 **APPLICATION FORM **

**Physiotherapist, Manager-in-Charge III**

**Mayo University Hospital**

**02MUH2024**

**Mayo University Hospitals**

* Please read the Job Specification which provides useful information about the requirements of this role.
* Please ensure you download, read and fully understand the ‘Additional Campaign Information’ document specific to this campaign that is available on <http://www.hse.ie/eng/staff/jobs/job_search/>.

# Please ensure you read the instructions for the completion of this Application Form and complete all areas, in full. Failure to complete all areas of the Application Form will result in you not being brought forward to the interview stage of the selection process.

* Candidates should note that there can be a time delay in receiving email applications. We recommend that applicants wishing to return an application by email should allow a minimum of 1 hour for their application to arrive by **12.00 noon** onthe closing date**.** Applications will not be accepted after this date and time, no exceptions will be made.
* To ensure that you do not miss out on any email communication it is highly recommended that you check your spam and junk folder on a regular basis.
* It is preferable that Application Forms are typed using Arial size 10 Font.
* Applications must be submitted as a Microsoft Word or PDF document format only. Applications stored on personal online storage sites, e.g. Onedrive, Cloud, Dropbox, Google Drive etc will not be accepted. Applications submitted in other file formats e.g. Google Docs will not be accepted. Please pay particular attention to ensure that your application is attached as an attachment (not a link to an online storage site e.g. Google Drive) when emailing your application. In order to ensure that your email is not quarantined your email attachments should not exceed a 3mb limit. If you are required to submit supporting documentation with your application form which exceeds 3mb you must reduce the size of the documentation by compressing (zip) the documents.
* In relation to details of employment, if the space provided is insufficient, please attach additional pages ensuring to use the same format.
* The Health Service Executive will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA). The Codes of Practice are available on the CPSA website [www.cpsa.ie](http://www.cpsa.ie/). Further information is also available in the Additional Campaign Information document.
* The Health Service Executive is an Equal Opportunities Employer.
* The Health Service Executive recognises its responsibilities under the Data Protection Acts 1988 to 2018 and the Freedom of Information Act 2014.

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| **Closing Date & Time** | 12 noon Tuesday 9th of July 2024 |
| **Return application forms by** | **Via Rezoomo Only**  |
| **Anticipated Interview Date(s)** | Proposed interview dates will be indicated at a later stage. Please note you may be called forward for interview at short notice**.** |

**APPLICANT DETAILS**

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| --- | --- |
| Position Applied For: | **Physiotherapist, Manager-in-Charge III** |
| Campaign Reference No.: | **02MUH2024** |
| **Personal Details** |  |
|  |  |
| First Name: |  |
| Last Name: |  |
|  |  |
| Postal Address for Correspondence: |  |
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| --- | --- |
| Mobile Telephone **(mandatory)**: |  |
| Contact Telephone No. 2: |  |

|  |  |
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| Email Address **(mandatory)**:(You may provide more than one) |  |

**European Economic Area (EEA)**

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| **Please select one of the following:** | **** |
| I am an EEA Citizen |  |
| I am a British Citizen |  |
| I am a Swiss Citizen |  |
| I am a Non-EEA Citizen |  |

**If you are a non-EEA citizen you must provide the requested documentation to support your application**. Please see Appendix 2 of the ‘Additional Campaign Information’ document for further information and for a definition of an EEA National.

**Advertising Data**

Please tell us where you saw the job advert. You can select as many options as needed.

Collecting this data helps us determine how effective our advertising strategy was for this campaign.

|  |  |
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| HSE Website  | [ ]  |
| Word of mouth – my manager/colleague | [ ]  |
| Notification from HSE Career Hub | [ ]  |
| Public Jobs  | [ ]  |
| Websites | [ ]  |
| Other – please say which | [ ]  |

*+ More than one indication is allowed.*

**Current Contractual Status**

**Please choose the statement that best matches your employment status:**

1. **[ ]  I am currently a direct employee of the HSE, TUSLA, other statutory health agencies\*, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004**
	1. **I have a permanent contract** [ ]

