



Additional Campaign Information CHO Dublin North City & County

Dear Candidate,

Thank you for your interest in pursuing a career with the Health Service Executive (HSE). Please see www.hse.ie for more information on health and social care services provided by the HSE.

This document provides additional important information regarding this campaign. We highly recommend that you read this document before applying for this campaign.

In this document we lay out the regulations by which the campaign will be run and we explain the recruitment and selection process. This document outlines what we require from you and in what format we require it. This is to ensure we have the same information from all candidates and that candidates are treated in the same manner.

1. Who should apply?

We welcome applications from all suitably qualified individuals who meet the eligibility criteria for this role. Information on the eligibility criteria is available in the Job Specification.

For information on “Non-European Economic Area Applicants” please see Appendix 2. The HSE welcomes applications from suitably qualified non EEA Nationals who have refugee status. We would be grateful if such applicants would provide documentary evidence confirming their status.

2. How do I apply for this post?

- **You must submit a fully completed Application Form particular to this post via Rezoomo.** (Please see Appendix 1)
- Proposed interview dates will be indicated at a later stage. Please note you may be called forward for interview at short notice.
- As we require the same information from all candidates in order to make fair decisions on their applications we will not be able to process applications by CV or any other method.
- We check eligibility of the applicants after the closing date and time therefore it is important that you ensure you have fully demonstrated your eligibility for the role in your application form. If you omit information in this section pertinent to the eligibility criteria you will be deemed ineligible and subsequently not called forward to interview. This means that if your application is blank, you have sent the wrong version of your application form, have no internet access etc. or that you have not attached requested relevant supporting documentation, etc. you will not be processed further.
- To ensure that you do not miss out on any email communication it is highly recommended that you check your spam and junk folder on a regular basis.
- CHO DNCC Recruitment Unit can only accept complete applications received by the closing date and time mentioned on the Job Specification. We recommend that candidate submit application a minimum of 1 hour before the closing time to avoid any technical delay. Applications will not be accepted after the closing date and time have passed.

Please note that CHO DNCC Recruitment Unit will contact you by Rezoomo using the email provided in the Rezoomo profile. It is your responsibility to ensure you have access to your emails. If you choose to use your work email addresses you may receive communications that have a time deadline requirement while you may be working away or on leave. We strongly recommend you use a personal email address to which you have regular access.

3. How will the selection process be run?

- The purpose of this recruitment and selection process is to fill current and anticipated vacancies as provided in the job specification during the lifetime of the panel. A position on a panel is not a job offer and does not necessarily mean that you will be offered a post.
- You must complete the relevant application form in full. If you do not complete the application form in full your application may not be submitted to the selection board for consideration and subsequent interview (if applicable).
- A selection board of senior managers will assess your application form against the eligibility criteria to see how your individual experience and skills match the needs of the post. The criteria for the selection exercise are based on the requirements of the post as outlined in the job specification. Therefore it is very important that you think about your experience in light of those requirements.
- There may be a number of stages of selection and short-listing or a ranking exercise may take place. A ranking exercise is an assessment that may be carried out on the basis of information supplied in your application form. The criteria for ranking are based on the requirements of the post as outlined in the eligibility criteria / post specific requirements and skills, competencies and/or knowledge section of the job specification. Therefore it is very important that you think about your experience in light of those requirements. Those successful at the ranking stage of this process (where applied) will be placed on an order of merit and will be called to interview in 'bands' depending on the service needs of the organisation.
- Any applicant who does not meet the eligibility criteria/ is not shortlisted will be informed of that decision and the reason why.
- Please note that interviews may take place by video conferencing or face to face (adhering to COVID-19 Guidelines).
- Candidates who are successful at interview will be ranked in order of merit.
- If there is an existing panel in place this may take precedence over the newly formed panel for this campaign.
- Posts are offered to the candidate with the highest order of merit. Full details on how panels operate are available in Appendix 5.
- We would like to highlight to you that interviews form a part of the selection process. CHO DNCC Recruitment Unit 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 CHO DNCC Recruitment Unit determines the merit, appropriateness and relevance of references. The CHO DNCC Recruitment Unit 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. Please note the CHO DNCC Recruitment Unit may retract a job offer if sufficient satisfactory references cannot be obtained in a time frame congruent with service need. The CHO DNCC Recruitment Unit reserves the right to retract a job offer should the successful candidate be unable to fulfil the provisions / criteria of the specific post in line with service need.

