

**ONLINE
SPECIALIST-
LED
COURSES &
WEBINARS**

**SEPTEMBER -
DECEMBER 2020**

**INSTITUTE OF PUBLIC
ADMINISTRATION**

WWW.IPA.IE



Online Specialist-Led Courses & Webinars

The Institute of Public Administration is pleased to outline our wide range of online short training courses, professionally accredited programmes and webinar offerings for September to December 2020. 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

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Contact Us

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

Audit, Governance & Risk Management | ahoran@ipa.ie | tward@ipa.ie | nmarcoux@ipa.ie

Financial Management and Accounting | dbane@ipa.ie | majellamalone@ipa.ie

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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: 22 September 2020

1 December 2020

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: 15 October 2020

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: 15 September 2020

3 December 2020

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: 13 October 2020

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: 24 November 2020

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: 21 October 2020

Times: 10:00 am - 12:00 noon

Cost: €160 per person.

Risk Management For Public Service Organisations And State Agencies



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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: 1 October 2020

26 November 2020

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

Cost: €320 per person.



[BOOK NOW](#)

Roles and Responsibilities of Board Members

Learning Outcomes

Upon completion of this course, participants will understand:

- The roles and responsibilities of a modern Board and its Committees;
- Governance in a public service context, including Codes and Guidance;
- The key Board processes and what makes for effective Boards;
- The practical and fiduciary duties of Board members;
- Key relationships, including management, auditors and external stakeholders.

Course Content

This course will cover the following areas:

- The Board's Role in Directing and Controlling an Organisation
- Strategy, Business Planning, Budget, Audit, Risk and Internal Controls
- Governance Codes and Guidance
- Board Processes
- Key relationship, including management, auditors and external stakeholders

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: 29 October 2020

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

Cost: €320 per person.



[BOOK NOW](#)

Board Secretary: Duties & Priorities

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 ICOSA: 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 ICOSA: 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: 6 October 2020

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: 20 October 2020

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: 10-11 September 2020

Module 2: 1- 2 October 2020

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: 7 October 2020

10 November 2020

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: 14 October 2020

12 November 2020

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.

As it provides fundamental knowledge of management accounting, it is advisable to study this module before the Financial Accounting module.

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: 2-3 November, 3-4 and 17-18 December 2020

Revision: 28 January 2021

Exam Dates: 2 March 2021 and 1 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

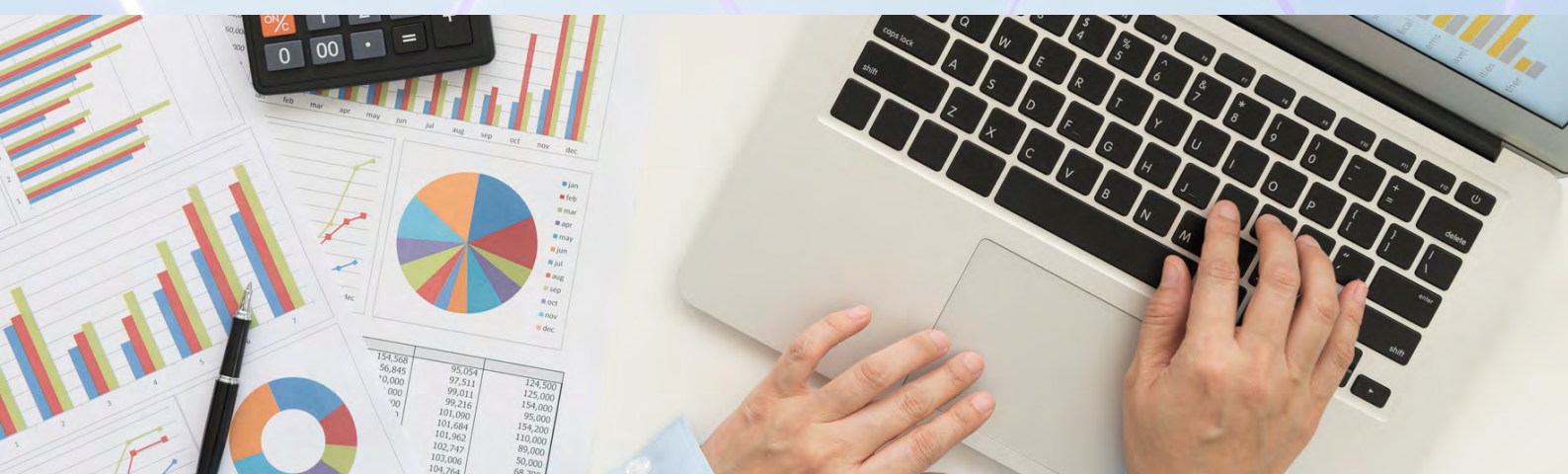
This module will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 19-20 October, 19-20 November 2020 and 14-15 January 2021

Revision: 12 February 2021

Exam Dates: 3 March 2021 and 2 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: 28 September 2020

23 November 2020

Times: 10:00 am-12:30 pm and 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: 2 October 2020

2 December 2020

Times: 10:00 am-12:30 pm and 1:30 pm - 3:30 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 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: 22 September 2020
17 November 2020

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

Cost: €360 per person.

Public Spending Code: The Theory of Interest

» [BOOK NOW](#)

This course introduces non specialists to the basic principles required in order to perform project appraisal techniques. The course will introduce the fundamental and core principle of the Time Value of Money. In addition, participants will explore discounting and compounding techniques. Finally, a practical application exercise will wrap up the session. The course is one of the many building blocks to help gain an understanding of provisions within the Public Spending Code.

Course Content

This course will cover the following areas:

- Basic overview of the Time Value of Money (TVM) principle
- Arithmetic and Geometric mathematics
- Introduction to discounting and compounding
- Matching formulas with the financial tables used in discounting and compounding

Delivery, Dates and Cost

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

Dates: 4 September 2020
9 October 2020

Times: 1:30 pm - 3:30 pm

Cost: €160 per person.



Introduction to Cost Analysis for Non-Finance Managers

» [BOOK NOW](#)

This course situates the theory of costs within the context of scarcity and choice for decision making. Taking an economic principles approach, this course will review different types of costs, identify behaviours, economies and diseconomies of scale, short-run and long-run decisions. Following completion of this course, participants should have a basic understanding of the economic principles which drive cost based decision making. The course is one of the many building blocks to help gain an understanding of provisions within the Public Spending Code.

Course Content

This course will cover the following areas:

- Fundamental economic problem of wants, scarcity and choice, and opportunity cost
- The production possibility curve and economic growth
- Introduction to welfare economics
- Explanation of and practical session on short-run versus long-run costs (fixed, variable, average, total, marginal costs)

Delivery, Dates and Cost

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

Dates: 1 October 2020

1 December 2020

Times: 10:00 am - 12:30 pm

Cost: €200 per person.

