**All sections to be completed in full**



|  |
| --- |
| APPLICATION FORM **Grade VII Project Manager (Quality Projects) – (Specified purpose contract for 6 Months)**  **Mayo University Hospital**  **HBS05769** |

Please carefully note the following instructions:

* Please ensure you fully read and understand the ‘Additional Campaign Information for Candidates – **Grade VII Project Manager (Quality Projects)** document specific to this campaign that is available on <http://www.hse.ie/eng/staff/jobs/job_search/>.

# Please ensure you read in full, the instructions for the completion of this application form and complete all areas, including the supplementary questions section, in full. Failure to complete all areas of the application form may 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 reach nrs.kells@hse.ie, by the closing time of **12.00 noon on 28th February 2018.** Applications *will not* be accepted after this date and time, no exceptions will be made.
* It is preferable that Application Forms are typed.
* Where returning by email please use the subject line: Grade VII Project Manager (Quality Projects)
* 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 on line storage site e.g. Google Drive) when emailing your application.
* In relation to details of employment, if the space provided is insufficient, please attach additional pages ensuring to use the same format.
* Please read the Job Specification which provides useful information about the requirements of this post.
* Should you be invited for interview, you may take a 'hard' copy (or 'paper' copy) of your application form with you. Mobile devices are not permitted for use during your interview.
* 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 available on <http://www.hse.ie/eng/staff/jobs/job_search/>.
* The Health Service Executive is an Equal Opportunities Employer.
* The Health Service Executive recognises its responsibilities under the Data Protection Acts 1988 and 2003 and the Freedom of Information Act 2014.

***Please return completed application form to:***

|  |  |
| --- | --- |
| **E-mail:** nrs.kells@hse.ie  **Post: Ciara Brady, HBS Recruit, Health Business Services, HR HSE, Bective Street, Kells, Co. Meath.** | |
| **Closing date for applications:** | **28th February 2018 at 12 noon** |
| **It is anticipated that interviews will be held: week beginning 2nd April 2018** | |

Applicant Details:

|  |  |
| --- | --- |
| Position Applied for: | **Grade VII Project Manager (Quality Projects) – (Specified purpose contract for 6 Months)** |
| Position Reference No.: | HBS05769 |
|  |  |  |  |
| Candidate Reference No *(office use only)* | HBS05769 - |
| **Personal Details:** |  |  |  |
| First Name : |  |
|  |  |  |  |
| Last Name: |  |
|  |  |  |  |
| Postal address for correspondence: |  |
|  |
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|  |  |
| --- | --- |
| **MOBILE TELEPHONE *(mandatory)***: |  |
|  |  |  |  |
| Contact Tel No. 2: |  |
| **E-mail Address** ***(mandatory)***:  ***(You may provide more than one)*** |  |
|  | |
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|  |  |
| --- | --- |
| Drivers Licence *(please state type & category):* |  |

**European Economic Area**

Are you an EEA (European Economic Area) National? Yes  / No

Please see Appendix 2 of Additional Campaign Information document for definition of an EEA National.

**NB If you are a non EEA citizen you must provide the requested documentation to support your application**. For further information you must read “Appendix 2” in the “Additional Campaign Information” document.

To help us gauge the efficiency of our advertising strategy for this campaign, the HSE would appreciate it if you indicated in the table below where you saw this campaign advertised.

|  |  |
| --- | --- |
| LinkedIn |  |
| HSE website – [www.hse.ie](http://www.hse.ie/) |  |
| Notification from HSE Talent Pool |  |
| Word of mouth - my manager / colleague |  |
| Other, please say which |  |

*++ More than one indication is allowed.*

1. **Superannuation Schemes**

Are you currently in receipt of a Voluntary Early Retirement or Ill Health Early Retirement Pension from any of the Public Health Superannuation Schemes listed at 1-5 below, or any other Public Sector Pension Scheme?

|  |  |  |
| --- | --- | --- |
| **Are you currently in receipt of a pension from any of the following superannuation schemes? (This means have you retired?)** | | |
|  | **YES** | **NO** |
| 1. Local Government Superannuation Scheme (LGSS) |  |  |
| 1. Health Service Executive Employee Superannuation Scheme |  |  |
| 1. Voluntary Hospital’s Superannuation Scheme (VHSS) |  |  |
| 1. Nominated Health Agencies Superannuation Scheme (NHASS) |  |  |
| 1. Other Public Service Superannuation Scheme |  |  |

If you have answered ‘yes’ in relation to being in receipt of a pension from any of the above Superannuation Schemes you are not eligible to apply for this recruitment campaign. Please read Appendix 4 in ‘Additional Campaign Information’ for further details.