4. Formation of Panels

What is a panel?

A panel is a list of candidates successful at interview placed in order of merit. Candidates are awarded a mark during the interview process and the candidate who scores the highest mark is placed first on the panel. Subsequent vacancies are then expressed to the panel in order of merit. If the number one successful candidate that expressed an interest on the panel refuses the job offer, it is then offered to the second candidate who expressed interest on the panel. Once a panel is formed, it remains in existence for 1 year and may be extended.

Marking System

Candidates are given marks for skill areas during the interview. These elements are clearly indicated on the Application Form. Where candidates score the same marks a further ranking process will apply. A previously agreed skill area of the interview will be chosen to further rank successful candidates e.g. Karen and Mary are both successful at interview. They both score 421 at interview, which would place them at joint number 3 on the panel. If Professional Knowledge has been the secondary ranking area chosen then the candidate who has scored higher in this area and expressed an interest will receive the first job offer. Karen scored 69 in the Professional Knowledge element and Mary scored 68. Karen will be number 3 on the panel and Mary will be number 4 on the panel.

Where candidates have the same mark on the secondary ranking, an additional ranking will be applied and so forth. Please note in order to be deemed successful for a panel you must be awarded a minimum score of 40 for each competency area.

Future panels

Please note that candidates successful at interview and placed on the panel formed through this campaign may not be considered as applicants for any supplementary campaigns to add to this panel.

Please note the HSE reserves the right to contact all available successful candidates in the event that panels are exhausted. The HSE reserves the right to extend the life of the panel to fill specified purpose and / or permanent vacancies that may arise. The HSE may modify panel management rules in line with service need during the life time of the panel and will notify all remaining candidates of any changes.

5. Acceptance / Declination of a Job Offer

The time lines and panel management rules (i.e. how posts are offered) for each individual post will be included in the email communication sent to you for each individual post which arises and is relevant to your order of merit on the panel.

Please see Appendix 5 for a full outline of the panel management rules.

6. Campaign Time Scales

The closing date for receipt of completed applications is listed in the Job Specification.

The interview starting date is also mentioned in the Job Specification (**This may be subject to change**). Therefore we advise that you note these dates in your diary now as due to the limited availability of the interview board it is unlikely that an alternative interview date and time can be offered.

Please read **Appendix 6** for full details and instructions on how to request an online video interview.

7. Security Clearance

All applicants will need to apply for a vetting disclosure from the National Vetting Bureau. This process will be initiated by HSE Recruitment Unit for the confirmed successful candidate recommended for the post. Please see **Appendix 3** for more information on international clearances.

8. Review / Complaint Procedures

Appointments in the HSE are made under a recruitment license and are subject to Code of Practice established by the Commission for Public Service Appointments (CPSA). The Code of Practice provides that candidates may make a request for review (see section 7 of the Code) OR make a complaint (see Section 8 of the Code) of any part of the appointment process that they feel is unfair or has been applied unfairly to them. These two forms of review procedure are mutually exclusive. Before submitting a request candidates should determine which procedure is appropriate to their particular circumstances. Candidates are advised to avail of the informal process before making use of the formal review or complaint procedure. Candidates should in the first instance make an informal review or an informal complaint to **Alison Doyle, Campaigns Lead, email: alison.doyle2@hse.ie**. An informal review/complaint must be made within five working days of notification of the selection decision. **We encourage you to visit www.cpsa.ie for further information on the code of practice.**

Appendix 1

Rezoomo

Rezoomo (www.rezoomo.com) is the Talent Acquisition software where you will submit your application.

