



ONLINE SPECIALIST-LED COURSES & WEBINARS JANUARY TO JULY 2021

INSTITUTE OF PUBLIC ADMINISTRATION

WWW.IPA.IE

The Institute of Public Administration is pleased to outline our wide range of online short training courses, professionally accredited programmes and webinar offerings for January to July 2021. 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.

Tailored Training

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 available online however they can also be delivered face-to-face in client premises where public health guidelines allow and where appropriate safety measures and social distancing arrangements have been put in place. Please get in contact if you have a specific training need.

Details of all courses will be available on our website at the [IPA Online](#) section.

Aidan Horan & Teresa Casserly

Directors

Institute of Public Administration 57-61 Lansdowne Road Ballsbridge Dublin D04 TC62

01 240 3666 | training@ipa.ie | www.ipa.ie

Contact Us

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

- Audit, Governance & Risk Management** | ahoran@ipa.ie | tward@ipa.ie | nmarcoux@ipa.ie
- Financial Management and Accounting** | dbane@ipa.ie | majellamalone@ipa.ie
- Human Resource Management** | emaguire@ipa.ie
- Local Government and Housing** | pbyrne@ipa.ie
- Leadership and Management** | tcasserly@ipa.ie
- GDPR, Data Protection and Social Media** | mspeers@ipa.ie
- Project Management** | mspeers@ipa.ie

General Course Enquiries and Bookings can be directed to training@ipa.ie

Audit (and Risk) Committee Member Training

» [BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will:

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

Course Content

This course will cover the following areas:

- Role and responsibilities of Audit (and Risk) Committees
- Audit (and Risk) Committee Charters
- Relationships with senior management, internal audit and Board
- Audit (and Risk) 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: 26 February 2021
3 June 2021

Times: 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.

» [BOOK NOW](#)

Course Content

This course will cover the following areas:

- Role and composition of Boards and the role of the Chairperson
- The roles of the Board and Executive (who is responsible for what?)
- Assurances - the Audit and Risk Committee, Internal and External Audit, Controls
- Accountability and compliance requirements
- Oversight arrangements with parent Departments
- Performance Delivery Agreements
- Business and Reporting obligations
- Audit and Risk Committees
- Statement on Internal Control

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.

Date: 11 March 2021

Times: 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

Cost: €320 per person.

Corporate Governance for State and Public Sector Bodies

» [BOOK NOW](#)

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 Process - Committee, 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: 4 February 2021
19 May 2021

Times: 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

Cost: €320 per person.

Culture, Ethics and Governance for Public Sector Bodies



[BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will have:

- An understanding of public sector values and ethical behaviour;
- An awareness of the key steps in embedding a public sector culture in an organisation;
- An understanding of how to reconcile unavoidable clashes of values and address conflict / unethical behaviour.

Course Content

This course will cover the following areas:

- Role of management and leadership in fostering a sustainable organisational culture
- Processes and procedures which collectively represent an organisational culture
- Practical examples of governance areas where culture can be analysed and improved (risk management, accountability etc.)

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.

Date: 5 May 2021

Times: 10:00 am - 12:00 noon

Cost: €160 per person.

Oversight of State Bodies: Oversight Agreements, Performance Delivery Agreements and Key Performance Indicators



[BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will have:

- A solid understanding of the rationale and background to Oversight and Performance Delivery Agreements with reference to Code of Practice and 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.

Date: 23 April 2021

Times: 10:00 am - 12:00 noon

Cost: €160 per person.

Periodic Critical Reviews (PCRs) for Non-Commercial State Bodies



[BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will :

- Understand the principles, rationale and purpose underpinning PCRs;
- Appreciate the role of State Bodies / Agencies and their interaction with parent and central Departments in the conduct of PCRs;
- Be familiar with approaches, guiding principles and methodologies for PCRs;
- Consider how to prepare and contribute to PCRs;
- Have an understanding of key documentation / reports required and intensity of engagement of a State-Body Board and Executive in PCRs.

Course Content

This course will cover the following areas:

- Context of PCRs - Performance Focus
- Lessons learned / take-away from international experience and practice on similar reviews
- Requirements as per Code of Practice for the Governance of State Bodies (2016) and Department of Public Expenditure and Reform Guidelines for PCRs
- Practical conduct of PCRs including establishment of working group, key elements of review (external context, organisational capacity and performance), timing and consultative approaches

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.

Date: 22 April 2021

Times: 10:00 am - 12:00 noon

Cost: €160 per person.

Risk Management For Public Service Organisations And State Agencies

» [BOOK NOW](#)

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: 4 March 2021

17 June 2021

Times: 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

Cost: €320 per person.

Managing Relations with Charities: Regulation, Funding and Oversight

» [BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will understand:

- Fully appreciate the current legal and socio-economic environment of Charities and Not for Profits in Ireland.
- Understand the rationale that underpin relationships between funders/recipients and its historical evolution.
- Learn more about good practices and live experiences which can be introduced to improve funder/recipient relationships, both from the IPA Trainers and fellow participants.

Course Content

This course will cover the following areas:

- Regulatory, legal and economic context of Irish Charities and NPOs and their growing roles in public policy and public services delivery
- What are the main models of relationships between recipients and funders and key elements of funder/recipient relationships (oversight, service level agreements, pay, performance management, risk management, monitoring evaluation)
- How to establish bespoke relationships based on mutual confidence and provision of support/assistance.
- Financial Reporting - SORP

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: 13 May 2021

Times: 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

Cost: €320 per person.

Board Secretary: Duties & Priorities

» [BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will:

- Fully appreciate the formal basis for the Board Secretary role in terms of Board governance;
- Understand the key roles, responsibilities and expectations that come with the position;
- Appreciate the pro-active role a Secretary can play in promoting good governance;
- Learn more about good practice which can be introduced to improve Board and Committee processes, both from the IPA and ICSA: The Chartered Governance Institute Facilitators and from fellow Secretaries.

Course Content

This course will cover the following areas:

- What Governance Codes tell us about the Board Secretary
- The Role and Key Responsibilities: Legal and Practical (incl. Ethics in Public Office, Freedom of Information etc)
- The Secretary and the promotion of Good Governance (incl. information flows, board evaluation, member training, dealing with resignation / end of term)
- Good Practices (e.g. agenda setting, minutes, induction etc)

Delivery, Dates and Cost

Delivered in conjunction with the ICSA: The Chartered Governance Institute, 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: 2 March 2021

Times: 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

Cost: €320 per person.

Strategy Development and Review for State Bodies & Public Sector Organisations

» [BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will:

- Have an understanding of strategy in a public sector context;
- Have an improved understanding of what 'good' strategy looks like;
- Have an appreciation of how to best ensure that strategy is sufficiently forward looking and yet allows progress to be measured along the way;
- Be aware of key developments happening at national level in respect of performance reporting and their implications for state and public bodies;
- Consider how a governing body / Board can ensure that it affords appropriate time and attention to strategy and strategic issues as part of its business.

Course Content

This course will cover the following areas:

- Key roles and responsibilities of Board and Senior Teams in shaping and influencing strategies including identification of tangible deliverables
- A typical strategy development process or cycle
- Development of business / corporate plans and alignment with organisational strategic framework
- Effective reporting on strategy implementation
- How to embed performance management, reporting and accountability for strategy delivery in an organisation and ensure strategic performance culture

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.

Date: 9 February 2021

Times: 10:00 am - 12:00 noon

Cost: €160 per person.

Introduction to Internal Audit

» [BOOK NOW](#)

Learning Outcomes

Upon completion of this course, participants will:

- Have a better understanding of audit principles and procedures;
- Gain a greater appreciation of the role of the Internal Auditor;
- Be able to carry out audits in a more efficient and effective manner.

Course Content

This course will cover the following areas:

- Corporate Governance
- Assurance and Accountability Frameworks
- Role of Internal Audit
- Audit Charter
- Professional Standards and Norms
- Audit Management and Planning
- Internal Controls
- The Audit Process
- Audit Evidence
- Controlling and Reviewing an Audit
- Audit Reporting
- Audit Committees
- Interpersonal Skills
- IT Systems Audit
- Delivering an Effective Internal Audit Service
- Risk Management and Internal Audit
- Audit Relationships
- Emerging Issues for Internal Audit

Delivery, Dates and Cost

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

Dates: Module 1: 1-2 Feb | Module 2: 24-25 February 2021

Module 1: 1-2 June | Module 2: 22-23 June 2021

Times: 10:00 am - 12:30 pm & 1:30 pm - 3:30 pm

Cost: €1,440 per person.

Essentials of Internal Audit

» [BOOK NOW](#)

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: 18 January 2021

14 June 2021

Times: 10:00 am - 11:00 am

Cost: €70 per person.

Introduction to Fraud and Control in an Organisation

» [BOOK NOW](#)

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: 26 January 2021

12 April 2021

24 May 2021

Times: 10:00 am - 11:30 am

Cost: €99 per person.

Certificate in International Public Financial Management (CIPFA Accredited)



[BOOK NOW](#)

Management Accounting Module

The Management Accounting module provides an introduction to the principles of costing and budgeting and their use in providing information to support management decision making. The skills and knowledge that students develop in this module are crucial in performing the finance professional roles of steward, enabler and innovator and underpin much of the activity associated with the business partner role.

The module starts by putting the role of management accounting into context within the accounting and finance function and explains the value of useful management information. The module covers the nature of costs and cost behaviour, before focusing on the application of costing techniques such as marginal costing, absorption costing, activity based costing (ABC) and process costing. Students learn the key aspects of standard costing and variance analysis, and the use of costing information to evaluate performance using techniques such as customer profitability analysis and key factor analysis.

The other substantive area in the Management Accounting syllabus is budgeting. The importance of the budget setting process and the types and uses of budgets are explored before dealing with the practical skills involved in preparing budgets and estimating costs for inclusion in a budget using techniques such as regression analysis and learning curves.

