

# INSTITUTE OF PUBLIC ADMINISTRATION TRAINING PROSPECTUS

SEPTEMBER TO DECEMBER 2022



# SPECIALIST-LED COURSES & WEBINARS

The Institute of Public Administration is pleased to outline our wide range of online and in-person short training courses, professionally accredited programmes and webinar offerings scheduled from September to December 2022. 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 online 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, as required.

## 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 are available on our website at the [IPA Training and Development](#) section.

**Aidan Horan & Teresa Casserly**

**Directors, Training and Development**

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## Contact Us

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

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GDPR, Data Protection and Social Media | [mspeers@ipa.ie](mailto:mspeers@ipa.ie)

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





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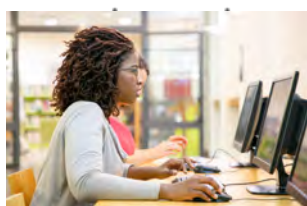
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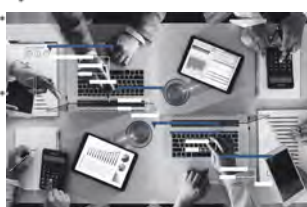
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## CERTIFICATE IN AUDIT SKILLS (CIPFA ACCREDITED)

Book Now

The aim of the Certificate in Audit Skills (CAS) is to develop the skills and knowledge of public sector internal auditors in order to carry out effective audits and make a greater contribution to the governance of their organisations. The Certificate is an issues-based course focused on skills enhancement to meet the ever-changing needs of the auditor in delivering an added value and quality service. The programme examines in detail, and in a very practical manner, the key areas of the work of an internal auditor.

The course programme has been designed for internal auditors who have some basic knowledge and practical experience of internal audit. The course may not be suitable for staff who are new to the function. It may be beneficial for such staff attend the Institute's [Introduction to Internal Audit](#) course and then consider undertaking the CAS when they have acquired experience of undertaking audits.

### COURSE CONTENT

The Certificate in Audit Skills programme covers, in detail, the following topics:

#### Module One

- Context of Internal Audit
- Interpersonal Skills
- Strategic Audit Management and Planning

#### Module Two

- Audit Approach and Techniques, Audit Fieldwork & Evidence
- Value for Money
- Fraud

#### Module Three

- Audit Reporting
- Specific Audit Approaches
- Audit of European Union Funding
- Internal Audit and Audit Committees

#### Module Four\*

- Case Study

\* It is intended that Module Four will be delivered onsite in the IPA.  
This will be subject to ongoing COVID restrictions.

### ASSESSMENT

In order to be awarded the Certificate in Audit Skills each participant must demonstrate:

- Satisfactory attendance record on the programme
- Satisfactory completion of three prescribed course assignments
- Satisfactory participation in the Case Study
- Maintenance of a Portfolio of Evidence which demonstrates the application of learning in the workplace.

### DELIVERY, DATES AND COST

This programme is delivered over four months with four x three day tutorials.

Module Dates include:

Module 1: 6-8 September 2022

Module 2: 4-6 October 2022

Module 3: 8-10 November 2022

Module 4: 6-8 December 2022

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

Cost: €4,850 per person.



## 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:** 20 September 2022

13 December 2022

**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.

### 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.

**Dates:** 15 September 2022,

29 November 2022

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

**Cost:** €320 per person.

## CORPORATE GOVERNANCE FOR STATE AND PUBLIC SECTOR BODIES

### 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:** 11 October 2022

14 December 2022

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

**Cost:** €320 per person.

[Book Now](#)

## 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:** 8 November 2022

**Times:** 10:00 am - 12:00 noon

**Cost:** €240 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:** 17 November 2022

**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-aways 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:** 18 October 2022

**Times:** 10:00 am - 12:00 noon

**Cost:** €160 per person.



## RISK MANAGEMENT FOR PUBLIC SERVICE ORGANISATIONS AND STATE AGENCIES

[Book Now](#)

### LEARNING OUTCOMES

Upon completion of this course, participants will:

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

### COURSE CONTENT

This course will cover the following areas:

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

### DELIVERY, DATES AND COST

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

**Dates:** 4 October 2022

24 November 2022

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

**Cost:** €320 per person.

## MANAGING RELATIONS WITH CHARITIES: REGULATION, FUNDING AND OVERSIGHT

[Book Now](#)

### LEARNING OUTCOMES

Upon completion of this course, participants will:

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

### COURSE CONTENT

This course will cover the following areas:

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

### DELIVERY, DATES AND COST

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

**Dates:** 9 December 2022

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

**Cost:** €320 per person.

## BOARD SECRETARY: DUTIES & PRIORITIES

[Book Now](#)

### LEARNING OUTCOMES

Upon completion of this course, participants will:

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

**Date:** 12 October 2022

**Times:** 10:00 am - 12:00 noon and 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 & public bodies;
- Consider how a governing body/Board can ensure that it affords appropriate time and attention to strategy and strategic issues as part of its business.

