



Candidate Information Booklet
Please Read Carefully

Open competition for appointment as:

Business Transformation Manager

Director General's Office

Closing date: Friday 10^h February, 2023 @ 1pm

Contact:
Human Resources
Institute of Public Administration
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About the IPA

The Organisation

Founded in 1957, the Institute of Public Administration (IPA) is a leading provider of education, training, consultancy, publications and research services for the public sector in Ireland. Its objective is to advance the understanding, standard and practice of public administration and public policy.

The IPA is a recognised college of the National University of Ireland. It provides third-level programmes, professional development courses, and training and advisory services in areas including Public Management, Local Government, Governance, Leadership, Human Resources and Finance.

To support its continued success the IPA is seeking to appoint a Business Transformation Manager.

What we do

The Institute of Public Administration (IPA) is Ireland's only public service development agency focused exclusively on public sector development. It delivers its service through:

- Education and Training: building people's capability to meet current and future challenges;
- Advisory and Consultancy: solving problems and helping plan, and shape the future;
- Research and Publishing: understanding what needs to be done and making these findings readily available;
- International projects, study visits and cooperation.

We are proud of our distinct mission and role in the provision of Education, Training, Research, Consultancy and other services for the wider public sector both in Ireland and abroad.

Our blend of experience, skills and knowledge of the public sector allows us to offer a wide range of bespoke services which meet our clients' needs precisely and effectively and whilst our services are delivered mainly to clients in the Irish public service, we have a strong reputation and demand for our services internationally also.

Find out more about the IPA at: www.ipa.ie.

Why consider a role in the IPA

If you are looking for a career where you can make a real difference, with the potential for enormous personal satisfaction, then we urge you to consider a role with the Institute of Public Administration.

We make a difference and we are proud of what we do. The Institute is involved in every part of the public service and our role is exciting and varied. If you're ready to join us, to be challenged, and to grow professionally, then consider a role with the Institute of Public Administration.

Our commitment to supporting our Staff

The Institute is committed to embracing opportunities for blended working, to build a dynamic, agile and responsive organisation while sustaining strong standards of performance and high levels of productivity.

A healthy work-life balance is important to us and we recognise this by offering a comprehensive range of work-life balance options and a wide variety of special leave options.

We provide access to the Cycle to Work Scheme and the Tax Saver Scheme and we have a staff wellbeing and employee assistance programme.

We are committed to providing ongoing learning and development opportunities so that you can develop to your full potential. Staff are actively encouraged to pursue further education opportunities.

Our commitment to Diversity and Inclusion:

As an equal opportunity employer, we are committed to implementing equal opportunities in all our employment policies and procedures.

The Institute of Public Administration values and welcomes diversity and is committed to creating a truly inclusive workplace. We aim to develop colleagues to enable them to make a full contribution to meeting the Institute's objectives, and to fulfil their own potential on merit.

We welcome and encourage job applications from candidates of all backgrounds.

About the role

Business Transformation Manager

Reporting to the Director General, the Business Transformation Manager will play a key role within the IPA as the organisation enters a new era of learning. This challenging role will be both wide and varied with the successful candidate's responsibilities focused on developing and managing the IPA's transformation programme function. The transformation programme follows the recent launch of the Institute's new five-year strategic plan and will encompass the following areas: governance, infrastructure, services and work environment. The overall objective of the programme is to build the IPA's capacity and capability as a role model organisation for the public service.

We are seeking an individual with a strong track record in delivering a customer centric transformation in a corporate or public service setting. They must possess a demonstrable record of using customer insight to inform business and digital change. They will lead and develop a highly skilled team, build effective stakeholder relationships and deliver enhanced service capability through effective partnership working with both internal and external stakeholders.

The role offers an unparalleled opportunity to an enthusiastic and proactive individual with excellent leadership and project management skills to work on complex issues with a practical and professional approach to dealing with all staff members and stakeholders.