Syllabus Topics

1. Role of management accounting (5%)
2. Costs, cost behaviour and cost accounting (30%)
3. Budgeting (30%)
4. Control and decision making (35%)

Delivery, Dates and Cost

This module will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 4-5 March, 6-7 April and 4-5 May 2021

Revision: 18 May 2021

Exam Date: 7 June 2021

Cost: €975 per person per module.

Financial Accounting Module

The Financial Accounting module provides an introduction to accounting theory, ethics, bookkeeping and the preparation of financial statements, which are all fundamental to the stewardship role performed by finance professionals in modern organisations.

The essential elements of ethics, values and attitudes as they apply to the accounting profession are introduced, focusing on knowledge of the content of the CIPFA Statement of Professional Practice (SoPP). Application of this knowledge in different contexts is covered in a number of other modules of the qualification. The Financial Accounting module sets out the purpose of financial accounting, the needs of the users of accounting information, and the general regulatory framework. The student is then taken through the main processes involved in financial accounting, from using ledgers to record transactions, through the use of control procedures, to the end result of preparing complete financial statements in standard formats.

The module focuses on sole traders, limited companies and clubs and societies to develop knowledge and skills across these topics. There is brief coverage of a limited number of International Financial Reporting Standards (IFRSs). More detailed coverage of IFRSs is included in Company Financial Reporting (CFR) for limited companies and in Public Service Financial Reporting (PSFR) for public service organisations.

Financial Accounting includes fundamental content on ethical principles, and it is therefore appropriate that it is studied at an early stage. As it provides fundamental knowledge of financial accounting, it should ideally be studied before CFR and PSFR.

Syllabus Topics

1. Purpose and context of financial accounting (5%)
2. Professional ethics, values and attitudes (10%)
3. Accounting concepts and double entry principles (20%)
4. Recording transactions and exercising control (35%)
5. Financial statements preparation (30%)

Delivery, Dates and Cost

This module will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 22-23 February, 22-23 March and 20-21 April 2021

Revision: 17 May 2021

Exam Date: 8 June 2021

Cost: €975 per person per module.



Accounting Fundamentals



[BOOK NOW](#)

This Accounting Fundamentals course is designed for those who need a working knowledge of the principles of the double-entry bookkeeping system. The course will examine, in detail, the whole bookkeeping process from the beginning of a transaction through to the preparation of a trial balance and will consider journals and corrections. It will also consider how the bookkeeping process sits within an accrual accounting or cash reporting framework.

Learning Outcomes

Upon completion of this course, participants will:

- Be able to define income, expenditure, asset, liability and capital;
- Have an understanding of the structure and role of the accounting and the financial reporting function;
- Understand the process of recording transactions – ledger accounts, debits and credits and be able to prepare ledger accounts, adjustments and closing balances;
- Understand the difference between balance sheet and income and expenditure accounts;
- Have an appreciation of the bookkeeping system in an IT framework;
- Be able to prepare a trial balance.

Course Content

This course will cover the following areas:

- Framework of Accounting
- Definitions – Income, Expenditure, Capital, Assets and Liability
- Ledger Accounts
- Double Entry Bookkeeping
- Trial Balance
- Accrual Framework
- Bookkeeping in an IT Framework

Delivery, Dates and Cost

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

Dates: 27 January 2021

14 April 2021

10 June 2021

Times: 10:00 am - 12:30 pm & 1:30 pm - 3:30 pm

Cost: €360 per person.

Accounting for Civil Service and Vote Funded Bodies



[BOOK NOW](#)

Financial management arrangements, financial reporting and accounting are three key and evolving areas for managers and staff within Government Departments & Vote Funded Bodies. The main objectives of Financial Management include; (i) ensuring sound financial administration and the stewardship of public funds, (ii) ensuring compliance with legal and regulatory obligations and internal control systems, and (iii) providing clarity of financial accountability and responsibility throughout the organisation. For existing and new staff within the civil service and vote funded bodies, this interactive course will provide a greater understanding of and familiarity with the various elements of Central Government Accounting and its role within the financial management systems.

Learning Outcomes

Upon completion of this course, participants will:

- Understand the structures and functions of public sector finance, particularly the estimates and budgetary process;
- Have greater awareness of the role of key stakeholders including - Department of Finance, Department of Public Expenditure and Reform, Comptroller & Auditor General, Public Accounts Committee;
- Have a greater familiarity and knowledge of accounting and finance in a Vote Funded environment;
- Have examined relevant sectoral financial reports and financial statements.

Course Content

This course will cover the following areas:

- The Estimates Process
- Financial Management arrangements
- Principles and framework of Accounting
- Cash and Accrual Accounting
- Government Accounting systems
- Appropriation Accounts and Annual Financial Statements
- Public Financial Procedures
- Role of the key stakeholders in the process

Delivery, Dates and Cost

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

Dates: 1 February 2021

12 May 2021

Times: 10:00 am - 12:30 pm & 1:30 pm - 3:30 pm

Cost: €360 per person.



Budget Management and Costing

» [BOOK NOW](#)

In many organisations, the accountability and responsibility for budget management and control has been cascaded down to individual department, 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 understanding for accountable budget-holders and those who support them in fulfilling this key role.

Learning Outcomes

Upon completion of the Budget Management and Costing training, participants will have:

- A better awareness of the annual budget 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

Budget Management and Costing 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 course is divided into two sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 20 January 2021
24 February 2021
31 March 2021

Times: 9:30 am - 12:30 pm & 1:00 pm - 2:30 pm

Cost: €360 per person.

Data for Non-Finance Managers

» [BOOK NOW](#)

The Data for Non-Finance Managers course provides introductory level instruction on statistics for finance and financial management decision making. Understanding data and the science behind data analysis has become a very important element to financial decision making. This short specialist-led online course is aimed at those who wish to start a data science journey to decision making.

Learning Outcomes

Upon completion of the Data for Non-Finance Managers training, participants will have:

- An understanding of statistical principles, theory and methods for decision making;
- An ability to tabulate, summarise and present information in a useful manner for decision making;
- An overview of probability and the application of expected values to decision making;
- An understanding of inferential statistics and of developing conclusions.

Course Content

Data for Non-Finance Managers will cover the following areas:

- Introduction to statistics
- Describing data
- Central tendency and dispersion
- Probability and expected values
- Introduction to inferential statistics

Delivery, Dates and Cost

This course is delivered over two sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 10 May 2021

Times: 10:00 am - 12:30 pm & 1:30 pm - 3:30 pm

Cost: €360 per person.

Data: Frameworks, Risk, Rewards and Management

» [BOOK NOW](#)

Most of the decisions we make today are anchored in evidence, or what we know as data. We use data to uncover patterns and insights to help inform the direction of our organisations. Data and what is known as Big Data, can help us identify cost reduction opportunities, opportunities for new products or services and all within a fast environment. Equally, many organisations are facing challenges driven by a more data centric business environment.

This course provides an introduction to the world of data and data analytics (including the role and systems of Artificial Intelligence). We review frameworks which underpin data and critically assess the risk, rewards, and management of data and digital strategies within an organisation.

Learning Outcomes

Upon completion of the Data for Non-Finance Managers training, participants will be able to:

- Identify and explore data and big data and develop in the area of Artificial Intelligence (AI).
- Critically assess frameworks, for data and digital asset management
- Considered the business application of data strategies including the risk and rewards of data and digital strategic innovations.

Delivery, Dates and Cost

This course is delivered over two sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 17 February 2021
19 April 2021

Times: 9:30 am - 11:30 pm & 12:00 pm - 2:00 pm

Cost: €320 per person.

Finance for Non Finance Managers

» [BOOK NOW](#)

Finance for Non-Finance Managers within the Public Sector is a two day online course that is intended to provide an overview of the main aspects of finance confronting an increasing number of individuals in public service organisations. Devolved financial management responsibilities have led to a redefinition of many roles and the establishment of many budget holders. This has led to an increased need for people with an understanding of financial reporting, management accounting and control and audit. This is a specialist-led online course which is aimed at providing an overview of these areas of finance.

Learning Outcomes

Upon completion of this course, participants will have:

- An awareness of the role of the finance function in the organisation;
- An understanding of financial reporting practices and techniques;
- An understanding of the principles and concepts of costing and budget preparation;
- An understanding of budgetary control and how to interpret a budgetary control report;
- An overview of control and audit issues and the roles of external, internal and value for money 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 course is delivered over two days and divided into two sessions per day (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 8-9 February 2021
15-16 March 2021
26-27 April 2021
25-26 May 2021
15-16 June 2021

Times: 10:00 am - 12:30 pm & 1:30 pm - 3:30 pm

Cost: €720 per person.

Public Spending Code

» [BOOK NOW](#)

This course is intended to introduce the Public Spending Code (PSC) for Capital Projects. It aims to develop the skills and knowledge of the participants in investment appraisal tools and techniques necessary to build a public sector capital expenditure financial analysis of a project.

Learning Outcomes

On completion of the course, participants will be able to:

- Engage in the mathematics of compound and discounting;
- Conduct an appraisal using Accounting Rate of Return, Payback Method, Discounted Payback Method, Net Present Value, Benefit-Cost Ratio, and Internal Rate of Return;
- Identify risk and explore the quantification of risk.

Delivery, Dates and Cost

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

Dates: 12 January 2021
16 February 2021
13 April 2021

Times: 9:30 am - 12:30 pm & 1:00 pm - 2:30 pm

Cost: €360 per person.



Understanding the Financial Reports of Public Bodies

» [BOOK NOW](#)

Published accounts are the backbone of the accountability and reporting system used in the public, semi-state and private sectors. The information contained in these reports is critical for those charged with the responsibility of monitoring agency performance. However, this information is only useful where it can be interpreted accurately and in the correct context.

Understanding the Financial Reports of Public Bodies is designed for those who need a basic knowledge of the principles of the financial reporting system, from the nature of the information that goes into published accounts, to understanding what it is the statements actually report. This course will take participants through the structure of the financial reporting process and, in addition, will provide the tools that are necessary to assess and interpret what it is the published accounts are saying about the organisations performance.