### COURSE CONTENT

This course will cover the following areas:

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

### DELIVERY, DATES AND COST

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

**Date:** 9 November 2022

**Times:** 10:00 am - 12:00 noon

**Cost:** €160 per person.

## INTRODUCTION TO INTERNAL AUDIT

### 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                    | • Audit Reporting                                |
| • Assurance and Accountability Frameworks | • Audit Committees                               |
| • Role of Internal Audit                  | • Interpersonal Skills                           |
| • Audit Charter                           | • IT Systems Audit                               |
| • Professional Standards and Norms        | • Delivering an Effective Internal Audit Service |
| • Audit Management and Planning           | • Risk Management and Internal Audit             |
| • Internal Controls                       | • Audit Relationships                            |
| • The Audit Process                       | • Emerging Issues for Internal Audit             |
| • Audit Evidence                          |  |
| • Controlling and Reviewing an 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: 13-14 Sept | Module 2: 27-28 Sept 2022  
Module 1: 16-17 Nov | Module 2: 29-30 Nov 2022

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

**Cost:** €1,440 per person.

## ESSENTIALS OF INTERNAL AUDIT

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

### DELIVERY, DATES AND COST

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

**Dates:** 7 September 2022

9 November 2022

**Times:** 10:00 am - 11:00 am

**Cost:** €70 per person.

[Book Now](#)



## INTRODUCTION TO FRAUD AND CONTROL IN ORGANISATIONS

[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 and facilitated by subject matter experts.

**Dates :** 18 October 2022

14 December 2022

**Times:** 10:00 am - 11:30 am

**Cost:** €99 per person.

## FRAUD AWARENESS

[Book Now](#)

Fraud affects the whole organisation. Boards and Senior Management have an important role to play in developing a fraud culture.

With the level of scrutiny and accountability that is required from organisations, fraud is a significant risk and Internal Audit plays a significant role when auditing internal controls.

### LEARNING OUTCOMES

Upon completion of this workshop, participants will:

- have a better understanding of the Fraud Triangle;
- gain a greater appreciation of the role of the Internal Auditor in the fight against fraud;
- understand the importance of carrying out fraud risk assessments.

### COURSE CONTENT

This course will cover the following areas:

- Defining fraud
- Examining the Fraud Triangle and the role it plays in identifying the potential risk of fraud
- Conducting a fraud risk assessment
- Importance of internal controls and the reporting of fraud
- The level of fraud awareness within an organisation

### DELIVERY, DATES AND COST

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

**Date:** 23 November 2022

**Times:** 10:00 am - 12:30 pm

**Cost:** €200 per person.



## 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:** 15 September 2022

24 November 2022

**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:** 5 October 2022

13 December 2022

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

**Cost:** €360 per person.



## BUDGET MANAGEMENT AND COSTING

[Book Now](#)

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

### LEARNING OUTCOMES

Upon completion of this course, participants will have:

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

### COURSE CONTENT

Budget Management and Costing will cover the following areas:

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

## BUDGET MANAGEMENT AND CONTROL FOR LOCAL GOVERNMENT

[Book Now](#)

The responsibility for budget management and control is being cascaded down to individual Departments and Centres within Irish Local Government. This creates a need for those with the responsibility for these areas and Elected Members to understand the financial processes, reports and documents that they are being asked to comment upon.

This half day Budget Management and Control for Local Government course is designed to provide the support needed by detailing the system of preparing budgets, the process by which actual expenditure is calculated and the control system used whereby actual and budgetary figures are compared to produce 'variances'. The process of analysing variances, for the purpose of explaining under or over spending is a key aspect of this course, in the same way that is the main means of effecting budgetary control in Local Government.

### LEARNING OUTCOMES

Upon completion of this course, participants will understand:

- the process of budget preparation and prepare a budget;
- the local government budgetary process;
- the basis on which actual expenditure is calculated and then compared against the budget to create a variance, to effect control analyse and interpret the variances on a budgetary control statement.

### COURSE CONTENT

The Budget Management and Control for Local Government course will cover the following areas:

- Budget preparation
- Budget control
- Understanding and analysing variances

### DELIVERY, DATES AND COST

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

**Dates:** 29 September 2022

12 December 2022

**Times:** 9:30 am - 12:30 pm and 1:00 pm - 2:30 pm

**Cost:** €360 per person.

### DELIVERY, DATES AND COST

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

**Date:** 4 October 2022

**Times:** 10:00 am - 12:30 pm

**Cost:** €200 per person.





## FINANCE FOR NON FINANCE MANAGERS WITHIN THE PUBLIC SECTOR

[Book Now](#)

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

### LEARNING OUTCOMES

Upon completion of this course, participants will have:

- An awareness of the role of the finance function in the organisation;
- An understanding of financial reporting practices and techniques;
- An understanding of the principles and concepts of costing and budget preparation;
- An understanding of budgetary control and how to interpret a budgetary control report;
- An overview of control and audit issues and the roles of external, internal and value for money audit.

