**All sections to be completed in full**

|  |
| --- |
| APPLICATION FORM **Health & Social Care Assistant****University Hospital Waterford****25KROH0807** |

* 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.

* You must submit your application form via email only and we will accept the application form unsigned. You will be required to sign the Declaration at a later date.
* 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 **2 p.m.** on **28.07.2025** the closing date**.** Applications will not be accepted after this date and time, no exceptions will be made.
* It is preferable that Application Forms are typed.
* **As we are only accepting applications by email applications must be submitted in a Microsoft Word 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 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.

|  |  |
| --- | --- |
| **Closing Date & Time** | **28.07.2025 at 2pm***Applications after this date & time will not be accpeted* |
| **Return application forms by email to** | E-mail: uhwrecruitment@hse.ie Post: Recruitment, HR Department, University Hospital Waterford, Dunmore Road, Waterford |
| **Anticipated Interview Date(s)** | **To be confirmed**  |

**APPLICANT DETAILS**

|  |  |
| --- | --- |
| Position Applied For: | **Health & Social Care Assistant** |
| Campaign Reference No.: | **25KROH0807** |
| **Personal Details** |  |
|  |  |
| First Name: |  |
| Last Name: |  |
|  |  |
| Postal Address for Correspondence: |  |
|  |
|  |

|  |  |
| --- | --- |
| Mobile Telephone **(mandatory)**: |  |
| Contact Telephone No. 2: |  |

|  |  |
| --- | --- |
| Email Address **(mandatory)**:(You may provide more than one) |  |
| Drivers Licence*:*(Please state type & category) |
|  |

**European Economic Area (EEA)**

Are you an EEA (European Economic Area) National?

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

**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.

In order to help us gauge the efficiency of our advertising strategy for this campaign, we would appreciate if you indicated below where you saw the campaign advertised. *+*

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

*+ More than one indication is allowed.*

1. **Superannuation Schemes**

Please indicate in the table below if you are currently in receipt of a Voluntary Early Retirement or Ill Health Early Retirement Pension from any of the Public Health Superannuation Schemes or any other Public Sector Superannuation Scheme listed at 1-5 below.

|  |  |  |
| --- | --- | --- |
|  | **Yes** | **No** |
|  | Local Government Superannuation Scheme (LGSS) |  |  |
|  | Health Service Executive Employee Superannuation Scheme |  |  |
|  | Voluntary Hospital’s Superannuation Scheme (VHSS) |  |  |
|  | Nominated Health Agencies Superannuation Scheme (NHASS) |  |  |
|  | Other Public Service Superannuation SchemeIf yes, please provide further details:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |

If you have answered ‘yes’ in relation to being in receipt of a Voluntary Early Retirement or Ill Health Early Retirement pension from any of the above Superannuation Schemes please refer to 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** |
|  |  |

* **I am currently in HSE through Agency**

**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:

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

* **I have a permanent contract**

**or**

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

* **I have a temporary contract**

**or**

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

* **I have an agency 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** |
|  |  |

**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 Health & Social Care Assistant. 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 read “Guidelines for completing application form” – before completing this section)***

**Please details all information which applies to your individual educational qualification(s) in the space provided below.**

|  |  |
| --- | --- |
| **(I) I possess the relevant qualification ticked below:** | **Please tick as applicable to you** |
| \*Relevant Health skills QQI Level 5 qualification (formerly FETAC) having achieved the associated Level 5 minor awards in Physiotherapy Assistant Theory and Physiotherapy Assistant practice at Level 5 on the National Framework of Qualifications (NFQ) |  |
| \*Relevant Health skills QQI Level 5 qualification (formerly FETAC) having achieved the associated Level 5 minor awards in Occupational Therapy Assistant Theory and Occupational Therapy Assistant practice at Level 5 on the National Framework of Qualifications (NFQ) |  |
| \*Relevant Health skills QQI Level 5 qualification (formerly FETAC) having achieved the associated Level 5 minor awards in Speech and Language Assistant Theory and Speech and Language Assistant Practice at Level 5 on the National Framework of Qualifications (NFQ) |  |

**Please outline below details of your course undertaken:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dates to & from of Award (00/00/00) to (00/00/00)** | **College / Educational Institution** | **List of modules as detailed on your Course Transcript** | **Full Name of Course from Transcript** | **Award** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**Or**

|  |  |
| --- | --- |
| **(ii) I possess the relevant qualification ticked below:** | **Please tick as applicable to you** |
| Healthcare qualification at not less that QQI Level 5 on the National Framework of Qualifications (NFQ)  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dates to & from of Award (00/00/00) to (00/00/00)** | **College / Educational Institution** | **List of modules as detailed on your Course Transcript** | **Full Name of Course from Transcript** | **Award** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**And**

Are you willing to complete an approved programme leading to QQI Level 5 minor awards in Physiotherapy Assistant Theory and Physiotherapy Assistant Practice or Occupational Therapy Assistant Theory and Occupational Therapy Assistant Practice or Speech and Language Assistant Theory and Speech and Language Assistant Practice within 1 year of taking up duty?