Learning Outcomes

Upon completion of this course, participants will:

- Appreciate the role of information communicated by published accounts;
- Develop an understanding of the structure and role of the accounting and the financial reporting function;
- Understand the context and environment of accounting;
- Understand the language of finance and accounting;
- Understand the format and content of Income and Expenditure Accounts, Balance Sheets and Cash Flow Statements including the rules and regulations, which underpin the financial reporting system;
- Appreciate the significance of the analysis and interpretation of accounts;
- Develop an understanding of Ratio Analysis and interpretation of results of the analysis.

Course Content

This course will cover the following areas:

- Framework of Accounting
- Accrual Accounting Principles
- Annual Financial Statements:
 - Balance Sheet; Income & Expenditure Account; and Cash Flow Statement
- Assessing the reliability of information in published financial statements
- Analysing published statements
- Interpreting the analysis

Delivery, Dates and Cost

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

Dates: 26 February 2021
22 April 2021

Times: 10:00 am - 12:30 pm and 1:30 pm - 3:30 pm

Cost: €360 per person.

Sectoral Financial Statements

» [BOOK NOW](#)

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 three 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 as a separate webinar:

1. Central Government Appropriation Accounts
2. State Bodies Financial Statements
3. Local Authority Financial Statements

Delivery, Dates and Cost

These webinars will be of one hour duration. They will be remotely delivered and facilitated by subject matter experts.

Date: 10 March 2021

Times: Webinar 1: 10:00 am - 11:00 am
Webinar 2: 12:00pm - 1:00pm
Webinar 3: 2:00pm - 3:00pm

Cost: €70 per person per webinar.



Certificate in GDPR and Data Protection

» [BOOK NOW](#)

Data protection compliance is a key duty of all organisations, public and private, which handle personal data. As well as the legal and regulatory impact of a serious data protection incident, the harm to trust, brand and reputation can be literally incalculable. This examined Certificate will give you a clear understanding of your organisation's data protection obligations under current legislation and the GDPR, and how to ensure your compliance.

Learning Outcomes

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

- Demonstrate practical knowledge and understanding of current data protection requirements;
- Develop and implement effective data protection policies and procedures for their organisations;
- Understand the key changes in the General Data Protection Regulation (GDPR) and how they apply in their working environments.

Course Content

This course will cover the following areas:

- History and context of privacy rights
- Data Protection and related legislation, including full coverage of the provision of the GDPR and Data Protection Act 2018
- Definitions
- The Seven Principles of Data Protection
- Rights of the Data Subject
- Data Protection Commission
- Offences and Liability
- Overseas data transfer
- The role of the Data Protection Officer

Delivery, Dates and Cost

This is a three day course which will be delivered over three non-consecutive dates. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 4, 11 and 18 February 2021
4, 11 and 18 March 2021
6, 13 and 20 May 2021
3, 10 and 17 June 2021
8, 15 and 22 July 2021

Times: 9:30 am - 5:00 pm

Cost: €1,395 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 Seven 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. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 19 February 2021

7 May 2021

9 July 2021

Times: 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 Data Protection and 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 briefing, 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 briefing 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 briefing. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 5 March 2021

4 June 2021

Times: 9:30 am - 1:00 pm

Cost: €210 per person.



Certified Mediation Training Programme

» [BOOK NOW](#)

The overall aim of the Certified Mediation Training Programme is to provide students with a comprehensive understanding of Mediation as well as expertise in mediation skills for the management of workplace and organisational conflicts and disputes. For those wishing to practice as professional mediators, this 60 hour programme is accredited by the Mediators' Institute of Ireland (MII) and leads to 'Member' status of the MII. On successful completion of this training programme and a further separate 'Assessment Day', successful candidates are eligible to register at 'Member' level of the Mediators' Institute of Ireland.

Learning Outcomes

At the conclusion of the programme, participants will:

- have developed appropriate mediation related skills; through practice, reflection and feedback;
- be prepared to progress towards MII Assessment.

Course Content

This course will cover the following areas:

- Mediation as a mechanism for dispute resolution and its appropriate use
- The five step framework for mediation and how to manage the mediation process
- The role of the Mediator
- The types and causes of conflict
- Participants' own personal skills development needs in relation to working as a Mediator
- Why mediation, as a process, is rapidly developing in various facets of Irish society and business

Delivery, Dates and Cost

The Certified Mediation Training programme is a 60 hour programme that is delivered in three x two day modules over a two to three month period. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates:

Programme 1 2021

Module 1: 2-3 February 2021

Module 2: 23-24 February 2021

Module 3: 22-23 March 2021

Programme 2 2021

Module 1: 27-28 April 2021

Module 2: 11-12 May 2021

Module 3: 1-2 June 2021

Times: 9:30 am - 5:00 pm each day

Cost: €2,020 per person.

Please note that following the Programme there will be a separate 'Assessment Day' with a cost of €250 per person.

Mediation Skills for Managers

» [BOOK NOW](#)

This Mediation Skills for Managers training programme is designed to give participants an understanding of conflict and different approaches to managing conflict, awareness of their own style, where mediation sits within the range of alternative dispute resolution approaches, an introduction to the theory and practice of mediation as well as an understanding of the mediation model and relevant skills.

Learning Outcomes

The aim of the Mediation Skills for Managers programme is to give participants:

- An understanding of mediation as a mechanism for dispute resolution and how it differs from other dispute resolutions methods;
- An understanding of the five step framework for mediation;
- An understanding of the benefits of using a mediation approach in resolving conflict locally within their own organisations;
- A greater understanding of conflict and conflict management;
- A set of skills / tools to make them personally more effective when managing conflict/disputes and/or difficult conversations within the workplace.

Course Content

Among the issues covered in the Mediation Skills for Managers programme will be:

- Understanding the structure and principles of Mediation
- Analysis of conflict, why it happens and how to deal with it
- Personal responses to conflict
- Benefits of adopting a mediation approach to conflict resolution
- Effective listening, questioning, negotiating and communication skills
- Opportunity to practice the skills required in dealing with workplace issues adopting a mediation approach

Delivery, Dates and Cost

This is a three day course that will be delivered over two online workshops and one face to face workshop. The online workshops will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 2-3 and 12 March 2021

Times: 10:00 am - 12:30 am & 2:00 pm - 4:30 pm each day

Cost: €900 per person.



Competency Based Interviewer Preparation

This online workshop is designed to provide participants with a clear understanding of the theory of best practice in recruitment and selection as well as providing them with an understanding of their responsibilities as interview board members.



[BOOK NOW](#)

Learning Outcomes

At the conclusion of the online workshop, participants will have developed:

- A clear understanding of best practice for the recruitment and selection process;
- A clear understanding of best practice in competency based recruitment and selection interviewing - the LGMA Recruitment and Selection Procedure 2016, the Commission for Public Service Appointments (CPSA) and the Public Appointments Services (PAS) Codes and Best Practice Guidelines;
- An appreciation of the importance of identifying and agreeing competency selection criteria;
- An understanding of how to operate effectively as an Interview Board member – i.e. roles and responsibilities etc;
- Knowledge of relevant interview techniques which make for effective evidence based interviewing;
- A basis for enhanced interpersonal skills in the conduct of interviews;
- An awareness and understanding of current employment legislation (in particular Employment Equality, Freedom of Information and Data Protection) and its practical application in recruitment and selection interviewing to ensure they are aware of what questions can and what questions cannot be asked and why;
- A practical appreciation of the approach to evaluating and marking candidates;
- Guidelines on notetaking and candidate feedback.

Course Content

During the online workshop there will be a focus on:

- The background and context of competency based interviewing
- The aims and objectives of competency based interviewing
- The design and development of the job specification (job description & person specification)
- How competencies and behavioural indicators are developed
- Identifying what the role requires and analysing the criteria and competencies required for successful performance in jobs
- Effective questioning techniques
- Knowing what should be addressed in Pre-Interview Board Preparation – the role of the Chair and the individual board member's responsibilities and what questions we can/cannot ask
- Candidate assessment, evaluation and feedback

Delivery, Dates and Cost

This is a five hour online workshop, delivered over two x two and a half hour sessions (am and pm). It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 27 January 2021

15 February 2021

19 March 2021

22 April 2021

Times: 10:00 am - 12:30 pm and 2:00 pm - 4:30 pm

Cost: €375 per person.

Using Selection Tools for Effectiveness in Recruitment and Selection



[BOOK NOW](#)

Using Selection Tools for Effectiveness in Recruitment and Selection is a one hour webinar that is aimed at Recruitment and Selection professionals. With an ever increasing cost on hiring in today's market and a lengthy time training and recruiting, organisations need to ensure they increase the probability of selecting the most suitable candidate. This webinar will provide the knowledge of how to increase the effectiveness of the HR selection process to select the most appropriate candidate from the talent pool.

Learning Outcomes

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

- The most important aspects for selection;
- The myriad of different selection tools;
- What selection tools have the highest effectiveness and reliability for predicting on the job performance;
- The different types of psychometric and personality tests used in selection.

Course Content

During the webinar there will be a focus on:

- The role of Job Analysis in designing selection criteria for the role
- The reliability and validity of selection measures
- Demonstrating the rationale for a selection hurdle approach
- Describing different types of psychometric tests used in selection
- Identifying different types of Personality Tests and Interest Inventories to increase organisational fit
- How to detect social desirable answering
- Briefly discussing Situational Judgement Tests and Structured Interviews

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: 22 February 2021

10 May 2021

Times: 10:00 am - 11:00 am

Cost: €70 per person.

Competency Based Interviewee Preparation

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

» [BOOK NOW](#)

Learning Outcomes

At the conclusion of the workshop, participants will:

- Understand the purpose and nature of competency based interviews;
- Know how to prepare for a competency based interview (online or face to face);
- Know how to prepare for competency based application form to be selected at shortlisting stage;
- Have an understanding of the skills required to perform effectively at the interview including an understanding of approaches to answering questions;
- Know and be able to apply the STAR Technique to answering questions at the interview;
- Understand interview etiquette;
- Have an awareness of the potential pitfalls at interviews (online or face to face), which lose marks;
- Reflect on how their relevant experience to date equips them for promotional posts to which they aspire;
- Reflect on how their relevant experience in their current role and elsewhere is transferable to the roles/functions.

