

**INFORMATION BOOKLET PLEASE READ CAREFULLY**

Competition for the appointment to the position of

**Director of Further Education and Training in**

**Galway and Roscommon Education and Training Board (GRETB)**

**(Re-advertisement)**

**REF: GR21-DFET2**

**CLOSING DATE: 12 NOON, WEDNESDAY 19TH MAY 2021**

**GRETB is committed to a policy of equal opportunity.**

**Director of Further Education and Training**

**Galway and Roscommon Education and Training Board (GRETB)**

**Introduction**

**Education and Training Boards**

Education and Training Boards (ETBs) are statutory bodies which were established on 1st July 2013 under the Education and Training Boards Act 2013 (hereinafter called “the Act”) to replace the Vocational Education Committees (VECs) and to take on an enhanced role in the delivery of training.

The Act created a new structure that better positions the sector to support the evolution of service delivery in schools and in delivering further education and training where ETBs have a strong relationship with SOLAS, the further education and training authority.

A vacancy now exists for an experienced senior manager to play a leadership role as Director of Further Education and Training which will include responsibility for directing the functions of the ETB with regard to schools.

The role of the Director of Further Education and Training may also include responsibility for certain non-school centres at the discretion of the Chief Executive (CE) of the ETB.

**Overview of main functions carried out by ETBs**

ETBs are the legal patrons under the Education Act, 1998 of second level post primary schools, including Colleges of Further Education. ETBs also have an important role in the Community School sector, where they are co-patrons, and in relation to Comprehensive Schools.

ETBs play a central role in the provision of further education and training. This includes both labour market focused programmes, programmes with a strong social inclusion dimension and programmes leading to educational progression. FET programmes are delivered in a wide range of ETB settings including Post Leaving Certificate and Further Education Colleges, Youthreach Centres, Training Centres and adult education centres. They are also provided through community and voluntary groups, commercial training providers and in workplaces.

**SOLAS**

SOLAS, the further education and training authority, was established in 2013. SOLAS provides co-ordination, funding and strategic direction for FET in Ireland. SOLAS works with ETBs to agree annual FET service plans and to undertake a comprehensive programme of reform through the implementation of the

The National Further Education and Training (FET) Strategy. Future FET: Transforming Learning 2020-2024.

**Role Description:**

The Director of Further Education and Training will report to the Chief Executive of the ETB and will be responsible for assisting the CE in four main areas of responsibility, in line with the statutory functions set out in the ETB legislation:

1. Delivery of high quality and responsive FET provision.
2. Governance and management of FET.
3. Workforce planning and performance management in FET.
4. Coordination of the ETB’s management team which is within the responsibility of this Director.

**Key Responsibilities:**

For each of these areas, there are a number of functions that will be performed by the Director of Further Education and Training, to include (but not limited to) the following:

1. **Delivery of high quality and responsive FET provision**
* Drive the reform of FET provision in line with the National Further Education and Training (FET) Strategy. Future FET: Transforming Learning 2020-2024.
* Develop and lead the delivery of annual FET Service Plans, informed by labour market data and engagement with employers, the Department of Social Protection and other stakeholders.
* Plan provision in an integrated way across FET and lead the strategic development of FET.
* Lead arrangements for engagement with employers relating to FET, including engagement with the Regional Skills Fora.
* Oversee engagement arrangements with the Department of Social Protection regarding education and training of unemployed people and other DSP client groups.
* Develop and implement organisational policies and strategic plans including the Statement of Strategy (Section 27 ETB Act).
* With special reference to FET - monitor, measure and analyse student/learner recruitment/enrolment, retention, attainment and progression in line with educational objectives; emerging labour market requirements; principles of equality and inclusion, and value for money
* Lead programme development and innovation in FET.
* Support FET leaders in promoting excellence in teaching and learning through targeted programmes of CPD.
* Develop and manage the FET Quality Assurance function of the ETB, including the fulfilment of the ETB’s obligations under the Qualifications and Quality Assurance (Education and Training) Act 2012.

