**All sections to be completed in full**



|  |
| --- |
| APPLICATION FORM **Clinical Midwife Manager 2 – UroGynaecology**  **Galway University Hospitals**  **G3033** |
|  |

Please carefully note the following instructions:

* Please ensure you fully read and understand the ‘Additional Campaign Information’ document specific to this campaign that is available on [www.saolta.ie](http://www.saolta.ie)

# 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 returning an application by email should allow a minimum of 1 hour for their application to reach [**Recruit.GUH@hse.ie**](mailto:Recruit.GUH@hse.ie) by the closing time of **19th of April 2021.** Applications *will not* be accepted after this date and time, no exceptions will be made.
* It is preferable that Application Forms are typed.
* ***Due to emails being stopped by our security system and to ensure your application does not get quarantined, please include* – G3033 Clinical Midwife Manager 2 – UroGynaecology, GUH *in the subject line.***
* 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 [www.saolta.ie](http://www.saolta.ie)
* The Health Service Executive is an Equal Opportunities Employer.
* The Health Service Executive recognises its responsibilities under the Data Protection Acts 2003 & 1988 and the Freedom of Information Act 2014.

***Please return completed application form by EMAIL ONLY to:***

|  |  |
| --- | --- |
| **E-mail:** Recruit.GUH@hse.ie | |
| **Closing date for applications:** | **10am on 19.04.2021** |
| **Interviews will be held as soon as possible after the closing date via SKYPE. Candidates will normally be given at least one weeks' notice of interview. The timescale may be reduced in exceptional circumstances.** | |

Applicant Details:

|  |  |  |  |
| --- | --- | --- | --- |
| Position Applied for: | | | **Clinical Midwife Manager 2 – UroGynaecology, Galway University Hospital** |
|  |  |
| Candidate Reference No *(office use only)* | | | **G3033** |
| **Personal Details:** | | |  |  |  |
| First Name : | | |  |
|  | | |  |  |  |
| Last Name: | | |  |
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| Postal address for correspondence: | | |  |
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| **MOBILE TELEPHONE *(mandatory)***: |  | |
|  |  | |  |  |
| Contact Tel No. 2: |  | |
| **E-mail Address**  ***(mandatory as you will be contacted by email only)*:** |  | |
| **Skype Details *(please provide your Skype ID*)** |  | |
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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.

|  |  |
| --- | --- |
| HSE website – [www.hse.ie](http://www.hse.ie/) |  |
| Saolta website – [www.saolta.ie](http://www.saolta.ie) |  |
| Word of mouth - my manager / colleague |  |
| Notification from HSE Talent Pool |  |
| LinkedIn |  |
| 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 yes, please provide further details:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |

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 2 in ‘Additional Campaign Information’ for further details.

1. **Current Contractual Status.** Please complete the following as it pertains to you.

* **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

**Computer Skills are required as part of this role**

**Please indicate with a tick how you would rate your computer skills**

Beginner

Immediate

Advanced

**Please acknowledge that you understand that the post holder will have to be flexible as regards working hours as the post of Clinical Midwife Manager 2 – UroGynaecology is operational 24 hours a day, 7 days a week, 365 days a year Yes**  **No**

**QUALIFICATIONS & ELIGIBILITY CRITERIA**

**In this area of the application form we ask you to please outline your qualifications and professional experience.**

**We will then examine how your particular experience and qualifications meet any specific criteria for the post of Clinical Midwife Manager 2 – UroGynaecology. Educational eligibility will be decided based on the information provided here. Please note if you omit information in this section pertinent to the eligibility criteria you may be deemed ineligible and subsequently not called to interview**

**Please tick below which applies to your individual educational qualification(s) in the box provided**

**Eligible candidates will be those who on the closing date for the competition who:**

|  |  |
| --- | --- |
|  | **Please tick as appropriate what applies to you currently** |
| i) Are registered in the relevant division of the Register of Nurses & Midwives maintained by the Nursing and Midwifery Board of Ireland (Bord Altranais agus Cnáimhseachais na hÉireann) or entitled to be so registered. |  |
| **And**  (ii) Candidates must demonstrate evidence of Continuing Professional Development. |  |
| **And**  (iii) Have at least 5 years post registration experience of which 2 must be in the speciality or related area. |  |
| **And**  (iv) Have the clinical, managerial and administrative capacity to properly discharge the functions of the role. |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Education, Qualifications And Training**  **Give details of your education, qualifications and training to date.**  **Please indicate if you did not complete or pass a particular course.** | | | | | |
| **Schools, colleges and universities attended** | **From**  **(Month & Year)** | **To**  **(Month & Year)** | **Qualification** | **Result** |
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| **Professional Qualifications** |
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|  |
| **Additional training (including employment based training)** |

**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 – listing the most recent first:

**List below all present and past employment, beginning with your most recent/current post**

|  |  |
| --- | --- |
| **Job Title/Position Held:**  **Grade/ Level *(if applicable):*** | |
| **Employer Name and Address:** | |
| **From (00/00):** | **To(00/00/) :** |
| **Reason for Leaving** | |
| **Main Roles & Responsibilities:** | |

|  |  |
| --- | --- |
| **Job Title/Position Held;**  **Grade/ Level *(if applicable):*** | |
| **Employer Name and Address:** | |
| **From (00/00):** | **To(00/00/) :** |
| **Reason for Leaving** | |
| **Main Roles & Responsibilities:** | |

|  |  |
| --- | --- |
| **Job Title/Position Held**  **Grade/ Level *(if applicable):*** | |
| **Employer Name and Address:** | |
| **From (00/00):** | **To(00/00/) :** |
| **Reason for Leaving** | |
| **Main Roles & Responsibilities:** | |

|  |  |
| --- | --- |
| **Job Title/Position Held**  **Grade/ Level *(if applicable):*** | |
| **Employer Name and Address:** | |
| **From (00/00):** | **To(00/00/) :** |
| **Reason for Leaving** | |
| **Main Roles & Responsibilities:** | |

|  |
| --- |
| **Computer Literacy**  **Please give brief details of computer systems with which you are familiar, e.g. Microsoft, Word, Excel etc.** |
|  |
|  |

