the employer is looking for with what you have to offer, and present evidence.
- Demonstrate this match effectively in writing. Write for your reader with reader focussed, strategic writing.

Strategies for producing cutting-edge applications

Strategy 1 Understand the employer’s needs

Employers prefer applications that:

1. Follow the specific instructions in the advertisement (e.g. address the selection criteria, enclose an academic transcript).

2. Are tailored to the specific job and organisation.

3. Demonstrate a clear match between the candidate and the position’s requirements.

4. Are well presented and easy to read.

Some employers will ignore applications that are not tailored to the position so you need to research the position and the organisation.

Your research should clarify the following:
Employers say many applicants make the mistake of not researching the position and organisation when they are offered an interview.

**Strategy 2  Analyse what you’ve done to identify your transferable skills**

Brainstorm all your significant jobs, education, activities and events, focusing on the skills and qualities you have developed. Consider all the skills you have that might be relevant and desirable for the position. Voluntary or part-time work, and community, sporting or family activities often develop skills employers value. Don’t overlook these skills.

**Strategy 3  Specify examples of your skills and experience**

For each of your skills and attributes, write an example that demonstrates how and where you used it. A Student Services careers counsellor can help you identify your skills.

### Bar Attendant at Victory Hotel
- Cash register operation (money handling)
- Customer service (client service, conflict resolution)
- Supervising new staff (training, interpersonal skills)

### Coaching Warriors Under 10’s soccer team
- Coaching team (training, motivation, problem-solving)
- Liaising with parents (interpersonal, communication)

### Leader for group project at University
- Project leader (teamwork, leadership, negotiation, liaison)
- Managing projects (organisational skills, analytical skills, research)
Responding to job advertisements - Step-by-step

1. Note the source and date of the advertisement (e.g. Courier Mail, 15 January 2008).

2. Check other newspapers published the same day and websites to see how widely the job has been advertised. This tells you more about the pool of applicants targeted.

3. Check job advertisements to see if the organisation is recruiting for other positions. This tells you more about the organisation (e.g. are they new? expanding?).

4. Read the advertisement carefully to identify the employer’s requirements. Underline or circle each point to ensure you fully answer each of the employer’s requirements.

5. Write the requirements in a column. Brainstorm your skills, experience and attributes that match each requirement. Include transferable skills as well as direct, relevant experience.

6. **Always** find out more about the job by calling the organisation, using the web and consulting your networks.

   Look for:

   - **Facts**: Clarification of advertised requirements, focus or context of the position, whether it is a new position or currently filled, etc.
   - **Job description**: Ask for a written job description and selection criteria where available.
   - **Company information**: Seek annual reports (often available online), promotional brochures, organisational charts, etc. Collecting this information in person demonstrates initiative and gives you a ‘feel’ for the organisation. Research the organisation’s performance, staff policy, financial viability etc., through your networks, via the web, and in business or professional journals and newspapers.

7. Review the match between you and the job in terms of your suitability (skills and experience) and, importantly, whether the job and organisation are right for you.
Application letters

An application letter should complement your resume and persuade the employer that you are the best candidate for the position. Employers generally read application letters first. Your letter needs to convince the employer to read on and look at your resume. It must:

- State your interest in the position.
- Market you to the employer.
- Be personally addressed (find out the name and title of the person to whom you are writing).
- Name the position and where it was advertised.
- Link your unique combination of attributes, skills, training and experience to the job.
- Be clear and concise (one page only).
- Be position-specific.
- Demonstrate your knowledge of the organisation.
- State when you are available for an interview.
- Be printed on a quality printer.
- Contain no spelling or grammatical errors.

Structuring a good application letter

This simple formula applies for responses to advertised positions and speculative applications.

- **Opening** paragraph
  Attract attention. State why you are writing, name the position (and Vacancy Reference Number, if applicable) and indicate when and where it was advertised. Attract interest, and state why you are applying to the particular organisation (using information gained from research).

- **Middle** paragraphs
  Promote yourself. Point out how your skills, experience, knowledge, achievements and abilities match the job requirements. Indicate your interest in and knowledge of the organisation, and show you have thought about the job. Write about one paragraph for each major requirement if there are no selection criteria.

- **Final** paragraph
  Confirm your suitability and reiterate your interest. Refer to your enclosed resume, application form or academic transcript. Indicate your availability for an interview and your contact details.

The sample application letter on the next page uses this formula.

Use your creativity to write a letter that best communicates your suitability for the job!

An application letter is much more than a cover letter that essentially says “this is me and here’s my resume”. An effective application markets you to an employer.
Sample application letter

Toni Brown
PO Box 27
STRAWBERRY HILLS QLD 4012

Mob: 0408 888 888

29 November 2008

Mr John Fitzgerald
Manager, Human Resources
Smithville Australia Ltd
PO BOX 8888
MELBOURNE VIC 3000

Dear Mr Fitzgerald

Name the position (and Vacancy Reference Number if provided); state when and where it was advertised;
I wish to apply for the position of Graduate Trainee with Smithville Australia advertised in Brisbane’s Courier Mail on 26 November, 2008. I am currently seeking full-time employment and am able to commence work immediately.

Indicate why you are interested in the position and the organisation (from your research). Attract interest!
I have been interested in working for Smithville Australia since meeting your Brisbane staff at the 2008 Griffith University Careers Fair. I was impressed by your stated attitude to developing staff, and also with the strong client focus your literature suggests as the key to Smithville Australia’s market success. This accords with my own philosophy regarding the importance of customer service. I noted with interest that your organisation is expanding rapidly and will open a new facility in the Northern Territory late 2009.

Indicate your level of training and computer skills
I have successfully completed a degree in Commerce from Griffith University, having obtained mainly credits and distinctions. My areas of specialisations are marketing and accountancy. I am proficient in the use of MYOB, Microsoft Office 2003 (including Excel, Word and PowerPoint), and internet research.