When you create your Rezoomo profile kindly enter your correct details as this will be used throughout the campaign process.

All communication **from** CHO DNCC Recruitment Unit will be made via Rezoomo and you will receive an email communication on the email address you have used to set-up your Rezoomo account. We strongly recommend you use a personal email address to which you have regular access as you might not always have access to your work email while on leave or if you move Company.

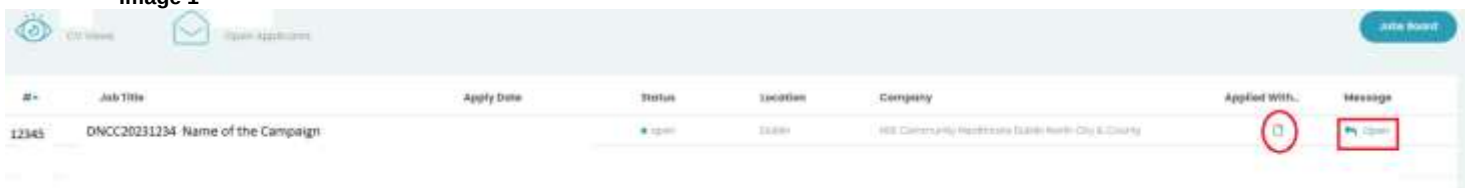
Kindly note that all communication **to** CHO DNCC Recruitment Unit need to be made via Rezoomo. Therefore, if you need to reply to an interview invitation, please log into Rezoomo and, on the Home page, click on “Open” under ‘Message’ (see image 1 below) to reply to last message of the campaign.

Do not click **reply** from your email provider (for example: gmail or yahoo) as no message will be forwarded.

Access your submitted application

Once the application has been submitted, you cannot amend it. In order to access a copy of your application please log into your Rezoomo. On the home page you will see a list of the campaign(s) you have applied for. Listed beside the name of campaign, on the right hand side, there is an icon below “Applied With...”; click on that icon (see image 1 below) to retrieve your application.

Image 1



ID	Job Title	Apply Date	Status	Location	Company	Applied With	Message
12345	DNCC20231234 Name of the Campaign		Open	Suburb	ABC Community Healthcare Suburb North City & County		

Appendix 2

(i) EEA Nationals

EEA nationals who do not require work permits / visas / authorizations are nationals of the following countries: Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, The Netherlands, Portugal, Spain, Sweden, United Kingdom, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia, Norway, Iceland, Liechtenstein, Switzerland, Bulgaria and Romania.

(ii) NON-EUROPEAN ECONOMIC AREA APPLICANTS WHO RESIDE WITHIN THE STATE

In order that we can process your application it will be necessary for you to submit the following scanned documentation:

A scanned copy of your passport showing your identification i.e. the first page of your passport showing your photograph and personal details and current immigration stamp showing you have permission to be in this State.

And

A scanned copy of your current Certificate of Registration (GNIB card) showing Stamp 1, Stamp 1G, Stamp 4/ 4EUfam, Stamp 5

Or

A scanned copy of your current Certificate of Registration (GNIB card) showing Stamp 3 and scanned copies of the following:

- Marriage/Civil Partnership Certificate

And

- Spouse's passport showing their identification and current immigration stamp **and** their current GNIB card showing Stamp 1, 4 or 5

Or

- If your spouse holds a Stamp 2 for the purposes of **PhD study**, please include a copy of their passport showing their identification and current immigration stamp **and** their current GNIB card showing Stamp 2 **and** documentary evidence from the relevant educational institution showing that they are a **PhD** student.

Applications that are not accompanied by the above documents where necessary will be considered incomplete and will not be processed any further.

This means that your application will not be submitted for the ranking exercise and subsequent invitation to interview. For more details on EEA countries please see visit the Department of Jobs, Enterprise and Innovation website www.djei.ie

Please note:

The HSE welcomes applications from suitably qualified Non-EEA Nationals that have refugee status. We would be grateful if such applicants would provide documentary evidence confirming their status.