» [BOOK NOW](#)

Introduction to Cost Forecasting for Non-Finance Managers

This course complements the Introduction to Cost Analysis for Non-Finance Managers and should be taken with prior knowledge or having completed the previous cost analysis course. Sometimes, cost forecasting is considered as much an art as it is a science. However, decision making demands a framework for forecasting. The delivery outlines some basic forecasting techniques used in cost forecasting. The course is one of the many building blocks to help gain an understanding of provisions within the Public Spending Code.

Course Content

This course will cover the following areas:

- Separation of fixed and variable cost using the high-low method and regression analysis
- Time series analysis
- Learning curve model, effect and application to budgets

Delivery, Dates and Cost

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

Dates: 1 October 2020

1 December 2020

Times: 1:30 pm - 3:30 pm

Cost: €160 per person.

» [BOOK NOW](#)

Demand and Supply Analysis for Non-Finance Managers

This course provides introductory level instruction on the economic principles of demand analysis. The knowledge gained in this course creates the building blocks for understanding cost-benefit analysis. It also provides introductory material on economic principles which are advanced in the Economic Principles for Non-Finance Managers course.

Course Content

This course will cover the following areas:

- Demand, Supply and their determinants
- Price, equilibrium, shifts and movements in demand and supply
- General overview of elasticity
- Labour demand and supply factors
- Introduction to welfare economics (consumer and producer surplus)
- Valuing welfare impacts on supply and demand

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: 8 October 2020

8 December 2020

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

Cost: €360 per person.

» [BOOK NOW](#)

Economic Principles for Non-Finance Managers in the Public Sector

This course anchors the participant with the basic economic principles which drive the presence of government in the marketplace. In particular, the content below will address some of the issues of Cost Benefit Analysis contained within the Public Spending Code.

Course Content

This course will cover the following areas:

- Forms of market structures and competition
- Imperfect markets and welfare economics
- Pareto efficiency and Cost Benefit Analysis (consumer and producer surplus)
- Valuing welfare impacts on supply and demand
- Economics of shadow pricing and discount rates
- Opportunity cost within welfare economics

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: 7 September 2020

5 November 2020

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

Sectoral Financial Statements

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

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

Investment Appraisal Methods: Basic Application Session

» [BOOK NOW](#)

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

Investment Appraisal Methods: Intermediate Application Session

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

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: 12-13 November 2020

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

Cost: €720 per person.

» [BOOK NOW](#)

Delivery, Dates and Cost

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

Dates: 1. 15 October 2020 | 9 November 2020

2. 21 October 2020 | 16 November 2020

3. 23 October 2020 | 24 November 2020

4. 4 November 2020 | 25 November 2020

Times: 10:00 am - 11:00 am

Cost: €70 per person per webinar.

Delivery, Dates and Cost

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

Dates: 16 September 2020

16 November 2020

Times: 10:00 am - 12:30 pm

Cost: €200 per person.

» [BOOK NOW](#)

Delivery, Dates and Cost

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

Dates: 16 September 2020

16 November 2020

Times: 1:30 pm - 3:30 pm

Cost: €160 per person.

Investment Appraisal Methods: Cashflow Analysis

» [BOOK NOW](#)

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

Delivery, Dates and Cost

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

Dates: 22 September 2020
10 November 2020
Times: 1:30 pm - 3:30 pm
Cost: €160 per person.

Risk and Uncertainty Investment Appraisal for Non-Finance Managers

» [BOOK NOW](#)

This course is directed toward individuals who have a background in the basic principles of finance and wish to consider risk within the context of the Public Spending Code. The course will introduce the concept of risk identification and quantification, the capital asset pricing model and risk premium. A practice exercise will be conducted in the area of sensitivity, and scenario analysis, expected value and a basic Monte Carlo simulation.

Delivery, Dates and Cost

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

Dates: 22 September 2020
10 November 2020
Times: 10:00 am - 12:30 pm
Cost: €200 per person.

Financial Performance Analysis: Reporting Techniques

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

» [BOOK NOW](#)

Delivery, Dates and Cost

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

Dates: 29 September 2020
24 November 2020
Times: 10:00 am - 12:30 pm
Cost: €200 per person.

DuPont Analysis for Financial Performance Analysis

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

» [BOOK NOW](#)

Delivery, Dates and Cost

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

Dates: 4 September 2020
Times: 11:30 am - 1:00 pm
Cost: €120 per person.



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 separate dates. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 16, 23 and 30 September 2020

14, 21 and 28 October 2020

11, 18 and 25 November 2020

Times: 9:30 am - 5:00 pm

Cost: €1,395 per person.



GDPR

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: 17 September 2020
12 November 2020

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: 15 October 2020
3 December 2020

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;
- 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 2 2020

Module 1: 6-7 October 2020

Module 2: 27-28 October 2020

Module 3: 24-25 November 2020

Programme 3 2020

Module 1: 21-22 October 2020

Module 2: 10-11 November 2020

Module 3: 30 November - 1 December 2020

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

Cost: €1,950 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; 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

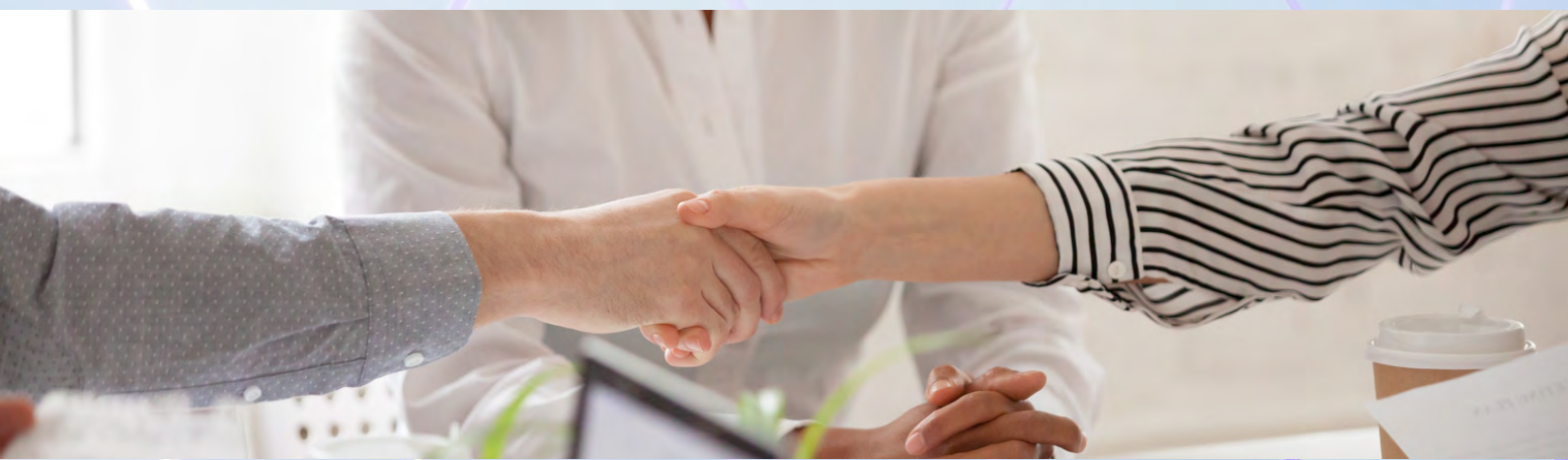
Delivery, Dates and Cost

This is a two day course that will be delivered over two modules each day. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 18-19 November 2020

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

Cost: €650 per person.



