

Assistant Principal Officers (APs) are an important link between senior management and those tasked with delivering organisational goals on the ground. The challenge for those new to the AP level is to find a balance between using existing experience and expertise while continuously identifying alternative approaches, behaviours and skills to work with and through others to deliver on goals and responsibilities.

This programme is designed to assist people newly promoted into the AP role to gain a full understanding of the expectations of this leadership position. During the programme participants will review the range of responsibilities and breadth of competencies necessary to be effective as a means to continuously align their skill sets and competencies with best practice thinking and with the expectations of their role.

The programme will support APs to achieve their leadership, oversight and functional responsibilities by focusing on the following learning objectives:

### Learning Objectives

- Understand the AP role within the context of the public sector strategy and goals
- Strengthen the range of competencies necessary to engage others and deliver results
- Broaden knowledge of engagement and how best to create constructive working environments
- Build capacity to develop people and address people management issues
- Take a proactive approach to career and competency development

### Course Overview

The programme consists of three x one day modules and will focus on enhancing and developing leadership, governance and management competencies expected of APs. The time between modules is to allow for individual reflection and application of learning to organisational issues.

The programme is firmly grounded in the current realities of the public and state sector. To link learning to the realities of the participant's work environment, the programme will include interactive discussions, leadership and management diagnostic frameworks, a range of specialist contributors, as well as visiting speakers.

Module Topics and indicative content includes:

#### Module 1 – Strategy and Implementation

*Module One sets out expectations of APs in the context of the public sector strategic goals, including collaboration and innovation. It focuses on the important elements of effective strategy, risk management and governance and on exploring the broad portfolio of competencies necessary to be effective during change.*

#### Module 2 – Leadership and Management

*This module focuses on understanding the impact of own style on delivering on these expectations and the breadth of competencies required to develop and manage people effectively. Addressing real issues, building team cohesion, developing capacity in others and understanding management role requirements are central themes.*

#### Module 3 - Managing Engagement and Performance

*The final module looks at managing engagement and performance to deliver greater individual and organisational results through more focused management approaches. A number of frameworks, techniques and skills required to address real organisational issues will be outlined.*

### Indicative Topics and Module Content

#### Module 1 Strategy and Implementation 4 October 2018

- The AP role in a period of growth, collaboration and innovation
- Creating a culture of change, innovation and performance
- Governance and accountability
- Execution is a team sport

#### Module 2 Leadership and Management 24 October 2018

- Leadership competencies for effectiveness
- Ensuring constructive team engagement
- Developing a coaching approach for people management
- Influencing and negotiation skills

#### Module 3 Managing Engagement & Performance 14 November 2018

- The link between employee engagement and performance
- How to maximise employee engagement and motivation
- Managing performance
- Managing career and self-development

### Other Assistant Principal Programmes

Please note that this programme is specifically designed for newly appointed Assistant Principal Officers. Therefore, it is ideally suited to those who are relatively new to the position and/or have up to about 3 years in the position. The content and context is linked to that very different stage of development than those more experienced in the position.

### Tailored Programme

The course can be tailored to the specific requirements of a government department or agency and delivered on an in-house basis at a negotiated rate. We will also deliver the programme where two or three departments come together to provide a minimum number of participants.

### Venue

This course will take place at the Institute of Public Administration, 57-61 Lansdowne Road, Dublin D04 TC62.

### Cost

The fee for attendance is €1,450 per person for Corporate Members of the IPA and €1,540 for others. Price includes course materials, a light lunch and refreshments at each module/day. *To obtain the most benefit from this course, it is recommended that all three modules are completed in sequence.*

### Cancellation Policy

Please note, that in the event of a cancellation less than 48 working hours before the commencement of a course, a 15% cancellation fee will be charged. Cancellation fee will also apply to non arrivals on the day.

### Enquiries/Bookings

For further information or to book a place on this course, please contact:

Central Bookings Office, Institute of Public Administration,

57-61 Lansdowne Road, Dublin D04 TC62 | Tel: (01) 240 3666 | Fax: (01) 668 9135

Email: [training@ipa.ie](mailto:training@ipa.ie) | Web: [www.ipa.ie](http://www.ipa.ie) | [Click here to book online via the IPA website.](#)