1. **Governance and management of further education training**
* Oversee the management of ETB resources (human/financial/capital) allocated to FET in line with Corporate Governance regulations.
* Support the risk management function of the ETB, with special reference to FET provision.
* Support governance of FET including Boards of Management; manage legal matters; ensure the effective implementation of policies and legislation.
* Organise the presentation of FET data for annual and periodic audits as required.
* Lead the interface with SOLAS and other funding providers and collate the necessary planning data and requests for funding for the FET sector.
* Monitor in conjunction with the ETB Finance Department the budgetary status of the Further Education Programme and Training Centres and ensure compliance with relevant funding conditions.

1. **Workforce planning and performance management in FET**
* Undertake workforce planning and staff allocation in FET, including management of transfers and requests for career breaks, job-sharing and other working arrangements.
* Collaborate with CE to undertake strategic review of organisational skills/expertise.
* Devise professional development programmes, including CPD for FET practitioners to address skills needs so that organisational skills and competences are aligned with implementation of the ETB Strategy.
* Assume responsibility for performance management across FET services, supporting and encouraging high performance and addressing underperformance in line with best practice and legislation.
* Undertake line management functions with a number of project and management teams.

1. **Coordination of the ETB’s management team which is within the responsibility of this Director.**
* Assist the CE in the development and support of the ETB’s management team.
* Contribute to the effective performance of the ETB’s executive functions as a member of the senior management team, including coordinating the management team in the Director’s functional area.
* Perform such functions as are assigned to him or her by the CE or delegated to him or her pursuant to section 16 of the Education and Training Boards Act 2013.

**EXPERIENCE & QUALIFICATIONS**

**Essential Requirements**

The successful candidates will:

1. Have significant management experience at an appropriate senior level, including leading teams and managing resources;
2. Have significant experience of some or all of the following: Leadership of teaching and learning in FET, governance and management of FET, workforce planning and performance management in FET.
3. Demonstrate the capacity to work as part of a senior management team, developing and implementing strategic plans and organisational policies and procedures and ensuring the appropriate management of risk within the organisation;
4. Demonstrate the ability to be innovative, to manage and lead change and to implement reform within an organisation in a rapidly changing environment;
5. Excellent interpersonal and collaborative skills including the ability to work effectively with a broad range of internal and external stakeholders and to represent the ETB on external bodies as required;
6. Demonstrate that they possess the skills/competencies identified as being important for the role. These include:
* Leadership and Strategic Planning.
* Communications and Relationship Building.
* Leading and Developing Others.
* Organisational Management and Administrative Skills.
* Self-Awareness and Self-Management Skills.

(Note: See Appendix 1 for more detail on these competencies)

1. Third Level educational qualifications in a relevant discipline(s) commensurate with this role would be a decided advantage.

NOTE: Qualifications/eligibility may not be verified by GRETB until the final stage of the process. Therefore, those candidates who do not possess the eligibility requirements, and proceed with their application, are putting themselves to unnecessary effort/expense and will not be offered a position from this campaign. An invitation to tests, interview or any element of the selection process is not acceptance of eligibility.

**Desirable:**

• Inniúlacht le dualgais an phoist a chomhlíonadh go héifeachtach trí mheán na Gaeilge/

Capacity to discharge the duties of the post through the medium of Irish.

## **Health**

A candidate for, and any person holding, the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

## **Character**

Candidates must:

* Have the knowledge and ability to discharge the duties of the post concerned;
* Be suitable on the grounds of character;
* Be suitable in all other relevant respects for appointment to the post concerned,

And if successful, they will not be appointed to the post unless they:

* Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be performed and
* Are fully competent and available to undertake, and fully capable of undertaking the duties attached to the position.

# ELIGIBILITY TO COMPETE

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## **Citizenship Requirement:**

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with the UK, Iceland, Liechtenstein and Norway. Swiss Citizens under EU agreements may also apply.