**Or**

* 1. **I have a temporary contract** [ ]
1. **[ ]  I currently work via a recruitment agency in the HSE, TUSLA, other statutory health agencies\*, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004**
2. **[ ]  I do not currently work in the HSE, TUSLA, other statutory health agencies\*, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004**

\* A list of ‘other statutory health agencies’ can be found:

<https://www.gov.ie/en/organisation-information/9c9c03-bodies-under-the-aegis-of-the-department-of-health/?referrer=http://www.health.gov.ie/about-us/agencies-health-bodies/>

**QUALIFICATIONS & ELIGIBILITY CRITERIA**

Please indicate below how your qualifications and professional work experience meet the eligibility criteria for the post of **Physiotherapist, Senior (Orthopaedics)**. Please note that if you omit information in this section pertinent to the eligibility criteria you may be deemed ineligible and subsequently not called forward to interview. Please complete each section below.

1. **CORU Registration - Health & Social Care Professionals Council**

|  |  |  |
| --- | --- | --- |
| **Registration** | **Please tick as appropriate** | **Registration Number** |
| 1. I am a fully qualified Physiotherapist, **registered** in the Physiotherapists Register with CORU (Health & Social Care Professionals Council).
 |  |  |
| 1. I am a fully qualified Physiotherapist, who has **applied for registration** with CORU (Health & Social Care Professionals Council).
 |  | **N/A** |
| 1. I am a fully qualified Physiotherapist, who has **not** applied for registration with CORU (Health & Social Care Professionals Council).
 |  |
| For 1. & 2. above please include **the date of application for registration** with the Physiotherapists Register with CORU (Health & Social Care Professionals Council) |  |

*Note: Seeking registration with CORU is the responsibility of the applicant.*

1. **Professional Recognised Physiotherapist Qualification**

Hold a Physiotherapy qualification recognised by the Physiotherapists Registration Board at CORU. Please see list of acceptable Physiotherapy qualifications:

<https://coru.ie/files-registration/hse-list-of-physiotherapist-qualifications.pdf>.

Please take special care in completing this section, i.e., in detailing correct course title(s), course duration, award(s) received, including any major specialty options where applicable, and date of award(s). Educational eligibility will be decided based on the information provided here. Any errors or omissions may not be rectified after the closing date and time for receipt of completed applications.

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| --- | --- | --- | --- | --- | --- |
| **Dates****From MM/YY****To****MM/YY** | **Educational Institution** | **Conferring****Body** | **Course of Study** | **Qualification Achieved** | **Grades Achieved** |
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**If your educational award has not been obtained in the Republic of Ireland, have you received validation of your qualifications by the Irish Society of Chartered Physiotherapists, where applicable, or by CORU (Health & Social Care Professionals Council)?**

 **Please tick appropriate box**

|  |  |  |
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|  | **Yes** | **No** |
| **Irish Society of Chartered Physiotherapists** |  |  |
| **CORU** |  |  |

**AND**

1. **Have three years full time (or an aggregate of three years full time) post qualification clinical experience**

Please indicate your Five years full time (or an aggregate of three years full time) post qualification clinical experience. Please note that you must have achieved the 5 years (60 Months) experience no later than **the closing date of this campaign.**

**Date of receipt of your final exam results in the format DD/MM/YY: \_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_/\_\_\_\_\_\_\_**

Please detail below (in months) your experience to date that demonstrates how you fulfill the above eligibility criteria. **Please note that the information supplied here will be used to determine your eligibility for this campaign.** If you work in a part-time capacity please list your monthly hours and total months of work as they are. Please do not make whole time equivalent calculations.

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| --- | --- | --- | --- | --- | --- |
| **From Date 00/00/00**  | **To Date****00/00/00** | **Average Monthly Hours** | **Total Months**  | **Employer** | **Title of Post\*** |
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| **Total Cumulative Months** |  |

\*If it is not clearly evident from the **Title of Post** that it satisfies the eligibility criterion for the post please provide further detail in the box below:

 **EDUCATIONAL ACHIEVEMENTS**

**Please list your second level and any (additional) third level educational achievements.**

**Please refer to the QQI website,** [**https://www.qqi.ie/what-we-do/the-qualifications-system/national-framework-of-qualifications**](https://www.qqi.ie/what-we-do/the-qualifications-system/national-framework-of-qualifications)**, to determine what level your qualification(s) is at on the National Framework of Qualifications.**

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| **Dates****From/To** | **Educational Institution** | **Conferring****Body** | **Course of Study** | **Qualification Achieved** | **Grades Achieved** |
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### CAREER OVERVIEW

Please ensure your full career history is clearly outlined below (e.g. if you took a career break, spent time out of work, please include this information so there are **no gaps in your career history** from when you left full-time education to present date).