Demonstrate how your skills, knowledge, achievements and experience from your degree, employment and other activities match the job’s requirements (the key section of your application)
I have demonstrated a strong sense of purpose, a desire to succeed and excellent communication skills through having been a successful public speaker since high school and gaining debating awards during my senior years. Further, I have held a part-time customer service position over the last three years with Woolworths, and the attached reference supports my success in dealing with customers and management. I am a highly effective team member as demonstrated through successful working relationships with my peers both at work and at university. I believe obtaining a credit average while working up to 15 hours a week and maintaining an active involvement in competitive sport illustrates my determination and time management skills.

Closing remarks: repeat your interest and supply any other relevant information.
Should the traineeship be based interstate, I would be pleased to relocate. I look forward to meeting you in an interview situation to further discuss my application, and would be pleased to supply any other particulars you might require.

Thank you for considering my application.

Yours sincerely

Toni Brown

Toni Brown
Which letter best meets the employer's criteria?

The two letters on these pages respond to the advertisement for a Commercial Graduate Scheme (see below).

Considering what application letters should include, which one best promotes the applicant and why?

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**Excerpt from Courier Mail job advertisement**

**SOUTH BLACKWATER COAL COMMERCIAL GRADUATE SCHEME**

Reporting to the Mine Accountant, it is essential that applicants:

- Have completed a degree in Commerce (a double degree in Law is desirable but not essential).
- Have the ability to use spreadsheets and be computer literate.
- Have the ability to work in a small team environment to undertake a wide variety of commercial tasks.
- Can demonstrate a practical, ‘hands on’ approach with a high level of self-initiative.

The successful applicant will participate in our Commercial Graduate Scheme that provides opportunities for graduates to undertake a two year fixed term contract. It is expected that graduates will have furthered their career prospects at the completion of the term by gaining a broader appreciation of the operation of business in a dynamic commercial environment.

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**Letter one**

Brisbane Rd
Brisbane Q 4000
Ph. 3377 2212

30 November 2008

Human Resources Manager
South Blackwater Coal Limited
Private Mail Bag
Blackwater Q 4717

Dear Sir/Madam,

I am writing to apply for your position of Commercial Graduate, advertised in the Courier Mail on November 28. As you will note from my resume (attached), I have recently completed a Bachelor of Commerce at Griffith University. I have also enclosed a transcript of results obtained throughout my degree. Through my degree I have developed skills and knowledge in business, as well as computing skills.

I believe that I would meet the requirements of the position. I have had experience in a major mine through my work experience with MIM in mt isa over the Christmas vacation last year. The work experience was a requirement of my degree and through this I was able to apply skills that I had learned through the degree to real problems in the workplace.

In addition, I have worked as a Christmas casual at Target, Indooroopilly for the past three years. As an employee, I am dedicated, punctual and always willing to learn. My strengths are in communication skills and team leadership. Supervisors have provided feedback to me on the high standard of my work.

I would welcome the opportunity to attend an interview to discuss my application and hear more about the Commercial Graduate Scheme. My contact detail are listed above.

Yours faithfully

Ron McDonald

Ron McDonald
### Excerpt from job advertisement

**SOUTH BLACKWATER COAL COMMERCIAL GRADUATE SCHEME**

*(Underlining relevant points in the advertisement helps you target your letter to the position’s requirements.)*

Reporting to the Mine Accountant, it is essential that applicants:

- Have completed a degree in Commerce (a double degree in Law is desirable but not essential).
- Have the ability to use spreadsheets and be computer literate.
- Have the ability to work in a small team environment to undertake a wide variety of commercial tasks.
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### Letter two

Kim Smith  
117 Margate Road  
GRANGE Q 4307  
Telephone (07) 3333 4444  
30 November 2008

Mr Bill Smith  
Manager, Human Resources Department  
South Blackwater Coal Limited  
Private Mail Bag  
BLACKWATER Q 4717

**Application — Commercial Graduate Scheme**

Dear Mr Smith

I wish to apply for a position in your Commercial Graduate Scheme, as advertised in Brisbane’s *Courier Mail* on Saturday 28 November 2008. I am keenly interested in the Australian coal mining industry, and believe that I meet all your essential requirements, as demonstrated in my enclosed resume.

I was fortunate to obtain eight weeks’ vacation work (December/January 2007) at the head office of Selwyn Gold Mine, near Charters Towers. This gave me an insight into the daily operations of a major North Queensland mine, and further fostered my strong interest in the commercial side of mining. During this period, I researched companies that were looking at opening new mines in Queensland. I was interested to read in your annual report that South Blackwater Coal Limited (a subsidiary of BHP) has recently expanded its operations to include mining a small deposit of phosphate in North-West Queensland, and is looking to gain access to new markets in South East Asia.

I have recently completed a Bachelor of Commerce degree at Griffith University, gaining a credit average throughout my course. I also successfully studied five elective subjects with the Faculty of Law (one of which was International Law). As a result of studies in the degree, I am competent in the use of a range of computer programs, including Microsoft Office, Lotus 1-2-3 and MYOB.

During five years of part-time employment at the Cannonvale Pizza Hut, I worked as a member of a small team of floor staff. Last December, I was promoted to the position of Assistant Manager (weekends) following a three-month training program. My current role involves supervising a team of eight kitchen workers. In semester one, I undertook a Practicum Placement (six months) at the accountancy firm of Blackman and Doyle. I gained practical experience in a wide range of commercial activities, including assisting in the development of business advisory briefing materials, preparing preliminary tax returns on behalf of a number of small businesses and involvement in two consultations with major corporate clients.

As a result of my commerce studies and vacation work, I believe I am in a position to gain maximum benefit from the graduate scheme you offer, and would value the opportunity to make a worthwhile contribution to your organisation. I would welcome the chance to discuss my application further and am available for an interview at your convenience. I can be contacted during office hours on 0144 694 684 (and after hours on 5794 8809), and could commence in your Commercial Graduate Scheme any time from 1 January 2009.

Thank you for considering my application.

Yours sincerely  
Kim Smith  
Kim Smith
Applying for unadvertised positions - Targetted applications

Up to 70 per cent of positions are never advertised. Targetted applications can be a very effective job search strategy!