**Please describe below any other relevant work you have been involved in e.g. voluntary work, freelance etc., and the extent of this involvement**

|  |  |  |  |
| --- | --- | --- | --- |
| **From**  **(Month & Year)** | **To**  **(Month & Year)** | **Hours per week** | **Description** |
|  |  |  |  |
|  |  |  |  |

**Please account for all gaps in your employment, including any periods of unemployment**

|  |  |  |
| --- | --- | --- |
| **From (Month & Year)** | **To (Month & Year)** | **Reason(s)** |
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| **Interests**  **Please give details of your main non-work interests.** |
|  |
|  |
|  |

**Equal Opportunities Monitoring:**

Saolta University Health Care Group is an equal opportunities employer. Please indicate if you have any special requirements should you be invited to interview:

**Details of Special Requirements:**

### 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. Organization & Management Skills**  It is important for the Clinical Midwife Manager 2 - UroGynaecology to be able to plan and organise resources efficiently and effectively within a specified timeframe. S/he co-ordinates and schedules activities to ensure the smooth running of his / her area of responsibility and will effectively manage unexpected events. S/he is flexible and adaptable in approach to their workload.  *In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
|  |
| **2. Building & Maintaining Relationships (including Team Skills & Leadership Skills)**  The effective Clinical Midwife Manager 2 (UroGynaecology) will demonstrate good interpersonal skills and the ability to build and maintain relationships. S/he demonstrates the ability to work well as part of a wider team, being approachable, helpful and supportive. S/he uses diplomacy and tact in fraught situations and can diffuse tense situations comfortably.  *In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
|  |

|  |
| --- |
| **3. Commitment to Providing a Quality Service**  The Clinical Midwife Manager 2 (UroGynaecology) is adaptable and open to change in striving to ensure high standards in the service of today. S/he displays service innovation and initiation. S/he ensures that all service users are treated with dignity and respect and ensures that the welfare of the service user is a key consideration at all times. S/he monitors and reviews his/ her own work and that of others to ensure its quality and accuracy. S/he must also demonstrate a commitment to continuing professional development and facilitate the development of others by providing support such as mentoring and coaching.  *In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
|  |

|  |
| --- |
| **4. 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 may be taken into consideration in determining your eligibility and / or shortlisting / ranking for this campaign. *Please include dates i.e. from x date to x date, number of months, the name of the employer & Department you worked in, 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** |
|  |  |
|  | |

**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 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.

* 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.”

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

**References**

The HSE must be satisfied that it has a full and comprehensive suite of references which assures it that the applicant’s past performance and behaviours are appropriate to the post. The HSE determines the merit, appropriateness and relevance of references. The HSE reserves the right to remove candidates from specific recruitment panels and retract job offers if satisfactory clearances (e.g. past /current employment references, security clearances) cannot be obtained or are unsatisfactory. All previous employers may be contacted for reference purposes. References are required from an appropriate, direct line manager(s) who had clinical/ professional responsibility/ accountability for your supervision during the employment(s). Please note the HSE may retract a job offer if sufficient satisfactory references cannot be obtained in a time frame congruent with service need”.

Please give the name, address, email address and occupation of three referees including your current manager who we can contact for references.

Referees should not be related to you.

References should not be submitted with this application form

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

**Current Line Manager Referee Details**

1. **Name of Employer**

**Dates of Employment From MM/YY - To MM/YY**

**Line Manager Name**

**Line Manager Job Title**

**Your Job Title**

**Referee Contact Tel No**

**Referee Email Address**

**Work Address:**

**How much notice are you required to give in your current post ?**

1. **Name of Employer**

**Dates of Employment From MM/YY- To MM/YY:**

**Line Manager Name**

**Line Manager Job Title**

**Referee Contact Tel No**

**Referee Email Address**

**Work Address:**

**Your Job Title:**

1. **Name of Employer**

**Dates of Employment From MM/YY- To MM/YY:**

**Line Manager Name**

**Line Manager Job Title**

**Referee Contact Tel No**

**Referee Email Address**

**Work Address:**

**Your Job Title:**

**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 |  | 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  Skype Details |  | **Mandatory** |
| 3 | That the information you have provided with regard to eligibility to apply shows clear dates e.g. DD/MM/YY, education courses, job titles, college names, qualification titles |  |
| 4 | Supplementary Questions 1 – 4  (Each question must be fully completed to ensure eligibility to progress in this campaign – |  |
| 5 | 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) |  |
| 6 | That your application is submitted by the closing date and time |  |
| 7 | That you have downloaded the job specification 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. ranking exercise / 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 Clinical Midwife Manager 2 – UroGynaecology, GUH. 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, 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.

**Do not exceed the space allowed in the boxes.** One of the key skills required of the Clinical Midwife Manager 2 – UroGynaecology 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:**

**Once you have completed Question Areas 1-3, you should progress to Question Area 4 - an Experience Question. Please note that all areas must be completed at the time of application.**