



# ONLINE SPECIALIST-LED COURSES & WEBINARS NOW AVAILABLE

**INSTITUTE OF PUBLIC  
ADMINISTRATION**

[WWW.IPA.IE](http://WWW.IPA.IE)

# Online Specialist-Led Courses & Webinars

The Institute of Public Administration is pleased to outline our wide range of online short training courses and webinar offerings. IPA courses and webinars are delivered by subject matter experts with in-depth experience and knowledge of their specialist areas.

All our offerings incorporate quality content professionally delivered to enhance learning, knowledge and understanding. Disseminating good practice coupled with learner centred development are central to our service philosophy and fundamental to our teaching and facilitation approaches. So as to ensure learning outcomes, particularly for training courses, are achieved class sizes may be limited and similarly there would be a minimum number envisaged to allow for interaction and peer learning.

We are committed to deliver high quality and professional events and where relevant for the training courses, participants will be provided with pre-reading preparatory material so as to commence the participant – specialist engagement in advance of the virtual interaction in the wider class setting. This material will assist with orientation and group / individual work. This approach is a hallmark of our online training approach.

As is the norm for our training courses additional material will also be provided at and during the event. Within individual organisations, we are in a position to deliver customised cost effective courses and programmes tailored to meet specific needs including coaching for individual managers and leaders, and we look forward to developing and collaborating on solutions to meet your organisation's learning and development needs. Many of our standard courses are now available for online delivery so please get in contact if you have a specific training need.

Additional programmes are currently under development and details will be available on our website at the [IPA Online](#) section, where we will be adding to and updating our offerings over the coming weeks.

**Aidan Horan & Teresa Casserly**  
**Directors**

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## Contact Us

Contact details for the lead Specialists and the various programme areas are as follows:

- Audit, Governance & Risk Management | [ahoran@ipa.ie](mailto:ahoran@ipa.ie) | [tward@ipa.ie](mailto:tward@ipa.ie) | [nmarcoux@ipa.ie](mailto:nmarcoux@ipa.ie)
- Financial Management and Accounting | [dbane@ipa.ie](mailto:dbane@ipa.ie) | [majellamalone@ipa.ie](mailto:majellamalone@ipa.ie)
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- Local Government | [pbyrne@ipa.ie](mailto:pbyrne@ipa.ie)
- Leadership and Management | [tcasserly@ipa.ie](mailto:tcasserly@ipa.ie)
- GDPR, Data Protection and Social Media | [mspeers@ipa.ie](mailto:mspeers@ipa.ie)
- Project Management | [mspeers@ipa.ie](mailto:mspeers@ipa.ie)

General Course Enquiries and Bookings can be directed to [training@ipa.ie](mailto:training@ipa.ie)



## Audit (and Risk) Committee Member Training



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### Learning Outcomes

Upon completion of this course, participants will:

- Understand the role and responsibilities of the Audit Committee as part of the governance and assurance systems with organisations;
- Review and consider the essential features of effective Audit Committees;
- Examine the specific responsibilities of the Audit Committee;
- Consider the key elements of the annual Audit Committee work programme;
- Have a greater understanding of the legal, regulatory and professional obligations for Audit Committees.

### Course Content

This course will cover the following areas:

- Role and responsibilities of Audit Committees
- Audit Committee Charters
- Relationships with senior management, internal audit and Board
- Audit Committee Work Programme
- Risk Management systems and audit oversight
- Assurance arrangements
- Assessing audit committee effectiveness
- Implications of current circumstances & Covid-19 related uncertainties and vulnerabilities

### Delivery, Dates and Cost

This is a two-hour course which includes a 10 minute break. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 4 June 2020 10:00 am - 12:00 noon  
2 July 2020 10:00 am - 12:00 noon  
5 August 2020 10:00 am - 12:00 noon

**Cost:** €160 per person.

## Code of Practice for the Governance of State Bodies

### Learning Outcomes

Upon completion of this course, participants will have:

- A knowledge of the key areas addressed in the 2016 Code of Practice for the Governance of State Bodies and how they are interpreted;
- An appreciation of the principles underlining governance expectations;
- An understanding of new areas of emphasis within the code.

### Course Content

This course will cover the following areas:

- Role and composition of Boards and the role of the Chairperson
- Board and Committee effectiveness
- Accountability and compliance requirements
- Oversight arrangements with parent Departments
- Performance Delivery Agreements
- Business and Reporting obligations
- Audit and Risk Committees
- Risk Management and internal control reporting



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### Delivery, Dates and Cost

This four-hour course will be divided into two x two-hour sessions (am and pm) with a one-hour break. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 11 June 2020 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm  
9 July 2020 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

**Cost:** €320 per person.

## Corporate Governance for State and Public Sector Bodies



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### Learning Outcomes

Upon completion of this course, participants will have:

- A familiarity with corporate governance requirements of public bodies and how good governance procedures can add to the effectiveness of organisations;
- An understanding of the requirements of the Code of Practice for the Governance of State Bodies and other relevant governance expectations;
- An understanding of how the governance of an organisation should and can be assessed;
- Guidance material on the assessment of an organisation's corporate governance.

### Course Content

This course will provide an overview of key tenets of Corporate Governance including:

- The principles of good governance (similarities and differences with the private sector, Guidelines and documentation, the 'hot topics' in the Code of Practice for the Governance of State Bodies 2016)
- The role of a Board/ Top Management (Effective processes, Who is responsible for what?, receiving assurance, the Audit Committee Process, External Auditor, Internal Audit)
- Reporting and Stakeholder Relationships (Relationships between Departments and State Bodies, Deciding the level of detail required, Statement of internal financial controls, Contents of an external assessment)

### Delivery, Dates and Cost

This four-hour course will be divided into two x two-hour sessions (am and pm) with a one-hour break. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 16 June 2020 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm  
7 July 2020 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm  
6 August 2020 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

**Cost:** €320 per person.

## Oversight of State Bodies:

### Oversight Agreements, Performance Delivery Agreements and Key Performance Indicators

#### Learning Outcomes

Upon completion of this course, participants will have:

- A solid understanding of the rationale and background to Oversight & Performance Delivery Agreements with reference to Code of Practice & recent reports;
- A good understanding of the content required in the agreements and rationale for same;
- A good familiarity with the concept of KPIs, including how to identify and develop relevant indicators given the specific operational context of state bodies;
- A greater understanding of appropriate monitoring processes and performance impact assessment.