1. **Current Contractual Status**

* **I am currently a HSE employee\* Yes**  **No**
* **I am currently a Tusla employee\* Yes**  **No**

**Please tick the HSE/Tusla Area in which you work**

|  |  |  |  |
| --- | --- | --- | --- |
| Dublin Mid Leinster |  | South |  |
| Dublin North East |  | West |  |

If you answered yes to the above question, please choose the option below which best matches your current contractual status:

* **I have a permanent contract**

**or**

* **I have a temporary contract**

\*HSE / Tusla Employee = you are a direct employee of the HSE or Tusla and not in a post funded or partially funded by the HSE or Tusla

1. **Proficiency in Irish**

Candidates will be afforded the added opportunity to demonstrate their ability to perform the duties of the office through Irish. This assessment will be on a pass/fail basis and will not disturb the marks awarded in the selection process. Where vacancies arise for which proficiency in Irish is a management requirement, the HSE will offer such posts in order of merit to candidates who have successfully passed the Irish assessment. Please indicate if you wish to undertake an Irish assessment exam.

Yes  / No

**ADDITIONAL EDUCATIONAL ACHIEVEMENTS**

**Please include second level and any (additional) third level educational achievements:**

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

**IMPORTANT: Please ensure all 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).**

|  |  |  |  |
| --- | --- | --- | --- |
| **From** | **To** | **Title** | **Employer** |
|  |  |  |  |
|  |  |  |  |
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**Detailed Career History- please begin by listing the most recent first:**

|  |  |
| --- | --- |
| **Job Title:**  **Grade/ Management Level *(if applicable):*** | |
| **Employer(s) & Department Name:** | |
| **From (00/00):** | **To(00/00):** |
| Main Roles & Responsibilities: | |

|  |  |
| --- | --- |
| **Job Title:**  **Grade/ Management Level *(if applicable):*** | |
| **Employer(s) & Department Name:** | |
| **From (00/00):** | **To(00/00):** |
| Main Roles & Responsibilities: | |

|  |  |
| --- | --- |
| **Job Title:**  **Grade/ Management Level *(if applicable):*** | |
| **Employer(s) & Department Name:** | |
| **From (00/00):** | **To(00/00):** |
| Main Roles & Responsibilities: | |

|  |  |
| --- | --- |
| **Job Title:**  **Grade/ Management Level *(if applicable):*** | |
| **Employer(s) & Department Name:** | |
| **From (00/00):** | **To(00/00):** |
| Main Roles & Responsibilities: | |

|  |  |
| --- | --- |
| **Job Title:**  **Grade/ Management Level *(if applicable):*** | |
| **Employer(s) & Department Name:** | |
| **From (00/00):** | **To(00/00):** |
| Main Roles & Responsibilities: | |

**ELIGIBILITY CRITERIA**

***This campaign is confined to staff who are currently employed by 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 as per Workplace Relations Commission agreement -161867***

Candidates must by the closing date for the receipt of applications possess the following as relevant to the role:

1. **Have satisfactory experience in an office under 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 at a level not lower than that of Grade IV (or equivalent)**

Please detail below (in months) your experience to date that demonstrates your fulfilling of the above eligibility criteria. **Please note that the information supplied here will be used to determine your eligibility for this campaign.** Please list your monthly hours and total months of work as they are.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **From Date 00/00/00** | **To Date**  **00/00/00** | **Total Months** | **Employer** | **Title of Post** | | **Grade** | |
|  |  |  |  | |  | |  | |
|  |  |  |  | |  | |  | |
|  |  |  |  | |  | |  | |
|  |  |  |  | |  | |  | |
| **Total Cumulative Months** | | |  | | | | | |

**AND**

1. **Have not less than two years satisfactory experience either in that officer or in an office at a level not lower than that of Clerical Officer 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.**

Please detail below (in months) your experience to date that demonstrates your fulfilling of the above eligibility criteria. **Please note that the information supplied here will be used to determine your eligibility for this campaign.** Please list your monthly hours and total months of work as they are.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **From Date 00/00/00** | **To Date**  **00/00/00** | **Total Months** | **Employer** | **Title of Post** | **Grade** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Total Cumulative Months** | | |  | | |

**POST SPECIFIC REQUIREMENTS**

**Please indicate below how your professional experience meets the post specific requirements for the post of Grade VII – Project Manager (Quality Projects)**

**This section will be assessed by a board of Senior Managers to consider your experience as it is relevant to the eligibility criteria.**