Course Content

During the webinar there will be a focus on:

- How to prepare for your next interview
- Understanding the role requirements in terms of the duties and responsibilities
- Assessing how your experience and competence meets the role requirements
- Highlighting the preparation required in terms of both Application Form / CV presentation and the interview itself
- The STAR Technique to answer completing application forms and engaging in interviews
- Understanding the questioning techniques of the interview board
- Potential pitfalls and interview etiquette (online or face to face)
- How to give your best performance on the day

Delivery, Dates and Cost

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

Dates: 14 January 2021
5 February 2021
4 March 2021
6 May 2021

Times: To be confirmed
Cost: €190 per person.

Competency Based Interviewee Preparation - One to One Coaching

» [FURTHER INFORMATION](#)

This one-to-one coaching service is designed to give people an opportunity to engage in a practice one-to-one interview with an experienced interviewee preparation coach. This coaching session should ideally be completed after having developed an understanding of how to prepare for upcoming interviews through attending the IPA's Competency Based Interviewee Preparation Workshop.

Learning Outcomes

At the conclusion of the one-to-one coaching session, participants will have:

- Received advice on approaching the interview itself including managing nerves and preparing themselves mentally for the interview;
- An appreciation of how relevant experience in current and previous roles equips them to demonstrate the transferable knowledge, skills and behaviours required in other roles/functions;
- Received advice on preparing to communicate the knowledge, skills and behaviours they would bring to the job applied for;
- Had an opportunity to be asked a range of questions designed to test their knowledge and experience for a job for which they will have applied;
- Advice on key areas to develop in advance of an upcoming interview.

Course Content

The format for the One-to-One Coaching Session is as follows:

In advance of the One-to-One Coaching Session:

- Participants will submit a completed Application Form or CV in advance;
- Participants will also submit any competition related documentation in advance – i.e. the Job Description, Person Specification and / or Competency Profile of the job applied for or likely to be applied for.

During the One-to-One Coaching Session:

- The coach will conduct a mock interview with the participant and take them through a series of questions designed to explore their experience and the knowledge, skills and behaviours / attributes relevant to the post applied for or to be applied for;
- The participant will receive feedback on their approach to the mock interview and their answering style;
- The participant will receive advice on other matters such as managing nerves, interview etiquette and areas for further development in advance of upcoming interviews.

Delivery, Dates and Cost

This is a one hour online one-to-one coaching session. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Cost: €150 per person.

Please contact the IPA via training@ipa.ie to set up a one-to-one coaching session.

Psychometric Testing Preparation for Candidates

With ever increasing support for the validity and utility of Psychometric testing many organisations are using a version of a Cognitive Test or Personality Test to ensure that they acquire the right applicant. The context for this 90-minute webinar is to provide the learner with insights on how to prepare for Psychometrics, Personality and Situational Judgement Tests.

» [BOOK NOW](#)

Learning Outcomes

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

- The different types of psychometrics assessments and standardised tests;
- The different types of Cognitive Ability/Aptitude tests;
- The most commonly utilised Personality Tests by organisations;
- Where to find sample tests and how to practice for selection tests.

Course Content

During the webinar there will be a focus on:

- Exploring the different types of Cognitive Ability/Aptitude Tests
- Providing awareness of the NEO Personality Inventory-Big 5 and Myers Briggs-Type Indicator with examples
- Describing what Situational Judgement Tests (SJTs) are and demonstrate example SJT's
- Providing information on where to find free sample psychometric tests online

Delivery, Dates and Cost

This is a 90 minute webinar. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 26 January 2021
10 February 2021
15 March 2021
12 April 2021
20 May 2021

Times: 10:00 am - 11:30 am

Cost: €85 per person.

Psychometric Assessment and Personality Testing with One to One Coaching

» [FURTHER INFORMATION](#)

This Psychometric Assessment and Personality Testing service is designed to give people an opportunity to engage in a practice psychometric assessment and personality test followed by one-to-one coaching. The coaching session should ideally be completed after having developed an understanding of how to prepare for psychometrics through attending the IPA's Psychometric Testing Preparation for Candidates Webinar.

Learning Outcomes

Following completion of the practice psychometric assessment and personality test and the one-to-one coaching session participants will have:

- Completed and gained exposure to a verbal, numerical and abstract psychometric tests;
- An understanding of the types of questions being asked throughout the tests;
- Completed and gained exposure to a Personality Test and understand areas of behaviours you may need to work on;
- Discussed a possible action plan and how to improve on those behaviours ahead of the next personality test.

Course Content

The format for completing the practice psychometric assessment and personality test and the one-to-one coaching session is as follows:

In advance of the One-to-One Coaching Session:

Participants will submit a completed the Adapt-G

- Verbal Reasoning, Numerical Reasoning, Abstract Reasoning

Participants will submit a completed 15FQ Personality Test

- Focusing on the five to nine competencies identified by HR professionals
- Focusing on Emotional Intelligence
- Focusing on Dysfunctional Behaviours

The qualified psychometric assessor will collate your scores.

During the One-to-One Coaching Session:

The coach will provide a detailed feedback on the scores on the tests.

The coach will focus on what areas need work and what areas are priority from identified competencies.

The coach and candidate will then select areas identified previously for development from the behavioural competency and develop a plan for improvement.

Delivery, Dates and Cost

Following completion of the assessment and personality test, the one-to-one coaching session will be scheduled. The one hour session will be remotely delivered through MS Teams and facilitated by subject matter experts.

Cost: €150 per person.

Please contact the IPA via training@ipa.ie to set up the testing service and one-to-one coaching session.



Managing Your Personal Safety at Work

» [BOOK NOW](#)

Physical violence and verbal abuse are acknowledged workplace problems which can have significant negative consequences for employers and employee health. Although instances of verbal abuse and threats to personal safety are common in many workplaces, incidents of physical attacks are quite rare. The aim of this workshop, is to provide line managers and staff with an awareness of the legal and organisational requirements involved in maintaining the personal safety of employees at work. Equally we aim to provide participants with practical guidance on how to minimise the risk to their personal safety and; to outline the organisational supports available to employees in the event of an accident or injury being sustained.

Learning Outcomes

At the conclusion of the workshop, participants will have :

- Developed a knowledge and understanding of key aspects of Health & Safety law as it relates to personal safety at work of employees;
- Gained an understanding of the resources and supports (strategies) which can minimise the risk to which employees are exposed;
- An awareness of what employees can do personally to ensure their personal safety at work;
- Developed the competence and confidence as to what they need to do in order to ensure their own and colleagues personal safety at work
- Knowledge of the supports and services available to employees in the event of an assault on their personal safety at work.

Course Content

During the webinar there will be a focus on:

- Understanding Health & Safety requirements for the employer and employee
- Identifying threats in the workplace
- Techniques and strategies for dealing with aggressive and violent behaviour
- Techniques and strategies for lone workers
- Support and services for employees after an incident

Delivery, Dates and Cost

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

Dates: 25 February 2021

20 April 2021

Times: 10:00 am - 1:00 pm

Cost: €195 per person.

Managing the Performance of Staff

» [BOOK NOW](#)

Performance management is a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes a shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved. Remote working (or a blended approach of time in the office and time working remotely) presents managers with particular challenges in terms of managing performance and collaborative engagement.

Learning Outcomes

On completion of this Managing the Performance of Staff workshop, participants will:

- Have gained a comprehensive overview of the nature and purpose of performance management and in particular appraisal/review meetings;
- Know how to set SMART objectives, goals and targets with individual staff;
- Know how to plan and prepare for regular review / appraisal meetings (face to face or online);
- Have a clear understanding of the necessary skills of review through scenarios;
- Have identified pitfalls to be avoided to ensure a meaningful worthwhile meeting.

Delivery, Dates and Cost

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

Dates: 14 January 2021

17 February 2021

26 March 2021

29 April 2021

Times: To be confirmed

Cost: €375 per person.

Course Content

During the workshop there will be a focus on:

- The purpose of performance review / performance appraisal within a performance management and development context
- The importance of setting and agreeing SMART objectives, goals and targets appropriate to the employee and their agreed manner of working
- The importance of reviewing performance and addressing underperformance
- The importance of linking personal development plans for staff to new opportunities for the team
- How to give constructive feedback (either face to face or online) to maximise productivity
- How to manage review meetings i.e. planning and execution (either face to face or online)
- Understanding of the skills needed to engage collaboratively with staff (either face to face or online) in line with their working practices such as:
 - Active listening/empathetic listening
 - Gaining commitment and agreement to objectives and goals
 - Giving and receiving feedback constructively
 - Effective questioning and reflecting back
 - Assertiveness
 - Coaching and mentoring to support employee growth and development
 - Identifying the pitfalls to be avoided which can damage the working relationship

NOTE: Much of the second half of the day will be spent practicing the skills discussed in the first session. The practice may be online or face to face depending on how the programme is delivered.

Employment Law Essentials

» [BOOK NOW](#)

HRM Professionals and Line Managers with people management responsibilities need to be familiar with the principles of employment law and the key obligations and constraints placed on them in managing the employment relationship.

Learning Outcomes

Upon completion of this workshop, participants will:

- Have a practical understanding of employment law at the start, during and at the end of the employment relationship;
- Be aware how employment law principles apply to HRM situations;
- Be able to appreciate the rights and responsibilities employment law places on employees and employers / management;
- Be able to identify potential exposure to litigation within their employments;
- Understand how employment litigation may be avoided.

Course Content

During the workshop, there will be a focus on:

- The Employment Relationship and Employment Law in Context;
- The Employment Contract - Employee v's Independent Contractor, Express/implied Terms and Alterations to Terms & Conditions of Employment;
- Protective Legislation - Overview of Core Terms on Main Statutes;
- Discipline in the Workplace and Dignity at Work - Processes, Pitfalls, Case Law and the Implications for Discipline and Grievance Management;
- Work Related Stress - The Legal Requirements and Case Law Developments;
- Remedies and External Dispute Resolution Processes - Workplace Relations Commission (WRC), Labour Court and High Court.

