



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

**CANDIDATE GUIDE TO APPLICATION,
INTERVIEW & RECRUITMENT
PROCESS**

**Child and Family Agency
HR Strategy, Policy and Governance**

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INTRODUCTION & OVERVIEW

This guide has been prepared to provide candidates with information on all aspects of recruitment, assessment and selection within Tusla - Child and Family Agency.

Recruitment and selection are essentially concerned with finding, assessing and engaging new employees or promoting existing ones. As such its focus is on matching the capabilities and interests of prospective candidates with the demands and rewards of a given job. This guide takes a practical approach and provides information on:

- Interview Preparation
- Recruitment & Selection Procedure
- The Public Service Management (Recruitment & Appointments) Act 2004 and in particular your right of appeal under the Codes of Practice developed on foot of this legislation.

PREPARATION

Knowing the Job and the Organisation

Before you start find out as much as possible about the job you are applying for. This will help you decide if the job is right for you and will make you more confident in the interview. It may seem quite obvious but the starting point is the Job Specification/Description that has been circulated with the application form. Consider how your skills, education and experience compare with the skills that the job requires. How much information do you have about the job? In the majority of cases the advertisement will identify a person whom you can contact for informal queries and you should ask for more detail if needed.

It is important also to research general information on Tusla - The Child and Family Agency as again this will help you to decide if the job is right for you and it will also make you more confident in the interview. Such information can be obtained from a number of sources:

- Website Tusla – Child and Family Agency www.tusla.ie
- Check the newspapers or online for any recent press releases on the organisation.
- If possible, talk to some people in the organisation, as this will give you an insight into how the organisation is run.

Knowing the Skills, Knowledge and Experience required for the Job

A competency is the skill, knowledge or experience that has been identified as necessary to ensure effective performance in a particular job or role. These have been carefully considered and decided on before the interview takes place and are the competencies listed in the Job Specification. It is on these areas or competencies that you will be examined during the interview.

Each applicant will be treated in the same manner and examined on the same areas.

Competencies can be either technical (for example, specific experience, knowledge of a particular procedure, ability to implement particular legislation or operate specified equipment, etc.) or behavioural (for example, team working, customer services, etc.). Typically each competency will be described in two – three lines or a short paragraph in the Job Specification. It is important that you read these descriptions carefully and understand what is required under each competency. These competency descriptions are carefully worded and contain a number of key words which should give you an insight into what Tusla sees as key to the role for which you are applying. Try to make sure you use these as a cross check against the experiences, etc. you will talk to the interview board about.

Knowing Yourself

In advance of applying for a job (i.e. even before filling in the application form) it is worth taking time out to analyse yourself.

Know your own strengths and the areas where you need to develop/improve.

Here are a few tips which should help you during this stage of your preparation:

- Write down your education and work experience to date and your main interests/hobbies. A CV approach would be very useful for doing this and indeed you may have it done already!
- Write down what you see as your main achievements to date, things that you are proud of, and where you feel you made a significant contribution, in any area of your life.
- Aim to include about 10 different achievements altogether, from different areas in your life, for example, education, work, interests, etc.
- Write down what you see as your strongest qualities or skills. List about five.....try to pick the qualities that you feel are most relevant to the job you are applying for.

Preparing your Examples/Experiences

It is important to remember that the interview board will want to know how YOUR experience, skills and qualities prepare you for the job in question. In some instances you may be asked to provide written examples of when and how you demonstrated the competencies that have been identified for the role. Whether you are preparing written examples for submission with your application or considering examples you will discuss at interview, a useful approach in considering each achievement/experience identified is to use the STAR principle.

The STAR principle:

Provide a description of the situation (S) and/or the actual task (T) followed by an overview of the action (A) you took and finish off with an outline of the results or outcomes (R)

Situation: Try to think of examples that show off your technical skills as well as the behavioural skills being assessed.

Task: Having described the general situation now set out the specific task you were required to do. Talk in terms of 'I was....' Not about the task as a whole group/team/department.

Action: What actions did you take? If you keep answering 'we...' then you have not defined your task well enough. The interview board is only interested in you, your

skills, what you have achieved in the past. They are not going to employ the whole team.