## **Incentivized Scheme for Early Retirement (ISER);**

It is a condition of the Incentivized Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are not eligible to apply for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

**Department of Environment, Community & Local Government (Circular Letter LG (P) 06/2013)**

The Department of Environment, Community & Local Government Circular Letter LG (P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the Collective Agreement: Redundancy Payments to Public Servants dated 28 June 2012 as detailed below, it is a specific condition of that VER Scheme that persons will not be eligible for re-employment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. These conditions also apply in the case of engagement/employment on a contract for service basis (either as a contractor or as an employee of a contractor).

**Department of Health and Children Circular (7/2010):**

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for reemployment in the public health sector or in the wider Public Service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years. People who availed of the VER are not eligible to compete in this competition. People who availed of VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

**Collective Agreement: Redundancy Payments to Public Servants**

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the Public Service by any Public Service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

## **Declaration:**

Applicants will be required to declare whether they have previously availed of a Public Service scheme of incentivized early retirement. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

**PRINCIPAL CONDITIONS OF SERVICE**

**Nature of position**

The position is whole-time, permanent and pensionable, subject to contract.

# Remuneration

The Salary Scale with effect from 1st October 2020 as per Department of Education circular 63/2020 is as follows:

€ 71,490, € 75,122, € 78,737, € 82,366, € 85,990, € 89,606, € 93,835, € 98,063, € 102,293, € 106,521,

€ 110,748

This rate is a gross before deduction, inter alia, of the employee’s contribution to the pension scheme to be operated by the Board.

Subject to the Director of Further Education and Training satisfactorily completing his/her first year of probation, s/he may be granted the first increment of salary one year from the date of appointment (subject to the terms of any existing national pay agreements) and may be awarded subsequent increments on a yearly basis subject to satisfactory service.

The rate of total remuneration of the Director of Further Education and Training

1. may be adjusted from time to time in accordance with Government pay policy as applying to public servants generally.
2. may be revised from time to time by the Minister with the consent of the Minister for Public Expenditure and Reform.

The rate of PRSI applying to the post will be in accordance with the relevant legislation or regulations of the Department of Social Protection.

# Starting salary

Government policy continues to be that starting pay on recruitment from open competition for all posts within the Education and Training Boards should be at the minimum of the relevant salary scale and should not be subject to negotiation.

Different remuneration and conditions may apply, if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.

# Probationary period

For the first year the Director of Further Education and Training will be on probation. The appointment will be confirmed subject to satisfactory performance of the duties of the post.

# Annual leave

The Director of Further Education and Training will (in addition to the usual Public and Bank Holidays) be entitled to 30 working days’ holidays in each year to be taken at a time or times convenient to the Board.

# Rest periods

The terms of the Organisation of Working Time Act, 1997 will apply to this appointment.

## **Superannuation and Retirement**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the GRETB at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme (“Single Scheme”). Full details of the Scheme are at [www.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie)

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

Key provisions attaching to membership of the Single Scheme are as follows:

* Pensionable Age: The minimum age at which pension is payable is 66 (rising to 67 in 2021 and 68 in 2028 in line with changes in State Pension age).

Retirement Age: Scheme members must retire on reaching the age of 70.

* Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to Consumer Price Index - CPI). Post retirement pension increases are linked to CPI.

**Pension Abatement.**

* If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during his/her re-employment that pension **will be subject to abatement** in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. **Please note: In applying for this position you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that the employing Department/Office will support an application for an abatement waiver in respect of appointments to this position.**
* However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement (VER) arrangement (other than the Incentivized Scheme of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. The implications with respect to entitlements under the VER pension, in particular where the VER provided for added years, will be determined by the terms and policies governing the specific VER in question. **The Department of Educations and the Department of Public Expenditure and Reform should be consulted in advance of formal appointment in all cases where the prospective appointee availed of a previous VER arrangement in the Civil or Public Service.**
* **Department of Education Early Retirement Scheme for Teachers Circular 102/2007.** The Department of Education introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's actual reckonable service as a teacher (i.e. the added years previously granted will not be taken into account in the calculation of the pension payment).
* **Ill-Health-Retirement (IHR)**

Please note any person who previously retired on ill health grounds under the terms of a superannuation scheme are required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition.