Delivery, Dates and Cost

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

Date: 4 May 2021

Times: To be confirmed

Cost: €375 per person.

Grievance and Discipline Management

» [BOOK NOW](#)

Maintaining healthy employee relations in an organisation is a pre-requisite for organisational success. Employee relations generally deal with avoiding and resolving issues concerning individuals which might arise out of or influence the work situation. This online Grievance and Discipline Management workshop is designed for HR Practitioners and Line Managers to equip them with the knowledge, skill and techniques required to effectively manage grievance and discipline issues and conduct grievance and discipline conversations in the workplace.

Learning Outcomes

At the conclusion of the online workshop, participants will have:

- A knowledge and understanding of the law and codes of practice relating to grievance and disciplinary matters;
- A guide to effective preparation, planning and conduct of grievance and discipline meetings;
- Developed a knowledge of the key skills required in order to effectively conduct grievance and discipline conversations.

Course Content

This workshop will cover the following areas:

- The law and codes of practice relating to grievance and discipline
- The essential elements of the grievance procedure
- The common causes of workplace grievances
- Preparation, planning and conducting the grievance meeting
- Identifying your conflict management style and managing conflict in the workplace
- The essential elements of the discipline procedure
- Managing performance and the common causes of indiscipline
- When and how to invoke the disciplinary procedure
- Preparation, planning and conducting the discipline meeting
- Maintaining records of the procedure

Delivery, Dates and Cost

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

Dates: 19 May 2021

Times: To be confirmed

Cost: €200 per person.



Dignity at Work - Bullying and Harassment Awareness

» [BOOK NOW](#)

This Dignity at Work workshop is designed for managers to ensure all employees feel respected in their workplace (regardless of whether they are working in the office, remotely or a combination of both). Managers need to be cognisant of their legal and ethical responsibilities in accordance with their Dignity at Work (DAW) Policy. Bullying and harassment take many forms and the effects are wide reaching. In addition to the possibility of costly legal actions, it causes stress and anxiety to those involved, increases absenteeism, lowers levels of performance and can significantly undermine organisational, team and employee morale. This programme will enable those with responsibility for staff welfare to address this potentially damaging workplace issue.

Learning Outcomes

At the conclusion of the workshop, managers will have:

- A deeper understanding of the nature and causes of bullying and harassment;
- An understanding of the effects of bullying and harassment at both individual, team and organisational levels;
- Knowledge of how allegations of bullying are dealt with in accordance with the DAW policy;
- An awareness of the legal and policy related obligations that managers and organisations are expected to adhere to. These obligations will ensure staff feel included, respected and valued by their colleagues, managers and the organisation whether they are working face to face, remotely or a blend of both;
- An appreciation of the interventions by which they can ensure that inappropriate behaviour does not escalate and is appropriately addressed and managed.

Course Content

During the workshop there will be a focus on:

- Definitions of bullying and harassment (including sexual 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 both 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
- Working to resolve issues using proven collaborative conflict resolution methods e.g. mediation
- Appreciation of the role and function of Dignity at Work (DAW) policies, their purpose and their function

Delivery, Dates and Cost

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

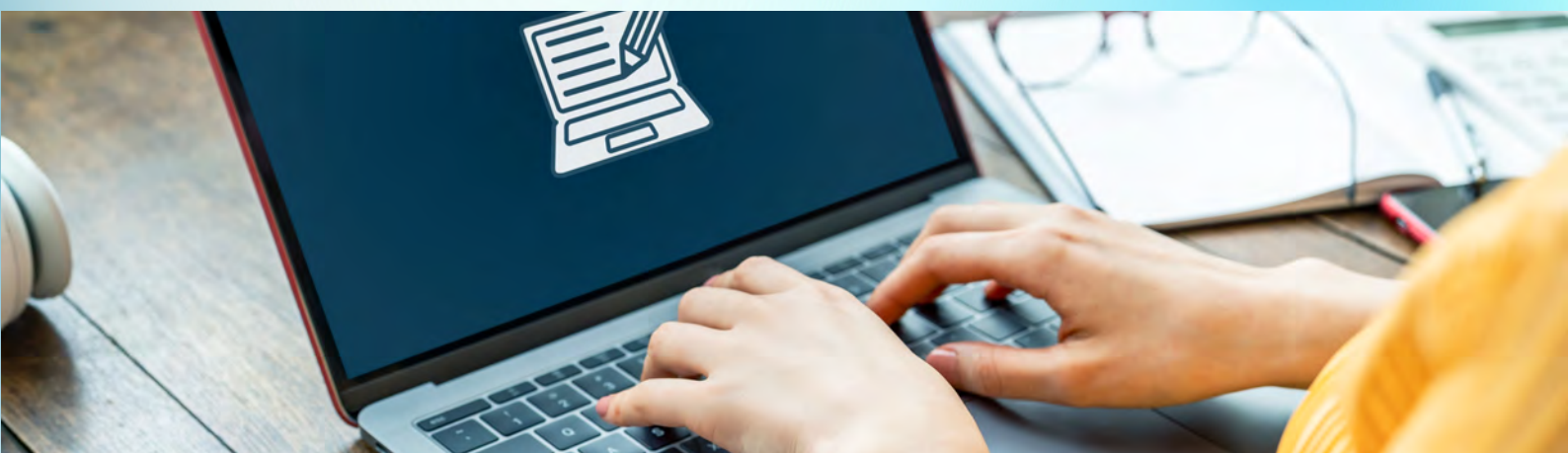
Dates: 9 February 2021

24 March 2021

13 May 2021

Times: 10:00 am - 1:00 pm

Cost: €195 per person.



Freedom of Information for Decision Makers

» [BOOK NOW](#)

Freedom of Information (FOI) for Decision Makers is an intensive course for people charged with making decisions in relation to applications for information under the Freedom of Information Act 2014. Reference will also be made where appropriate to the repealed FOI legislation (1997 and 2003) and to Data Protection legislation and obligations under it regarding Personal Data.

The purpose of this course is to bring participants through the different Parts (1-7) of the new Freedom of Information legislation and to explore with them the implications for their organisations. Emphasis will be placed throughout the day on the sections that are most relevant to attendees. By the end of the course, participants should feel more confident when dealing with an application for information under FOI Act 2014.

Learning Outcomes

At the conclusion of the FOI for Decision Makers course participants will have the knowledge and understanding to respond to an FOI request (for either personal or non-personal information) of behalf of their organisation and in accordance with the legal obligations of FOI Act 2014.

Course Content

This course, delivered over two sessions will cover the following areas:

Session one will include all aspects of the administrative process including:

- 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. FOI Decision Maker, FOI Officer, Internal Reviewer, Office of the Information Commissioner
- How we respond to an FOI request: The process from receipt of request through to completion and the supports available throughout
- What records can be requested (personal and non-personal)?
- What are the administrative grounds for refusal of requests?
- What is the fee structure for non-personal information and how is it implemented?
- What is the difference between informal and formal consultation?
- What is the purpose of redaction (withholding details) and how/why do we do it?
- What are the restrictions of the Act - Section 42?
- The appeals mechanism for requesters dissatisfied with a response

Session two will focus on all aspects of exemptions including:

- What is the Public Interest Test? – How do we Interpret it?
- What is the Harm/Injury Test? – How do we Interpret it?
- What is the Class Test? – How do we Interpret it?
- When is a record declared exempt?
- The exemptions (Section 28-41)
 - Meetings of Government
 - Deliberations of public bodies
 - Functions and negotiations of public bodies
 - Parliamentary, court and certain other matters
 - Law, enforcement and public safety
 - Information obtained in confidence
 - Commercially sensitive information
 - Personal information
 - Research and natural resources
 - Financial and economic interests of bodies
 - Enactments related to non-disclosure of records

Note:- Only exemptions relevant to the attendees will be discussed and only the required clauses within those exemptions to ensure the learning is focussed and relevant to the needs of those attending.

Delivery, Dates and Cost

This is a one day course that will be delivered over two x three hour sessions (am and pm). It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 27 January 2021
24 February 2021
30 March 2021
22 April 2021
27 May 2021

Times: To be confirmed.

Cost: €375 per person.



Higher Executive Officer Programme

» [BOOK NOW](#)

The aim of the Higher Executive Officer (HEO) programme is to further participants' development as middle managers to enable them to manage their own and others' work to a high standard and thus contribute to the achievement of their organisation's priorities. The course will cover the key competency areas of managing change, influencing and persuading, staff management, work organisation and performance management.

Learning Outcomes

Upon completion of this course, participants will:

- Have developed key management competencies to enable them to get results that reflect organisational priorities;
- Understand the difference between management and leadership;
- Have an improved understanding of their role as a people leader in developing and maximising staff potential;
- Be better able to manage conflict in the workplace;
- Have an opportunity to explore a range of influencing and persuasion techniques;
- Understand how to review performance regularly within a section and manage performance issues;
- Have acquired skills and techniques to help them deliver on change.

Course Content

This course will cover the following areas:

- The role of the middle manager
- Managing people and dealing with performance issues
- The difference between Management and Leadership
- Influencing and persuading skills
- Dealing with conflict
- Managing change and dealing with resistance

Delivery, Dates and Cost

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

Dates: 2 February 2021

Times: 9:30 am - 4:30 pm

Cost: €395 per person.

