

HR/ER Department, Business Operations,
Technology and Transformation

Dr. Steevens’ Hospital,

Dublin 8, D08 W2A8

Rannóg AD/CF

Oibríochtaí Gnó

Teicneolaíocht agus Trasfhoirmiú

FSS, Ospidéal Dr. SteevensBaile Átha Cliath 8, D08 W2A8

***Due to emails being stopped by our security system and to ensure your application does not get quarantined, please include the Campaign Reference Number and the Campaign Name on the subject line of the email when submitting applications***

APPLICATION FORM

T&T/51/25 Grade VII Service & Support Manager

* 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, including the eligibility criteria section, 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 General 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 12 noon, Monday 6th October 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.
* **Application forms must be submitted by email in 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.
* Should you be invited for interview, you may take a 'hard' copy (i.e., 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.
* 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.

*For any queries, please email* recruitment.TechnologyAndTransformation@hse.ie

|  |  |
| --- | --- |
| **Closing Date & Time** | 12 noon, Monday 6th October 2025 |
| **Return Application Forms To** | Please email your application to: applyadmin.TechnologyAndTransformation@hse.ie with the subject line: T&T/51/25 Grade VII ICT Service & Support Manager**Please note that you must submit your application form via email only** |
| **Anticipated Interview Date(s)** | Proposed interview dates will be indicated at a later stage. Please note you may be called forward for interview at short notice. |

Applicant Details:

|  |  |
| --- | --- |
| Position applied for | Grade VII ICT Service & Support Manager |
| Campaign reference no. | T&T/51/25 |
|  |  |
| **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 and category) Full Driving Licence with own transport required to fulfil the requirements of the role as may involve travel. |  |

**European Economic Area (EEA)**

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

If you are a non-EEA citizen, resident in the State, you must provide the requested documentation to support your application. Please see Appendix 2 of the “Additional Campaign Information” for further information and for a definition of an EEA Citizen.

**Advertising Data**

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 | [ ]  |
| Public Jobs | [ ]  |
| Other, please say which |  |

1. **Current Contractual Status**

Choose the statement that best matches your employment status:

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

Or

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

\* List of [‘other statutory health agencies’](https://www.gov.ie/en/organisation-information/9c9c03-bodies-under-the-aegis-of-the-department-of-health/?referrer=http://www.health.gov.ie/about-us/agencies-health-bodies/)

Agency:

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

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

\*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**

Applicants must demonstrate all of the criteria listed below, as relevant to the role:

*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*

\*A list of ‘other statutory health agencies’ can be found [[here](http://health.gov.ie/about-us/agencies-health-bodies/).](http://health.gov.ie/about-us/agencies-health-bodies/)

Please indicate below how your professional experience meets the eligibility criteria for this post.

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 outline your satisfactory experience as a 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.**
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **From Date 00/00/00**  | **To Date****00/00/00** | **Time Employed** | **Employer** | **Title of Post\*** |
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|  |  |  |  |  |
| **Total Cumulative Months YEARS** |  |

**OR**

1. **Please indicate that you have obtained a pass (Grade D) in at least five subjects from the approved list of subjects in the Department of Education Leaving Certificate Examination, including Mathematics and English or Irish1. Candidates should have obtained at least Grade C on higher level papers in three subjects in that examination.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SUBJECT** | **GRADE** | **HIGHER/ORDINARY/FOUNDATION LEVEL PAPERS(S)** | **OTHER SUBJECTS** | **GRADE** | **HIGHER/ORDINARY/FOUNDATION LEVEL PAPERS(S)** |
| **Mathematics** |  |  |  |  |  |
| **AND** |
| **English** |  |  |  |  |  |
| **OR** |
| **Irish** |  |  |  |  |  |

**Year: School/College attended:**

*Note1: Candidates must achieve a pass in Ordinary or Higher level papers. A pass in a foundation level paper is not acceptable. Candidates must have achieved these grades on the Leaving Certificate Established programme or the Leaving Certificate Vocational programme. The Leaving Certification Applied Programme does not fulfill the eligibility criteria.*

**OR**

1. **Please indicate that you have completed a relevant examination at a comparable standard in any equivalent examination in another jurisdiction**

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| --- | --- | --- | --- |
| **Date of Award****(00/00/00)** | **College / Educational Institution** | **Name of Course** | **Award** |
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**OR**

1. **Please indicate that you hold a comparable and relevant third level qualification of at least level 6 on the National Qualifications Framework maintained by Qualifications and Quality Ireland, (QQI).**

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| **Date of Award (00/00/00)** | **College / Educational Institution** | **Name of Course** | **Award** |
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**EDUCATIONAL ACHIEVEMENTS**

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

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| --- | --- | --- | --- | --- | --- |
| **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).

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

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| --- |
| **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: |

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

**POST SPECIFIC REQUIREMENTS**

In this area, we ask you to focus on your experience to date that is relevant to the role.  **Please indicate below how your professional experience meets the post specific requirements for this post.**  This section will be assessed by a board of Senior Managers to consider your experience as it is relevant to the role.  Information you provide in this section and in other areas of the application form may be used as part of a short listing exercise and may be discussed in more depth at interview, should you be called to one.