Targetted applications are applications in which you initiate contact with an organisation, rather than waiting for a position to be advertised. They are written similarly to those for advertised positions, after you’ve researched the organisation and job, and identified your skills and abilities that would interest the employer. Networking, workplace interviewing and web-based research are useful for this approach. Once you’ve completed this research, your application can be approached as you would an advertised position. See the sample letter below for some ideas.

Find out more about identifying employment opportunities beyond advertised jobs by attending a Careers and Employment Service Job Search Strategies seminar.

<table>
<thead>
<tr>
<th>Targetted letter – an example</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Your name]</td>
</tr>
<tr>
<td>[Your address]</td>
</tr>
<tr>
<td>[Your telephone]</td>
</tr>
<tr>
<td>[Date]</td>
</tr>
<tr>
<td>Mr Bill Bloggs,</td>
</tr>
<tr>
<td>Human Resources Manager</td>
</tr>
<tr>
<td>Speedy Motor Company</td>
</tr>
<tr>
<td>[Their address]</td>
</tr>
<tr>
<td>Dear Mr Bloggs,</td>
</tr>
<tr>
<td>Standard opening and your present circumstances.</td>
</tr>
<tr>
<td>Indicate your interest in this organisation and support your interest.</td>
</tr>
<tr>
<td>Match what the company requires (based on your research) with what you have to offer.</td>
</tr>
<tr>
<td>Closing remarks.</td>
</tr>
<tr>
<td>Thank you for considering my application.</td>
</tr>
<tr>
<td>Yours sincerely</td>
</tr>
<tr>
<td>[Your signature]</td>
</tr>
<tr>
<td>[Your name, printed]</td>
</tr>
</tbody>
</table>
Addressing Selection Criteria

Local, state and federal government departments, as well as most government-funded departments (e.g., public hospitals, universities and some welfare organisations) use selection criteria in their recruitment processes, while private companies typically do not. The job advertisements below demonstrate the different recruitment styles in the public and private sectors. Note that one requires applicants to send for selection criteria while the other simply asks for a resume and academic transcript. All applications should include an application or cover letter; however, if you are making an online application, follow the employer’s instructions. Most selection criteria are embedded within a Position Description, an example of which is on the following page.

Carter Newell is a growing Queensland based firm of specialist legal and business advisers with an enviable national and international client base of large corporations and public sector agencies. We currently have over 100 staff and 9 partners practising in 4 core business areas, namely Insurance, Construction & Engineering, Corporate & Commercial and Commercial Dispute Resolution.

Our Graduate Lawyer program involves:

• Three rotations to build your experience
• Regular CLE’s and on-the-job training to enhance your skills and knowledge
• Experienced mentors to support your development
• Meaningful work and file load
• Competitive salary and working conditions
• Great career prospects

We are seeking graduate lawyers who have just completed their university studies and wish to complete the PLT program in a progressive environment. Candidates must be able to commence full-time work from August 2008. Our culture is open, progressive, friendly and social, a perfect environment to progress and grow with the firm.

If you are interested in joining our progressive firm please forward your resume and academic transcript to Annabel Gelina, Human Resources Coordinator at recruit@carternewell.com or contact us on (07) 3000 8300. For more information about Carter Newell, please go to www.carternewell.com

Graduate Auditor
Public Sector Auditing - Brisbane

We are seeking graduates with:

• An appropriate tertiary qualification in a relevant discipline (e.g., commerce, business, accountancy, management, information systems/information management) or anticipated completion of such qualification by commencement of the GRADtecs program (viz., February 2009).
• Planning, research and organisational skills.
• Working effectively within a team.
• Applying technical proficiency and problem solving skills.

Our Graduate Program
GRADtecs will help you use and develop the knowledge and skills you learned at university. Formal training is combined with carefully planned job placements to ensure you are exposed to a broad variety of audit processes.

Applications close: 9 April 2008

For more information about these opportunities please call Jill Smith on (07) 3344 5500. Also, if you’d like to know more about our GRADtecs Program, please contact us at @qao.qld.gov.au
To apply, please refer to additional information about the position, selection criteria and application process at: http://www.qao.qld.gov.au/pages/recruit/recruit_grad.html
Sample position description

POSITION DESCRIPTION (sample only, Graduate Program Queensland Audit Office)

1. ROLE IDENTIFICATION

<table>
<thead>
<tr>
<th>DESIGNATION</th>
<th>Graduate Auditor</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIVISION</td>
<td>Public sector auditing</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Brisbane</td>
</tr>
<tr>
<td>CLASSIFICATION</td>
<td>AO2 (7) - AO2 (8)</td>
</tr>
<tr>
<td>SALARY</td>
<td>$1,274.40 - $1,313.90 fortnight ($33,249 - $32,278 pa)</td>
</tr>
<tr>
<td>TENURE</td>
<td>Permanent</td>
</tr>
<tr>
<td>DATE OF REVIEW</td>
<td>January 2005</td>
</tr>
<tr>
<td>VACANCY REFERENCE NUMBER</td>
<td>AO10/04</td>
</tr>
<tr>
<td>CLOSING DATE</td>
<td>23 April 2004</td>
</tr>
</tbody>
</table>

2. KEY RESPONSIBILITIES

The position encompasses the following responsibilities which are required to be undertaken with a high level of professional integrity -

- Complete the training and on-the-job requirements of the Graduate Development Program.
- Performance of financial and regularity audits, audits of performance management systems and other special investigations under supervision, in accordance with the defined audit strategy and as required by the Auditor-General.
- Identify issues and offer recommendations for improvement for review by the Team Manager.
- Effectively utilise information technology resources in the conduct of audits.
- Ensure personal productivity and time management to achieve planned outcomes within budgeted hours and specified milestones.
- Contribute in team planning activities and support the maintenance of a work environment which maximises team effectiveness including communicating effectively within the team.