Applicants will be required to attend the CMO’s office to assess their ability to provide regular and effective service taking account of the condition which qualified them for IHR.

Appointment post Ill-health retirement from Civil Service:

If successful in their application through the competition, the applicant should to be aware of the following:

1. If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases.
2. If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, that existed prior to the application nor is there an entitlement to same.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Appointment post Ill-health retirement from public service:

1. Where an individual has retired from a public service body his/her ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
2. If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

**Pension Accrual**

Section 52(6) of the Public Service Pensions (Single Scheme and other Provisions) Act 2012 limits the amount of pensionable service an individual may accrue across all pre-existing public service schemes (non-Single Scheme terms) to a maximum of forty years or equivalent; where pensionable service exceeds forty years on 28 July 2012, section 52(7) provides that they may retain the benefit of that service. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

**Additional Superannuation Contribution**

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017. Note: Such contributions are in addition to any superannuation contributions/PPC contributions required in respect of the membership of the relevant pension scheme.

**Location**

The place of work for the Director of Further Education and Training will initially be in the GRETB Training Centre, Mervue Business Park, Monivea Rd, Mervue, Galway or such other office location within the ETB as determined by the Chief Executive.

The Director of Further Education and Training may be required to travel, within and/or outside, of Ireland in performance of his/her duties.

# Adoptive / Carers / Parental / Force Majeure leave

Adoptive / Carers / Parental Leave will be granted to the Director of Further Education and Training in accordance with the arrangements authorised by the Minister for Education and Skills. The provisions of the Parental Leave Act, 1998 and any subsequent Acts replacing or amending that Act will apply to Force Majeure Leave.

# Sick leave

Sick Leave will be in accordance with established procedures and conditions for ETB staff generally.

# General

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the successful candidate’s employment contract.

**SELECTION PROCESS**

**How to Apply**

Applications should be made by completing the application form and submitting online.

All sections of the application form must be fully completed.

Applications will not be accepted after the closing date and time.

The admission of a person to this competition, or invitation to take tests or attend for interview is not to be taken as implying that the ETB is satisfied that such person fulfils the requirements.

**Notes:**

Please note that it is the responsibility of the applicant to ensure that all applications are received on time. Any technical difficulties encountered by the sender when submitting applications are not the responsibility of the ETB. Therefore, candidates are strongly advised to submit applications well before the specified closing date.

**Closing Date and Time:**

Your application must be submitted online by **12 noon on Wednesday, 19th May 2021**. Applications will not be accepted after this date and time.

We acknowledge receipt of all applications. We endeavour to give as much notice as possible for interview dates etc., candidates should make themselves available on the date(s) specified by the ETB.

The Selection Process may include:

• Shortlisting of candidates on the basis of the information contained in their application.

• Qualifying preliminary interview.

• A competitive interview which may include a presentation.

• Reference checking.

**Shortlisting:**

Normally the number of applications received for a position exceeds that required to fill existing vacancies to the position. While you may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the

ETB may decide to employ a short listing process to select a group for interview who, based on an examination of the documents provided by you, appear to be the most suitable for the position.

This is not to suggest that other candidates are necessarily unsuitable, or incapable of the job, rather that there are some candidates who are, prima facie, better qualified and/or have more relevant experience.

During any short listing exercise that may be employed, the ETB examines the application forms and assesses them against pre- determined criteria based on the requirements of the position. It is therefore in your own interests to provide a detailed and accurate account of your qualifications/ experience on the application form.

**GENERAL INFORMATION**

**Security Clearance:**

The ETB is registered with the National Vetting Unit (NVU). As part of the Board’s recruitment and selection process, offers of employment to all posts may be subject to NVU disclosure.

**Other important information**

The ETB will not be responsible for refunding any expenses incurred by candidates.

The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that the ETB is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

Prior to recommending any candidate for appointment to this position the ETB will make all such enquiries that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made. Should the person recommended for appointment decline, or having accepted it, relinquish it, or should another vacancy arise, the ETB may at its discretion, select and recommend another person for appointment on the results of this selection process.