CIPD Foundation Certificate in Human Resources Practice

» [BOOK NOW](#)

The CIPD Foundation Certificate in Human Resources Practice is designed for those who want specialist Human Resource Management (HRM) Knowledge combined with practical skills. This programme will specifically address key HRM challenges in the public, private and not for profit sectors of employment and is delivered through a blended learning design with 240 hours of guided learning.

This course is accredited by the Chartered Institute of Personnel & Development (CIPD).

Learning Outcomes

The overall objective of this certificate programme is to help participants to develop as effective HRM practitioners, gain and utilise the key skills required in this specialist area. At the end of the programme participants will have;

- A greater awareness of the organisational context of Human Resource Management (HRM);
- An understanding of the key issues that impact HRM;
- Developed, under expert guidance, a range of skills relevant to HRM.

Course Content

The CIPD Foundation Certificate in Human Resources Practice programme will be delivered in six (6) Units as follows:

Unit 1: Developing Yourself as an Effective HR Practitioner

- Key Personal Skills/Competencies.

Unit 2: Understanding Organisations and the Role of HR

- Organisational Context of the HRM Function;
- HR Role and Responsibilities of Line Managers;
- Models of HRM in the Civil, Public, Private and Not for Profit Sectors.

Unit 3: Resourcing Talent

- Best Practice Recruitment and Selection Policies and Procedures;
- Skills in Recruitment and Selection Interviewing;
- On-Boarding and Induction.

Unit 4: Performance and Reward Management

- Managing Performance and Development;
- Appraisal Interviewing;
- Reward Management.

Unit 5: Employee Relations

- Employment Law – Contracts & Terms and Conditions of Employment;
- Employee Engagement.

Unit 6: Recording, Analysis and Utilising HR information

- Sources of HR Information;
- Managing and Reporting on HR Information.

Delivery, Dates and Cost

This Certificate consists of seven (7) days of online workshops* primarily over nine (9) months with two x two and a half hour sessions online per day. In addition, students will have access to a range of online resources including Webcasts, Podcasts, Videos, e-Learning Courses, Workbooks etc. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Online Workshop Dates^:

Unit 1: 1 & 21 October 2020

First Facilitated Learning Set Meeting:

2 OR 3 OR 4 November 2020

Unit 2: 26 November 2020

Unit 3^: 20 January 2021 (G1) OR 22 January 2021 (G2)

Unit 4^: 3 March 2021 (G1) OR 5 March 2021 (G2)

Unit 5: 22 April 2021

Unit 6: 27 May 2021

Cost: €2,630 per person.

**In the event circumstances allow for, we will bring candidates into the IPA's premises at Lansdowne Road for a face-to-face delivery of workshops.*

^Please note that the class will be split into two Groups (G1 and G2) for Units 3 and 4 of the programme. Separate dates apply as outlined above. Students will be advised of the applicable dates during Unit 1 of the programme. Dates may be subject to change.



CIPD Foundation Certificate and Diploma in Learning and Development

» [BOOK NOW](#)

The CIPD Foundation Certificate and Diploma in Learning and Development is designed for those who want specialist knowledge combined with practical skills development to underpin their contribution to Learning and Development within their organisations. The programme is delivered through a blended learning design with 230 hours of guided learning for the Certificate programme and a further 60 hours of guided learning for the Diploma programme.

Successful completion of the Certificate programme leads to the Chartered Institute of Personnel and Development (CIPD) Foundation Level Certificate in Learning and Development.

Learning Outcomes

The overall objective of this foundation certificate programme is to help participants develop as effective Learning and Development practitioners and utilise the key skills required in this specialist area. At the end of the programme participants will have:

- A greater awareness of the organisational context of Learning and Development;
- Increased their knowledge of the importance of identifying Learning and Development needs;
- Learned the principles of and approach to the effective design, delivery and evaluation of appropriate Learning and Development solutions;
- Practiced and developed, under expert guidance, a range of skills relevant to the Learning and Development practitioner.

Course Content

The Certificate Units are as follows:

- Unit 1: Becoming an Effective L&D Practitioner
- Unit 2: Learning & Development and the Organisation
- Unit 3: Identifying Learning & Development Needs
- Unit 4: Designing Learning & Development Activities
- Unit 5: Delivering Learning & Development Activities
- Unit 6: Evaluating Learning & Development Activities

The Diploma Units are as follows:

- Unit D1: Using Technology to Facilitate Learning
- Unit D2: Supporting Individual Learning through Coaching and Mentoring

Delivery, Dates and Cost

This programme consists of 11 full days of online workshops over 13 months with two x two and a half hour sessions online per day. This course requires a minimum of attendance at nine days of online workshops from October 2020 to April 2021 to complete the Certificate programme and a further two days of online workshops for the Diploma in October and November 2021. In addition, students will have access to a range of online resources including Webcasts, Podcasts, Videos, e-Learning Courses, Workbooks etc. The Workshops will be remotely delivered through MS Teams and facilitated by subject matter experts.

Online Workshop Dates 2020-2021*:

Certificate October 2020 - April 2021

Unit 1: 14 - 15 October 2020

First Facilitated Learning Set Meeting: 2 November 2020

Unit 3: 3 December 2020

Unit 4: 17-18 February 2021

Unit 5: 25 March 2021

Unit 6: 29 April 2021

Diploma October - November 2021

Unit D1: TBC October 2021

Unit D2: TBC November 2021

*Dates may be subject to change

Cost: €2,630 per person.



CIPD Foundation Diploma in Human Resources Practice



[BOOK NOW](#)

The CIPD Foundation Level Diploma in Human Resources Practice is designed for those who have already graduated or will graduate from the CIPD Foundation Level Certificate in HR Practice Programme. The Diploma Units are designed for those who want to expand their specialist Human Resource Management (HRM) knowledge combined with practical skills development for HR Professionals and Managers/Supervisors with HR responsibilities. The Diploma Units will be delivered using a blended learning design with 45 hours of guided learning.

Successful completion of the Diploma programme units leads to the Chartered Institute of Personnel and Development (CIPD) Foundation Diploma in HR Practice.