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

**Or**

|  |  |  |
| --- | --- | --- |
|  | **Yes** | **No** |
| **(iii) I am currently employed as a Physiotherapy Assistant, Healthcare Assistant,** **Care Assistant, Attendant, Multi-task Attendant or in a comparable role for at least 1 year** |  |  |

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.** 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.

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

\*If it is not clearly evident from the **Title of Post** that it satisfies the eligibility criterion of Health & Social Care Assistant please provide further detail in the box below:

**And**

Are you willing to acquire an appropriate healthcare qualification at not less than QQI Level 5 on the National Framework of Qualifications (NFQ) major award, having achieved the associated Level 5 minor awards in Physiotherapy Assistant Theory and Physiotherapy Assistant Practice or Occupational Therapy Assistant Theory and Occupational Therapy Assistant Practice or Speech and Language Assistant Theory and Speech and Language Assistant Practice within 1 year of taking up post?

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

**Or**

|  |  |  |
| --- | --- | --- |
|  | **Yes** | **No** |
| **(iv) Have completed the relevant QQI Level 5 minor awards in Physiotherapy Assistant Theory and Physiotherapy Assistant Practice or Occupational Therapy Assistant Theory and Occupational Therapy Assistant Practice or Speech and Language Assistant Theory and Speech and Language Assistant Practice** |  |  |

**And**

Are you willing to successfully complete a QQI Level 5 Major award within 1 year of taking up post?

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

**Or**

|  |  |
| --- | --- |
| **(v) I possess the relevant qualification ticked below:** | **Please tick as applicable to you** |
| An equivalent qualification from another jurisdiction |  |

**Please outline below details of your course undertaken:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dates to & from of Award (00/00/00) to (00/00/00)** | **College / Educational Institution** | **List of modules as detailed on your Course Transcript** | **Full Name of Course from Transcript** | **Award** |
|  |  |  |  |  |

**IMPORTANT: Please note you must attach a copy of your qualification including you final award and course modules, with your application form (*see eligibility criteria on the Job Specification*).**

**If you do not attach a copy of your final award and course modules, your application form will not be processed further for this campaign.**

**EDUCATIONAL ACHIEVEMENTS**

**Please include second level and third level educational achievements:**

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

**POST SPECIFIC REQUIREMENT**

|  |
| --- |
| **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 under Post Specific Requirements. Please note that the information supplied here will be taken into consideration in determining your eligibility and / or shortlisting / ranking for this campaign. *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 experience as relevant to the role: |

### 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).

|  |  |  |  |
| --- | --- | --- | --- |
| **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: |

### Competency Questions 1-3

**A guide to completing competency 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. A summary definition of each skill area 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) in Appendix 1. 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 and Organising Skills**The effective Heath & Social Care Assistant demonstrates the ability to plan and organise effectively. S/he demonstrates good time management skills in carrying out both administrative and clinical duties, including the ability to prioritise effectively and manage competing demands. S/he demonstrates the ability to take initiative and to be appropriately self-directed.*In the space below, please give an example of a situation where you best demonstrated your ability in this area.* |
|  |

|  |
| --- |
| 2. **Team Skills**It is important for the Health & Social Care Assistant to demonstrate the ability to build and maintain relationships including the ability to work effectively as part of a multidisciplinary team. S/he demonstrates the ability to maintain professionalism and manage situations where conflict arises.*In the space below, please give an example of a situation where you best demonstrated your ability in this area* |
|  |

|  |
| --- |
| 3. **Problem Solving and Decision Making**The effective Health & Social Care Assistant demonstrates initiative, flexibility and problem solving skills especially with regard to working in the changing environment. S/he demonstrates they can recognise and interpret an unsafe situation and takes appropriate action. S/he demonstrates the ability to make effective decisions with regard to service user care. S/he demonstrates they know when to ask for help / when to ask another team member to intervene*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.

**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.”

**Signed:**

*(Name of Applicant)*

**Date:**

NB: 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. Failure to sign this declaration at interview will render it invalid.

### REFERENCES

Please give three referees (including your current employer). Please ensure that the referees you provide are from a clinical 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.Please attach a copy of your qualification including you final award and course modules with your application form | [ ]  |
| 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 to date that demonstrate certain necessary skills and qualities required for the position. All question areas must be completed. The instructions below will help you to complete your answers and will also be of valuable help for you when preparing for interview.

For each 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’ 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.

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 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:**

* **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.

# *Example*

**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 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.*

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 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*

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

***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 areas.
* Should you be called to interview, the board may look for **additional examples** of where you demonstrated the skills required for this post. Therefore, you should think of a number of examples of where you demonstrated each of the skills.