#### Course Content

This course will cover the following areas:

- Oversight Agreements: context/rationale, key elements, sample assessment
- Key Performance Indicators: Accounting for performance, developing KPIs, challenges and pitfalls
- Performance Delivery Agreements: context/rationale, key elements, sample assessment

#### Delivery, Dates and Cost

This is a two-hour course which includes a 10 minute break. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 23 June 2020 10:00 am - 12:00 noon

**Cost:** €160 per person.



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## Risk Management For Public Service Organisations And State Agencies

#### Learning Outcomes

Upon completion of this course, participants will:

- Understand the principles, framework and process of risk management;
- Appreciate the role of risk management in the governance and management of organisations;
- Be familiar with risk terminology and what it means in practical terms;
- Consider how to commence and embed the process in organisations;
- Have reviewed risk management policy obligations and risk registers.

#### Course Content

This course will cover the following areas:

- Role of Risk Management in Modern Organisations
- Compliance Requirements
- ISO 31000 – Risk Management Standard
- Risk Management Principles and Process
- Implications for Governance and Controls
- Risk Categorisations, Inherent and Residual
- Identification of Risk
- Risk Ranking and Scoring
- Monitoring and reporting
- Implications for the Audit and Governance Arrangements
- Implications of current circumstances & Covid-19 related uncertainties and vulnerabilities

#### Delivery, Dates and Cost

This four-hour course will be divided into two x two hour-sessions (am and pm) with a one-hour break. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 18 June 2020 10:00 am - 12:00 noon & 1:00 pm-3:00 pm

14 July 2020 10:00 am - 12:00 noon & 1:00 pm-3:00 pm

4 August 2020 10:00 am -12:00 noon & 1:00 pm-3:00 pm

**Cost:** €320 per person.



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## Essentials of Internal Audit

This webinar will cover a range of key topics including the roles and responsibilities of the Internal Auditor, key stakeholder engagements including with external audit and the audit and risk committee, the audit process and the relationship with management, key performance indicators and issues to consider in reviewing the quality of internal audit.

#### Delivery, Dates and Cost

This is a one hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 10 June 2020 10:00 am - 11:00 am

**Cost:** €70 per person.



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## Introduction to Fraud and Control in an Organisation

This webinar will provide an introduction to the concept of fraud and key controls in organisations. The session will consider the concept of the fraud triangle, the characteristics of fraud and the opportunities that may exist in organisations as well as key elements of an anti fraud policy. The nature and extent of the control environment and control procedures and the role internal control plays in prevention and detection of fraudulent behaviour.

#### Delivery, Dates and Cost

This is a one and a half hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 2 July 2020 10:00 am - 11:30 am

**Cost:** €99 per person.



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## Financial for Non-Finance Managers



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Finance for Non-Finance Managers is a one day intensive course that is intended to provide an overview of the main aspects of finance confronting an increasing number of individuals in public and state sector organisations. Devolved financial management responsibilities have led to a redefinition of many roles and the designation of key accountabilities within many organisations. This has led to an increased need for an understanding of financial reporting, management accounting and control and audit. This intensive course is aimed at providing an overview of these areas of finance for the non-financial manager.

### Learning Outcomes

Upon completion of this course, participants will have:

- an awareness of the role of the finance function in organisations ;
- a better appreciation of financial reporting practices and techniques ;
- a better understanding of the principles and concepts of costing and budget preparation ;
- a better understanding of budgetary control and how to interpret a budgetary control report;
- a better appreciation of control and audit,;

### Course Content

This course will cover the following areas:

- Financial Management Roles and Responsibilities
- Financial Reporting – concepts, principles plus the Cash and Accruals basis of preparation
- Interpreting the Financial Statements and evaluating the entities performance
- Costing and Budget Preparation
- Budgetary Control – comparing actual expenditure to budgets
- Appraising Capital Investment
- Audit and Control

### Delivery, Dates and Cost

This five-hour course will be divided into 1.5 and two hour sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 8 July 2020 9:30 am - 11:00 am, 11:30 am - 1:00 pm and 2:00 pm - 4:00pm

6 August 2020 9:30 am-11:00 am, 11:30 am-1:00 pm and 2:00 pm - 4:00pm

**Cost:** € 375 per person.

## Budget Management and Costing



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In many organisations the accountability and responsibility for budget management and control has been cascaded down to individual departments, budget centres and to individual budget-holders. This creates a need for those with the responsibility for these areas to understand the financial arrangements, the process of budgetary preparation, costing systems and budgetary control reports and documents available to assist in managing the budgets. This intensive course is designed to provide key insights and understandings for accountable budget-holders and those who support them in fulfilling this key role.

### Learning Outcomes

Upon completion of this course, participants will have:

- a better awareness of the annual budgetary process in organisations ;
- a better appreciation of costing systems and their contribution to the budget preparation process ;
- a better understanding of the principles underpinning budgetary control reports and variance analysis ;
- a greater appreciation of accountability within a devolved budgetary process.