Learning Outcomes

The overall objective of these diploma programme units is to help participants broaden their knowledge and skills in the area of HR practice with particular focus on:

- Unit D1: Contributing to the Process of Job Analysis;
- Unit D2: Identifying Learning and Development Needs;
- Unit D3: Supporting Change Within Organisations.

Course Content

During the online workshops there will be a focus on:

Unit D1: Contributing to the Process of Job Analysis

The overall focus of this unit is to develop the learner's understanding of the principles and practice of job analysis and job design. The unit content is designed as an introduction to the knowledge and skills required in the use of a number of methods of conducting job analysis.

Unit D2: Identifying Learning and Development Needs

For individuals and their organisations to respond to changing environments and exploit emerging opportunities they need to ensure the quality and currency of their skills, knowledge and capabilities. Taking a pro-active approach to identifying learning needs is a key part of this, and often the responsibility of the L&D practitioner. This unit supports the development of the skills required to undertake an effective identification of others' learning needs.

Unit D3: Supporting Change Within Organisations

This unit covers the main factors that need to be considered in the change process and will enable learners to understand why organisations need to change with reference to key internal and external factors. Change concepts and different ways of managing change will be introduced. People also respond to change in different ways and this manifests itself in variable behaviours. This aspect will be given particular attention along with the implications for the human resources (HR) function.

Delivery, Dates and Cost

This Diploma consists of three full days of online workshops over four months with two x two and a half hour sessions online per day. In addition students will have access to a range of online resources including Webcasts, Podcasts, Videos, e-Learning Courses, Workbooks etc. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Online Workshop Dates 2020:

Unit D1: 24 September 2020

Unit D2: 5 November 2020

Unit D3: 10 December 2020

Cost: €900 per person.



Introduction to Human Resource Management

This introductory Human Resource Management course runs over two modules. The course will be of particular interest to staff that have recently been appointed to either a human resource role or Department. The course has been designed to incorporate current best practice in Human Resource Management and recent developments in employment legislation.



[BOOK NOW](#)

Learning Outcomes

At the conclusion of the course, participants will have developed:

- A clear understanding of the broader scope and content of human resource management;
- An appreciation of the role of the human resource function;
- Knowledge of sources of further information relating to key areas of human resource management.

Course Content

The areas covered on this course include:

The Role and Contribution of Human Resource Management

- Understanding Customers and Stakeholders and their needs and expectations
- The Customer Service and Service Delivery Focus of HR Activities
- Roles and Responsibilities within HR
- Models of Human Resource Management

Resourcing Talent and the HRM role in Recruitment and Selection

- Workforce Planning
- Methods of Selection
- Ensuring Best Practice in Competency Based Selection Interviewing

Performance Management and Development

- HR Role in developing and supporting Performance Management and Development in Organisations
- The Role of Learning and Development in Organisations

Establishing and Maintaining Good Employee Relations

- The Roles and Functions of the Key Employee Relations / Industrial Relations Institutions
- Employment Law, including Contracts of Employment, Employer Duties, Equality and Dignity at Work (including Bullying and Harassment and Stress)
- An overview of Grievance and Discipline handling in the workplace

Delivery, Dates and Cost

This is a three day course that is delivered over two modules. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: Module One: 22 and 23 October 2020

Module Two: 4 December 2020

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 and 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: 16 September 2020

17 November 2020

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 a wrong hire in today's market and a lengthy amount of time training and recruiting, Organisations need to ensure they minimise the risk of this happening. This webinar will provide the knowledge of how to increase the validity of the HR selection process to minimise the risk of an unsuccessful selection.

Learning Outcomes

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

- The most important grounds for selection;
- The myriad of different selection tools;
- What selection tools have the highest validity 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 hurdle approach to selection
- 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: 20 October 2020

5 November 2020

Times: 10:00 am - 11:00 am

Cost: €70 per person.

Competency Based Interviewee Preparation

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



BOOK NOW

Learning Outcomes

At the conclusion of the webinar, participants will:

- Understand the purpose and nature of competency based interviews;
- Know how to prepare for a competency based interview, face to face or online;
- 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 ,face to face or online, 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 (face to face or online)
- How to give your best performance on the day

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 September 2020
12 October 2020
13 November 2020

Times: 10:00 am - 11:00 am

Cost: €70 per person.

Competency Based Interviewee Preparation - One to One Coaching

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 Webinar.

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 40-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 test 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 40 minute webinar with 10 minutes for questions and answers. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 28 October 2020

19 November 2020

Times: 10:00 am - 10:40 am

Cost: €50 per person.

» [BOOK NOW](#)

Managing the Performance of Staff

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.

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

Delivery, Dates and Cost

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

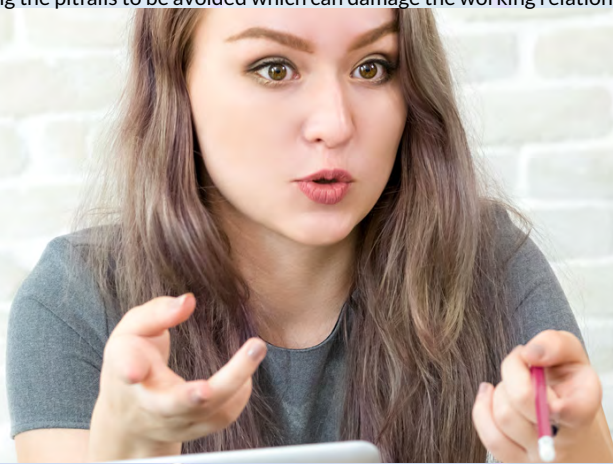
Dates: 22 September 2020

29 October 2020

Times: 10:00 am - 1:00 pm

Cost: €240 per person.

» [BOOK NOW](#)



The Role of the Manager in the Learning and Development Lifecycle

» [BOOK NOW](#)

The Role of the Manager in the Learning and Development Lifecycle is designed to enable Line Managers to understand the link between individual learning and development requests and business goals. Andrew Mayo, a leading HR specialist, says 'If development programmes are not clearly linked with the organisation's business strategy, they are not adding value. They may even be destroying it'.

Learning Outcomes

Upon completion of The Role of the Manager in the Learning and Development Lifecycle workshop managers will be familiar with all stages of the learning and development lifecycle (see diagram below) from identification of needs through to evaluation of learning.

The benefits of this workshop to the organisation and to the manager are that it would provide attendees with:

- Clarity of thinking around how the training budget is spent and the value it generates;
- A clearer understanding of the learning and development process and how it benefits staff;
- Clarity in relation to the link between learning and development and increased productivity;
- Confidence for the manager to discuss with the staff member the value to the organisation (and the team) of the learning the employee is requesting through PMDS;
- The knowledge and understanding necessary to enable managers to evaluate the impact of learning and development in the workplace in terms of value for money, impact on productivity and return on investment.