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| --- | --- | --- | --- |
| **From** | **To** | **Title** | **Employer** |
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### COMPETENCY QUESTIONS

**A guide to completing supplementary questions is available in Appendix 1 of this application form. It is strongly recommended that you read the guide before completing this section of your application form.**

In the spaces below, briefly describe what you consider to be a good example of demonstrating your ability in each of the skill area. A summary definition of each of skill areas is provided for your information. This is a summary of what we mean by each skill heading. Please provide the information in the format requested at (a), (b), and (c) on the “Information on completing the Supplementary Questions” Section. Remember anything you say may be used as part of a shortlisting/ranking exercise and may be discussed in more depth at interview, should you be called to one.

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| 1. **Planning and Managing Resources**

It is important that the Physiotherapist Manager-in-Charge III demonstrates the ability to lead on the strategic planning and delivery of services in an efficient, effective and resourceful manner within a model of patient centred care and with a focus on value for money. S/he will promote and encourages work with other professions to ensure an optimum service is provided for service-users; demonstrates a high level of initiative and adaptability in response to workforce demands.*In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
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| 1. **Managing and Developing (Self & Others)**

The Physiotherapist Manager-in-Charge III leads on the design and delivery of a high quality, person centred service working with and through others in achieving goals. S/he must provide clear direction on a regular basis and adopts an approachable management style; promotes collaborative working relationships; deals positively and constructively with obstacles/conflict; fosters a learning culture amongst staff and colleagues.*In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
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| 1. **Commitment to Providing a Quality Service**

The effective Physiotherapist Manager-in-Charge continuously challenges the standards of quality and efficiency and strives to find ways to improve standards of care; embraces and promotes change. S/he will plan strategically to drive change/make improvements to service delivery; displays strong awareness and appreciation of service users and the ability to empathise with and treat others with dignity and respect.*In the space below please give an example of a situation where you best demonstrated your ability in this area.* |
|  |

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| **Experience Relevant To The Role**Please provide below specific details from your experience to date that you feel help you meet the requirements for this post as detailed in the Job Specification. Please note that the information supplied here will be taken into consideration in determining your eligibility and / or shortlisting / ranking for this campaign. **Your answer should not exceed 1 page per question / area.***Please include dates, the name of your employer & department where you worked and details as to how you meet the requirements specified in the eligibility and ‘post specific requirements’ section of the Job Specification.* |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| Demonstrate depth and breadth of physiotherapy experience in an acute setting, (clinical services management, staff management, implementing change etc.) as relevant to the post.  |

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| **Experience Relevant To The Role**Please provide below specific details from your experience to date that you feel help you meet the requirements for this post as detailed in the Job Specification. Please note that the information supplied here will be taken into consideration in determining your eligibility and / or shortlisting / ranking for this campaign. **Your answer should not exceed 1 page per question / area.***Please include dates, the name of your employer & department where you worked and details as to how you meet the requirements specified in the eligibility and ‘post specific requirements’ section of the Job Specification.* |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| Demonstrate depth and breadth of Leadership and Management experience as relevant to the post.  |

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| **Experience Relevant To The Role**Please provide below specific details from your experience to date that you feel help you meet the requirements for this post as detailed in the Job Specification. Please note that the information supplied here will be taken into consideration in determining your eligibility and / or shortlisting / ranking for this campaign. **Your answer should not exceed 1 page per question / area.***Please include dates, the name of your employer & department where you worked and details as to how you meet the requirements specified in the eligibility and ‘post specific requirements’ section of the Job Specification.* |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| Demonstrate evidence of service development / service improvement as relevant to the post.  |