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:

- The role of the junior manager
- Planning and organising work to deliver results
- Effective communication
- Team building
- People management and performance management

Delivery, Dates and Cost

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

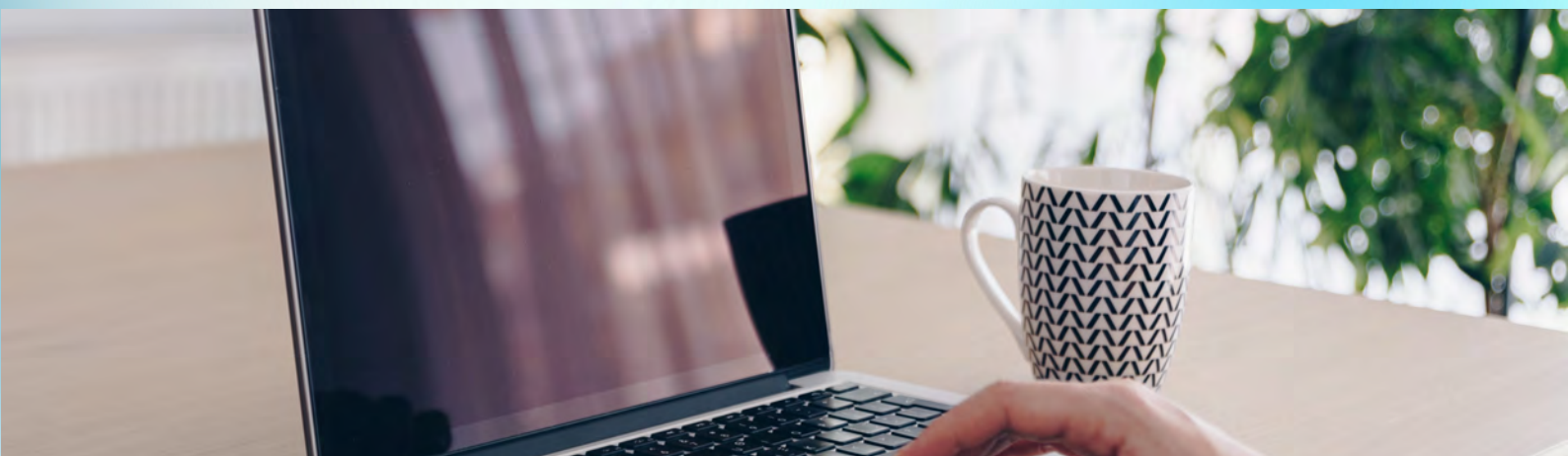
Dates: 27-28 January 2021

17-18 February 2021

9-10 March 2021

Times: 10:00 am - 12:30 pm each day

Cost: €400 per person.



Clerical Officer Programme

» [BOOK NOW](#)

The aim of this programme is to provide Clerical Officers with an opportunity to further develop the core competencies required so that they can contribute effectively in their role and support senior staff in achieving organisational goals. Participants will acquire insights, techniques, and tools to strengthen their confidence in dealing with a variety of situations. They will learn about their personal working and communication style and its impact on others and get practical tips on planning and organising work, including working remotely.

Learning Outcomes

Upon completion of this course, participants will:

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

Course Content

This course will cover the following areas:

- Planning and organising work and working remotely
- Communication and assertiveness
- Providing excellent customer service
- Team working
- Career and personal development planning

Delivery, Dates and Cost

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

Dates: 20-21 January 2021
2-3 March 2021

Times: 10:00 am - 12:30 pm each day

Cost: €400 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 five hour course consists of two x two and a half hour modules over two consecutive days. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 12-13 January 2021

Times: 10:00 am - 12:30 noon each day

Cost: €400 per person.



Managing People



[BOOK NOW](#)

The Managing People programme will help participants gain an understanding of the responsibilities of managing and supervising others and will focus on key skills of people management. This will be of benefit to supervisors and line managers who wish to acquire the skills of effective day-to-day people management.

Learning Outcomes

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

- Communicate effectively with individuals and teams
- Motivate people at work
- Delegate tasks and set objectives
- Manage work performance
- Give feedback in a constructive manner

Course Content

The course will cover the following areas:

- Responsibilities of managing people
- Communicating effectively
- Agreeing clear work objectives
- Teambuilding and motivation
- Delegation feedback skills
- Managing performance and performance problems

Delivery, Dates and Cost

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

Dates: 9-10 February 2021

Times: 10:00 am - 12:30 pm each day

Cost: €400 per person.

Time Management



[BOOK NOW](#)

Using time well improves our overall effectiveness and adds to the quality of life. However, the management of time continues to be a serious dilemma for many people today despite our apparent familiarity with many of the practical approaches and techniques. This Time Management workshop provides participants with a range of approaches and techniques including: setting objectives and priorities; weekly and daily planning; analysing the nature and context of a job; styles of working; devising an overall strategy for managing time and achieving a work/life balance. The thinking behind each approach is discussed, followed by suggestions and self-assessment exercises.

Learning Outcomes

Upon completion of this course, participants will have a better understanding of how:

- Results are achieved more effectively
- Less time is spent on non-productive work
- Stress levels may be lowered

They will also have a sense of well-being from feeling in control of your own time and enhanced personal and professional productivity.

Course Content

This course will cover the following areas:

- What is meant by good Time Management?
- Identifying Personal Time Management Strengths and Weaknesses
- Where do I add value?
- Analysing where time is spent
- Time Management Techniques - Planning and Prioritising
- Managing Time Wasters
- Delegation
- Personal Organisation - Balancing Work and Personal Priorities
- Managing time whilst working remotely

Delivery, Dates and Cost

This four hour course will be delivered as two x two hour modules. It will be delivered remotely via MS Teams and facilitated by a subject matter expert.

Dates: 17 February 2021

27 April 2021

Times: 10:00 am - 12:00 pm & 1:00 pm - 3:00 pm

Cost: €320 per person.



Minute Taking for Meetings



[BOOK NOW](#)

In this era of corporate governance and accountability, minute taking is a responsible position that requires individuals who can take clear, brief, easy to read and accurate recordings of decisions and actions. This Minute Taking for Meetings workshop will be highly interactive involving participants in small group work and skills practice.

Learning Outcomes

Upon completion of this course, participants will:

- Know what constitutes good minutes
- Understand the importance of good minute taking
- Know how to structure and record minutes
- Have developed their listening skills
- Know the appropriate language to use to achieve clarity

Course Content

The course will cover the following areas:

- Meetings as a communication tool
- The basic elements of minutes
- Note taking and writing
- Listening skills

Delivery, Dates and Cost

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

Dates: 26 January 2021
23 March 2021
28 April 2021

Times: 10:00 am - 12:00 noon

Cost: €160 per person.

Managing Meetings



[BOOK NOW](#)

Managing Meetings aims to take the pain out of meetings and to introduce staff to the principles and techniques involved. Meetings are an important and integrated part of organisational communication consultation, debate and decision-making. Organisations need effective meetings but these do not happen without correct procedures, preparation and planning. The workshop will focus on providing an opportunity to participants to practise the skills needed to chair/or contribute effectively to meetings (online and face to face).

Learning Outcomes

Upon completion of this course, participants will:

- Understand the principles and best practice of preparing for and conducting meetings;
- Learn the techniques most commonly encountered in meetings;
- Enhance skills in communication and assertiveness;
- Improve existing, or acquire new skills to maximise their contribution at meetings.

Course Content

This course will cover the following areas:

- Why have a meeting
- Different roles and responsibilities of staff attending meetings
- Planning for meetings (online and face to face)
- Leading and managing a meeting effectively
- Attending and contributing positively at meetings
- Managing conflict, decision-making and assertiveness
- After meetings - what needs to be done and who is going to do it

Delivery, Dates and Cost

This four hour course will be delivered as two x two hour modules. It will be delivered remotely via MS Teams and facilitated by a subject matter expert.

Dates: 16 February 2021
26 March 2021

Times: 10:00 am - 12:00 noon & 1:00 pm - 3:00 pm

Cost: €320 per person.



IPA Housing Forum

» [FORUM WEBSITE](#)

The Housing Forum is an initiative of the Institute of Public Administration to create a platform from which persons working in housing can build their knowledge about what is happening in the sector. The Housing Forum offers monthly online webinars; a repository of resource material including reports, research documents, and relevant housing literature and articles and a network for housing practitioners working across the public, voluntary and private housing sectors to develop a platform for best practice. Forum membership is available to organisations and includes local authorities, housing associations, state bodies and private sector organisations including financial institutions.

Membership

- The Forum is open to organisations working in the housing area or with a special interest in housing.
- Forum members will have access to the Members' Area on the website where they will benefit from additional resources including a repository of housing-related documents.
- The Forum also hosts monthly webinars with key practitioners and expert speakers on a variety of housing topics.
- For current information on upcoming webinars please visit <https://ipahousingforum.ie/>.

If you are interested in joining the Forum or want any further information then please email housingforum@ipa.ie.

Preventing & Combating Mortgage Arrears

» [BOOK NOW](#)

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 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
- Concerns for Local Authorities - Long Term Management

Delivery, Dates and Cost

This one day course will run from 10:00 am to 4:00 pm. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 10 February 2021
14 April 2021

Cost: €225 per person.

Preventing & Combating Rent Arrears

» [BOOK NOW](#)

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 one day course will run from 10:00 am to 4:00 pm. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 9 February 2021
13 February 2021

Cost: €225 per person.

Introduction to Social Housing

» [BOOK NOW](#)

The Introduction to Social Housing course is designed for newly appointed (technical and non-technical) staff in Local Authorities (Grades 3-6) and Approved Housing Bodies who provide social housing services. It will provide participants with an overview of key elements of housing policy, the social housing market and housing services.

Course Content

This course will cover the following areas:

- Housing Needs Assessment
- Housing Allocations Scheme
- Differential Rents Scheme
- Social Housing programmes including:
 - o Rent Supplement (RS)
 - o Rental Accommodation Scheme (RAS)
 - o Housing Assistance Payments (HAP)
 - o Choice-based Letting (CBL)
 - o Long-term Leasing
- Estate Management/Anti-social Behaviour
- Housing Adaptation Grants
- Rebuilding Ireland Housing Loan Scheme
- Homelessness
- Traveller Accommodation

Delivery, Dates and Cost

This course will be delivered over a series of pre-recorded training videos covering the full-range of Local Authorities' social housing supports. The course is available all year round and participants can begin at a date that suits them.

Dates: The pre-recorded course will be available for purchase from 27 January 2021.

Cost: €150 per person to purchase the pre-recorded videos. This course can also be delivered for a Local Authority at a negotiated rate.