Course Content

The Role of the Manager in the Learning and Development Lifecycle will focus on the stages in the Learning and Development Lifecycle (see diagram below) from identifying the need through to evaluating the impact of the learning in the workplace.

Furthermore it will look at the relationship between identifying and developing skills and competencies and increased productivity.

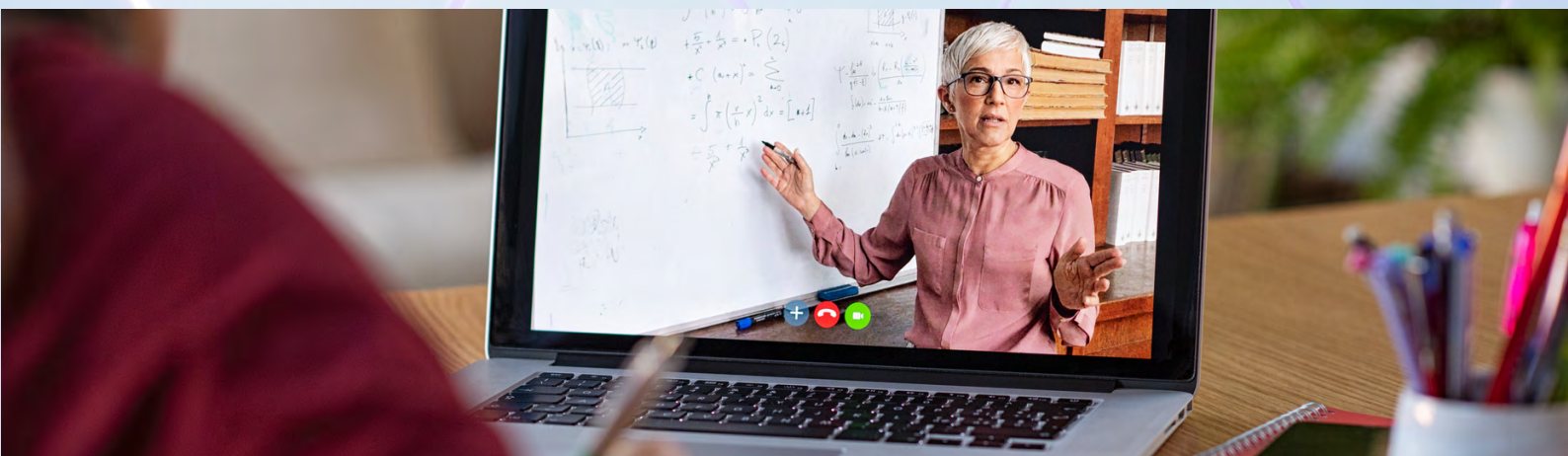
Delivery, Dates and Cost

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

Date: 4 November 2020

Times: 10:00 am - 11:30 am

Cost: €99 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 course, 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 course 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 five hour course that will be 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: 1 December 2020

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

Cost: €375 per person.

Developing and Maintaining a Respectful and Inclusive Workplace

» [BOOK NOW](#)

The Developing and Maintaining a Respectful and Inclusive Workplace workshop is designed for managers to ensure all employees feel respected in their workplace (regardless of whether they are working in the office, working 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 five hour workshop that will be 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: 13 October 2020

17 November 2020

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

Cost: €375 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 the exemption process 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 five hour course that will be 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: 17 September 2020
22 October 2020
19 November 2020

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

Cost: €375 per person.



Assistant Principal Officer Programme *Essentials of Enhancing Leadership Capacity*

» [BOOK NOW](#)

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

Course Content

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

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

Delivery, Dates and Cost

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

Dates: Module 1: 24 September 2020
Module 2: 8 October 2020
Module 3: 21 October 2020

Times: 10:00 am - 1:00 pm each day

Cost: €920 per person for the three session programme.

» [BOOK NOW](#)

Higher Executive Officer Programme

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: 6 October 2020

Times: 9:30 am - 4:00 pm

Cost: €395 per person.

» [BOOK NOW](#)

Executive Officer Programme

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

Dates: 8-9 September 2020

17-18 November 2020

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

Cost: €320 per person.

Clerical Officer Programme

» [BOOK NOW](#)

The aim of this programme is to provide Clerical Officers 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 four hour course consists of two x two hour modules over two consecutive days. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 15-16 September 2020

22-23 October 2020

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

Cost: €320 per person.

Personal Effectiveness Programme

» [BOOK NOW](#)

This online Personal Effectiveness programme is designed for those who wish to develop their personal and professional skills and build on their confidence in carrying out their roles effectively, efficiently and professionally. You will acquire insights, techniques, and tools to strengthen your personal resilience and confidence in dealing with a variety of situations, learn about your 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:

- Understand your personal communication and working style;
- Be better able to communicate effectively with individuals and within the team;
- Have acquired practical tips for improving work/life balance and working remotely;
- Have acquired practical tips and techniques to build resilience and positive thinking;
- Have improved your ability to deal more confidently with difficult and challenging situations.

Course Content

This course will cover the following areas:

- Communication and working styles
- Personal Effectiveness and Self-Confidence
- Building Resilience
- Effective communication with individuals and within in the team
- Time Management, Work/Life Balance and Working Remotely

Delivery, Dates and Cost

This five hour programme will be delivered as two x two and half hour modules over two consecutive days . It will be delivered remotely via MS Teams and facilitated by a subject matter expert.

Dates: 6-7 October 2020

Times: 10:00 am - 12:30 ppm

Cost: €400 per person.



Leading in a Dynamic Environment

» [BOOK NOW](#)

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

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

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

Course Content

The course will give participants an opportunity to look at:

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

Delivery, Dates and Cost

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

Dates: 17 September 2020
12 November 2020

Times: 10:00 am - 1:00 pm

Cost: €240 per person.

Mastering Conflict for Effective Leadership

» [BOOK NOW](#)

Changing work practices, merging work and home life and developing new skills to work remotely could be seen as a wonderful opportunity or a significant challenge. How we each deal with changes and differences that confront us has a significant impact on our effectiveness and impact as leaders in organisations and as individuals in life.

Building our awareness of how and why we respond in different circumstances is an essential step in identifying more appropriate and supportive behaviours and approaches. Maintaining positive and trusting work relationships and team environments is critical to team and organisational performance and central to demonstrating effective leadership and management.

This course presents an opportunity to learn how to better control your reactions, to remain focused on purpose and help others through conflictual situations. Mastering these skills and incorporating a toolset that allows you to embrace the benefits of conflict in a positive and constructive way will strengthen team relationships, decision making and performance.

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

Course Content

The course will cover the following areas:

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

Delivery, Dates and Cost

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

Dates: 14 October 2020
9 December 2020

Times: 10:00 am - 1:00 pm

Cost: €440 per person.