Principal Duties and Responsibilities

The duties of the role will be varied and may change over time in line with organisational needs. In that context, the following is a (non-exhaustive) overview of some of the principal duties and responsibilities associated with the role:

1. Establish the business transformation function and provide strategic and programme leadership within the IPA.
2. Advise the Director General and Senior Management Group on the strategic direction and business priorities for the IPA's transformation programme, ensuring that projects are founded on sound information, analysis, design and testing of solutions.
3. Ensure transformation activities are fully supported by approved business cases, which clearly demonstrate costs and define both efficiency and financial savings.
4. Ensure all transformation activities are delivered within agreed costs, timescale and that forecast benefits are realised.
5. Work to develop and implement improvements which support flexible, cost-effective transformation for the Institute in key areas identified for improvement.
6. Promote continuous improvement within the Institute.
7. Work in partnership with the IPA's ICT team to ensure digitally driven solutions and services are fully supported by the right architectures and systems.

8. Manage transformation-related contracts with existing third-party suppliers to ensure they deliver services that meet user needs, provide value for money and transfer knowledge to the IPA.
9. Manage transformation budgets and ensure a structured approach to benefit realisation.
10. Other duties and responsibilities as may be assigned from time to time.

Essential Requirements

Character

Each candidate must demonstrate commitment to the following values of the IPA:

Integrity;
Client-Centred and Responsive;
Openness and Accountability;
Trust and Respect;
Innovation and Learning;
Research-Led;
Practice-Led.

Health

Each candidate shall be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

Educational Standard and Experience

Each candidate must have:

- A minimum of 5 years' experience in a related role within a similar complex organisation reporting directly to CEO level.
- Proven track record and expertise in business transformation within the education and learning area and/or public service.
- Ability to gather and analyse stakeholder information, together with other sources of management information, to derive credible insight which soundly informs short, medium and long-term service improvements and cost efficiencies.
- Strong interpersonal and stakeholder management skills, capable of engaging successfully with a wide range of stakeholders and providers to define requirements and translate these into solutions by default projects.
- Ability to work with limited resource and financial constraints in designing and delivering improvements, and the need to soundly make the case for improvement, navigating laid down governance requirements and standards.
- Competency working through financial implications of transformation proposals to accurately assess costs and benefits, ensuring activities are delivered within available budget and deliver forecast benefits and savings.
- Strong IT skills and understanding of customer-centric digital technologies.

- Proven ability to work under pressure, to tight deadlines, working efficiently in balancing multiple priorities with competing deadlines, whilst maintaining excellent relationships.
- Excellent analytical, judgement and creative problem-solving skills, with a strong focus on delivering quality outcomes in the public interest.
- Proven ability to build good relationships with a wide range of internal and external stakeholders.
- Demonstrated commitment and track record in continuous learning and personal development.
- Excellent interpersonal skills with the ability to build strong relationships.

Desirable:

- Third level qualification in related discipline – for example, business transformation, project management, fintech, digital transformation or operations improvement.
- Demonstrated experience in learning and development, education or training sector focused on mid to senior level executives.

Principal Conditions of Service

Remuneration

The salary scale for this position is as follows as at 1st October 2022: €61,132 – €94,065 (14 points including two long service increments) per annum pro-rata.

Entry will be at the minimum of the scale and the rate of remuneration will not be subject to negotiation and may be adjusted from time to time in line with Government pay policy. Different pay and conditions may apply if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.

Subject to satisfactory performance, increments may be payable in line with current government policy.

Tenure

The position of Business Transformation Manager may be filled on a permanent basis, or on a contract or secondment basis with a view to permanency.

Location

The position is based at Lansdowne Road, Ballsbridge, Dublin 4. The holder of this post may be required to attend meetings and other functions on occasions outside normal working hours.

Hours of Attendance

Hours of attendance will be as fixed from time to time but will not amount to less than 35 hours per week. The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties subject to the limits set down in the working time regulations.