Result

- Describe the result in measurable terms. 'As a result there was a ..% reduction in waste, ..% increase in production...'
- Also talk about what you learned through the situation/exercise.

In preparing for your interview you should think of a number of situations where you have demonstrated the competencies identified for the job. It is likely that the interview board will wish to explore a number of examples with you under each of the competency areas and you may find it difficult to come up with suitable examples on the spur of the moment.

While the interview board will discuss the result or outcome of a particular action with you, they will not make assumptions about your ability based solely on the result or outcome. Instead, they will be interested in exploring how you demonstrated a particular competency and exactly what you did to achieve the outcome.

There are further tips later in this guide on how to expand and flesh out the detail of each example/experience and you will need to be able to do this at interview. Also at the back of the guide there is an example of a badly written and a well written competency example and you should refer to this in advance of composing your written example.

Before the Interview

- Re-read your application form and the Job Specification/Description
- Consider possible questions you might be asked and that you might ask
- To build confidence run through what you would say in the interview with a friend or colleague.
- If possible tape or video yourself so that you can hear how you sound (if this is not possible listen to your voice mail message or have another look at the Christmas video!)
- Know when, where and at what time the interview will take place and if you have to ask for a named individual, have his/her name.
- Make sure you arrive on time (if you are not certain where the interview is taking place, do a practice run. Also when deciding your set off time, take traffic delays into consideration).
- Tusla endeavours to indicate proposed interview dates at time of advertising.

THE INTERVIEW

Structured Interview

A structured interview is an interview that follows a structured format and is the type of interview approach used within Tusla. Typically the interview board comprises between one – three interviewers and the areas that the interview board will examine you on are decided before the interview takes place. This is considered the fairest approach as:

1. The questions are designed around the selection criteria (i.e. what has been identified as the essential competencies for the job).
2. Each candidate is assessed on a similar type interview.

Interview Board members

Each interview board member has a different reason for being there

- Each board member brings a different perspective, and
- This reduces the chance of bias.

Generally you will be told in advance who will be interviewing you. However you should be aware that Tusla reserves the right to change the composition of an interview board due to unforeseen circumstances.

When answering a question address your response to the person who asked you. You should make eye contact with the other board members whilst you are answering, but start and finish the answer looking at the person who asked it.

Purpose of Interviews

Interviews are an important element in the selection process. Interviews are often described as a conversation with a purpose – it is an opportunity for the interview board and the candidate to meet, gather information about each other and to make an informed decision.

It is essential that you are well prepared for the interview.

Generally things the interview board will be looking for include:

- Social and interpersonal skills
- Communication skills
- Problem solving/mental agility
- Working style
- Technical knowledge/skills
- Specific work-related skills
- Knowledge and understanding of the organisation

During the Interview

Typically your interview will last between 30 – 35 minutes. This may be longer depending on the level of post for which you have applied.

- An interview board member will bring you to the interview board room.
- You will be asked to present photographic I.D. (Drivers Licence/Passport) to the chairperson of the interview board.
- At the start of the interview you will be introduced to each member of the board and the chairperson will explain the structured format to you.

- The chairperson will ask you to briefly talk about your work, education or voluntary experience to date.
- Once this has been completed, one of the skill/competency areas will be clearly introduced to you and one board member will ask you questions relating to your experience of demonstrating that skill/competency e.g. a board member will ask you for an example of your team working experience and will question you on your example.
- **At interview in addition to written competency examples you may have provided, you can expect to be asked questions and assessed on job related knowledge and skills as a separate competency area.**
- The other board members will have an opportunity to ask you questions at the end of that skill area or alternatively towards the end of the interview.
- You will be told when questioning for a particular skill/competency area has ended.
- The interview will follow this pattern until the range of skill/competency areas has been covered.
- Notes will be taken throughout the interview. These notes are to provide the interview board with a fair and accurate account of the examples you give and will be used during the assessment that follows directly after the interview.
- At the end of the interview you will be given an opportunity to add any additional information in support of your application. If there was some relevant point on your application that wasn't covered during the interview, mention it now.