Dealing with Anti-Social Behaviour

» [BOOK NOW](#)

Anti-social behaviour has become an all too real issue in recent years with many Local Authorities and their staff having to learn how to deal effectively with difficult problems arising within their housing stock; this in addition to their daily duties. Anti-social problems ranging from neighbour disputes to drug dealing, highlight the myriad of issues presenting themselves at the Local Authorities throughout the country. It is imperative that they are dealt with effectively to prevent difficulties escalating.

Course Content

The course will cover the following areas:

- Anti-social behaviour: definition and detailed analysis of the 1997, 2009 and 2014 Acts as well as new Proceedings for Possession of Local Authority Dwellings and Excluding Order procedures
- Complaints systems and investigations
- Tenancy Warnings, Notice of Intention Possession Applications relating to Anti-Social Behaviour
- Proofs for Court
- Case Studies

Delivery, Dates and Cost

This one day course will run from 9:30 am to 4:30 pm. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Date: 11 March 2021

Cost: €250 per person.

Planning and Part V for Housing Practitioners

» [BOOK NOW](#)

Planning for and Part V Housing Practitioners is a one-day training programme for staff of local authorities who are involved in the provision of housing services and planning services. The course is designed to provide a grounding in the planning system relating to the provision of housing. It will enable staff to contribute to planning for housing needs in their administrative area.

The course provides an outline of planning in Ireland; it considers the key issues in supply and demand for housing - including affordability, demographics and the criteria for successful and sustainable communities. The course will also look at the tools and methodologies involved in planning for housing and will deal with practical aspects of housing strategies and Part V.

Course Content

The course will cover the following areas:

- Session 1: Outline of the Planning System
- Session 2: Issues in Housing
- Session 3: Planning for Housing
- Session 4: The Housing Strategy and Part V

Delivery, Dates and Cost

This one day course will run from 9:30 am to 4:30 pm. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Date: 7 April 2021

Cost: €200 per person.

Debt Management

» [BOOK NOW](#)

This Debt Management Programme is for staff working in Debt Management Units within the Local Government Sector. Debt Management Units have been established in Irish Local Authorities to deal with many areas of debt management including debts associated with commercial rates, housing rents and housing loans. The focus of this new webinar series centres around the management of debts associated with commercial rates.

Course Content

There are six webinar themes in this series that will address the following areas:

- Webinar 1: Best Practice Guidelines on Debt Management for the Public Sector
- Webinar 2: Debt Collection Techniques
- Webinar 3: Commercial Rates Law
- Webinar 4: Insolvency & Bankruptcy
- Webinar 5: Understanding Company Accounts
- Webinar 6: Court Preparation

For further detail on each of the webinars, please see the IPA website www.ipa.ie.

Delivery, Dates and Cost

This series consists of six webinar themes. Each webinar can be accessed individually or you can access all of them at a discounted rate. Webinars will be remotely delivered and facilitated by subject matter experts.

Debt Management Webinar Dates, Cost and Times are:

Cost of attending all Webinars: €675 per person

Webinar 1: 8 March 2021 | €100 per person
(10:00 am - 1:00 pm)

Webinar 2: 10 March 2021 | €175 per person
(09:30 am - 12:30 pm and 1:30 pm - 4:30 pm)

Webinar 3: 15 and 16 March 2021 | €175 per person
(11:00 am - 12:30 pm and 1:00 pm - 2:30 pm each day)

Webinar 4: 18 March 2021 | €100 per person
(11:00 am - 12:30 pm and 1:30 pm - 3:00 pm)

Webinar 5: 25 March 2021 | €100 per person
(9:30 am - 12:30 pm)

Webinar 6: 25 March 2021 | €125 per person
(Pre Recorded Session available from 19 March with Live Q&A to be held on 25 March 2021 from 1:30pm - 2:30pm)

A - Z of Irish Local Government

» [FURTHER INFORMATION](#)

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.

Course Content

This course will cover the following Key Local Government Areas:

- Local Government Structures, Services and Local Government Reform
- Local Government Funding and Financial Management
- Local Government Housing Services
- Local Government Planning Services
- Local Government Environmental Services
- Local Government Roads and Transportation Services
- Local Government Water Services

Delivery and Cost

This course consists of a series of short pre-recorded training videos totaling c. 12 hours covering the whole range of services Local Authorities provide. The course is released on a modular basis over 14 weeks.

The course delivered at a negotiated rate for Local Authorities. It is tailored and bespoke to your local authority with materials, documentation and organisation-specific information provided. Please contact training@ipa.ie for further information about this course.

Legislative Training Programme

» [FURTHER INFORMATION](#)

This programme addresses legislation pertaining to the areas of Housing, Planning, Environment, Water and Roads & Transportation Services. The programme is aimed at middle to senior staff (both technical and administrative) working in a local authority.

Participants completing the programme gain a greater appreciation of the legislative process and the format and structure of legislation in Ireland. They also have an insight into how to interpret and implement the relevant legislation pertaining to their specific Directorates and an understanding of the obligations, responsibilities and impacts of local authorities in implementing that legislation. The programme will also examine some general law issues such as injunctions, judicial review and court cases and the implications of these for local government.

Course Content

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

- Local Government Reform and Governance
- Local Government Housing Services
- Local Government Planning Services
- Local Government Environmental Services
- Local Government Water Services
- Local Government Roads and Transportation Services

Delivery and Cost

This course consists of a series of pre-recorded training videos plus live online delivery. The course is released on a modular basis over 14 weeks.

The course is delivered at a negotiated rate for Local Authorities. It is tailored and bespoke to your local authority with materials, documentation and organisation-specific information provided. Please contact training@ipa.ie for further information about this course.

Strategic Policy Committee (SPC) Training

» [FURTHER INFORMATION](#)

The Strategic Policy Committee (SPC) training course will set out the role, purpose and policy/strategic nature of Strategic Policy Committees as set out in the Local Government Reform Act 2014. It is aimed at members of SPCs in Irish Local Authorities.

Course Content

This course will cover the following areas:

- Context and statutory background to SPCs and CPGs
- Role and strategic nature of SPCs
- Role of the CPG
- Specific details on your Local Authorities' SPC Scheme

Delivery, Dates and Cost

This course can be delivered live online for Irish Local Authorities.

The course is delivered at a negotiated rate for Local Authorities. It is tailored and bespoke to your local authority with materials, documentation and organisation-specific information provided.

Cost: €50 per person.

Please contact training@ipa.ie for further information about this course.

Understanding Local Government Finance

» [BOOK NOW](#)

This course is designed to provide participants with a basic understanding of how an Irish Local Authority sources their income to fund day to day expenditure and capital expenditure. The course will also provide participants with an appreciation of how the budget process works in a Local Authority and an understanding of the Income and Expenditure Account and Balance Sheet of a Local Authority. Finally, the course will examine the role of internal and external audit in a local government context.

Understanding Local Government Finance will be of interest to any Local Authority Official and/or Elected Member who wants to gain a basic understanding of the financing of Irish Local Authorities. It may also be of benefit to Local Authority staff members who currently work in a finance related area but who may wish to expand their knowledge of the full operation of local authority financing.

Course Content

The course will cover the following key areas:

- Understanding the key sources of funding the Revenue Accounts of Local Authorities (including Service Charges; specific State Grants; Commercial Rates; the Local Property Tax; Pension Related Deductions; the Equalisation Fund);
- Understanding the key sources of funding the Capital Accounts of Local Authorities (including Exchequer Funding; EU Funding; Development Levies; Borrowing; Sale of Assets);
- Understanding how the Revenue budget process operates in a Local Authority context;
- Understanding the Annual Financial Statements (AFS) of Local Authorities (including the Income and Expenditure Account - Statement of Comprehensive Income; Balance Sheet);
- Understanding the role of audit in the local government system (including the understanding the role of the Local Government Audit Service; the role of Audit Committee and the role of internal audit).

Delivery, Dates and Cost

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

Dates: 9 March 2021
3 June 2021

Cost: €360 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 Foundation 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
- Principles of PRINCE2®
- Themes of PRINCE2®
- Processes of PRINCE2®
- 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: 27-29 January 2021
24-26 February 2021
24-26 March 2021
26-28 May 2021
23-25 June 2021
28-30 July 2021

Times: 9:30 am - 5:00 pm each day

Cost: €775 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. Participants must have successfully completed the Foundation course to gain entry to the Practitioner course.

Learning Outcomes

Upon completion of this Practitioner 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
- Principles of PRINCE2®
- Themes of PRINCE2®
- Processes of PRINCE2®
- 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: 4-5 February 2021
5-6 July 2021

Times: 9:30 am - 5:00 pm each day

Cost: €685 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 adaptation, 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: 8 March 2021

14 June 2021

Times: 9:30 am - 5:00 pm

Cost: €395 per person.

Prince2® for Project Boards: Project Governance

» [BOOK NOW](#)

This Project Governance course is an interactive one day course that helps participants to modify or put in place proper governance structures for use with projects that use the PRINCE2® methodology. This approach is also useful for Project Boards overseeing projects executed with other methodologies.

Learning Outcomes

Upon completion of this course, participants will:

- Be familiar with the principals of project management frameworks and methodologies;
- Be familiar with the structure and content of PRINCE2®;
- Be comfortable with the roles and responsibilities of the Project Board and the levels of management within the project;
- Have gained an in-depth knowledge of the Governance role in Project Management;
- Understand how to apply and monitor the tolerance set for the project and how to apply exceptions;
- Be comfortable with reviewing, critiquing and agreeing to key project governance deliverables such as the Project Initiation Document, highlight reports, stage plans, exception plans etc

Course Content

This course will cover the following areas:

- The duties of the Project Board and principal activities
- Starting Up – the Mandate
- Authorisation and Approvals
- Project Execution
- Project Board information and data requirements

Delivery, Dates and Cost

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

Dates: 9 March 2021

8 June 2021

Times: 9:30 am - 5:00 pm

Cost: €395 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: 17-18 February 2021

21-22 April 2021

16-17 June 2021

Times: 9:30 am - 5:00 pm each day

Cost: €790 per person.