3. ACCOUNTABILITY AND REPORTING RELATIONSHIPS

Direct reporting

Within Financial and Compliance audit, a matrix approach is adopted to reduce duplication and ensure effective devolution. The Graduate Auditor reports formally to the Audit Manager for administrative, performance and developmental issues. On a day-to-day basis, the Graduate Auditor reports to the Team Manager or on-site Team Leader for the assigned audit.
To enable the Selection Committee to compare your application with others to determine who will be short-listed for an interview, you should address the following selection criteria concisely, describing, with examples, your abilities and experience against each criterion.

KSC1 Professional qualifications which are recognised as adequate criteria for professional membership of CPA Australia or the Institute of Chartered Accountants or near completion of such qualifications or other tertiary or post-graduate qualifications relevant to the functions of the position.

KSC2 Demonstrated possession of research, critical thinking and problem-solving skills.

KSC3 Well-developed planning and organisational skills with demonstrated ability to efficiently complete high quality work within demanding timeframes.

KSC4 Ability to use information and apply judgement to make decisions.

KSC5 Demonstrated sound interpersonal skills including the ability to contribute effectively in a team-based environment.

KSC6 Ability to identify opportunities to improve work practices.

5. ADDITIONAL INFORMATION

This job description details the minimum outcomes required for the position.

Experienced staff at this level graduate to areas of increasing complexity and, as appropriate, work with greater day-to-day autonomy.

The position required the incumbent to travel within Australia or overseas and sometimes at short notice.

Membership of a relevant professional body together with post-graduate or additional tertiary qualifications in a relevant field would be highly regarded.
Why have selection criteria?

Selection criteria are the skills, experience, knowledge and/or attributes an employer considers essential or desirable for an advertised position.

To demonstrate equity and accountability, more and more employers are requiring applicants to address selection criteria in their applications. To do this, employers:

1. **Shortlist applicants** – Only those who best meet the criteria will be interviewed.

2. **Enact equal employment opportunity requirements** – Only important criteria will be used for selection to ensure the best person gets the job.

3. **Demonstrate accountability** – Employers can show why one applicant was selected over others.

Examples of Selection Criteria

Selection criteria are usually incorporated into an application package, which typically includes role identification, a job description, reporting relationships and responsibilities, and other information. The package may also contain an application form. Some examples of selection criteria are illustrated below.
You are only required to provide responses to the selection criteria but you need to consider all the information in the application package. Respond to each criterion separately. It’s not essential to have the specified qualifications/knowledge/skills/experience for each criterion, but you’re more likely to be short listed if you do.

‘MUST DOs’ for Selection Criteria

1. Allow plenty of time to prepare your response. Even experts take many hours to produce good responses! Your first attempt could take as long as a university assignment! Be clear on the topic, research what’s required and how each criterion relates to the position, gather evidence of your abilities, then put forward a cogent argument. Request the information package as soon as you see the advertisement.

2. Read the information provided about addressing the selection criteria. Although the process of addressing selection criteria is generally similar, different organisations have different requirements. The length of response required can vary from a couple of paragraphs to two pages. If no guidance is provided, a half to one page for each criterion is acceptable.

3. Write your responses to each criterion, in order, using the criteria as headings. You’ll then have a document entitled Responses to Selection Criteria or Evidence in Support of Selection Criteria (or similar). This document is part of your application, along with your resume and application letter.

4. Provide evidence of your skills/experience/qualifications/knowledge/abilities for each criterion. You must provide examples that demonstrate these. Avoid writing “I can ...” or “I have ...” - anybody can say this. Give specific examples of how, what, when and where you demonstrated each assertion. For example: “My strong analytical skills are demonstrated by my involvement in ...”.

5. Never leave criteria unanswered. If you don’t meet the criterion, convince the employer you have the potential to gain the skill/knowledge by your motivation, enthusiasm, initiative, willingness to learn new things and be challenged, etc. Demonstrate how you have shown this.

6. Always proofread your responses, and get some feedback, preferably from someone who understands the requirements of the job/industry.

7. Always keep a copy. You’ll need it to prepare for the interview!

Sources of Evidence

When considering evidence that demonstrates how you meet each criterion, think about the following hierarchy:

- Have you demonstrated this in a similar job?
- Have you demonstrated this in any job?
- Have you demonstrated this in voluntary work, work experience, community or other activities?
- Have you gained a good knowledge of this through your degree?
- Have you demonstrated something like this through work, university or other activities?
- Do you have the aptitude/ability to demonstrate this?

Consider your:

- **Experience**, including your studies, work experience (professional, casual and voluntary), awards, and community or sporting involvement.

- **Transferable skills** (i.e. skills acquired in one situation that can be generalised and transferred to another situation). You don’t need to have worked in the exact type of job for which you are applying for your work skills to be valid.
\* Knowledge gained through your degree and elsewhere - an important part of your evidence.

\* Values, philosophy or preferred approach. These may also be part of your evidence.

Always give specific examples. Name the subject or position and outline dimension (how many, how often) and quality (grade received, supervisor’s feedback). For example: “As an administrative assistant with ..., I acted in my manager’s role for one month annually, supervising four administrative staff. I received positive feedback for my supervisory skills on my performance review” (quote, if appropriate).

Steps in responding to selection criteria

1. Be clear about the skills/experience required for each criterion. Selection criteria often have multiple components. Underline the key factors, e.g. Written and oral communication skills, including public speaking.

2. Refer to the job description or your research into the position to identify how the required skills and/or knowledge are used. This will inform you about the most appropriate examples to use.

3. Take one question at a time, and brainstorm anything that might be relevant. Start with quantity rather than quality and be creative. Do this for each component of the criterion. Here’s an example of brainstorming for a criterion.

<table>
<thead>
<tr>
<th>SC 4. Excellent written communication skills, particularly the ability to write reports, agendas and minutes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRAINSTORMING NOTES</td>
</tr>
<tr>
<td>✰ Good results in Years 11 and 12 English</td>
</tr>
<tr>
<td>✰ The Steele Rudd Memorial Competition for Creative Writing (500 applicants)</td>
</tr>
<tr>
<td>✰ Writing Uni assignments and reports (Distinctions and credits)</td>
</tr>
<tr>
<td>✰ Tutor in subject ‘Report Writing’ – 2 years (paid)</td>
</tr>
<tr>
<td>✰ I edit everything – especially if important</td>
</tr>
<tr>
<td>✰ Actual experience writing minutes and agendas (Interact; Uni debating)</td>
</tr>
</tbody>
</table>

4. Refine your evidence. Choose examples that best address each criterion. You can use the same example for different criteria, if that’s the best way to demonstrate your skills/knowledge, but ensure each example focuses on a different aspect.