Building Leadership Creativity

» [BOOK NOW](#)

The challenges of leadership and management are often complex and multifaceted. Building the skills and practices that allow you to effectively deliver on your role, starts with unravelling how you think. How you think shapes the decisions you make, the behaviours you use and the impact you have on relationships with others, achieving goals, coping with pressures, demands and differences in the organisation.

Without creativity and innovation of thought, it is difficult to generate innovation in practice.

In an era of constant change and a focus on collaboration and innovation, leadership and management centres on adaptability, relationships and finding newer and better ways to deliver services. This course puts the spotlight on a variety of influences to thinking, providing you with an opportunity to reflect on your own approaches, benchmarking it against expectations, needs and good practice. In doing this, you can identify new or better ways to address the challenges of delivering ever better outcomes with limited resources, find lasting solutions to deep-seated problems and ways to work more effectively with others.

Anyone leading innovation or change initiatives or anyone leading teams of people and needing to think differently about how to address organisational/strategic and everyday challenges, will find this course of help. Those responsible for writing and implementing strategy or policy may also find this topic helpful.

Course Content

Building Leadership Creativity will focus on:

- Exploring known and unknown influences on your thinking
- Discussing the implications of those on decision making and building relationships
- Importance of finding fresh approaches to lead innovatively
- Simple steps to strengthen effective thinking

Delivery, Dates and Cost

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

Dates: 6 October 2020

18 November 2020

Times: 10:00 am - 1:00 pm

Cost: €240 per person.

Leading Collaboratively

» [BOOK NOW](#)

Getting the best out of collective processes

Many challenges we face in organisations are complex and multi-faceted, requiring a breadth of stakeholders and perspectives to think differently about the problem but also to implement solutions which are holistic and robust. Collaboration relies on the interplay between healthy, peer relationships, built on trust and understanding, focused on an agreed common purpose. Collaboration is more than discussing and sharing - it is a process. Those seeking to work more collaboratively need to build relationship and process skills and be aware of the balance between both, to make a collaboration work effectively.

What distinguishes us from other species is that we are social beings and have an ability to build social networks. However, we still are not always the best at doing this. We can achieve great things, innovate and improve in leaps and bounds, if we work together better. Collaboration also heightens commitment, energy and engagement. These are more solid foundations for the individual and collective resilience needed to flex to challenges and changes.

This online course provides an opportunity to reflect on your own approach to leading collaboratively and benchmark how well you are equipped to build positive relationships and manage the process of channeling the outcome of group dialogue to tangible, mutually beneficial results.

Drawing inspiration from practice and research, we will look at the mindset, skillset and toolset for effective collaborators and how to engender this in others.

Course Content

Leading Collaboratively will take a workshop format and a dynamic and practical approach, with a focus on:

- Collaborative Leadership Model
- Building Relationships and Trust
- Process, Structures and Pathways for Collaboration
- Role of Conflict in Collaboration
- Link between Collaboration and Innovation

Delivery, Dates and Cost

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

Dates: 25 November 2020

Times: 10:00 am - 1:00 pm

Cost: €240 per person.



New Manager Programme



[BOOK NOW](#)

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

Learning Outcomes

Upon completion of this course, participants will:

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

Course Content

The course will cover the following areas:

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

Delivery, Dates and Cost

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

Dates: 23-24 September 2020
10-11 November 2020

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

Cost: €320 per person.

Fundamentals of Coaching Skills For Managers

Improving Management Conversations



[BOOK NOW](#)

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

Learning Outcomes

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

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

Course Content

This course will cover the following areas:

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

Delivery, Dates and Cost

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

Dates: 16 September 2020
11 November 2020

Times: 10:00 am - 1:00 pm

Cost: €240 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 four hour course consists of two x two hour modules over two consecutive days. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

Dates: 20-21 October 2020

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

Cost: €320 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: 11 November 2020

Times: 10:00 am - 12:00 pm and 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: 7 October 2020

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 of 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: 14 October 2020

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

Cost: €320 per person.



IPA Housing Forum

» [FORUM WEBSITE](#)

The Institute of Public Administration (IPA), in conjunction with the Housing Agency, are excited to launch a series of housing webinars as part of the new Housing Forum. The IPA Housing Forum will offer monthly webinars hosted by the Local Government Unit of the IPA and will feature key housing practitioners speaking on a variety of topics including the new government programme, affordable housing, rental assistance, the Private Rented Sector and other areas of interest. It is anticipated that the IPA Housing Forum will enable housing practitioners to share best practice and experiences, ask questions on pertinent housing matters and it will become an important repository for key housing policy, documentation and practice material.

This will be a membership-based Forum with membership open to organisations and individuals. The member organisations will include state bodies and agencies, local authorities, housing associations and financial institutions.

Membership

The IPA Housing Forum is open to anyone working in the housing area or with a special interest in housing. Individuals can join the forum for €250 from August until December 2020. For any individual non-member attending a monthly webinar the charge will be €50 per webinar. Forum members will have access to the Members' Area on the Housing Forum website where they can receive many types of additional resources. Organisations involved in housing can also join the forum at special rates and with flexible access packages. If an organisation joins the forum the fee for any three members of the organisation will be €250 per person (i.e. €750) and the fourth and subsequent persons from the same organisation will be offered a substantial reduction of €150 per person from August to December 2020.

Membership of the IPA Housing Forum will entitle you to the following:

- monthly webinar on a current housing topic,
- additional online webinars offered from time to time by partner organisations,
- an online repository of material on housing [articles, reports etc.]
- an outlet for asking questions and getting information about systems and practices

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

Upcoming Webinars

- Affordable Housing – 16 September 2020
- Social Housing Support – 14 October 2020
- Social Housing Delivery – 11 November 2020
- Homeless Services – 10 December 2020

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

Dates: 5-6 October 2020

Cost: €200 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 course consists of three x one and a half hour modules over one day. It will be remotely delivered through MS teams and facilitated by subject matter experts.

Dates: 16 October 2020

Cost: €200 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 accessible pre-recorded training videos covering the full-range of Local Authorities' social housing supports.

Dates: The pre-recorded course will be available for purchase from 21 September 2020

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

» [FURTHER INFORMATION](#)

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 course can be delivered online and/or can be tailored for delivery in a Local Authority on scheduled dates.

Cost: €250 per person for a public course. This course can also be delivered for a Local Authority at a negotiated rate.

Prevention and Management of Aggression and Violence at Work

» [FURTHER INFORMATION](#)

During the course of their work staff in certain areas of Local Authorities are sometimes faced with the situation of dealing with aggressive or violent behaviour. This course has been designed to help understand aggression in other people and develop techniques for dealing with aggressive or violent situations.