It may seem quite obvious but during the interview it is vital that you listen extremely carefully to the questions that the board members ask. The questions that are used in the structured interview method are typically more specific than in interview formats that you may be used to. Also during the interview it is important to:

- Be yourself
- Be honest
- Be prepared to talk – but not too much. Give specific answers that demonstrate your experience in the particular skill or competency area.
- Be positive. Even when things have gone badly for you think positively about what you have learned from the experience. Think of the optimistic response.
- Be enthusiastic
- Never offer derogatory information about yourself.
- Maintain eye contact with the interviewer while you are talking, glancing occasionally at other members of the board.
- Don't pretend to know something you are ignorant of or try to answer a question you haven't understood. Ask for clarification.
- Be ready to recognise the simple question calling for a brief answer.
- Speak clearly and not too fast.
- Don't fidget – try to avoid mannerisms.

Questions during Interview

Anticipating possible questions and preparing answers is a key part of preparing for and succeeding in interviews (behaviour questions, technical questions and general questions).

Questions in a structured interview are focused around a particular skill or particular knowledge. During the interview it is important that you are able to flesh out the detail of your experience/examples in each of the identified

skill/competency areas. The interview board will be using past behaviours as the best indicator of future behaviour and performance in the position.

Here are some guidelines on how to expand and flesh out the detail of your experience/examples.

The Background

To sketch out the background to your experience/example ask yourself the following questions:

- **WHEN & WHERE** did this happen / occur
- **WHAT** were you hoping to do / expected to do
- **WHO** else was involved
- What **YOU** did...

What exactly did you do & how did you use your strengths?

Ask yourself the following 'How, why, what?'

How did **you** organise that? Why did **you** choose to do this? & What did **you** do in particular that helped to progress things?

What were the results of your actions?

How did things turn out? How did you know it went well? How did you measure this? Why do you think it was a good achievement?

Why does this make you suitable for this job?

How does this experience prepare you for the post you are applying for? Are the qualities you used here relevant to the job in question? What have you learned from this experience that would help you in this job?

Using this Q&A template for each experience/example will help you determine which of your experiences are relevant to the job and will help maximise your performance during the interview.

And remember.....

Prepare.....

Identify your most relevant experience and skills and practice how you can communicate them in the interview.

To build confidence try to run through what you would say in the interview with a friend or colleague.

Be fully familiar with your application form and with the Job Description/Specification.

If possible, tape or video yourself so you can hear how you sound and/or draw attention to overuse of gestures, etc.

Finally, learn from the experience – ask for feedback if necessary.

Recruitment and Selection Procedures

Submission of Applications

Applications must be made via the requested method and completed applications must be returned no later than the specified time and date stated in the advertisement.

Application received after the closing date will not be accepted. Candidates must ensure that applications are submitted in sufficient time to guarantee arrival not later than the latest time stipulated for acceptance.

The acceptance of an application from a person desiring to be a candidate, or an invitation to attend for interview or any other selection method is **not** an admission by the organisation that the applicant possesses the prescribed qualifications or is not disqualified by law from holding the post.

What you should expect from us

The aim of the Tusla Recruitment Service is to provide you with a confidential service that is:

- Professional
- Courteous and considerate
- Friendly and helpful

We strive to operate a prompt and efficient service that includes:

- Detailed information on vacancies and the recruitment and selection process
- Timely acknowledgement and response to queries
- Sufficient notice for all appointments
- Clear, specific and meaningful feedback provided when requested by candidates. Detailed interview results to all candidates
- Provision of requirements for any special needs.

What we expect from you in return

Your satisfaction with our service is important to us. In order to fulfil our commitment to you, you can help us by:

- Co-operating with us throughout the Recruitment and Selection process
- Providing us with complete and accurate information within specified timeframes
- Keeping all confirmed appointments
- Notifying us of your inability to attend within a reasonable time scale
- Notifying us of any special needs requirement

As we appreciate feedback on our service, please feel welcome to give us your comments on your experience with the recruitment process.

Declaration

You are required to sign a declaration as part of the application process. You should carefully read the section of the application form marked 'Declaration' and complete in full. Applicants who submit their application form either by e-mail or on-line will be required to sign the declaration at interview.