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| **Experience Relevant To The Role**Please provide below specific details from your experience to date that you feel help you meet the requirements for this post as detailed in the Job Specification. Please note that the information supplied here will be taken into consideration in determining your eligibility and / or shortlisting / ranking for this campaign. **Your answer should not exceed 1 page per question / area.***Please include dates, the name of your employer & department where you worked and details as to how you meet the requirements specified in the eligibility and ‘post specific requirements’ section of the Job Specification.* |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| Demonstrate evidence of Continuing Professional Development relevant to the role.  |

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| **DATA PRIVACY STATEMENT** |

Mayo University Hospital is committed to protecting your privacy and takes the security of your information very seriously. We aim to be clear and transparent about the information we collect about you and how we use that information.

* Information on the HSE Candidate Data Privacy is available by request at recruitment.muhhr@hse.ie or muhnurserecruit@hse.ie.
* Information on the General Data Protection Regulation is available at [HSE General Data Protection Regulation](https://www.hse.ie/eng/gdpr)
* Information on HSE record retention periods is available at <https://assets.hse.ie/media/documents/Record_Retention_Periods_Policy.pdf>

I acknowledge that by submitting this application The HSE will communicate with me by various means (such as phone, email, SMS, post mail) regarding my application during the recruitment process and for the lifecycle of any panel (should I be successful in obtaining a place on the panel).

I understand that if at any point I wish to stop receiving communications (in any format) from the HSE regarding this application and any future generated panel as a result of this campaign that I may contact the HSE (through the nominated contact on the Applicant Information Document) and explicitly request to be removed from future communications. In doing so I understand that I will no longer receive any communications or Expression of Interests for roles from the panel generated from this campaign.

**PROTECTED DISCLOSURE**

Pursuant to the Protected Disclosures Act 2014, as amended, a person that acquires information on a relevant wrongdoing during a recruitment process is a ‘worker’ and can make a protected disclosure about the wrongdoing. For more information about making a protected disclosure to the HSE, please visit <https://www.hse.ie/eng/about/who/protected-disclosures/> or email protected.disclosures@hse.ie

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| **GENERAL DECLARATION** |

It is important that you read this Declaration carefully.

**Part 1:** Obligations Placed on Candidates who participate in The Recruitment Process.

The Public Service Management (Recruitment and Appointments) Act 2004 and Public Service Management (Recruitment and Appointments) Amendment Act 2013 makes very specific provisions in relation to the responsibilities placed on candidates who participate in recruitment campaigns and these are detailed in Section 4 of the Code of Practice issued under the Act.

These obligations are as follows:

Any canvassing by, or on behalf of, candidates shall result in disqualification and exclusion from the recruitment process.

Candidates shall not:

* knowingly or recklessly make a false or a misleading application
* knowingly or recklessly provide false information or documentation
* canvass any person with or without inducements
* impersonate a candidate at any stage of the process
* knowingly or maliciously obstruct or interfere with the recruitment process
* knowingly and without lawful authority take any action that could result in the compromising of any test material, or of any evaluation of it
* interfere with or compromise the process in any way

Any person who contravenes the above provisions, or who assists another person in contravening the above provisions, shall be guilty of an offence. It is the policy of the HSE to report any such above contraventions to An Garda Siochana.

In addition, where a person found guilty of an offence was, or is, a candidate at a recruitment / selection process, then, in accordance with the Public Service Management (Recruitment and Appointments) Act 2004 and Public Service Management (Recruitment and Appointments) Amendment Act 2013.

* where they have not been appointed to a post, they shall be disqualified as a candidate; and
* where they have been appointed as a result of that process, they shall forfeit that appointment

**Part 2**

**Declaration:** “I declare that to the best of my knowledge and belief there is nothing in relation to my conduct, character or personal background of any nature that would adversely affect the position of trust in which I would be placed by virtue of my appointment to this position. I hereby confirm my irrevocable consent to the Health Service Executive to the making of such enquiries, as the Health Service Executive deems necessary in respect of my suitability for the post in respect of which this application is made.

I hereby accept and confirm the entitlement of the Health Service Executive to reject my application or terminate my employment (in the event of a contract of employment having been entered into) if I have omitted to furnish the Health Service Executive with any information relevant to my application or to my continued employment with the Health Service Executive or where I have made any false statement or misrepresentation relevant to this application or my continuing employment with the Health Service Executive.