5. Draft your answer.

- Write a strong statement on why you meet the criterion.
- Provide examples (based on your brainstorming) of how you meet each criteria.
- Logically link and summarise your claims. Don’t just list what you’ve done in the past. (Appendix 3 - Signposts and Cues for the Reader has more ideas.)

6. Edit your responses to polish the result.

- Combine narrative and point form.
- Use short, simple, straight-forward sentences.
• Ensure your writing is clear, concise and dynamic (Appendix 1 - Strategic Writing has tips).
• Ensure your responses specifically address the employer’s requirements.
• Check spelling and grammar.
• Ask someone to review your work.

Here’s one applicant’s final response from the previous example.

**SC 4. Excellent written communication skills, particularly the ability to write reports, agendas and minutes.**

Being systematically trained in assignment and report writing during secondary and tertiary education, I believe I have strong skills in written communication. I achieved consistently excellent results in assignments during my degree; and my grades for assignments were mostly distinctions and credits. Further, I was invited by the Coordinator of first year subjects to tutor students in the year-long foundation subject, Report Writing, in 2007 and 2008, a paid tutoring position.

My writing skills were acknowledged well before university. At the end of year 12, I was runner-up in a state-wide essay-writing competition, The Steele Rudd Memorial Competition for Creative Writing, an annual competition that attracted 300 year 12 writers in 2005. I also received Very High Achievements for English in year 10 and year 12.

**Hints for addressing common selection criteria**

**Communication skills** (oral and written)

**Definition:**
The ability to express yourself clearly and logically both orally and in writing, and communicate effectively with a wide range of individuals. Selectors assess your written communication skills by the clarity and relevance of your response.

**Draw on:**
**Oral:** Public speaking, debating, tutorial discussions, presentations, asking questions, responding at public lectures or conferences, explaining solutions to convince audiences, facilitating discussions, customer service, job placements.

**Written:** Research papers, reports, essays, assignments, story writing (cite work published), case notes, business correspondence, minutes, editing newsletters/student magazines. Consider the variety and styles of reports you have written - statistical, scientific/laboratory, graphs, essay-style - and how you have communicated information using a variety of media. If you’ve had a human services placement, list program plans, assessment reports, lesson plans, etc.

**Teamwork skills**

**Definition:**
The ability or potential to contribute effectively to a team to achieve team goals, share information and work cooperatively with other team members. An understanding of how team dynamics and relevant factors can affect team performance.

**Draw on:**
Group work (assignments/presentations), supervision, leadership, goal setting, communication, listening, problem solving, participation, negotiation, maintenance, motivation, continual improvement,
Critical Self Awareness

**Definition:**
The ability to manage and evaluate your performance. Awareness of your capacity to contribute and a commitment to continuous professional development.

**Draw on:**
Your productivity, honouring commitments, maintaining confidentiality, flexibility, time management, willingness to accept responsibility, ability to work with minimal supervision, adapting to change, career aspirations, commitment to further development, recognising your impact on others.

**Problom solving and innovation skills**

**Definition:**
The ability to analyse and synthesise information in various forms (e.g. verbal and quantitative) to assist in problem solving; the ability to identify key issues, trends and interrelationships between issues; the ability to place information in a broader context and identify likely implications; and the ability to generate new ideas and creative approaches.

**Draw on:**
Problem Solving: Your capacity to understand and solve complex problems and provide analysis for informed decision making, ability to research and analyse convincingly, identifying key issues, formulating counter arguments, setting out ideas, identifying and collecting information, internet skills, using journals, books and research papers, reading and listening.

Innovation Skills: Diversity of approach, open mindedness, introducing new ideas and approaches into existing working practices, original and lateral thinking, adapting to change, going the extra step, making a difference, thinking on your feet, implementing new ideas and activities, adopting/devising new skills.

**Leadership and influencing skills**

**Definition:**
The capacity or potential to lead and develop individuals and teams; the ability to provide direction and feedback to others; and the ability to motivate, influence and engage others to achieve goals.

**Draw on:**
Cultivating a productive working environment, supervising and coaching others, providing leadership and direction, achieving results, shaping strategic thinking, communicating with influence, personal drive and integrity, influencing issues with excitement and commitment.

**A desire to work in the organisation/department/public sector**

**Definition:**
A genuine interest in, and commitment to, working for the employer; an awareness of one’s ability to contribute to the organisation; and a commitment to, and interest in, the industry/sector.

**Areas to draw on:**
Interest in the organisation’s field, knowing the organisation’s goals, aims and objectives and how your studies are relevant, the contribution you can make, what can the organisation do for you - i.e., training, career, etc. (but don’t appear selfish - consider how you can contribute to the organisation’s needs).

*Adapted From: Hints and Tips for Writing Public Service Applications (Department of Defence).*
Application forms

Application forms are often used by large organisations for major recruitment drives like graduate recruitment and vacation work programs. They usually combine selection criteria-type questions and questions designed to challenge you to reflect on your skills and achievements. Application forms require as much effort as application letters or responses to selection criteria and use the same principles:

- Do your research.
- Understand what the employer wants.
- Match what you have to offer with what the employer wants.
- Express this positively and concisely.
- Present it neatly and professionally.