Screening process

All applications will be screened for eligibility using the essential qualifications, experience and skills outlined in the Job Specification. Only those applicants who possess the required essential criteria will be progressed to the next stage of the selection process.

Shortlisting

Applicants may be shortlisted for subsequent assessment, tests or preliminary interviews and subsequent final interview based on information supplied in the application at the closing date or in other specified assessment documentation.

Assessments, tests and preliminary interviews

The selection process may involve additional assessments, tests or preliminary interviews. Applicants will be notified of these additional stages if applicable.

Competition specific tests or assessments

Examples of such competition specific tests or assessments may include, for example, knowledge of Irish, presentation at interview. Candidates will be notified in advance of any such specific tests or assessments.

Interview

Interviews are normally conducted by a three person board consisting of subject expert/s and management specialist/s. The number of persons on the board may vary from time to time and Tusla reserves the right to change the membership of an interview board from that notified due to unforeseen circumstances.

Credit will be awarded by the interview board to candidates who demonstrate **AT INTERVIEW** that they possess the experience, competencies and skills listed in the Job Specification and as listed by the candidate in their application.

The Interview Board will maintain an appropriate record of the interview in support of its subsequent recommendations.

Notification of Interview and non-attendance at interview

Candidates will be given adequate notice of at least one week prior to the date of interview. This time scale may be reduced in exceptional circumstances and in situations where the interview date has been specified in the advertisement.

Candidates who do not attend for interview or for any other essential test or assessment will be deemed to have withdrawn their application and will have no claim for consideration.

Result of interview and the creation of panels/talent pools

Candidates will be notified of the result of their application at the earliest possible date after interview.

A talent pool of successful candidates may be formed as a result of the interviews. Candidates who obtain a place on the talent pool and who fulfill the conditions of the selection process may, within the agreed timeframe for the life of the talent pool, be considered for subsequent approved vacancies. The candidate who obtains first place on the talent pool will be the first candidate considered for a position and so on in order of merit. The talent pool will exist for a maximum of one year (unless otherwise stated) or less in the event of all candidates being processed for appointment.

Validation of qualifications, experience, etc.

Any credit given to a candidate at interview, in respect of claims to qualifications, training and experience is provisional and is subject to verification. The recommendation of the interview board is liable to revision if the claimed experience, training or experience is not proven.

Pre-Employment Health Assessment

The primary purpose of pre-employment health screening is to assess an individual's fitness for a particular position or occupation with regard to the requirements of that post. Pre-employment questionnaires can:

- Help ensure the individual can perform the tasks of a post effectively
- Detect an infirmity that may be of danger to the worker or co-worker
- Help determine if a job poses a health risk
- Advise if any reasonable adjustments are required.

All new employees are required to undergo a pre-employment health assessment in advance of commencing work.

References

Tusla reserves the right to seek both written and verbal references from current and previous employers, educational institutions or any other organisations with which the candidate has been associated. Tusla also reserves the right to determine the merit, appropriateness and relevance of such references and referees.

Please note: candidates are requested not to submit references with their application form.

Garda Clearance (Police Clearance)

In accordance with Government policy Tusla will seek, as part of the selection process, Garda Clearance in respect of candidates placed on a talent pool for designated posts. You will receive specific instructions on this process at the appropriate time.

Offer of Employment

It should be noted that no offer of employment is made, or should be interpreted as having been made, until Tusla formally offers a contract of employment.

Change of candidate's details

Any change of address since submitting your application should be notified immediately and amended on your Tusla Recruit Profile.

Expenses

Candidates are responsible for all expenses incurred in relation to their application for employment with Tusla.

Data Protection Act, 1998 and 2003

When your application is received, we create a computer record in your name, which contains much of the personal information you have supplied. This personal record is used solely in processing your candidature.

Such information held on computer is subject to the rights and obligations set out in the Data Protection Act, 1988.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

Public Service Management (Recruitment & Appointments) Act, 2004
Commission for Public Service Appointments Code of Practice -
Information for Candidates

Review Procedures in relation to the Recruitment and Selection Process

Tusla – Child and Family Agency

The Child and Family Agency came into operation on the 1st January 2014 following the enactment of the Child and Family Agency Act, 2013.

