**SELECTION CRITERIA**

**1. Experience and expertise**

* Broad senior-level experience in the financial services industry.
* A sound understanding of the financial system and its regulation, particularly prudential regulation, and the role of APRA.
* Strong working knowledge of the essentials of good financial and operational risk management.
* Clear understanding of what constitutes good governance in financial institutions.
* Proven ability to make sound commercial judgments.

**2. Shapes strategic thinking**

* Able to bring a strategic perspective to the development of prudential policy, APRA’s supervisory activities and its internal organisation.
* Understands industry drivers of profitability and risk, and how the regulatory framework can influence these in the most effective manner.
* Able to oversee and direct the organisation’s internal management to ensure they are aligned with APRA’s statutory objectives.

**3. Achieves results**

* Demonstrated capabilities in the management of complex operations.
* Able to build and enhance organisational capability and responsiveness.
* Possesses change management skills and able to drive change where necessary

**4. Exemplifies personal drive and integrity**

* Able to adhere to, and provide a strong example of, the APRA Values: operates with the highest values of professionalism, integrity and accountability, and actively demonstrates collaboration and foresight.
* Displays strong leadership skills and commitment to action.
* Able to take unpopular decisions, and displays personal courage when needed.
* Shows judgement, intelligence and common sense.

**5. Cultivates productive working relationships**

* Able to work collegiately, given the Member-based governance structure for APRA.
* Has a collaborative and inclusive style.
* Respects and values the views of others, both internal and external.
* Can facilitate a constructive working relationship with industry.
* Guides, mentors and develops people.

* Inspires a sense of purpose and direction.

**6. Communicates with influence**

* Able to represent APRA with authority and credibility in dealings with industry, the Government and government agencies and the community.
* Able to interact authoritatively with boards and CEOs of financial institutions.
* Communicates clearly and confidently.
* Negotiates persuasively.