The Institute operates a formal Blended Working model based on service/business requirements. The Institute currently has a flexible working hour attendance scheme in operation.

Annual Leave

The Annual Leave allowance for this position is 29 days. This allowance is subject to the usual conditions regarding the granting of annual leave in the Institute, is based on a five-day week and is exclusive of the usual public holidays.

Sick Leave

The rate of pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the Civil & Public Service sick leave circulars.

Confidentiality

All enquiries, applications and all aspects of the proceedings relating to recruitment and selection are treated as strictly confidential and are not disclosed to anyone outside those directly involved in the recruitment process.

Freedom of Information

Candidates can expect that all enquiries, applications and all aspects of the proceedings are treated as strictly confidential subject to the provisions of the Freedom of Information Act, 2014.

Safety & Welfare

The holder of the post shall co-operate with the terms of the Institute's Safety Statement. He/she shall familiarise him/herself with the safety rules and procedures and adhere to same.

Training

It is a condition of employment that successful candidates will be required to participate in training programmes relevant to the skills necessary for the performance of the duties attaching to the post.

Eligibility to Compete

Candidates must, by the date of any job offer, be:

- A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- A citizen of the United Kingdom (UK); or
- A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- A non-EEA citizen who is a spouse or child of an EEA or Swiss citizen and has a stamp 4 visa; or

- A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa; or
- A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or Switzerland and has a stamp 4 visa.

Outside employment

The position is permanent and whole-time, and the officer may not engage in private practice, or be connected with any outside business, which would interfere with the performance of official duties.

Superannuation Contribution

Membership of the Single Public Service Pension Scheme is compulsory for all employees except where there is membership of pre-existing public service superannuation scheme. Details will be provided to the appointee prior to appointment.

For new entrants under the Single Public Service Pension Scheme, effective from 1st January 2013, superannuation contributions are as follows: 3.5% of net pensionable remuneration and 3% of pensionable remuneration. Pension and retirement lump sum will be based on career-average pensionable remuneration; pensions will be co-ordinated with the State Pension Contributory.

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; ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

Communications

The Institute will contact you when necessary at each stage of the competition by email. You should only submit one email address for all correspondence in relation to this competition.

It is important to note that the email address you provide when applying must be one that you can access at all times. The onus is on the applicant to inform Human Resources of any change in email address throughout the recruitment and selection campaign. This can be done by emailing recruit@ipa.ie. The onus is also on each applicant to ensure that s/he is in receipt of all communication from the Institute. The Institute does not accept responsibility for communications not accessed or received by an applicant.

Employee Benefits

Examples of some of the current employee benefits include:

- Generous annual leave entitlement
- Blended Working Policy
- Family Friendly Policies
- Availability of an Optical Benefit Scheme

- Availability of a Cycle to Work Scheme
- Staff Wellbeing Programme
- A range of Learning and Developmental Opportunities
- Sick Leave Scheme
- Paid Maternity and Paternity Leave
- Option to become a member of the Institute's Social Club
- Office location next to Lansdowne Road DART station
- Car-parking (first come first served)
- Automatically entered into a pension scheme
- Employee Assistance Programme

Important Notice

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 employment contract to be agreed with the successful candidate.

Application & Selection

Before you proceed

Before proceeding with this phase of the selection process you should satisfy yourself that you meet the education & experience criteria for the post as set out in Page 4 of this booklet.

How to apply

All applications by way of cover letter and CV should be emailed directly to <mailto:recruit@ipa.ierecruit@ipa.ie> no later than Friday, 10th February, 2023 @ 1pm.

When outlining your application, accuracy is essential. The information you supply in your application will play a central part of the selection process. If you do not receive an acknowledgement of receipt of your application please check your junk/spam folders as email notifications may be filtered here.