### Course Content

This course will cover the following areas:

- The annual corporate budgetary process
- Costing systems and cost classifications
- The detailed preparation of budgets and the role of key assumptions
- Budgetary control reports and variance analysis

### Delivery, Dates and Cost

This five-hour course will be divided into 1.5 and two hour sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 18 June 2020 9:30 am - 11:00 am, 11:30 am - 1:00 pm and 2:00 pm - 4:00 pm

14 July 2020 9:30 am - 11:00 am, 11:30 am - 1:00 pm and 2:00 pm - 4:00 pm

**Cost:** €375 per person.



## Sectoral Financial Statements

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The purpose of the annual financial statements is to provide useful information about the financial performance, position and cashflows of an organisation based on generally accepted accounting practice, norms and specific sectoral requirements. These statements are key elements of the holding to account process for the performance of organisations. Understandability, credibility and relevance are among the key principles which underpin the reports. This series of four separate webinars will focus on key sectors of the public service and examine the format, content and the levels of data and information provision within the sets of accounts. The following key sectors will be examined and assessed:

1. Central Government Appropriation Accounts
2. State Bodies Financial Statements
3. Local Authority Financial Statements
4. Charities, Statement of Recommended Practice (SoRP)

## Investment Appraisal Techniques: Basic Application Session

» [BOOK NOW](#)

This course will begin with a simple review of the basic finance techniques (Time Value of Money, Arithmetic and Geometric Math, Discounting, Compounding, etc.) which will be followed by an introduction to the appraisal techniques of Accounting Rate of Return, Payback method, Discounted Payback method, Net Present Value, and Internal Rate of Return. This is a very practical application session.

### Delivery, Dates and Cost

This is a one and a half hour course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 11 June 2020 10:00 am - 11:30 am  
18 June 2020 10:00 am - 11:30 am

**Cost:** €120 per person.

## Investment Appraisal Techniques: Intermediate Application Session

» [BOOK NOW](#)

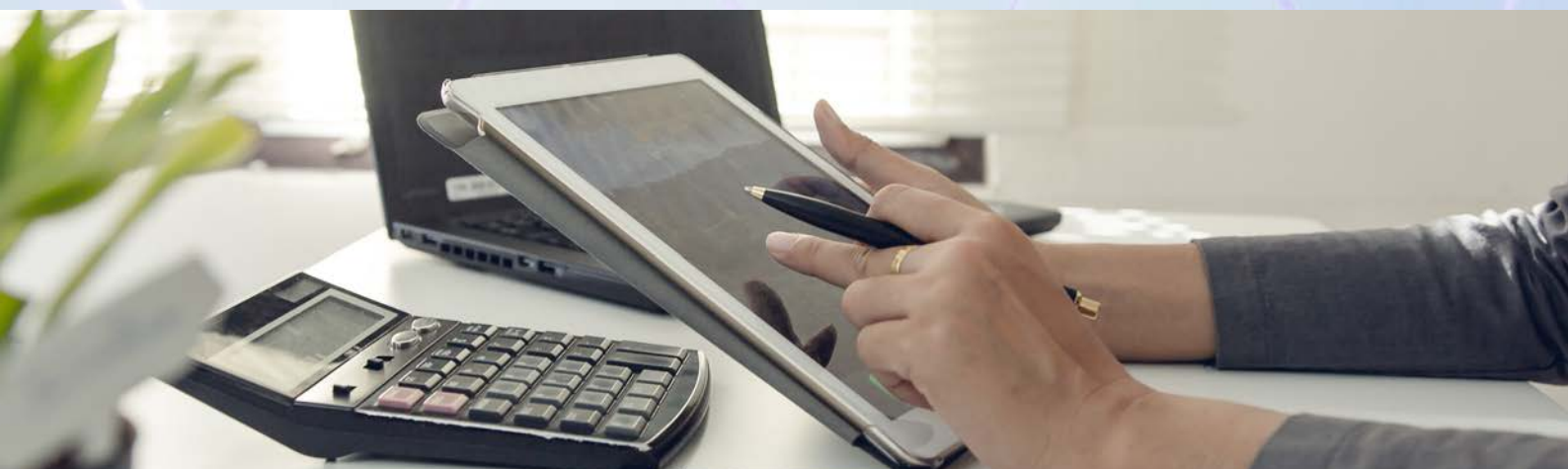
This course will build on existing knowledge of the investment appraisal basic application session. A simple review of the basic finance techniques (ARR, PB, DPB, NPV, IRR) will be followed by treatment of independent and mutually exclusive events, profitability index, and modified IRR. This is a very practical intermediate application session. Content will include use of the appraisal techniques.

### Delivery, Dates and Cost

This is a one and a half hour course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 25 June 2020 10:00 am - 11:30 am

**Cost:** €120 per person.





## Investment Appraisal Techniques: Building the Cashflows (1)



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This course will build on existing knowledge of investment appraisal basic application session. The participants will be introduced to the relevant cashflows and the treatment (based on accrual accounting) of adjustments for non-cash items such as depreciation, working capital. An overview of the timing of different cashflows will also be presented (e.g. tax payments). Finally, this course will be completed with a case study, taking a simple example and applying the new knowledge of cashflow construction. Some prior knowledge of accounting concepts (accrual accounting, depreciation, inflation, etc.) is required here.

### Delivery, Dates and Cost

This is a one and a half hour course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 7 July 2020 9:30 am - 11:00 am

**Cost:** €120 per person.

## Investment Appraisal Techniques: Building the Cashflows (2)



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This course will build on existing knowledge of investment appraisal basic application and building cashflows (1). This session is a practical application session where a case study will be examined through the capital investment decision making process. Consideration will be given to projects of unequal lives, working through a case study to expand the learnings.

### Delivery, Dates and Cost

This is a one and a half hour course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 7 July 2020 11:30 am - 1:00 pm

**Cost:** €120 per person.

## Financial Performance Analysis: Reporting Techniques

This course will build on existing knowledge of performance or ratio analysis. A simple review of the basic performance (liquidity, solvency, efficiency, profitability) ratios will be applied to a simple case study. The participants will be taken through financial analysis techniques fundamental to assessing performance. A final report will be reviewed and critiqued by the class.