‘MUST DOs’ when Completing Application Forms

1. Read the form carefully to determine exactly what information is required, and the skills you must demonstrate.
2. Allow plenty of time to gather the relevant information (grades, academic transcripts, references, company research) and determine the examples you’ll use for each question.
3. Don’t just list what you have done - spell it out. Explain how it’s relevant and what you have to offer.
4. Focus on your achievements and how they relate to what employer wants.
5. Sell yourself using Supporting Statements and Other Relevant Information as you would in an application letter. (See example on page 17.)
6. Don’t leave any questions unanswered. If the question doesn’t relate to you, write ‘Not Applicable’.
7. Use effective language. Choose your words carefully so they’re specific, clear, positive, jargon-free and not too formal.
8. Follow the instructions exactly. If a handwritten response is requested, do it!
9. Don’t highlight any weaknesses. Instead, point out how well you coped when things didn’t go well (demonstrating your problem solving skills, determination and motivation).
10. Don’t cram tiny writing into small spaces.
11. Always have someone proofread your form before you sent it.
12. Attach your resume and a cover letter, unless you’re asked not to.
13. Keep a copy. You’ll need it for your interview.

Application form formats differ among organisations. Here are some common questions and requirements.

Supporting statements

Application forms often include sections asking you for supporting statements, e.g., “Write a statement supporting your application”, or “Why do you wish to work for us?”. The length of response may or may not be specified.

Here’s your chance to stand out from the other applicants. This statement may be crucial to you being interviewed so it’s worth devoting time to it. Effective supporting statements combine knowledge of and interest in the organisation with pertinent information about your skills and attributes, supported by examples.
Guidelines for supporting statements:

1. Strongly indicate your interest.
2. Research the organisation and position, state the key points of what you discovered and how you know this (e.g., “I noticed in your annual report that your key mission is to provide the highest standard of customer service…”).
3. Identify how you meet each key requirement by highlighting your demonstrated skills, experience and attributes.
4. Conclude strongly by re-stating your interest and summarising your potential contributions.

Example of a supporting statement

Write a statement of no more than 250 words in support of your application

I am excited about the prospect of a position with Workplace. I first became aware of your leading role in this field in 2007, after reading a report in The Weekend Australian about Workplace’s success in placing people with disabilities in full-time work (QLD 10/06/2007). I subsequently sought work experience (letter August 2007) but was told you were unable to accommodate volunteers.

I included disability (four subjects) in my Bachelor of Arts degree as a result of a long-term interest in this field (since Year 11). My academic studies have contributed knowledge and skills related to the psychology of exceptional development, the types of exceptionality, and the assessment of physical dysfunction. I achieved High Distinctions for two of my disability-related subjects.

I believe I possess good communication skills as a result of three years of customer service work (including two ‘outstanding service’ awards), am committed and hard-working (refer references supplied with application) and possess a strong dedication to this professional field. I am confident that such a background provides an excellent preparation for liaising with employers about suitable vacancies, and assisting the adjustment of people with a disability to work.

I relish the challenge of working as a disability placement officer and believe I can offer high levels of professionalism and commitment coupled with the empathy and sensitivity you require. My youth should help me make a special contribution to your expanding group of younger clients. As stated in my resume, my longer-term goal is to obtain a managerial position within the disability field.

Demonstrating your interest in the organisation

Include one or more of the following:

- Recent organisational initiatives/trends of special interest to you.
- Experiences/events that were instrumental in you being interested in this organisation.
- Referring to what they do.
- The contribution you would make to the organisation (based on your degree, skills, special knowledge, attributes etc.).

Demonstrating your skills and attributes

- Provide evidence that you have the required skills and attributes.
- Highlight relevant aspects of your degree (specific topics, placements, technical skills).
- Outline significant achievements, e.g. demonstrating your persistence, commitment, leadership.
- Show the breadth and diversity of your experience and transferable skills.

Information sources for researching organisations (See Job Search Strategies booklet)

- The organisation’s website. Look for its mission statement, annual reports etc.
- Business newspapers like Business Queensland.
- The library’s Reuters’ browser may have relevant newspaper articles.
Speak to others (lecturers, past employees) about the organisation’s reputation and profile.
Speak to someone in the organisation (workplace interviewing).

**Behavioural Questions**

Behavioural questions usually start with, “Describe a situation …”, and look for evidence you can meet the job’s requirements based on previous performance. For example: “Describe a difficult or challenging project you have undertaken. What did you do and what was the result?” Behavioural questions are becoming the most common question on application forms and at interviews. Here’s a simple, industry-standard formula for responding.

**Be a STAR!**

This formula structures your response. By answering each question, you’ll have the type of answer the employer’s looking for: specific, evidence-based, and action-oriented.

<table>
<thead>
<tr>
<th>Situation</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where was I?</td>
<td>What did I do?</td>
</tr>
<tr>
<td>Who was involved?</td>
<td>On what scale?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>What was required?</td>
</tr>
<tr>
<td>What was the issue?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>What was achieved?</td>
</tr>
<tr>
<td>What were the benefits?</td>
</tr>
</tbody>
</table>

**Electronically speaking - The online application form**

Online application forms are the most significant trend in graduate recruitment. Companies and government departments are increasingly moving to web-based application forms for graduate positions.

You can locate web-advertised positions through organisations’ websites, publications like *Graduate Opportunities* (at [www.graduateopportunities.com](http://www.graduateopportunities.com)) and job search websites.

Here are our top three websites for graduate employment.

- **CareerBoard**  [www.griffith.edu.au/careers](http://www.griffith.edu.au/careers)
  This Griffith site lists major graduate recruitment programs, local positions, on-campus career events, and links to hundreds of useful websites.

- **mycareer**  [www.mycareer.com.au](http://www.mycareer.com.au) - click on Graduate


The last two are major national websites for graduate recruitment. Both require you to register to access a wide range of helpful services including emailing suitable jobs to you, reminding you of closing dates and providing job search information. There are many other useful sites - just follow the links on CareerBoard.

To use this technology effectively, your application needs to include key words to attract the employer. Look to the organisation’s mission statement, key objectives or graduate recruitment literature for ideas.

Exercise caution with e-applications. Graduate recruiters report that email’s speedy, informal nature is not always conducive to accurate applications.
Following are some tips to avoid the pitfalls!