**Candidates should note that any attempt to canvass support for an application will lead to disqualification.**

**Confidentiality and Freedom of Information**

Subject to the provisions of the Freedom of Information Act, 2014 applications will be treated in strict confidence.

All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process. Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

**Deeming of candidature to be withdrawn**

Candidates who do not attend for interview or other test when and where required by the ETB or who do not, when requested, furnish such evidence as the ETB require in regard to any matter relevant to their candidature, will have no further claim to consideration.

**Data Protection**

The ETB process data in compliance with current Data Protection legislation.

**Feedback**

Feedback will be provided on written request.

**Latest date for receipt of completed online applications for the above post is:**

**12 NOON on WEDNESDAY, 19TH MAY 2021**

**LATE APPLICATIONS WILL NOT BE ACCEPTED**

**CV’s ALONE WILL NOT SUFFICE**

**SHORTLISTING OF CANDIDATES MAY TAKE PLACE**

# GRETB IS AN EQUAL OPPORTUNITIES EMPLOYER

**Appendix 1: Key Competences Required for the Role**

The competencies for this role reflect the changing and more complex environment in which those at Director of Further Education and Training level operate, with limited resources, pressure for delivery of results, increased media and public scrutiny and an ambitious public service reform programme.

The person appointed to the post of Director of Further Education and Training will be required to demonstrate competence in the following areas, as related to the job description.

**Leadership and Strategic Planning**

* Provide leadership in all matters relating to further education and training in the ETB. Facilitate the planning, development, implementation, review and evaluation of the ETB’s FET plans and policies and be accountable for achievement of targets.
* Have a proven track record of developing and leading a strategic plan and be able to indicate how such a plan would be implemented in conjunction with the Board and relevant stakeholders.
* Develop teaching and learning strategies for the future and think through the consequences of actions taken.
* Develop and support a culture of self-evaluation throughout the ETB’s further education and training services.

**Communications and Relationship Building**

* Establish effective communication strategies to ensure that open, transparent and positive internal and external communications are in place within and among ETB centres of further education and training.
* Develop and maintain positive and effective relations with ETB staff, Board, the Department of Education and Skills/SOLAS and other external agencies.
* Have the capacity and skills to relate and communicate in a meaningful and respectful way with individuals and groups.
* Have a proven track record of building good working relationships with others and using these to persuade, convince, or gain support in order to achieve positive outcomes for the ETB.

**Leading and Developing Others**

* Recognise and harness the many and varied skills and talents of staff in ETB centres of further education and training to create effective teams.
* Demonstrate a capacity for distributive leadership through appropriate delegation and support.
* Have a proven track record of leading, encouraging, inspiring and supporting others to develop confidence and be able to help them realise their full potential.
* Demonstrate the ability to be clear with others about what has to be achieved, to what standard, within timeframe/budget and make clear their accountability for delivery.

**Organisational Management and Administrative Skills**

* Use information and communication technology effectively to organise and keep track of information and meet requirements of the job.
* Allocate relevant decision-making and other responsibilities to the appropriate staff and provide the necessary support to delegate effectively.
* Have the capacity to anticipate issues and potential obstacles and take necessary action.

**Self-Awareness and Self-Management Skills**

* Respond to work-related pressures in a positive way.
* Have the necessary level of confidence, resilience and optimism to maintain an emotional balance in challenging situations and the capacity to work through these situations.
* to work through these situations.

**Appendix 2: COMPLETING A COMPETENCY BASED APPLICATION FORM**

A Competency Based Application Form requires you, the candidate, to describe some of your personal achievements to-date that demonstrate certain competencies (necessary skills and qualities) required for the position you are applying. All question areas must be completed.

A definition of a skill or quality is given for each 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.

You are advised 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.

For each example please 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.

Please do not use the same example to illustrate your answer to more than two skill areas.

Please note that, should you be called to interview, the board may look for **additional examples** of where you demonstrated the skills required for this post so you should think of a number of examples of where you demonstrated each of the skills.