Recruitment for appointments to positions in the Child and Family Agency is subject to the provisions of the Public Service Management (Recruitment and Appointments) Act, 2004 (the Act) and is regulated by the Commission for Public Service Appointments (CPSA).

Code of Practice: External and Internal Recruitment for Appointments to Positions in the Child and Family Agency

Appointments to positions in the Child and Family Agency, apart from those positions which are subject to the Local Authorities (Officers and Employees) Act 1926, are subject to the Codes of Practice published by the CPSA. The Code of Practice sets out how the core principles of probity, merit, equity and fairness, the need to ensure that candidates are selected on the basis of merit and the implementation of best practice might be applied on a principle basis.

Confidentiality

Applications will be treated in strict confidence, subject to the provisions of the Freedom of Information Acts 1997 and 2003 and other provisions that have been identified in the published documentation.

Obligations Placed on Candidates who participate in The Recruitment Process

The Act makes very specific provisions in relation to the responsibilities placed on candidates who participate in recruitment campaigns and these are detailed in Section 5 and Section 9 of the Code of Practice. These obligations are as follows:

- Candidates should note that **canvassing will disqualify** and will result in their exclusion from the process.
- Candidates must not:
 - knowingly or recklessly provide false information
 - canvass any person, with or without inducements
 - personate a candidate at any stage of the process
 - 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, is guilty of an offence. A person who is found guilty of an offence is liable to a fine and / or imprisonment.
- In addition, where a person found guilty of an offence was or is a candidate at a recruitment / selection process, then:
 - Where he / she has not been appointed to a post, he / she will be disqualified as a candidate; and

- Where he / she has been appointed as a result of that process, he / she shall forfeit that appointment

Any **unreasonable conduct** by the candidate may result in their contact being restricted.

Candidates shall not display the following types of behaviour which the Commission considers

‘Unreasonable Conduct’:

- Unreasonable persistence
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviour

Examples of Unreasonable Conduct include:

- Insisting that an issue be reviewed again by another officer.
- Expecting immediate responses to requests or communications.
- Insisting their version of events be accepted as fact where there is no objective evidence to support this.
- Impolite or aggressive conduct.

The decision to restrict access may include:

- Requesting the individual make contact in a particular form, for example by letter only.
- Requiring contact to take place with a named officer only.
- Restricting telephone calls from the individual to specified days and timeframes.
- Restricting telephone calls from the individual to specified days and timeframes.
- Restricting telephone calls from the individual to specified days and timeframes.
- Restricting access to the offices of an organisation. Asking the customer to enter into an agreement about their future conduct.
- Refusal to pursue a complaint or request for a review.
- Terminating all contact with the complainant.

Review procedures in relation to the Recruitment and Selection process and allegations of breach of the Code of Practice

The Code of Practice also outlines procedures in relation to requests for a review of the recruitment and selection process and review in relation to allegations of a breach of the Code of Practice. These procedures enable you to seek a review if you believe that an action or decision taken in relation to the selection process was unfair or unreasonable, or if you believe there was a breach of the Code of Practice

Details of these review processes follow.

We encourage you to visit www.cpsa.ie for further information on the Code of Practice.

Overview of Review and Complaint Procedures

The Commission has a statutory role to establish and oversee procedures that address candidates' complaints and any requests for review of an appointment process.

However, the Public Service Management (Recruitment and Appointments) Act 2004 states explicitly that the Commission cannot instruct office holders to change a decision taken in the course of an appointment process. Even in cases where it finds that the office holder has fallen short of the principles set out in the Code of Practice, the Commission cannot require an office holder to reverse a decision taken in the course of an appointment process.

Following an examination of a complaint, the Commission may make recommendations, offer advice or issue an instruction for an office holder to take account of at a later date or in future appointment processes.

A candidate who is not satisfied with the selection and appointment process, or part of it, may follow either one of the two following procedures but **not both**.