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### Delivery, Dates and Cost

This is a one and a half hour course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 16 July 2020 9:30 am - 11:00 am

**Cost:** €120 per person.

## DuPont Analysis for Financial Performance Analysis

This course will build on existing knowledge of performance or ratio analysis and reporting techniques. A simple review of the basic performance (liquidity, solvency, efficiency, profitability) ratios will be followed by an introduction to the DuPont Method of Analysis. The participants will be taken through the technical application of DuPont to case studies.



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### Delivery, Dates and Cost

This is a one and a half hour course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 16 July 2020 11:30 am - 1:00 pm

**Cost:** €120 per person.



## Introduction to Data Protection & GDPR



[BOOK NOW](#)

This one-day course will give you a clear understanding of your organisation's main data protection obligations and the GDPR, and how to ensure your organisation's compliance. It is aimed at staff who have responsibility for managing data and have a critical role in ensuring the organisation is compliant in its obligations under the GDPR but who do not necessarily work in the role of Data Protection Officer (DPO).

### Learning Outcomes

Upon completion of this course, participants will be equipped to :

- Demonstrate practical knowledge and understanding of current data protection requirements under the GDPR;
- Develop and implement effective data protection policies and procedures for their organisation encompassing GDPR;
- Project GDPR Gap and Compliance Analysis.

### Course Content

This course will cover the following areas:

- Context of Data Protection
- Scope of application of GDPR
- The 7 Data Protection Principles
- The Key People and Roles.
- Risk based approach to GDPR implementation.
- Sanctions and Compensation, Offences and Liability
- GDPR Gap and Compliance Analysis

### Delivery, Dates and Cost

This is a one-day course which will be delivered in 1.5 hour sessions with short breaks in between. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 25 June 2020 9:30 am - 5:00 pm

15 July 2020 9:30 am - 5:00 pm

**Cost:** €395 per person.

## GDPR Awareness Briefing



[BOOK NOW](#)

This half-day briefing is similar in content to the Introduction to GDPR but is aimed as people who are not directly involved in the processing of personal data but who should have a high-level working knowledge of GDPR.

### Learning Outcomes

Upon completion of this course, participants will:

- Understand the why of data protection.
- Demonstrate some understanding of data protection requirements under the GDPR;
- Appreciate their indirect role in data protection.
- Project GDPR Gap and Compliance Analysis.

### Course Content

This course will cover the following areas:

- GDPR context
- Scope of GDPR
- The 7 Data Protection Principles
- Key People and Roles.
- Sanctions and Compensation, Offences and Liability

### Delivery, Dates and Cost

This is a half-day course. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 23 June 2020 9:30 am - 1:00 pm

8 July 2020 9:30 am - 1:00 pm

**Cost:** €210 per person.





## Competency Based Interviewee Preparation

This webinar will give participants an understanding of how to prepare for upcoming interviews (face to face or online) and get an understanding of the purpose and structure of competency based interviews.



[BOOK NOW](#)

### Learning Outcomes

At the conclusion of the webinar, participants will have developed an understanding of:

- What employers are looking for in terms of examining role requirements and competencies;
- The structure and process of the competency based interview;
- How best to present themselves in person or online and display their competence.

### Course Content

During the webinar there will be a focus on:

- How to prepare in advance for your interview so that you can give your best performance on the day (face to face or online)
- Understanding the role and the requirements of the person specification
- Assessing how your experience and competence meet the requirements of the role
- Completing the application form/CV to ensure your relevant experience is evident
- Answering techniques using the STAR Model
- Gaining an understanding of the questioning techniques of the interview board
- Interview etiquette and common pitfalls at interview

### Delivery, Dates and Cost

This is a one hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 24 June 2020 10:00 am - 11:00 am  
15 July 2020 10:00 am - 11:00 am

**Cost:** €70 per person.

## Competency Based Interviewer Preparation

This webinar is designed for people who will be involved in interviewing candidates by assessing their suitability for employment, promotion, redeployment or reassignment to a new function.



[BOOK NOW](#)

### Learning Outcomes

At the conclusion of the webinar, participants will have developed an understanding of:

- The structure and process of competency based interviewing;
- The role of the interview board member(s);
- Best practice in recruitment interviewing.

### Course Content

During the webinar there will be a focus on:

- The aims and objectives of competency based interviewing
- The analysis of the job specification, job description and person specification
- The identification and development of competencies and behavioural indicators
- The interview structure and the role of Board members including the Chair
- Effective questioning techniques to ensure fairness and impartiality in line with best practice
- Legislation including Employment Equality, FOI and GDPR as they relate to interviewing
- Evidence based assessment, marking, evaluation of the candidate and providing constructive feedback

### Delivery, Dates and Cost

This is a one and a half hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 8 July 2020 10:00 am - 11:30 am  
29 July 2020 10:00 am - 11:30 am

**Cost:** €99 per person.



## Inappropriate Workplace Behaviours - How to Manage & Restore Relationships Collaboratively



[BOOK NOW](#)

This webinar is designed for managers to ensure all employees feel respected. Managers need to be cognisant of their legal and ethical responsibilities in accordance with their Dignity at Work Policy.

### Learning Outcomes

At the conclusion of the webinar, participants will have developed an understanding of:

- An awareness of the legal and policy related obligations that managers have to ensure all staff feel included, respected and valued by their team, their manager and their organisation whether they are working face to face, or remotely.
- An appreciation of the procedure by which they can ensure that inappropriate behaviour does not escalate and is appropriately addressed and managed.

### Course Content

During the webinar there will be a focus on:

- Definitions of bullying and harassment according to the legislation
- Understanding the nature and causes of disrespectful behaviour in the workplace and the impact they have on all parties
- Understanding the effects of bullying behaviour at individual, team and organisational levels
- Knowledge of how complaints of bullying and/or harassment are managed by an organisation from initial disclosure through to final decision
- Appreciation of the role and function of Dignity at Work (DAW) policies, their purpose and their function
- Working to resolve issues using proven collaborative conflict resolution methods e.g. mediation

### Delivery, Dates and Cost

This is a one hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 5 August 2020 10:00 am - 11:00 am

26 August 2020 10:00 am - 11:00 am

**Cost:** €70 per person.

## Managing Employee Performance Remotely



[BOOK NOW](#)

This webinar is designed for managers who are managing their employees remotely. Remote working presents managers with challenges and opportunities in terms of managing performance and engagement.