Appendix 3

All appointments will require satisfactory security clearances. Please note if you require overseas security clearance and are unable to produce it at the time of job offer then the job offer may be withdrawn.

If you have resided in countries outside of the Republic of Ireland and Northern Ireland for a period of 6 months or more, it will be **mandatory** for you to furnish this department with a Police Clearance Certificate from those countries stating that you have no convictions recorded against you while residing there. You will need to provide a separate Police Clearance Certificate for each country you have resided in. Clearance must be dated after the date you left the country/countries. Seeking security clearances from other countries (e.g. UK, USA etc) are the responsibility of the candidate. It is a process which can take an amount of time. Therefore if you are interested in pursuing a career within the HSE we would strongly advise that you commence seeking international security clearances now. All applicants will need to apply for a vetting disclosure from the National Vetting Bureau. This process will be initiated by HSE Recruitment Unit for the confirmed successful candidate recommended for the post.

Note: Candidates who studied outside of Ireland e.g. in the UK, please pay particular attention to this. You will require UK disclosure to cover the entire period you were in the UK. Clearance must be dated **after** you left the UK.

The following websites may be of assistance to you in this regard:

United Kingdom

London:

<http://content.met.police.uk/Site/infomationaboutyourself>

[Metropolitan Police Service - Your right to information](#)

www.disclosurescotland.co.uk

<http://www.south-wales.police.uk/more-about-us/your-right-to-information/data-protection/>

www.north-wales.police.uk

The <https://www.acro.police.uk/s/> website will provide you with a link to each police force site in the UK. Click on the relevant force covering the area where you resided. A search under Data Protection or Data Access Request or Subject Access Request will bring you to the relevant section of that Police Forces website.

<https://www.gov.uk/browse/working/finding-job> (This website will provide you with a list of registered agencies to contact in the UK who may process your request for UK clearance with the Criminal Records Bureau).

Australia

www.afp.gov.au This website will provide you with information on obtaining a national police clearance certificate for Australia

New Zealand

www.courts.govt.nz This website will provide you with information on obtaining police clearance in New Zealand.

United States of America

Please note that valid Security/Overseas Clearance from the USA must be obtained from the **FBI only**, <https://www.fbi.gov/how-we-can-help-you/more-fbi-services-and-information/identity-history-summary-checks>

FBI Clearance is valid for all of the United States and convictions / remarks occurring anywhere in the United States would be noted. Individual US State Clearance (e.g., New York State Clearance) is not acceptable as it is valid for that State alone and convictions / remarks occurring in other States may or may not be noted.

Other Countries

For other countries not listed above you may find it helpful to contact the relevant embassies who could provide you with information on seeking Police Clearance.

Candidates please do not send us your overseas clearance or any other documentation unless we request it from you. When requested, a copy of your overseas Clearance will be retained on file and the original returned to you by post.

Note: Any costs incurred in this process will be borne by the candidate.

Appendix 4

Persons in receipt of a pension from specified Superannuation Schemes

Former Health Service and Public Sector Employees must adhere to the relevant prohibition of re-employment provisions where they have previously availed of a Public Service Voluntary Early Retirement or Ill Health Retirement Pension from any of the following Pension schemes:

- ☐ ☐ Local Government Superannuation Scheme (LGSS)
- ☐ ☐ Health Service Executive Employee Superannuation Scheme
- ☐ ☐ Voluntary Hospitals Superannuation Scheme (VHSS Officers/Non Officers)
- ☐ ☐ Nominated Health Agencies Superannuation Scheme (NHASS)
- ☐ ☐ Other Public Service Superannuation Scheme

Among the Voluntary Early Retirement Schemes referred to above are the following:

- ☐ ☐ Incentivised Scheme of Early Retirement (ISER)
- ☐ ☐ Voluntary Early Retirement Scheme 2010 (VER)

Prospective candidates must satisfy themselves as to their eligibility to be employed by the Health Service Executive before applying/competing for posts to be filled through this recruitment campaign.