1. Request a review of the process

A candidate may seek a review from the office holder of an action or decision taken in regard to their application that does not amount to a breach of the Code of Practice. Section 7 of this Code sets out the precise manner in which a request for a review of a decision should be made by a candidate. It also sets out how the request should be dealt with.

The Commission has no role in a review process conducted under Section 7 of this Code.

2. Make a complaint alleging a breach of the Code of Practice

A candidate may believe that there has been a breach of the Commission's Code of Practice. Section 8 sets out the precise manner in which a complaint alleging a breach of this Code should be made by a candidate. It also sets out how the complaint should be dealt with. Allegations of such breaches should be addressed to the office holder in the first instance. If a candidate is dissatisfied with the outcome of the office holder's review, they may then make an appeal to the Commission to examine the alleged breach and review the office holder's decision.

A candidate who is simply seeking clarification on the basis for the decision reached about their candidature should obtain this feedback from the office holder in charge of the recruitment process. They do not need to invoke any of the procedures referred to above. It is expected that such feedback will be properly managed by the office holder as an integral part of the appointment process.

Before submitting a request for review under Section 7 or a complaint under Section 8, candidates should determine which procedure is appropriate to their circumstances.

Where a review of a recruitment or selection process has taken place under Section 7, a complainant may not seek a further review of the same process under Section 8 (other than in the most exceptional circumstances, which will be determined by the Commission at its sole discretion).

Office holders should satisfy themselves, as far as is practicable, that the appropriate procedure has been invoked by the complainant when accepting a request for review or a complaint.

The review and complaint procedures allow for problems to be resolved on an informal basis. The Commission recommends that the office holder, subject to the agreement of the candidate, should try to satisfy the complainant through an informal process before making use of the formal review procedures.

It is important to note that, where a selection process is reviewed under Section 7, a candidate cannot then also make a complaint about the same selection process under Section 8, other than in exceptional circumstances. Such exceptions will be determined by the Commission at its sole discretion. In applying its discretion the Commission will consider the candidate's rationale for first requesting a review under Section 7 of this Code rather than making a complaint under Section 8.

INFORMATION NOTES FOR COMPLETING WRITTEN SKILL/COMPETENCY EXAMPLES

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

The information may in some instances form part of the short listing process and may also be used to help structure your interview. Therefore, compose your replies carefully 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.

Try not to exceed the space allowed in the boxes (no more than 300 words). For each of your examples, you should 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.

Remember the STAR principle discussed earlier in this guide.

It is important also not use the same example to illustrate your answer to more than two questions. Also as discussed earlier, the board may look for additional examples under each competency area during interview and it is important that, as part of your preparation, you have a second example prepared.

Note:

- All questions must be answered.
- It is recommended that you keep a copy of this section of the application so that you can re-read your examples before going for interview.

EXAMPLE ON HOW TO COMPLETE THIS SECTION OF THE APPLICATION

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

Example 1:

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

Example 2:

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.

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.

The summarised management report and improved presentations were seen as a success by the clients, who with exception, in responding to an evaluation survey, found the new format/style better than the previous, and all requested that the revised system should be continued

80% credit

Example 1 (above):

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

- Does not give sufficient details of exactly what the person did or how they actually demonstrated their ‘*effective communications skills*’
- Also, it is not clear where the information requested at (a), (b) and (c) of the supplementary or written example section of the application is presented.

Example 2 (above):

This is a better example because it:

- Describes exactly what the person did and how they communicated, for example
’....consultation, mainly over the phone and face-to face” & “developed a format for a summarised report, reducing the average length from 40 pages to just 10’ ‘achieved this through careful editing of the information and increased use of graphs’.
‘encouraged clients to ask questions’.
- Also, it is clearer where the information requested at (a), (b) and (c) of the supplementary or written examples section of the application is presented.

INTERVIEW PREPARATION ACTION PLAN

What do I need to do to prepare for my interview?

- Knowing myself
- Knowing the job
- Competencies
- Preparation of Examples
- Practice
- Who will I ask to help me?
- When will I have my interview preparation completed by?
- Where and when is the interview taking place? How long does it take to get there?
How will I get there?