Selection Process

The Selection Process may include the following:

- Short-listing of candidates on the basis of the information contained in their application;
- Preliminary interview, which may also include a presentation;
- Completion of an online questionnaire;
- Competitive interview, which may also include a presentation;
- Work sample/role play/media exercise, and any other tests or exercises that may be deemed appropriate.

Please note that the Institute reserves the right to hold any part of the selection process by way of remote/video-call platform or other appropriate methodology.

Shortlisting

The Institute reserves the right to shortlist applications. The shortlisting process may take the form of either a desktop shortlisting process based on the information contained in the applications submitted or a shortlisting interview.

Where, by reason of the number of persons seeking admission to the competition and the standard of knowledge, training or experience in general of such persons, the Institute considers that it would be reasonable not to admit all the persons to the competition, the Institute may admit to the competition only persons who appear likely to it to attain in the competition a standard sufficient for selection and recommendation for appointment.

The information you supply in your application will play a central part in the shortlisting process. The Institute's decision to include you on the shortlist of candidates going forward to the next stage of the process may be determined based on this information.

Interview

You will be contacted in relation to any interview dates and times. You may also be contacted in relation to the requirement to complete an on-line questionnaire should this be included in the selection process. The onus is on you to attend for interview on the dates and times allocated. Alternative dates and times cannot be facilitated. When attending for interview you are requested to bring photographic identification.

The interview is your opportunity to give evidence of your knowledge, skills and experience and the Institute's opportunity to assess your suitability for the role as advertised.

The admission of a person to a competition, or invitation to attend an interview, is not to be taken as implying that the Institute is satisfied that such person fulfils the requirements of the role or is not disqualified by law from holding the position and does not carry a guarantee that your application will receive further consideration. It is important therefore for you to note, the onus is on you to ensure that you meet the eligibility requirements for the competition before attending for interview.

The Institute may at its discretion require candidates to attend a preliminary interview in which case admission to the competitive interview would be conditional on candidates reaching such a standard as the Institute considers appropriate in the preliminary interview. Interviews shall be conducted by Board(s) set up by the Institute. The Board(s) will assess the merits of candidates (except insofar as they are assessed otherwise) in respect of matters referred to in the prescribed qualifications and any other relevant matters. Only candidates who reach such a standard as the Institute considers satisfactory in the competitive interview shall be considered for selection and placed on a panel. The onus is on all applicants to make themselves available for interview.

The Institute reserves the right to vary the number and sequence of each stage of the selection process as the competition progresses

Panels

A panel may be formed on the basis of the outcomes of the selection process. Placement on any panel from this competition is no guarantee that a position will be offered. The selection process will not be concluded until such time as references have been sought and clearance checks, i.e., occupational health, and verification of education qualifications, have been carried out.

Offer of Appointment

The Institute shall require persons to whom an appointment is offered to take up such appointment within a period of not more than one month. If they fail to take up the appointment within such period, or such longer period as the Institute in its absolute discretion may determine, the Institute may not appoint them.

Probationary Period

All new employees are required to satisfactorily complete a probationary period, in accordance with the 'Terms and Conditions of Employment' in their employment contract. Employees will be required to serve an initial probationary period. During this period, the employee's performance on the job and potential abilities are evaluated to determine suitability for the position. At the end of this probationary period, a formal assessment will be carried out by the employee's line manager, resulting in a decision on whether the employee has completed their probation satisfactorily.

Deeming of candidature to be withdrawn

Candidates who do not complete and submit any assessments before the specified date or do not attend/undertake any stage of the selection process as requested or do not furnish such evidence as requested in regard to any matter relevant to their candidature, will have no further claim to consideration.

Data Protection

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. The personal information (data) collected on the application form, including any attachments, (which may include the collection of sensitive personal data) is collected for the purpose of processing this application and any data collected is subject to the regulations.

Candidates should note that canvassing will disqualify.

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

The Institute is committed to a policy of equal opportunity.