Furthermore, I hereby declare that all the particulars furnished in connection with this application are true, and that I am aware of the qualifications and particulars for this position. I understand that I may be required to submit documentary evidence in support of any particulars given by me on my Application Form. I understand that any false or misleading information submitted by me will render me liable to automatic disqualification or render me liable to dismissal, if employed.”

**Signed:**

*(Name of Applicant)*

**Date:**

**NB: Only signed applications will be accepted. Please ensure you have signed the above.**

### REFERENCES

Please give three referees (including your current employer). Please ensure that the referees you provide are from a professional perspective. We retain the right to contact all previous employers.

Do you wish us to contact you prior to contacting your referees? Yes [ ]  / No [ ]

**1. Name and Job Title of Referee:**

**Dates From-To (MM/YY- MM/YY):**

**Professional Relationship to Candidate:**

**Postal Address:**

**Telephone Contact Details:** Mobile: Landline:

**Email Address:**

**2. Name and Job Title of Referee:**

**Dates From-To (MM/YY- MM/YY):**

**Professional Relationship to Candidate:**

**Postal Address:**

**Telephone Contact Details:** Mobile: Landline:

**Email Address:**

**3. Name and Job Title of Referee:**

**Dates From-To (MM/YY- MM/YY):**

**Professional Relationship to Candidate:**

**Postal Address:**

**Telephone Contact Details:** Mobile: Landline:

**Email Address:**

### APPLICANT CHECKLIST

If all required details / documentation (as below) are not submitted with your application we will be unable to process your application to the next stage of the process i.e. short listing / interview.

|  |  |  |
| --- | --- | --- |
| Mobile Telephone NumberEmail AddressPostal Address | [ ] [ ] [ ]  | **Mandatory** |
| That the information you have provided in the Qualification/ Eligibility Criteria section clearly shows how your qualifications/ experience match the requirements. Dates should be clearly indicated i.e. DD/MM/YY, qualification titles etc. | [ ]  |
| Work Permit Documentation (if relevant to non-EEA applicants). Please refer to Appendix 2 of the Additional Campaign information document for details of documentation required. | [ ]  |
| Application is submitted by the closing date and time and that you have used the campaign reference in the subject line of your email. | [ ]  |
| That you have downloaded and saved the Job Specification and Additional Campaign Information for future reference. |

**APPENDIX 1 – GUIDE TO COMPLETING COMPETENCY QUESTIONS**

In the Competency Questions section, you are required to describe some of your personal achievements that demonstrate certain necessary skills and qualities required for the position. All question areas must be completed. The guidance below will help you to complete your answers and will assist you when preparing for interview.

For each competency question area, you are given a description of a skill or quality. You are then asked to describe a situation, from your own experience, which you think is the best example of where **you** have demonstrated your ability in this area. It is essential that you describe how **you** demonstrated the skill or quality in question.

The information you present here may be used to help structure your interview, should you be invited to one. It may also form part of a ranking exercise process. This means that a ranking board will ‘rank’ / score applicants based on information put forward in your Application Form. Interviews may be held on a phased basis, inviting applicants to interview based on the position held in the ranking exercise. A primary panel will be formed of candidates successful in the first phase of interviews. If subsequent interviews are held candidates successful at these interviews will be added to the end of the primary panel and will be listed with a lower order of merit.

Therefore, it is important to compose your replies carefully in this section and to structure your answer so that you give specific information about what **you** have done.

It is important that your answers do not exceed 1 page per skill / competency area. The selection board will take your adherence to this limit into account when reviewing your application.

You can choose to write paragraphs and / or bullet points that demonstrate how your personal achievements demonstrate the necessary skills and qualities relevant to the requirements of this role.