* In this section, it is important that your answers do not exceed 700 words per post specific requirement.  The selection board will take your adherence to this limit into account when reviewing your application.
* You may wish to write paragraphs or bullet points that demonstrate how your unique experience is relevant to the requirements of this role.  Please provide clearanswer(s) that demonstrate the depth and breadth of your experience in the area(s) below, reflective of the requirements of this post.

Please complete each section below. As you complete each section, we recognise there will be an overlap in the employer and date periods.

|  |
| --- |
| * **1. Please demonstrate your experience of managing, structuring and organising teams effectively within a complex helpdesk/service desk environment as relevant to the role.**

 |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| ***Max word count 700...***  |

|  |
| --- |
| * **2. Please demonstrate your experience** **of working with multi-disciplinary teams and stakeholders in complex environments as relevant to the role.**
 |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| ***Max word count 700...***  |
| * 3. **Please demonstrate your experience of developing and re-engineering processes**

 **as relevant to the role.** |
| **Date(s) from – Date(s) to** | **Employer(s) & Department Name** |
|  |  |
| ***Max word count 700...***  |

### Supplementary Questions 1 - 3

**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. 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. Your answer, for each competency area, should not exceed 1 A4 page per competency area.**

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| 1. **Planning & Managing Resources**

The effective ICT Service & Support Managerdemonstrates strong planning and organising skills including, structuring and organising own workload and that of other effectively. S/he demonstrates the ability to use computer technology effectively for the management and delivery of results. S/he has the ability to take responsibility and be accountable for the delivery of agreed objectives. S/he has a logical and pragmatic approach to workload, delivering the best possible results with the resources available.*In the space below, please give an example of a situation where you best demonstrated your ability in this area.****Max word count 700...***  |
|  |

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| 1. **Evaluating Information, Problem Solving & Decision Making**

The ICT Service & Support Manager has the ability to gather and analyse information from relevant sources, weighing up a range of critical factors to develop solutions and make decisions as appropriate. S/he has the ability to make sound decisions with a well-reasoned rationale and to stand by these. S/he has the initiative in the resolution of complex issues. S/he shows the capacity to develop new proposals and put forward solutions to address problems.*In the space below, please give an example of a situation where you best demonstrated your ability in this area.****Max word count 700...***  |
|  |

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| 1. **Team Working**

The ICT Service & Support Managerhas the ability to lead the team by example, coaching and supporting individuals as required. S/he has the ability to work with the team to facilitate high performance, developing clear and realistic objectives. S/he demonstrates the ability to address performance issues as they arise. S/he shows flexibility and willingness to adapt, positively contributing to the implementation of change.*In the space below, please give an example of a situation where you demonstrated your ability in this* ***Max word count 700...***  |
|  |

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| **Data Privacy Statement** |

The Health Service Executive is committed to protecting your privacy and takes the security of your information very seriously. We aim to be clear and transparent about the information we collect about you and how we use that information.

* Access information on the [HSE General Data Protection Regulation](https://www.hse.ie/eng/gdpr)
* Access information on [HSE records retention policy](https://www2.healthservice.hse.ie/organisation/national-pppgs/hse-national-records-retention-policy/)

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

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

**Protected Disclosure**

Pursuant to the Protected Disclosures Act 2014, as amended, a person that acquires information on a relevant wrongdoing during a recruitment process is a ‘worker’ and can make a protected disclosure about the wrongdoing.

Access more information about [making a protected disclosure to the HSE](https://www.hse.ie/eng/about/who/protected-disclosures/) or email protected.disclosures@hse.ie

**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.”

**Signed:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**Date:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(Name of Applicant)*

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 a later date. Failure to sign this declaration at a later date will render it invalid.

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

**Applicant Checklist - Important**

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

|  |  |  |  |
| --- | --- | --- | --- |
| 1 | Mobile Telephone NumberEmail AddressPostal Address | [ ] [ ] [ ]  | **Mandatory** |
| 2 | The information you have provided in the Qualification/ Eligibility Criteria section clearly shows how your qualifications/ experience match the requirements. For example qualification titles. Clearly indicate dates. That is DD/MM/YY. | [ ]  |
| 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-EEA citizen applicants resident in the State. Please refer to Appendix 2 of the Applicant Information Document for details of documentation required. | [ ]  |
| 5 | Application is submitted by the closing date and time and that you have used the campaign reference in the subject line of your email. | [ ]  |
| 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. That is 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. You must complete all question areas. The guidance below will help you to complete your answers and will assist you when preparing for interview.

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

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

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

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

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

For each example, include the following:

1. **The nature of the task, problem or objective;**
2. **What you actually did and how you demonstrated the skill or quality (and, where appropriate, the date you demonstrated it);**
3. **The outcome or result of the situation and your estimate of the proportion of credit you can claim for the outcome.**

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

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

Additional guidance and examples for completing the competency questions:

* **Give specific examples:** most questions will ask you to describe an example of when you have demonstrated a skill: 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:** providing a clear description of **how and why you behaved** in a particular situation is of much more use to the reader than a vague or general description of what you consider desirable qualities.

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

**Example 1: Communication Skills:** *able to adapt your communication style to particular situations and audiences….. able to produce clear and concise written information….*

***Example answer a):***

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

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

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

***Example answer b):***

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

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

*(c) The summarised management report and improved presentations were seen as a success by the clients, who 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 clearly presented where the information was requested at (a), (b) and (c)
* 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.

**Notes**

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