Abatement of Pension (Section 52 of Public Service Pensions Act 2012)

Where a person who is in receipt of a Public Service Pension (e.g. retired on voluntary age grounds) is subsequently appointed to another Public Service post, the Abatement of Pension Regulations apply. This means that in a situation where the total of a person's pension combined with their salary from their new post, exceeds the uprated (current) salary of the position from which they retired, his/her pension is reduced by any such excess amount. This provision applies irrespective of whether the relevant pension was accrued in the same Pension Scheme which applies to the new appointment, or in another Public Service Pension Scheme.

Panel Management Rules

In this appendix we outline how individual posts are notified to candidates who are successful at interview and are placed on the recruitment panel in order of merit. The time lines and panel management rules for each individual post will be included in the email communication sent to you for each individual post which arises and is relevant to your order of merit on the panel.

Frequently used terms:

Expression of Interest: An expression of interest simply means that you indicate that you would be interested in this job should it be offered to you.

Recommendation for Post: A recommendation to proceed simply means that you are the candidate who expressed an interest in a post and is highest in order of merit and will be invited to proceed to the next stage of the recruitment process (pre-employment clearances) i.e. reference checking, occupational health and Garda Vetting etc.

Order of Merit: The order of merit is initially decided by your score achieved at assessment/ interview i.e. candidates are listed in order determined by their score, the highest score achieved is no.1 on the panel, the second highest score is no.2 etc.

Permanent Whole Time or Part Time Posts

The time span and deadline for expressing interest will be clearly indicated in the expression of interest email. You will be made aware by e-mail the details of the post and the last date by which you may express an interest. You will also receive a description of the post / service as well as contact details for the Service Manager to discuss the service / department. We strongly recommend that you do so. Vacancies may arise that constitute less than one full time post (i.e. less than one full working week). Where possible we will endeavour to merge vacancies together in order to create a full time post. If this is not possible we will proceed to express the part time post to candidates in order of merit.

HSE Recruitment Unit may notify more than one candidate, in order of merit that a permanent post has arisen. This notification invites an expression of interest in a post and should not be considered an offer. The candidate who expresses an interest in the post and is highest in order of merit will then be invited to proceed to the next stage of the recruitment process i.e. pre employment clearances. Candidates who do not express an interest or who reject a post when invited to proceed to pre-employment clearances **will not** be moved on the panel and their ranking on the panel will not change. If a candidate is not interested in a post they do not need to take any action and can ignore the job notification email. It is most important for candidates not to express interest in posts that there is little chance they would accept as this can cause large unnecessary delays in the filling of posts and thus the provision of services.

Candidates who confirm acceptance to proceed to pre-employment screening and subsequently decline the post will no longer be eligible for any further expressions of interest and will be removed from the panel

Candidates who proceed to pre-employment clearances for a permanent post will no longer be eligible for any further expressions of interest and will be removed from the panel

Please note that candidates successful at interview and placed on the panel formed through this campaign will not be considered as applicants for any supplementary campaigns to add to this panel. This applies if you are active on the panel. *(Panel members who have accepted a specified purpose contract are considered active panel members)*

Specified Purpose Whole Time or Part Time

You will have 48 hours in which to express an interest in a specified purpose post. You will be made aware by e-mail the details of the post and the time by which you may express an interest in the job. You will also receive a description of the post / service and contact details for the Service Manager to discuss the service / department if you wish to do so.