**BEFORE YOU START ...**

**Ensure your email address and internet service provider (ISP) will work for you**
Your email address is the primary contact point for online applications so it can be more important than your name! Ensure your address is correct, current, reliable, accessible and sounds professional. List two addresses (a university account and a personal account) if possible and ensure your ISP will provide uninterrupted online access for the application process.

Your browser (e.g. Netscape or Explorer) must be compatible with the application. Later browser versions can be downloaded free.

**Research the company**
Most organisations using online applications will include everything you need to know about the company on their website. Check it thoroughly before applying.

**Find out the closing time and date**
**DO NOT** begin on the day applications close because the website could be burdened by increased traffic and technical difficulties could cause you to miss the deadline. Apply at least three or four days before the closing date.

The application process may be lengthier and more detailed than you expect. Allow at least four hours.

**Read all instructions thoroughly**
Ascertain all the application requirements. Does it have to be completed in one sitting or can it be done over time? Well designed applications will allow you to complete the application in a number of sittings.

Find out if the application requires extended answers involving research and planning.

**DURING THE APPLICATION ...**

**Read all the text and instructions**
Text and instructions are used sparingly in the online application process. They are there to help you complete the application successfully, so read them carefully!

Stick to maximum word counts where indicated. Print a blank copy of the form before you start to ensure your answers will fit.

**Answer the questions**
Think about your responses and jot down ideas without time pressure. You may not have to complete the form online. It’s faster and easier to draft your answers offline before completing the application online.

**Treat it like a formal document**
Just because the application is online doesn’t mean it can be written like a personal email. *Your grammar and punctuation must be correct.*

Many online forms don’t have a spell check. Prepare long answers on your computer, edit and spell check them, and copy and paste them into the application form. Always proofread.

**Save your resume in a few different formats**
Many organisations will request your resume in text format. Text files don’t look the same as word-processed files, so check your formatting and edit to make it easy to read. If you are emailing a word-processed document, ensure the recipient’s word processing package is compatible.

**Save Save Save**
Save as you go! If you have the option, register your name, save your work and take a break. It’ll be easier to spot errors when you return.
Complete all sections
Look for pull-down lists. If none of the choices matches you, fill in the 'Other' section. An incomplete form won't create a good impression.

Concentrate on your content
The time you save in formatting an individually styled application and resume can be used to improve the quality of its content.

Don’t give up
If you have computer problems, the website isn’t functioning correctly, or you don’t understand the process, contact the organisation by email or phone (use the phone if applications close within 48 hours).

WHEN YOU'RE FINISHED....

Print a completed copy of your form for your records before you send it.

Most employers will not let you review the form once it’s been submitted, but they’ll refer to your answers in interview, so you’ll need to re-read it before the interview.

Tips for hard copy application forms

- Make a photocopy of your rough draft to ensure your answers will fit into the space allocated, and that you don’t make mistakes on the final copy.

- Don’t cram in tiny writing. Use the space allocated as an indication of the question’s significance.

- Follow all instructions exactly. If you’re asked to write in block capitals, or use blue or black ink, then do so. Failure to follow simple instructions won’t impress an employer.

- Keep the form neat, clean and legible. It may be photocopied by the employer.

- Attach all requested documents. Failure to do so will delay or even jeopardise your application. Any attachments should be clearly labelled, e.g. Question 6: My Career Goal.

- Include a cover letter and copy of your academic transcript with your application. Unless specifically asked not to, include a copy of your resume.

- Make sure your application arrives by the due date. Employers may reject late arrivals.

- Photocopy the completed application for your records. You’ll need to re-read it if you get an interview.

Make the most of application form questions

Personal details
If you list a home and a semester address, be clear about when each should be used. Include mobile phone, email, fax and message details if you have them.

Education
Order your application so your best grades or most relevant courses are highlighted. Selectors will notice any gaps, so if you changed courses, say so.

Be creative about grouping related courses, or courses where you received the same grade.

Employment and work experience
Make sure your job title is meaningful. If you didn’t have a job title, summarise the position, e.g. Clerical Officer.
Quantify your achievements and use positive language. Include all paid and unpaid work, voluntary work, practicum placements, and work in a family business.

Include employer details and dates, and outline the activities/responsibilities involved and any courses attended.

**Computer skills**
Include word processing, databases, spreadsheets and specialist packages, and be specific. Qualify your experience, e.g. *Basic student experience of…, Professional experience of…, Sound working knowledge of…*. More information is required of IT students.

**Languages**
Include all languages you can speak, read or write. State your current standard in a way that is applicable to work, e.g. *bilingual, fluent, able to translate reports*.

**Other certificated skills**
List achievements like coaching certificates, first aid, mandatory reporting, etc.

**Extra curricular activities**
List your involvement in clubs/societies etc. stating the length of your involvement and responsibilities.

*(Hints For Answering the More Commonly Cited Criteria and Electronically Speaking: the Online Application Form are reprinted with the permission of Flinders University Careers and Employer Liaison Centre.)*
Checklist

- I have correctly spelt the employer's name and address.
- I have written the employer’s correct job title as advised in the ad or application package.
- I have indicated evidence of research into the employer.
- I have used short, clear sentences.
- I have given specific examples to illustrate key points.
- I have checked and re-checked my spelling and grammar.
- The purpose of the letter is clear.
- Each paragraph’s key message is clear.
- I have written only correct information about myself.
- The tone of my letter indicates self-confidence without boasting.
- I have avoided jargon and technical terms.
- I have avoided any negative remarks about myself.
- I haven't mentioned my salary expectations.
- I have recorded when I’m available for interview and how I can be contacted.
- I have indicated that my resume is enclosed.
- I have asked for action in the last paragraph.
- I have shown my letter to others and sought their opinion.
- My letter has been word-processed.
- I have signed it.
- I have typed my name below my signature.
- My letter is no longer than one page.
- The envelope is correctly addressed and has my address on the back.
- I have kept a copy for my job search record file and noted the date of mailing.

Resources

CareerBoard (www.griffith.edu.au/careers) has links to many quality sites regarding preparing job applications.