Course Content

The course will cover the following areas:

- What causes aggressive or violent behaviour
- How to identify the early warning signs of violence and aggression
- Understanding the cycle of assaults and aggression and our own responses to aggression
- How to de-escalate an aggressive situation
- How to maintain self-control (body and voice)
- The importance of listening
- How to avoid becoming part of the problem
- Identifying verbal indicators of aggressive behaviour and responding using specific skills
- Good practice in dealing with staff who have been assaulted

Delivery, Dates and Cost

This course can be delivered online and/or can be tailored for delivery in a Local Authority on scheduled dates.

Cost: €200 per person for a public course. This course can also be delivered for a Local Authority at a negotiated rate.

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

Debt Management Webinar Dates, Cost and Times are:

Webinar 1: 21-22 September 2020 | €75 per person
(10:30 am -11:30 am each day)

Webinar 2: 28-29 September 2020 | €150 per person
(09:30 am-12:30 pm each day)

Webinar 3: 1-2 October 2020 | €150 per person
(11:00 am -12:30 pm and 1:00 pm - 2:30 pm each day)

Webinar 4: 6 October 2020 | €100 per person
(11:00 am -12:30 pm and 1:30 pm - 3:00 pm)

Webinar 5: 7 October 2020 | €100 per person
(9:30 am - 12:30 pm)

Webinar 6: 8 October 2020 | €100 per person
(Pre Recorded Session) and 9 October 2020 (Live Q&A
2:00pm - 3:00pm)

A - Z of Irish Local Government

The A - Z of Irish Local Government provides an overview of each of the key services and the principle pieces of legislation underpinning the services currently being provided by Local Authorities in Ireland. The course is ideal for anyone (either from a Local Authority or from an organisation associated with the Local Government sector) who wants to develop a more wide-ranging knowledge of the sector.

It is designed for all indoor and outdoor, technical and non-technical staff working in local authorities.

Course Content

This course will cover the following Key Local Government Areas:

- Local Government Structures, Services and 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

Course Delivery and Cost

This course consists of 16 pre-recorded training videos covering the whole range of services Local Authorities provide. For in-house delivery, dates can be arranged. The course delivered is tailored and bespoke to your local authority with materials, documentation and organisation-specific information provided.

Cost: €500 per person for the full programme.

Please contact us for further information about this course.

Legislative Training Programme

This programme addresses legislation pertaining to the areas of Housing, Planning, Environment, Water and Roads & Transportation Services. There are two days allocated to each of the five Service areas.

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

Course Delivery

This course consists of 20 pre-recorded training videos covering this area. For in-house delivery, dates can be arranged at a negotiated rate. The course delivered is tailored and bespoke to your local authority with materials, documentation and organisation-specific information provided.

Please contact us 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 online for Irish Local Authorities. For in-house delivery, dates can be arranged. The course delivered is tailored and bespoke to your local authority with materials, documentation and organisation-specific information provided.

Cost: €50 per person.

Please contact us 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).

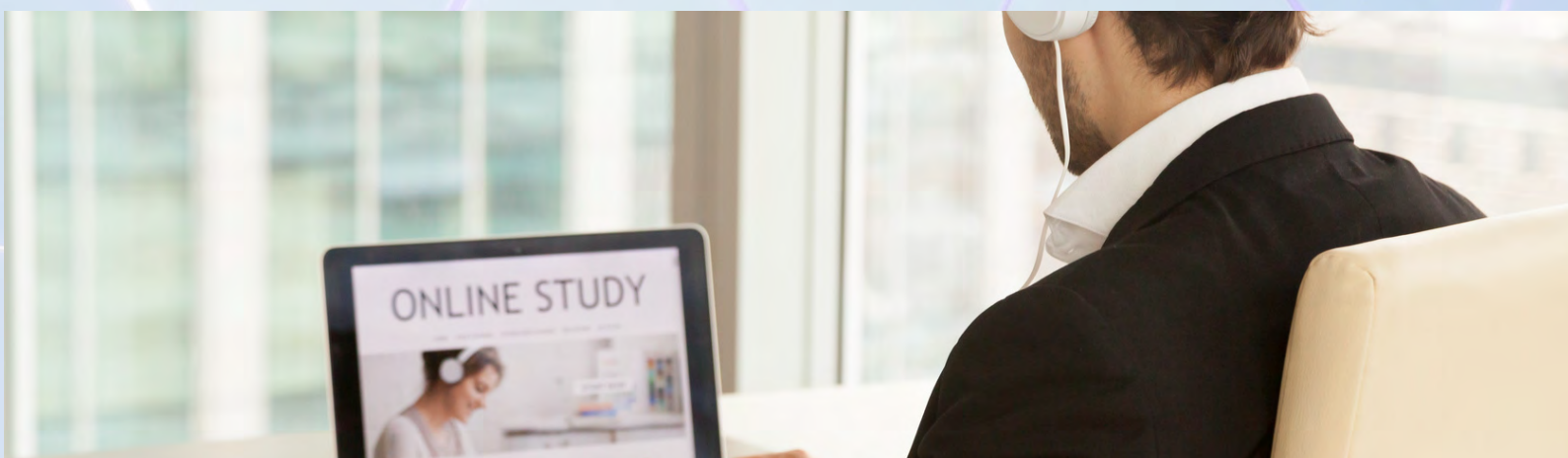
Delivery, Dates and Cost

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

Dates: 30 September 2020
1 December 2020

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

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: 14-16 September 2020
19-21 October 2020
7-9 December 2020

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: 17-18 September 2020
27-28 October 2020