HSE Recruitment Unit may notify more than one candidate, in order of merit that a specified purpose post has arisen. This notification invites an expression of interest in a post and should not be considered an offer. The candidate who expresses an interest in the post and is highest in order of merit will then be invited to proceed to the next stage of the recruitment process i.e. pre employment clearances. Candidates who do not express an interest or who reject a post when invited to proceed

to pre-employment clearances **will not** be moved on the panel and their ranking on the panel will not change. If a candidate is not interested in a post they do not need to take any action and can ignore the job notification text and email. It is most important for candidates not to express interest in posts that there is little chance they would accept if offered as this can cause large unnecessary delays in the filling of posts and thus the provision of services.

Candidates, who proceed to pre-employment clearances for a specified purpose post will not receive any further expressions of interests for specified purpose posts, and will be classified as “dormant”. This means that you will not be contacted regarding any further specified purpose posts, which arise unless you notify HSE Recruitment Unit. At any time, after you take up duty should you be about to become available for specified purpose work again, you can contact HSE Recruitment Unit, who will immediately reactivate your status on the panel confirming your availability for specified purpose posts.

Candidates who take up specified purpose positions will not forfeit their ranking on the permanent panel. Candidates who do not take up or express an interest in specified purpose vacancies will not forfeit their ranking on the panel. Regardless of whether a candidate’s status on the panel is dormant (due to accepting a specified purpose post) or active, it will not affect in any way expressions of interest for permanent positions.

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.

Note on 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. Please note the HSE may retract a post if sufficient satisfactory references cannot be obtained in a time frame congruent with service need. The HSE reserves the right to retract a job offer should the successful candidate be unable to fulfil the provisions / criteria of the specific post in line with service need.

Request for an Online Video Interview

Candidates invited to interview will be given more details regarding the interview at a later date. Please note that interviews may take place by, video conferencing or face to face

The Recruitment Unit endeavours to accommodate eligible applicants with an online video interview who would otherwise have to undergo an inordinately long journey as well as prohibitive costs to attend an interview in person.

This is a limited resource, to ensure those applicants with the greatest need (inordinately long journey and prohibitive costs) are prioritised within these limited resources, we are required to ask applicants who have requested an online interview to provide evidence as to why they require an interview in this format.

Evidence = a scanned copy/photograph of any of the following: overseas residence permit or utility bill in your name / proof of current overseas employment. Whichever you wish to submit must show your name, your overseas address and must be from a recent date (within 2 months of the closing date).

The above documentation must be provided no later than the closing date and time for the submission of completed application forms.

Regrettably we cannot facilitate applicants with an online interview who do not provide the documentation as outlined above.

Information for applicants undertaking an online interview

- Applicants invited to interview through online video will be informed that they will be interviewed through this medium.
- A further communication with detailed instructions on what platform to be used for conducting your online interview will be issued to applicants in advance of their interview.

Appendix 7

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 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 Síochána.

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 / she 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."

You will be required to confirm you have read and agree with this declaration in your application form.

Supplementary Question Guide

Information on completing Supplementary Questions in the Application Form:

In the supplementary questions section, you are required to describe some of your personal achievements to date that demonstrate certain necessary skills, qualities or relevant experience required for the position you are applying. All question areas must be completed. The instructions below will help you to complete your answers and you should also consider these instructions when you are preparing for your interview.

In the Questions Areas you are asked to outline your 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 experience, skill or quality in question. Please also consider both the competencies and post specific requirements outlined in the job specification when completing your answers.

Compose your replies carefully in this section and try to structure what you write so that you give specific information about what you have done - for example, do not simply say that "X was successful", describe exactly what you did and how you demonstrated the skill or quality in question.

One of the key skills required for this position is also 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) **What you actually did and how you demonstrated the skill or quality (and, where appropriate, the date you demonstrated it);**
- b) **The outcome or result of the situation and your estimate of the proportion of credit you can claim for the outcome.**

Please use different examples for each question.

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.

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 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: *(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 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.

Guidelines for Competency Based Questions & Interviews

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. 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 interview board **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 at interview 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 board member will be clear about **what you actually did**. This detail might include information about timescales, the number of people involved, budgets etc.
- **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 board member 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 rather than a vague or general description of what you consider to be desirable attributes.