* **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.**
* **Short listing may occur based on the information provided here and in the other areas of this application form.**
* **Please complete each section below. As you complete each section we recognise there will be overlap in the employer and date periods.**

|  |  |
| --- | --- |
| **1. Please demonstrate significant experience of implementing and managing complex change or quality improvement projects within the Health Sector as relevant to the role.** | |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
|  | |

|  |  |
| --- | --- |
| **2. Please demonstrate your experience of working in a project management role as relevant to the role.** | |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
|  | |

|  |  |
| --- | --- |
| **3. Please demonstrate your experience of engaging with senior stakeholders and management as relevant to the role.** | |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
|  | |

### Supplementary Questions 1 - 4

**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 areas 1-3. 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.**

|  |
| --- |
| 1. **Planning & Organising and Delivery of Results including Commitment to a Quality Service**  The effective Grade VII Project Manager (Quality Projects) demonstrates the ability to successfully manage a range of different projects and work activities concurrently, utilising computer technology effectively and assigning work to others as appropriate to meet strict deadlines. S/he demonstrates the ability to proactively identify areas for improvement and to develop practical solutions for their implementation. S/he demonstrates the ability to embrace change and adapt local work practices accordingly by finding practical ways to make policies work, ensuring the team knows how to action changes. S/he has the ability to use resources effectively, challenging processes to improve efficiencies where appropriate. S/he has the capacity to balance change with continuity under complex and demanding conditions. S/he demonstrates evidence of incorporating the needs of the service user into service delivery.  S/he demonstrates evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers and commitment to developing own knowledge and expertise. S/he demonstrates evidence of setting high standards of performance for self and others, ensuring accurate attention to detail and consistent adherence to procedures and current standards within area of responsibility.  *In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
|  |

|  |
| --- |
| 2. **Building and Maintaining Relationships including Teamwork & Leadership Skills**  The effective Grade VII Project Manager (Quality Projects) has the ability to build and maintain relationships with colleagues and other stakeholders and to achieve results through collaborative working. S/he has the ability to work both independently and collaboratively within a dynamic team and multi stakeholder environment. S/he has the ability to lead the team by example, coaching and supporting individuals as required. S/he has the flexibility, adaptability and openness to working effectively in a changing environment. S/he demonstrates the ability to develop and maintain a network of contacts to facilitate problem solving and information sharing. S/he has the ability to encourage ownership and responsibility for tasks to drive out service improvements in HBS Business Units  *In the space below, please give an example of a situation where you best demonstrated your ability in this area* |
|  |

|  |
| --- |
| 1. **Evaluating Information, Problem Solving & Decision Making**   The effective Grade VII Project Manager (Quality Projects) has excellent analytical, problem solving and decision making skills. S/he has the ability to quickly grasp and understand complex issues and the impact on service delivery. S/he demonstrates ability to confidently explain the rationale behind decisions when faced with opposition. S/he demonstrates the ability to make sound decisions with a well-reasoned rationale and to stand by these and initiative in the resolution of complex issues.  *In the space below, please give an example of a situation where you demonstrated your ability in this area.* |
|  |

**General Declaration**

It is important that you read this Declaration carefully and then sign it in the space below.

**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 he / she has not been appointed to a post, he / shall be disqualified as a candidate; and
* where he / she has been appointed as a result of that process, he / she 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.”

Failure to sign application will render it invalid\*.

**Signed:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Name of Applicant) **Date:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\*If you are submitting your application form via email we will accept the application form unsigned but you will be required to sign the Declaration at interview should you be invited to one.

**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?

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| --- | --- | --- | --- |
| Yes: |  | No: |  |

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| --- | --- | --- | --- |
| **1. Name and Job Title of Referee:** | |  | |
| **Dates: From/To (00/00/00)** | |
| Professional Relationship to candidate: | |  | |
| Postal Address: | |  | |
|  | |
|  | |
|  | |
| Telephone Contact Details: | | Mobile: | Landline: |
|  | | | |
| Email Address: |  | | |

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| --- | --- | --- | --- |
| **2. Name and Job Title of Referee:** | |  | |
| **Dates: From/To (00/00/00)** | |  | |
| Professional Relationship to candidate: | |  | |
| Postal Address: | |  | |
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| Telephone Contact Details: | | Mobile: | Landline: |
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| Email Address: |  | | |
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| --- | --- | --- |
| **3. Name and Job Title of Referee:** |  | |
| **Dates: From/To (00/00/00)** |  | |
| Professional Relationship to candidate: |  | |
| Postal Address: |  | |
|  | |
|  | |
| Telephone Contact Details: | Mobile: | Landline: |
|  | | |
| Email Address: |  | |