### Learning Outcomes

At the conclusion of the webinar, managers will have:

- Developed an awareness and understanding of the importance of actively engaging with staff to ensure they deliver on their agreed goals in line with team and organisational objectives;
- Developed an approach for managing and engaging with staff working remotely.

### Course Content

During the webinar there will be a focus on:

- The importance of setting and agreeing SMART goals appropriate to the employee
- The importance of reviewing performance and discussing underperformance
- Linking personal development plans for staff to new opportunities for the team
- How to give constructive feedback to maximise productivity (face to face or online)
- How to manage review meetings i.e. planning or evaluation (face to face or online)
- Understanding the skills needed to engage collaboratively with staff e.g. active listening, gaining commitment and agreement, effective questioning, reflecting back, coaching, mentoring, assertiveness and following through for staff
- Identifying the pitfalls to be avoided which can damage the working relationship

### Delivery, Dates and Cost

This is a one hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 1 July 2020 10:00 am - 11:00 am

12 August 2020 10:00 am - 11:00 am

**Cost:** €70 per person.





## Assistant Principal Officer Programme *Essentials of Enhancing Leadership Capacity*



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While remote working, it can be difficult to find time to attend full development programmes. However, current circumstances also provide a great opportunity to focus on your development needs. We have adapted the Assistant Principal (AP) programme to give you the opportunity to reflect on your people leadership, oversight and functional responsibilities in shorter sessions, online. The modules prompt discussion and reflection on the appropriate leadership mindset, skillset and practical toolset that APs can draw on to work better with and through others to achieve objectives. You can self-manage your learning with pre, intra and post modular activities and learning.

### Course Content

This course will be delivered over three modules and indicative content is as follows:

- **Module 1 – Leadership Mindset**
  - Leadership expectations within an evolving Public Service
  - Creating a Performance Focused Culture
  - Navigating the Policy Making Process
- **Module 2 – Leadership Skillset**
  - Competency Portfolio for Effective Leadership
  - Building Relationships and Leading Collaboratively
  - Influencing for Impact
- **Module 3 – Leadership Toolset**
  - Effective governance and accountability focus
  - Coaching conversations for High Performance
  - Building Resilience and Future Focus

### Delivery, Dates and Cost

This course is delivered over three x three hour modules. It will be remotely delivered through MS Teams and facilitated by subject matter experts. The programme involves an element of self-managed work pre-programme and between modules. These elements form a critical part of the online session so to maximise personal value, we encourage participants to actively undertake the intra-modular work.

**Dates:** Module 1: 23 July 2020 2:00 pm - 5:00 pm  
Module 2: 14 August 2020 2:00 pm - 5:00 pm  
Module 3: 26 August 2020 2:00 pm - 5:00 pm

**Cost:** €920 per person for the full programme.

## Executive Officer Programme



[BOOK NOW](#)

The aim of this programme is to provide an opportunity for staff at Executive Officer level, whose role is part operational and part management, to further develop the competencies required to enable them to successfully undertake their functions at junior management level.

### Learning Outcomes

Upon completion of this course, participants will:

- Have increased confidence in their role as a junior manager
- Be better able to organise and manage their time and work priorities and delegate tasks appropriately
- Be better able to communicate effectively with individuals and teams
- Know how to motivate their team more effectively
- Understand how to manage performance and give feedback effectively

### Course Content

This course will cover the following areas:

- Management Styles
- Planning and Organising Work
- Effective Communication
- Motivation and Team Building
- Managing Performance
- Giving Effective Feedback

### Delivery, Dates and Cost

This four hour course consists of two x two hour modules over two consecutive days. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 21-22 July 2020 10:00 am - 12:00 noon each day  
**Cost:** €320 per person.

## Clerical Officer Programme



[BOOK NOW](#)

The aim of this programme is to provide Clerical Officers an opportunity to further develop the key competencies required so that they can contribute effectively in their role and support senior staff in achieving organisational goals.

### Learning Outcomes

Upon completion of this course, participants will:

- Know how to plan and organise their work more effectively in order to deliver results
- Have increased confidence in communicating effectively with individuals and teams
- Understand the importance of providing excellent customer service in a public sector context
- Understand the importance of wellbeing and resilience
- Have considered their career and personal development plans

### Course Content

This course will cover the following areas:

- Planning and Organising Work
- Communication and Assertiveness
- Providing Excellent Customer Service
- Resilience and Wellbeing
- Career and Personal Development Planning

### Delivery, Dates and Cost

This four hour course consists of two x two hour modules over two consecutive days. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 7-8 July 2020 10:00 am - 12:00 noon each day  
**Cost:** €320 per person.

## Leading in a Dynamic Environment

» [BOOK NOW](#)

Pandemics don't happen all the time but change is a constant. When facing challenging situations, we typically default to patterns of behavior, which have worked for us in the past. But in changing environments and particularly dynamic environments where many of our known structures, practices, ways of working and living have or are changing, we find those patterns don't always support us.

Critical organisational and life skills are flexibility and agility to allow us bend easily to changing demands and situations and respond energetically to what needs to be done. Change is when leadership is needed the most. This is when leadership needs to be about thriving. We need a portfolio of skills and tools to respond with energy and lead with purpose. Building relationships, enabling responsiveness and agility in others is therefore an essential leadership responsibility.

This three-hour online course allows participants to reflect on their own mindset about leading change and to benchmark how well they are equipped for leading in a dynamic environment. They will have an opportunity to consider what is working well and where they need additional support.