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: 9 September 2020

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: 16 October 2020

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: 27-28 October 2020

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

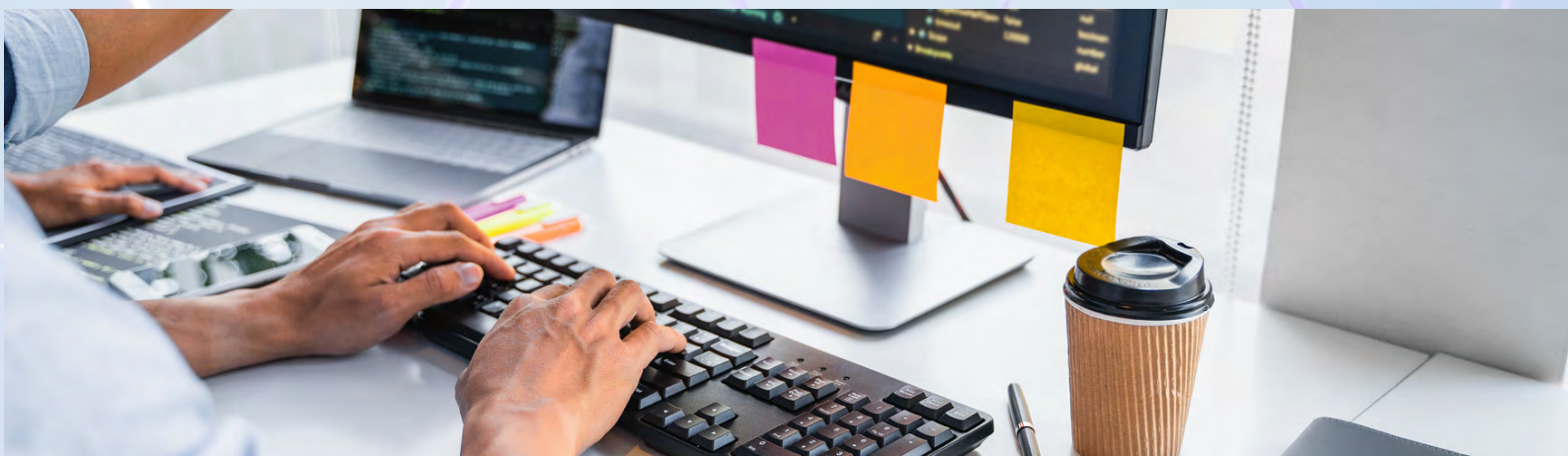
Delivery, Dates and Cost

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

Dates: 8 -9 December 2020

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: 10 September 2020
12 November 2020

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: 3-4 September 2020
25-26 November 2020

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: 5-7 October 2020
14-16 December 2020

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

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

Certified Associate in Project Management (CAPM®)

» [BOOK NOW](#)

The purpose of the PMI Guide to the Project Management Body of Knowledge is to identify and describe project management good practice. It is recognised that the knowledge and practices contained therein are applicable to most projects most of the time. There is widespread consensus about their value and usefulness. This course prepares you for sitting the CAPM® exam. The course fee doesn't include the exam fee. There are secondary degree and education pre-requisites.

Learning Outcomes

Upon completion of this course, participants will:

- Understand the fundamentals of implementing standard project management processes and practices;
- Establish knowledge on all the five process groups and knowledge areas;
- Prepare for the CAPM® exam preparation in attaining a certification;
- Contribute to the organisations further professionalisation of managers involved in project management.

Course Content

This course will cover the following areas:

- Project Fundamentals and Frameworks
- Project Management Processes
- Integration, scope, schedule, cost, quality, risk, procurement, resource, communication and Stakeholder Management
- CAPM® exam preparation

Delivery, Dates and Cost

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

Dates: 31 August - 2 September 2020

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

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

Project Management Professional (PMP)® Certification Course

» [BOOK NOW](#)

This course will give participants foundation, experience, techniques and tools to manage the various aspects of a project together with a broad array of practical experiences that can immediately be applied. It covers the content of the Project Management Body of Knowledge (PMBOK® Guide) and presents the information that is examined on the Project Management Professional (PMP)®. This is suitable for anyone who wants to ensure success in the (PMP)® Certification exam.

Learning Outcomes

Upon completion of this course, participants will:

- Understand the exam process (i.e. application procedure to taking the exam);
- Know how to identify the attributes of being a project manager;
- Understand the significance of good project governance;
- Know how to define project objectives and create a project scope plan;
- Know how to describe how a work breakdown structure is used as an input to developing a project plan;
- Understand the benefits of effective project planning and control;
- Know how to apply the principles behind time and cost estimation;
- Understand the different components of a project schedule and how these can be applied;
- Be able to deliver and manage an effective project management plan;
- Know how to distinguish between risk and issue management and how to do it;
- Be able to monitor and communicate project progress on a timely basis;
- Understand the basis of effective project leadership;
- Understand and plan for project success, and closure.

Course Content

This course will cover the following areas:

Day 1: The Delivery Framework

- Introduction Session
- Project Management Process – defining project, programme and portfolio management
- Project Management Framework from the PMBOK®

Day 2: Project Planning Model

- Project Change Control – defining project processes and governance
- Project Scoping and Control – identify and understanding the project charter
- Project Schedules – developing and brainstorming the schedule
- Project Cost Estimation and Control Techniques – how to manage and report project estimates

Day 3: Project Facilitation Skills

- Project Quality Management – identifying project success and key project metrics
- Risk and Issue Management – recording and managing relevant risk
- Project Contracts – overview of the project contract process

Day 4: Managing Project Team & Leadership

- The Project Manager's soft skills including the role of the Project Manager
- Project management communication skills – stakeholder analysis and planning
- Project Stakeholder relationship management
- Process Mapping to show a Project Delivery Model

Delivery, Dates and Cost

This is four day course that is delivered in two x two day blocks. It will be remotely delivered and facilitated by a subject matter expert.

Dates: Block 1: 23-24 September 2020

Block 2: 7-8 October 2020

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

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

PMI Professional in Business Analysis (PMI-PBA)® Preparation Course

» [BOOK NOW](#)

This PMI Professional in Business Analysis (PMI-PBA)® Preparation course will give participants foundation, experience, techniques and tools to manage the various aspects of a project. This is a course that is focused on practical application with a broad array of experiences that can immediately be applied.

The course will cover the content of the Project Management Body of Knowledge (PMBOK® Guide) and present the information that is examined on the PMI Professional in Business Analysis (PMI-PBA)® Certification. The course focuses on the role of the Business Analyst within a project environment and blends in aspects of traditional as well as Agile project management.

Learning Outcomes

After completing the PMI Professional Business Analysis Preparation course, participants will :

- Understand the PMI-PBA® exam process (i.e. application procedure to taking the exam);
- Be able to identify the attributes of being a Business Analyst;
- Understand the Business Analyst tools and techniques;
- Understand the development and detailing of requirements;
- Know how to evaluate stakeholders needs and requirements;
- Have the ability to analyse, understand and document a process, system or structure to evaluate its effectiveness and efficiency;
- Have the ability to understand change management and how this needs to be aligned to an organisation;
- Understand how to harness the positive energy needed to bring about successful change;
- Understand solution management – what is feasible given constraints (budgetary, system, resourcing, time, process);
- Understand stakeholder management – identify, assessing needs relationship management;
- Have practiced sample PMI-PBA® exam questions.

Course Content

Over the three-day PMI Professional Business Analysis Preparation Course, the following areas will be covered:

- Topic 1: Introduction to PMI-PBA® Certification
- Topic 2: Introduction to Business Analyst Role
- Topic 3: Needs Assessment
- Topic 4: Business Analysis Planning
- Topic 5: Requirement Elicitation and Analysis
- Topic 6: Traceability and Monitoring
- Topic 7: Evaluation
- Topic 8: Business Analyst Soft Skills

Delivery, Dates and Cost

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

Dates: 9, 16 and 23 October 2020

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

Cost: To be confirmed. (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: 6-7 October 2020

1-2 December 2020

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: 15-16 October 2020

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: 17 September 2020

14 October 2020

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 three x half day sessions. 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.





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



FURTHER INFORMATION

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