**Equality Monitoring Form**

Candidates please note this data is for administrative records only, and **does not** form part of the information submitted to the interview board, or any portion of the appointments process.

|  |  |  |  |
| --- | --- | --- | --- |
| Candidate Name |  | Date of Birth |  |

|  |  |
| --- | --- |
| Nationality |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Gender Male |  | Female |  |

**Applicant Checklist - Important**

We recommend that you check your application form carefully to ensure that you have included / clearly illustrated / answered:

|  |  |  |  |
| --- | --- | --- | --- |
| 1 | Mobile Telephone Number  Email Address  Postal Address |  | **Mandatory** |
| 2 | That the information you have provided with regard to eligibility to apply on pages 7-10 shows clear dates e.g. DD/MM/YY, education courses, job titles, college names, qualification titles |  |
| 3 | Supplementary Questions 1 – 3  (Each question must be fully completed to ensure eligibility to progress in this campaign). |  |
| 4 | Work Permit Documentation (if relevant to non EU applicants) (Please refer to Appendix 2 of the Additional Campaign information document for details of documentation required) |  |
| 5 | That your application is submitted by the closing date and time of **28th February 2018**  **at 12 noon** |  |
| 6 | That you have downloaded the job specification and Additional Campaign Information for future reference. | | |

**If all required details / documentation (as above) 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**

# Appendix 1

**SUPPLEMENTARY QUESTIONS GUIDE**

**Information on completing the Supplementary Questions:**

In the supplementary questions section, you are required to describe some of your personal achievements to date that demonstrate certain necessary skills and qualities required for the position of Grade VII Project Manager (Quality Projects). The skills and qualities are outlined in the Questions Areas 1 – 3

All question areas must be completed and remember that you will be questioned on all areas at interview**.** The instructions below will help you to complete your answers, but you should also consider these instructions when you are preparing for interview.

For each Question Area 1-3, 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 what **YOU** have done which demonstrates this skill or quality. It is essential that you describe how **you** demonstrated the skill or quality in question.

The information you present here may form part of a ranking exercise process, and may also be used to help structure your interview, if you are invited to one. A ranking exercise may apply based on the information you provide in your application form. This means that a ranking board will “rank” applicants based on information put forward in the supplementary questions section of 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, compose your replies carefully in this section and try to structure what you write so that you give specific information about what youhave done - for example, do not simply say that “X was successful”, describe exactly whatyou did and how you demonstrated the skill or quality in question.

One of the key skills required of the Grade VII Project Manager (Quality Projects) is the ability to **write clearly and concisely and your written communication skills will be assessed against what you write on your application form**.

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.**

Please do not use the same example to illustrate your answer to more than two skill areas.

Please note that, should you be called to interview, the board may look for **additional examples** of where you demonstrated the skills required for this post so you should think of a number of examples of where you demonstrated each of the skills.

Notes:

* You may use a word processor to reproduce these pages and type your replies
* It is recommended that you keep a copy of this section of the application form

# Guidelines for Completing the Supplementary Questions

Supplementary 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 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.

Some guidelines for presenting yourself well are given below:-

* **Give specific examples** – most questions will ask you to describe an example of when you have demonstrated a skill: 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 rely on just one experience. This helps the reader to evaluate how you tackle different challenges and not just your behaviour in a ‘one off’ situation.
* **Be concrete rather than theoretical** – a clear description of **how you actually behaved** in a particular situation (and why) is of much more use to the reader than a vague or general description of what you consider to be desirable attributes.

# Examples on how to complete this section of the application form

**Skill Area: Communication Skills:** *able to adapt your communication style to particular situations and audiences….. able to produce clear and concise written information….*

***Example 1:*** *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.*

***Example 2:*** *(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 with exception, in responding to an evaluation survey, found the new format/style better than the previous, and all requested that the revised system should be continued. 80% credit*

**Example 1 (above):**

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”*
* also, it is not clear where the information requested at (a), (b) and (c) (supplementary section) is presented.

**Example 2 (above):**

This is a **better** example because it:

* describes exactly what the person did and how they communicated, for example

***“…..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”. “encouraged clients to ask questions”***

* also, it is clearer where the information requested at (a), (b) and (c) of the supplementary question section is presented.

**Reminder:**

**Please ensure that you have completed Question Areas 1-3. Please note that all 3 areas must be completed at the time of application.**