### Course Content

The course will give participants an opportunity to look at:

- The nature of change and mindset for working in dynamic environments
- Models of leadership to frame your responsibilities and requisite skillset
- Tools to focus on to lead with impact
- Building or reinforcing your leadership confidence and create a development action plan

### Delivery, Dates and Cost

This three hour course will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 16 July 2020 2:00 pm - 5:00 pm

**Cost:** €240 per person.

## Mastering Conflict for Effective Leadership

» [BOOK NOW](#)

Changing work practices, merging work and home life and developing new skills to work remotely could be seen as a wonderful opportunity or a significant challenge. How we each deal with changes and differences that confront us has a significant impact on our effectiveness as leaders and as individuals. The ability to understand how and why we respond to different circumstances is an essential element of leadership.

The more we understand ourselves and the greater awareness we have of how different people cope with tension and conflict the better we control our reactions, remain focused on our purpose, retain positive working relationships and be satisfied with our performance. This three hour course will focus on mindset, skillset and developing a toolset to managing conflict for effective team leadership.

A significant element of this course involves pre-course work where we offer all participants the opportunity to undertake the Conflict Dynamics Profile (CDP) and an individual coaching session to debrief your personal CDP profile. This coaching is scheduled separately for a time after the online session. The profile and coaching is a critical element in personalising the programme content to your specific needs.

### Course Content

The course will cover the following areas:

- Understanding Self: our innate responses to tension
- Impact of thoughts and emotions on behavior
- Enhancing your Mindset for Conflict
- Skills to Resolve Differences and Conflict
- Tools and steps to build positive relationships

### Delivery, Dates and Cost

This three hour course will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 22 July 2020 2:00 pm - 5:00 pm

**Cost:** €440 per person.





## New Manager Programme



[BOOK NOW](#)

This course aims to give newly appointed managers, or those moving into management roles, the key knowledge and skills necessary for success in their new roles.

### Learning Outcomes

Upon completion of this course, participants will:

- Understand management styles and the impact of different styles
- Be better able to prioritise work and delegate tasks appropriately
- Know how to motivate their team more effectively
- Be better able to communicate effectively with individuals and teams
- Understand how to manage individual performance and give feedback effectively

### Course Content

The course will cover the following areas:

- Management styles
- Planning, organising and delegating work
- Effective communication
- Motivation and team building
- Managing performance and giving effective feedback

### Delivery, Dates and Cost

This four hour course consists of two x two hour modules over two consecutive days. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** TBC 2020 (10:00 am - 12:00 noon each day)

**Cost:** €320 per person.

## Fundamentals of Coaching Skills For Managers

### *Improving Management Conversations*



[BOOK NOW](#)

This course provides an opportunity to reflect on your approach to coaching and how well you are equipped to use this approach as a Manager. Drawing inspiration from the field of executive coaching, the objective of this short course is to enhance your skills to ensure better results, build collaborative relationships, bring people with you and improve performance and organisational leadership.

### Learning Outcomes

Upon completion of this course, participants will know how to:

- Ensure open and supportive work environments
- Build relationships with staff
- Deliver improved performance and engagement
- Focus on the growth and development of staff
- Build self-confidence and self-reflective practice

### Course Content

This course will cover the following areas:

- A Collaborative Leadership Model
- Performance Development Mindset
- Coaching Style
- Frameworks to structure performance and development conversations
- Impactful communication approaches and tools

### Delivery, Dates and Cost

This three hour course will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 15 July 2020 2:00 pm - 5:00 pm

**Cost:** €240 per person.



## A - Z of Irish Local Government

The A - Z of Irish Local Government provides an overview of each of the key services and the principle pieces of legislation underpinning the services currently being provided by Local Authorities in Ireland. The course is ideal for anyone (either from a Local Authority or from an organisation associated with the Local Government sector) who wants to develop a more wide-ranging knowledge of the sector. It is designed for all indoor and outdoor, technical and non-technical staff working in local authorities. This course can be customised for delivery within individual local authorities.

### Course Content

This course will cover the following Key Local Government Areas:

- Module 1 – Local Government Reform (1 x ½ Day Session)
- Module 2 – Finance (2 x ½ Day Sessions)
- Module 3 – Housing (3 x ½ Day Sessions)
- Module 4 – Planning (1 x ½ Day Session)
- Module 5 – Environment (1 x ½ Day Session)
- Module 6 – Roads (1 x ½ Day Session)
- Module 7 – Water (1 x ½ Day Session)

### Delivery, Dates and Cost

This course is delivered over 10 x half day (3 hour) sessions. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** For in-house delivery, dates can be arranged.

Contact us for information about this course.

**Cost:** €500 per person for the full programme.

## Legislative Training Programme

This Legislative Training Programme is primarily aimed at middle and senior management staff (AO level, and above and analogous grades, and for both technical and non-technical staff) working in a local authority in Ireland. The modular programme addresses legislation pertaining to the areas of Housing, Planning, Environment, Water and Roads & Transportation Services in Irish Local Authorities. and can be customised for delivery within individual local authorities.

### Learning Outcomes

Upon completion of this course, participants will:

- A clear understanding of the importance legislation plays in our society and in particular the role local authorities play in implementing legislation ;
- An appreciation of the legislative process and an understanding of the format and structure of legislation and also a key understanding of key aspects of legislation particularly when Local Authorities are being brought to court or are bringing people to court including affidavits, summonses, injunctions, judicial review etc.;
- An ability to interpret and implement all the relevant specific legislation pertaining to the areas of Housing; Planning; Environment, Water and Road and Transportation services.
- An understanding of the obligations, responsibilities and impacts of local authorities in implementing the legislation.

### Course Content

This course will cover the following areas of Local Government Legislation:

- Housing Services
- Planning Services
- Environmental Services
- Water Services
- Roads and Transportation Services

### Delivery, Dates and Cost

This course consists of 19 x half day (3 hours) sessions. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** For in-house delivery, dates can be arranged.

Contact us for information about this course.

**Cost:** €750 per person for the full programme.

## Debt Management

This Debt Management training programme is for staff working in Debt Management Units within the Local Government Sector. The focus of this programme centres around the management of debts associated with commercial rates.