How to Address Selection Criteria: Improving Your Chances of Being Short listed for a Job  A. Villiers, (book)

Looking Good on Paper  (video)
Appendix 1

Strategic writing - Style and editing for impact

Writing for your reader involves:

- Organising your writing around the reader’s needs/objectives, rather than a narrative around the topic.
- Understanding your reader. Research their needs and consider their perspective.
- Distinguishing between major and minor ideas and making the relationship between them explicit to the reader (See Appendix 3, Cues or Signposts for the Reader).
- Drawing conclusions from your writing to guide the reader.
- Using cues/signposts to organise your writing so it’s clear to the reader.
- Conveying interest and dimension by using action verbs (see Appendix 4) and writing in the active voice.

Let the actors act – write in the active voice

Sentences in the active voice have the doer (you) as the subject. This is a more direct and concise way to communicate. For example:

I received an award for my high standards of customer service.  (Active voice)

is more effective than

A reward was received for high standards of customer service.  (Passive voice)

Edit for economy and impact

- It’s easy to misinterpret or ignore highly abstract statements. Use direct, specific statements to direct the reader and hold their interest.
- Avoid weak linking words like ‘is’, ‘are’, ‘am’, ‘was’, ‘been’, ‘were’, etc.
- Eliminate inflated words or concepts and jargon. Opt for a business-like style.
- Increase action words (verbs) and reduce nouns. See Appendix 4.
- Delete empty words and phrases. Make every word work for you!
## Appendix 2

### Common cues or signposts for the reader


<table>
<thead>
<tr>
<th>Cues/signposts that lead the reader forward</th>
<th>To show addition:</th>
<th>To show time:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Again</td>
<td></td>
<td>At length</td>
</tr>
<tr>
<td>And</td>
<td></td>
<td>Immediately thereafter</td>
</tr>
<tr>
<td>Besides</td>
<td></td>
<td>Soon</td>
</tr>
<tr>
<td>Equally important</td>
<td></td>
<td>After a few hours</td>
</tr>
<tr>
<td>Finally</td>
<td></td>
<td>Afterwards</td>
</tr>
<tr>
<td>Further</td>
<td></td>
<td>Finally</td>
</tr>
<tr>
<td>Furthermore</td>
<td></td>
<td>Then</td>
</tr>
<tr>
<td>Moreover</td>
<td></td>
<td>Later</td>
</tr>
<tr>
<td>Nor</td>
<td></td>
<td>Previously</td>
</tr>
<tr>
<td>Too</td>
<td></td>
<td>Formerly</td>
</tr>
<tr>
<td>Next</td>
<td></td>
<td>First, second etc.</td>
</tr>
<tr>
<td>First, second etc</td>
<td></td>
<td>Next</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cues/signposts that make the reader stop and compare</th>
<th>But</th>
<th>Notwithstanding</th>
<th>Although</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yet</td>
<td>On the other hand</td>
<td>Although this is true</td>
<td></td>
</tr>
<tr>
<td>And yet</td>
<td>On the contrary</td>
<td>While this is true</td>
<td></td>
</tr>
<tr>
<td>However</td>
<td>After all</td>
<td>Conversely</td>
<td></td>
</tr>
<tr>
<td>Still</td>
<td>For all that</td>
<td>Simultaneously</td>
<td></td>
</tr>
<tr>
<td>Nevertheless</td>
<td>In contrast</td>
<td>Meanwhile</td>
<td></td>
</tr>
<tr>
<td>Nonetheless</td>
<td>At the same time</td>
<td>In the meantime</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cues/signposts that develop and summarise</th>
<th>To give examples:</th>
<th>To emphasise:</th>
<th>To repeat:</th>
</tr>
</thead>
<tbody>
<tr>
<td>For instance</td>
<td>In fact</td>
<td>In brief</td>
<td></td>
</tr>
<tr>
<td>For example</td>
<td>As a matter of fact</td>
<td>In short</td>
<td></td>
</tr>
<tr>
<td>To demonstrate</td>
<td>Indeed</td>
<td>As I have said</td>
<td></td>
</tr>
<tr>
<td>To illustrate</td>
<td>In any case</td>
<td>As I have noted</td>
<td></td>
</tr>
<tr>
<td>As an illustration</td>
<td>In any event</td>
<td>In other words</td>
<td></td>
</tr>
</tbody>
</table>

| To conclude: | To summarise: | |
| --- | --- | |
| Hence | In brief | |
| Therefore | On the whole | |
| Accordingly | Summing up | |
| Consequently | To conclude | |
| Thus | In conclusion | |
Appendix 3

Action verbs that create a positive image


accomplished  acted  adapted  administered
advanced  advised  allocated  analysed
applied  approved  arbitrated  arranged
assisted  attained  blended  brought
built  carried out  catalogued  changed
classified  collaborated  compared  completed
computed  conceived  conducted  constructed
consulted  contracted  controlled  coordinated
corrected  counselled  created  dealt
decided  decreased  defined  delegated
derived  designated  detected  developed
devised  directed  disapproved  discovered
distributed  documents  doubled  edited
ectivated  engineered  enlarged  escalated
decision  estimated  evaluated  examined
decision  experienced  explored  facilitated
decision  formulated  founded  functioned
governed  grouped  guided  handled
harmonised  harnessed  headed  identified
implemented  improved  increased  indexed
initiated  inspected  installed  instituted
interpreted  introduced  invented  investigated
justified  localised  located  made
maintained  managed  mastered  mechanised
merged  moderated  monitored  motivated
negotiated  opened  operated  organised
originated  overcame  performed  pioneered
planned  prepared  presented  presided
processed  produced  programmed  promoted
provided  purchased  recruited  raised
recommended  recorded  re-organised  rectified
reduced  re-evaluated  restored  repaired
replaced  reshaped  reviewed  revised
reviewed  revised  reviewed  reviewed
screened  selected  serviced  set up
solved  sorted  sparked  specified
standardised  started  stimulated  straightened
succeeded  summarised  supervised  supported
surpassed  tested  trained  transacted
tripled  underwrote  unified  upgraded
validated  varied  verified  vitalised
won  worked  wrote  yielded