Introduction to Programme Management in Government

» [BOOK NOW](#)

Public Servants are faced with increasing expectations, shifting priorities as well as an increasingly complex, ambiguous and uncertain environment. Delivering government strategy requires a deepening capability in project, programme and portfolio management.

This two day online Introduction to Programme Management in Government focuses on the unique challenges and opportunities of delivering complex programmes in the public sector. It draws on the unique insight and networks that the IPA brings to public sector project and programme management.

In addition to the management and co-ordination of multiple projects within a programme, programme management aligns projects with the organisation's goals, maximises project performance and minimises risk. Course content is aligned with the PMI® The Standard for Program Management – Fourth Edition (2017). This is the definitive guide for individuals and organisations wishing to develop their programme management practices.

Learning Outcomes

Upon completion of this course, participants will have learned:

- How to apply programme management processes, tools and techniques to your programme and within a public sector context;
- A shared language for understanding programme roles, governance and the five (5) programme management performance domains;
- The role and application of programme management offices in the Irish Public Sector and internationally;
- The programme management lifecycle and critical success factors for programmes;
- How to align the programme with organisational strategy and develop a programme roadmap;
- The importance of integrating project and change management disciplines in large public sector programme;
- Lessons to-date on the application of project and programme management within the Irish public sector.

Participants will also benefit through:

- Developing confidence in planning, implementing and monitoring complex programmes of projects;
- Learning how to apply best practice to address your particular programme challenges;
- Understanding how programme management can play a critical role in implementing your organisation's strategy.

Course Content

This course will cover the following areas:

- Introduction to Programme Management
- Programme Management in the Irish Public Sector
- The Programme Management Standard
- Programme Strategy Alignment
- Programme Lifecycle Management
- Programme Benefits Management
- Programme Stakeholder Engagement
- Programme Governance
- Key Processes, Tools and Techniques
- The Programme Management Office
- Personal Action Planning

Delivery, Dates and Cost

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

Dates: 10-11 March 2021

19-20 May 2021

14-15 July 2021

Times: 9:30 am - 5:00 pm each day

Cost: €790 per person .



Managing Virtual Teams Effectively

» [BOOK NOW](#)

Making a virtue of necessity we can say some of the benefits from having virtual teams can include reduced costs; less frustrating commutes for staff and potentially increased productivity. However, there are potential serious downsides to running virtual teams and these include poor communication, issues with technology, the exposure of poor leadership and management engagement, poor working conditions for staff members and poor productivity.

Learning Outcomes

This course aims to help those responsible for managing remote teams to:

- effectively engage with individual and team;
- develop and agree appropriate goals;
- maintain and improve team productivity.

Course Content

This course will cover the following areas:

- Understanding personal and team motivation
- Goals, outcomes, tasks
- Delegation, responsibility and accountability
- Planning effective communications
- Issues management
- Getting to grips with the technology

Delivery, Dates and Cost

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

Dates: 25-26 January 2021

Times: 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: 29-30 April 2021

Times: 9:30 am - 5:00 pm each day

Cost: €790 per person.

Agile Project Management (PMI-ACP)

» [BOOK NOW](#)

This highly-interactive, instructor-led course prepares participants for the PMI-ACP (Project Management Institute-Agile Certified Practitioner) Accreditation; a world-wide recognition of knowledge of Agile principles, practices and tools and techniques across Agile methodologies. If you already use Agile practices or your organisation is adopting Agile methods, earning the PMI-ACP® certification will demonstrate your knowledge of and commitment to this rapidly growing approach to project management. This course covers the topics required for the PMI-ACP certification and includes practical activities related to the Agile Lifecycle. The course is very interactive with real activities related to the Agile Lifecycle activities. The course qualifies for 21 contact hours as required by the PMI for this certification. Price does not include cost of exam and students must book their exam slot with recognised providers. Participants may choose not to take the exam in which case they will receive an IPA Certificate.

Learning Outcomes

Upon completion of this course, participants should have:

- A thorough understanding of key Agile methodologies;
- Experience in the practical use Agile tools and good understanding of Agile processes;
- An understanding of where the project manager/team member fits in the Agile processes;
- A solid understanding of the PMI-ACP exam requirements;
- Confidence in approaching the PMI-ACP exams.

Course Content

This course will cover the following areas:

- Overview of Agile Methods and the manifesto
- Agile chartering, planning, the backlog and stories
- Release Planning: story mapping, estimation, prioritisation, release plans
- Iteration Planning: inside an iteration, daily standup
- Agile Execution: project reporting, changes and defects
- Agile Methods: Scrum, XP, Lean, Kanban, others

Delivery, Dates and Cost

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

Dates: 19-21 July 2021

Times: 9:30 am - 5:00 pm each day

Cost: €690 per person. (Cost does not include Exam)

Introduction to Business Process Innovation

» [BOOK NOW](#)

This two-day course provides a practical introduction to Business Process Innovation (BPI). It combines a training and workshop approach and equips participants with a structured, systematic approach to running BPI projects. As a result, participants will be better placed to achieve improved and streamlined business processes that align with public service organisations' remits and make best use of available resources. It is aimed at public servants who are charged with the design and implementation of new ways of working, as programme champion or manager, project team leader or project team member. It is also of benefit to anyone interested in achieving greater organisational effectiveness and efficiency including project stakeholders and those who need more incisive insights into their existing activities.

Learning Outcomes

On completion of the Introduction to BPI course, participants will understand standard BPI terms & approaches, its benefits, how to apply it and be able to:

- Develop a Business Process Innovation programme to match the organisation's goals to BPI projects;
- Identify and define the key business processes in their organisation;
- Select and specify Business Process Innovation projects for key business processes;
- Analyse existing processes, using process mapping skills and tools;
- Diagnose process weaknesses and root causes using mapping and process analysis;
- Measure process performance;
- Develop better performing processes;
- Achieve real improvements from BPI techniques and processes and be ready to implement targeted improvements.

Course Content

This course will cover the following areas:

- Business Process Innovation (BPI) Introduction
- BPI Model, Terms and Approach
- Analysing Processes
- Mapping, Verification, KPIs
- Business Processes in your Organisation and Elsewhere
- Managing BPI Projects
- Hurdles, Alignment, Teamwork, Project Skills
- Selecting BPI Projects
- Identifying and Selecting Processes
- BPI Programme and Course Recap
- Planning, Critical Success Factors, Business Cases

Delivery, Dates and Cost

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

Dates: 29-30 March 2021
28-29 June 2021

Times: 9:30 am - 5:00 pm each day

Cost: €790 per person.



Prosci Change Management Certification Programme

Participants of the Prosci Change Management Certification Programme will gain the knowledge, skills and tools to drive successful change initiatives. During this three-day experiential learning program, they will apply holistic change management methodology to a current project. They will leave with a change management plan designed to effectively manage change and enhance project results.

The Prosci Change Management Certification is ideal for those responsible for driving change. Participants are predominantly in the roles of Change leaders, Project managers, IT professionals, Project team members, Change management practitioners, Continuous improvement specialists, Human Resource business partners, Organisation development professionals.

Learning Outcomes

By completing the Prosci Change Management Certification, participants will:

- Understand the fundamentals of change and change management;
- Understand how effective change management improves organisational results;
- Articulate the value of change management to peers and leaders with a presentation on the business case for change management;
- Walk away with a change management plan;
- Learn to apply the Prosci 3-Phase Process change management methodology to a real project;
- Learn how to apply the Prosci ADKAR® Model to facilitate individual change;
- Achieve certification in the Prosci change management methodology;
- Gain access to Prosci change management tools.

Course Content

Over the three-day Prosci Change Management Certification Programme, the following areas will be covered:

- Why change management?
- The ROI of effective change management
- The Prosci ADKAR® Model
- Seven concepts of change
- Preparing for change: assessing change readiness
- Preparing for change: building team structure and assessing sponsorship
- Managing change: creating customised communication and sponsorship plans
- Executive project plan presentations
- Managing change: creating coaching, training and resistance management plans
- Reinforcing change
- Exam and graduation

Delivery

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

The programme is only available as a bespoke in-house client engagement and minimum numbers apply. Please contact training@ipa.ie for further information about this programme.



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. The course focuses on the key areas of preparing a Social Media Strategy and Content Plan.

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 sector 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: 25-26 February 2021
25-26 March 2021
27-28 May 2021
17-18 June 2021

Times: 9:30 am - 5:00 pm each day.

Cost: €790 per person.

LinkedIn Fundamentals for Public Servants



[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: 19 March 2021
21 May 2021
2 July 2021

Times: 9:30 am- 5.00 pm

Cost: €395 per person.



Short In-House Video Production

As the public service and agencies gets to grips with the new normal the importance of short, snappy, attractive and engaging video has never been more important. This online course is designed specially to develop and fully boost in-house skills. It is delivered by a highly experienced video director and trainer. It will be particularly useful for Communications Units that need to produce material fast without having to go through the usual procurement cycles.

Learning Outcomes

The objective of this course is to ensure your team can successfully plan, shoot, and edit their own in-house video content. They will:

- Understand the range and cost options for video equipment;
- Learn practical production and editing skills from an established video director and trainer;
- Learn how to promote their videos content online.

Course Content

This course will cover the following areas:

- Training Needs Assessment
- Camera Operation
- Video Production
- Video Content Editing
- Promoting Your Videos Effectively

Delivery and Cost

This course is offered as an customised online programme that is delivered over two full days. It will be remotely delivered and facilitated by a subject matter expert. Small participant numbers apply and participants will require a tripod, camera and microphone.

Cost: €1,800 per course plus €150 per person.

Please contact training@ipa.ie in the first instance for further details about this course or to speak with the Training Specialist.





AN FORAS RIARACHÁIN
INSTITUTE OF PUBLIC
ADMINISTRATION

INSTITUTE OF PUBLIC ADMINISTRATION

WWW.IPA.IE

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



FURTHER INFORMATION

Central Bookings Office
Training and Development Division
Institute of Public Administration
57-61 Lansdowne Road Ballsbridge
Dublin D04 TC62
01 240 3666 | training@ipa.ie
www.ipa.ie