### Course Content

This course consists of four x one day modules which include:

- Module 1: Debt Collection Techniques
- Module 2: Commercial Rates Law
- Module 3: Understanding Company Accounts and Insolvency & Bankruptcy
- Module 4: Court Preparation

### Delivery, Dates and Cost

This course consists of four x four hour modules. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** Contact us for information about this course.

**Cost:** €230 per person per module.



## Preventing & Combating Mortgage Arrears

Preventing mortgage arrears is a significant challenge for Local Authority housing managers and staff for those who have purchased their homes, and received loans to do so from the Local Authority. This course will look at effective ways of dealing with these problems and at promoting good practice in this area. This one-day Preventing and Combating Mortgage Arrears training course will be of particular interest to all those working in the Housing and Finance sections of Irish Local Authorities including: Loans Administration staff; Revenue Collectors and Counter staff.

### Course Content

This course will cover the following areas:

- Local Government Housing Loan Provision
- Loan Approval / Applications
- Managing Loan Accounts
- Loan Arrears
- Mortgage Arrears Resolution Process
- Case Studies

### Delivery, Dates and Cost

This course consists of four x one hour modules. It will be remotely delivered through MS teams and facilitated by subject matter experts.

**Dates:** For in-house delivery, dates can be arranged.

Contact us for information about this course.

**Cost:** €225 per person.

## Preventing & Combating Rent Arrears

Preventing arrears is a significant challenge for Local Authority housing managers and staff. This one-day course will look at effective ways of dealing with these problems and at promoting good practice in the area. The Preventing and Combating Rent Arrears course will be of particular interest to all staff working in the Housing and Finance sections of Irish Local Authorities including: Rents Section Staff; Revenue Collectors; Estate Based Staff; Counter Staff and any Staff member dealing with tenants in arrears

### Course Content

This course will cover the following areas:

- Rent Schemes
- Understanding the legislation on arrears recovery
- Accounting for and the management of rent collection
- Arrears prevention strategies
- Negotiating effective repayment arrangements
- Monitoring and reviewing repayment arrangements
- Staff Training - Legal & Court Procedures

### Delivery, Dates and Cost

This course consists of four x one hour modules. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** For in-house delivery, dates can be arranged.

Contact us for information about this course.

**Cost:** €225 per person.

## Freedom of Information OIC Decision Making in Local Authorities

» [BOOK NOW](#)

This webinar is for those who wish to raise their awareness and/or deepen their understanding of Freedom of Information (FOI) as it relates to the Irish Local Government Sector. The target audience is Local Authority personnel only in view of the transferability of the learning from the cases to the Authorities.

### Learning Outcomes

At the conclusion of the webinar participants will have a knowledge and understanding of the sections of the Act that are most relevant to Irish Local Authorities. They will also have considered Local Authority OIC Decisions and the key learning to be drawn from them for each of the sections covered.

### Course Content

During the webinar there will be a focus on:

- The role and function of FOI and how it contributes to openness and transparency
- The role and function of each of the FOI team e.g. Decision Maker, FOI Officer, Internal Reviewer, Office of the Information Commissioner
- How we respond to an FOI request
- The role and function of the exemptions and why we withhold information
- The Public Interest Test, The Harm/injury Test, The Class Test and how we interpret these
- The key exemptions that Local Authorities use to withhold information
- Seminal Local Authority decisions and the key learnings from them
- The appeals mechanism for requesters dissatisfied with their response

### Delivery, Dates and Cost

This is a one hour webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 25 June 2020 10:00 am - 11:00 am

22 July 2020 10:00 am - 11:00 am

19 August 2020 10:00 am - 11:00 am

**Cost:** €70 per person.

## An Introduction to Prince2®

» [BOOK NOW](#)

PRINCE2® is a popular process-driven project management methodology that has general applicability for a wide-range of project types and is regularly deployed both in the public and private sector around the world. This one-day course is designed to introduce you to structure and content of the methodology and to put this in the context of project management best practice and frameworks generally.

### Learning Outcomes

Upon completion of this course, participants will:

- Be familiar with the principal project management frameworks and methodologies;
- Be familiar with the structure and content of PRINCE2®;
- Be comfortable discussing the adaption, use and issues associated with PRINCE2® with co-workers and project management professionals;
- Better understand the application of PRINCE2® in their own organisation.

### Course Content

This course will cover the following areas:

- An Introduction to Project Management and Frameworks
- A brief Introduction to PRINCE2®
- Starting Up – the Mandate
- Authorisation and Approvals
- Project Execution
- Project Governance

### Delivery, Dates and Cost

This is a one-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 19 June 2020 9:30 am - 5:00 pm

10 August 2020 9:30 am - 5:00 pm

**Cost:** €395 per person.

## Mastering Effective Teamwork: SCRUM

» [BOOK NOW](#)

Mastering Effective Teamwork: Scrum is a two-day course that covers the principles and empirical process theory underpinning the Scrum Framework and the role of the Scrum Master in it. This course is a combination of instruction and team-based exercises, and it teaches what is at the heart of the Scrum and Agile movement. The course includes advanced thinking for servant-leadership and behavioural shifts.

### Learning Outcomes

Upon completion of this course, participants will:

- Be familiar and comfortable with the SCRUM framework;
- Be familiar with and be able to implement common SCRUM techniques for managing the work of people;
- Be more comfortable in working in and managing teams effectively.

### Course Content

This course will cover the following areas:

- SCRUM Theory and Principles
- The SCRUM Framework
- The Definition of Done
- Running a SCRUM Project
- Working with People and Teams
- SCRUM in your Organisation
- The Role of the SCRUM Master

### Delivery, Dates and Cost

This is a two-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 9-10 July 2020 9:30 am - 5:00 pm each day

3-4 September 2020 9:30 am - 5:00 pm each day

**Cost:** €790 per person.

## Project Management in Practice

» [BOOK NOW](#)

This two-day practical Project Management course is based on recognised best-practice as defined by the Project Management Institute Body of Knowledge and topics covered in the Public Service Project Management Handbook. It is aimed at public servants who have been recently, or are likely to be soon, appointed to projects and who wish to understand the broad project management approach and be familiar with, and comfortable in, using the key project management techniques.