For each example please include the following:

**(a)** **The nature of the task, problem or objective;**

**(b) What you actually did and how you demonstrated the skill or quality (and, where appropriate, the date you demonstrated it);**

**(c) The outcome or result of the situation and your estimate of the proportion of credit you can claim for the outcome.**

Competency questions are designed to help you to present **relevant evidence** in order that decision makers can evaluate how well you ‘fit’ the requirements of a particular role. Relevant evidence is usually drawn from your work experience and the way in which you have accomplished a range of activities. Those involved in screening the applications will be evaluating the information you give against **specific skills** required for effective performance in the role. To do this they need you to give enough detail so that they can tell **what you actually did** and **how you did it.**

The people doing the screening **will not** assume that you demonstrate a skill at the right level just because of your current role, length of experience and/ or educational qualifications. These do not give enough evidence about how you accomplished relevant tasks. So, if a question is about your approach to decision making, you need to do more than describe your current role and list important decisions you have made. You will need to describe **how** you reached relevant decisions.

**Additional guidance and examples for completing the competency questions:**

* **Give specific examples**: most questions will ask you to describe an example of when you have demonstrated a skill/ competency: try to do this concisely but with enough detail so that the reader will be clear about **what you actually did**.This detail might include information about timescales, the number of people involved, budgets etc. It can help to use bullet points to that the sequence of events is clear to the reader.
* **Give a range of examples**: if possible, base your answers on different situations or challenges you faced rather than relying on just one experience. This helps the reader to evaluate how you manage or approach different challenges and not just your behaviour in a ‘one off’ situation.
* **Be specific:** providing a clear description of **how and why you behaved** in a particular situation is of much more use to the reader than a vague or general description of what you consider to be desirable qualities.

***Example 1:*** Communication Skills: *The effective x must be able to adapt communication style to particular situations and audiences….. able to produce clear and concise written information….*

***Example answer a):***

*I was responsible for producing important management reports and supporting presentations for a range of important and high profile clients. Through my understanding of the clients’ needs and my effective communication skills, I have ensured that the reports that go to the clients are relevant and focused, and are continually improved. The reports I have produced and the presentations I have made were well received by all my clients. As a result of the combination of my analytical thinking and interpersonal and communication skills, my brief has been extended to lead the development of the strategic plan for the organisation.*

This is **not** a good example because:

* It does not give sufficient details of exactly what the person did or how they actually demonstrated their *‘ effective communications skills’;*
* It is not clear where the information requested at (a), (b) and (c) is presented.

***Example answer b):***

 *(a) The unit I was attached to was responsible for producing a management report and supporting oral presentation for several large clients, some with significant problems and issues to report. In some cases the management report was publicly available and was subject to a great deal of scrutiny. A new style/format of management letter needed to be developed for my clients, as many of the clients were complaining that the letters were too large/long and difficult to read.*

*(b) I was tasked with developing a new style of management letter for the clients. I had to meet stringent quality requirements/criteria whilst addressing the need to reduce its size. Following consultation, mainly over the phone and face-to-face, with the majority of our clients, I realised that a summarised report format with a better visual and more interactive presentation was the answer. I developed a format for a summarised report, reducing the average length from 40 pages to just 10. I achieved this through careful editing of information and increased use of graphs etc. I then developed a more focused presentation to clients and included more graphical displays and incorporated short presentations by colleagues directly involved in producing the work. During the presentations I encouraged clients to ask questions and develop their understanding of the issues at hand.*

*(c )The summarised management report and improved presentations were seen as a success by the clients, who without exception, in responding to an evaluation survey, found the new format/style better than the previous, and they all requested that the revised system should be continued. 80% credit*

This is a **better** example because:

* It describes exactly what the person did and how they communicated, i.e. *‘…..consultation, mainly over the phone and face-to face’; ‘developed a format for a summarised report, reducing the average length from 40 pages to just 10’; ‘achieved this through careful editing of the information and increased use of graphs’ and ‘encouraged clients to ask questions’.*
* It is clearly presented where the information was requested at (a), (b) and (c)

**Notes**

* It is important that you **write clearly and concisely.** Your written communication skills will be assessed against what you write on your application form.
* It is highly recommended that you keep a copy of this section of the application form.
* Please do not use the same example to illustrate your answer for more than two skill / competency areas.
* Should you be called to interview, the board may look for **additional examples** of how you demonstrated the skills / competencies required for this post. You should prepare two or three different examples of how you demonstrated each of the skills/ competencies.

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