### Learning Outcomes

Upon completion of this course, participants will:

- Get practical experience of key project management tools and techniques;
- Understand a project management approach that is structured yet flexible and which provides building blocks for the evolution of a more 'mature' approach;
- Be enabled to start putting structure on your projects and use the tools and techniques as appropriate;
- Have a draft set of project documentation that you can use as the basis for your project planning on your return to work.

### Course Content

This course will cover the following areas:

- Project Management Context
- Initiating your Project
- Defining your Project
- Monitoring and Controlling your Project
- Closing your Project

### Delivery, Dates and Cost

This is two-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 23-24 June 2020 9:30 am - 5:00 pm each day

11-12 August 2020 9:30 am - 5:00 pm each day

**Cost:** €790 per person.



## Prince2 2017® Foundation: Exam Preparation Course and Certification



[BOOK NOW](#)

PRINCE2 2017® is a well-established project management methodology used in business and government. It provides a proven best practice model that helps ensure project delivery is on time, on budget, of high quality and meets customer requirements.

### Learning Outcomes

Upon completion of this course, participants will:

- Understand key aspects of the PRINCE2 2017® methodology;
- Be able to effectively control the start, progress and closure of a project;
- Understand how to deliver projects on time, within budget and to the specified business case, within the PRINCE2 2017® environment;
- Integrate PRINCE2 2017® principles and themes into a project;
- Understand how to apply and tailor PRINCE2 2017® planning processes;
- Be able to manage project progress;
- Be prepared for the PRINCE2® Foundation Certificate exam.

### Course Content

This course will cover the following areas:

- Introduction to PRINCE2® & Project Management
- Methodology & Project Management Structure
- The Principles of PRINCE2®
- The Themes of PRINCE2®
- The Processes of PRINCE2®
- The Tailoring of PRINCE2®
- Understanding the PRINCE2® Project Management Team Roles & Responsibilities

### Delivery, Dates and Cost

This is a three-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 3-5 June 2020 9:30 am - 5:00 pm each day  
19-21 August 2020 9:30 am - 5:00 pm each day

**Cost:** €1,100 per person.

## Prince2 2017® Practitioner: Exam Preparation Course and Certification



[BOOK NOW](#)

PRINCE2 2017® is a well-established project management methodology used in business and government. It provides a proven best practice model that helps ensure project delivery is on time, on budget, of high quality and meets customer requirements.

### Learning Outcomes

Upon completion of this course, participants will:

- Have an in-depth understanding of all aspects of the PRINCE2® methodology;
- Effectively control the start, progress and closure of a project;
- Apply the methodology to deliver projects on time, within budget and to the specified business case;
- Integrate the PRINCE2® Principles and Themes into a project;
- Understand how to tailor PRINCE2®;
- Efficiently manage project progress;
- Be prepared for the PRINCE2® Practitioner Certificate exam.

### Course Content

This course will cover the following areas:

- Introduction to PRINCE2® & Project Management
- Methodology & Project Management Structure
- The Principles of PRINCE2®
- The Themes of PRINCE2®
- The Processes of PRINCE2®
- The Tailoring of PRINCE2®
- Understanding the PRINCE2® Project Management Team Roles & Responsibilities

### Delivery, Dates and Cost

This is two-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 9-10 June 2020 9:30 am - 5:00 pm each day  
24-25 August 2020 9:30 am - 5:00 pm each day

**Cost:** €790 per person.



## Social Media Strategies for Public Sector Organisations

» [BOOK NOW](#)

This two-day course has been designed specifically for the Irish Public Sector to enable staff to produce an effective strategy for managing social media and to significantly improve communication and engagement.

### Learning Outcomes

Upon completion of this course, participants will:

- Be familiar with key areas of preparing a Social Media Strategy and Content Plan for a public organisation;
- Have learned how to plan and develop professional content for Social Media;
- Have learned how to develop a Social Media Policy;
- Have improved their working knowledge of the Management and Resourcing of Social Media.

### Course Content

This course will cover the following areas:

- Introduction to Social Media: key trends
- Social media review and benchmarking
- Best practice social media use in the public sector
- Preparing a social media strategy and content plan
- Practical social media skills in key social media platforms
- Content development and planning for social media

### Delivery, Dates and Cost

This is a two-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 23-24 June 2020 9:30 am - 5:00 pm each day.

**Cost:** €790 per person.

## LinkedIn Fundamentals

» [BOOK NOW](#)

LinkedIn Fundamentals for Public Servants is a one-day course that will give participants the practical skills and knowledge to successfully use LinkedIn – the world's most important business and professional social media network.

### Learning Outcomes

Upon completion of this course, participants will:

- Have used key practical steps and exercises to improve their LinkedIn profile;
- Have learned how to reach and target opinion leaders;
- Understand how to promote organisational content via LinkedIn.

### Course Content

This course will cover the following areas:

- Introduction to LinkedIn: Quick Overview
- Improving Your LinkedIn Profile
- Building Connections on LinkedIn
- Raising Your Visibility / Interacting on LinkedIn
- Finding Audiences on LinkedIn
- Corporate Pages on LinkedIn

### Delivery, Dates and Cost

This is a one-day course. It will be remotely delivered and facilitated by a subject matter expert.

**Dates:** 17 June 2020 9:30 am - 5.00 pm

15 July 2020 9:30 am - 5.00 pm

**Cost:** €395 per person.







# INSTITUTE OF PUBLIC ADMINISTRATION

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The Institute of Public Administration is Ireland's only public service development agency focused exclusively on public sector development.

## FURTHER INFORMATION

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