### COURSE CONTENT

This course will cover the following areas:

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

### DELIVERY, DATES AND COST

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

**Dates:** 8-9 September 2022  
21-22 November 2022

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

**Cost:** €720 per person.

## FINANCIAL MANAGEMENT MATURITY FRAMEWORK

[Book Now](#)

A good Financial Management Maturity Model will link practice and awareness of financial management to strategic outcomes of an organisation. In 2018, the Comptroller and Auditor General published a good practice guide (Special Report 101) to assist public sector bodies. This half day course presents key financial management principles underpinning good practice and reviews this guide for application in the real world. The course will be of particular interest to Executives and Boards within Public Sector entities.

### LEARNING OUTCOMES

Upon completion of this course, participants will:

- Appreciate the basic principles of financial management;
- Understand the key financial management practices and outcomes, by maturity level;
- Recognise the themes and questions to support the mapping of financial management practices within your organisation.

### COURSE CONTENT

The programme will introduce participants to the five maturity levels of financial management characteristics of organisation practice (leading-edge, professional, adequate, basic, and inadequate) which are applied to the following key themes:

1. Financial Governance and Leadership
2. Financial Planning
3. Financial Information for Decision Making
4. Financial Monitoring and Forecasting
5. Financial and Performance Reporting

### DELIVERY, DATES AND COST

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

**Dates:** 7 September 2022  
7 November 2022  
5 December 2022

**Times:** 9:30 am to 1:30 pm

**Cost:** €360 per person.



## PUBLIC SPENDING CODE: INTRODUCTION TO CAPITAL PROJECTS

[Book Now](#)

This course is intended to introduce the Public Spending Code (PSC) for Capital Projects. The programme will address the commitments to complete the framework for capital projects by identifying the roles and responsibilities of the stakeholders and taking the participants through the requirements of delivery of each stage of the framework.

### LEARNING OUTCOMES

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

- Identify the roles and responsibilities of stakeholders.
- Consider the requirements for delivery of projects within each stage of the Public Spending Code for Capital Projects.

### COURSE CONTENT

This introduction to the Public Spending Code for Capital Projects course provides context to the purpose and commitments required under the following deliverables:

1. The Strategic Assessment
2. Preliminary Business Case
3. Project Design, Planning and Procurement Strategy
4. Final Business Case
5. Implementation Stage
6. Review Stage
7. Ex-Post Evaluation

The course will also deliver a brief overview of the different forms of financial analysis (basic, cost-benefit analysis, multi-criteria analysis, cost-effectiveness analysis).

### DELIVERY, DATES AND COST

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

**Dates:** 14 September 2022

14 November 2022

7 December 2022

**Times:** 9:30 am to 1:30 pm

**Cost:** €360 per person.

## PUBLIC SPENDING CODE: CARRYING OUT A FINANCIAL ANALYSIS (NOVEMBER 2021 UPDATE)

[Book Now](#)

A critical component of the Public Spending Code is the financial analysis which supports your projects / programmes. The Department of Public Expenditure and Reform has provided two excel files to guide the financial analysis for proposals / projects / programmes under €1 million and over €1 million. This training delivers a workshop to help participants navigate and populate the financial analysis templates. In addition, the course aims to develop the skills and knowledge of the participants in investment appraisal tools and techniques to support a financial analysis. This programme, Public Spending Code: Carrying out a Financial Analysis, builds on our general Public Spending Code course and attendance is recommended at that course prior to taking this programme.

### LEARNING OUTCOMES

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

1. Navigate an introduction to financial mathematics together with practical Investment Appraisal methodologies
2. Identify and measure cashflows, calculate the net financial impact and incorporate bias, risk, and uncertainty
3. Identify a cashflows and counterfactual case of a project / programme
4. Discuss common mistakes in financial appraisal

### COURSE CONTENT

- During this course, participants will be guided through the critical understanding of the time value of money, which supports financial analysis projections (compounding) and the present value of projects / programmes (discounted cashflows).
- Cashflow will be analysed through different methodologies, such as payback / discounted payback method, net present value, benefit / cost ratio, internal rate of return, and modified internal rate of return.
- Discussion on sensitivity analysis and scenario analysis will also be reviewed in this session.

### DELIVERY, DATES AND COST

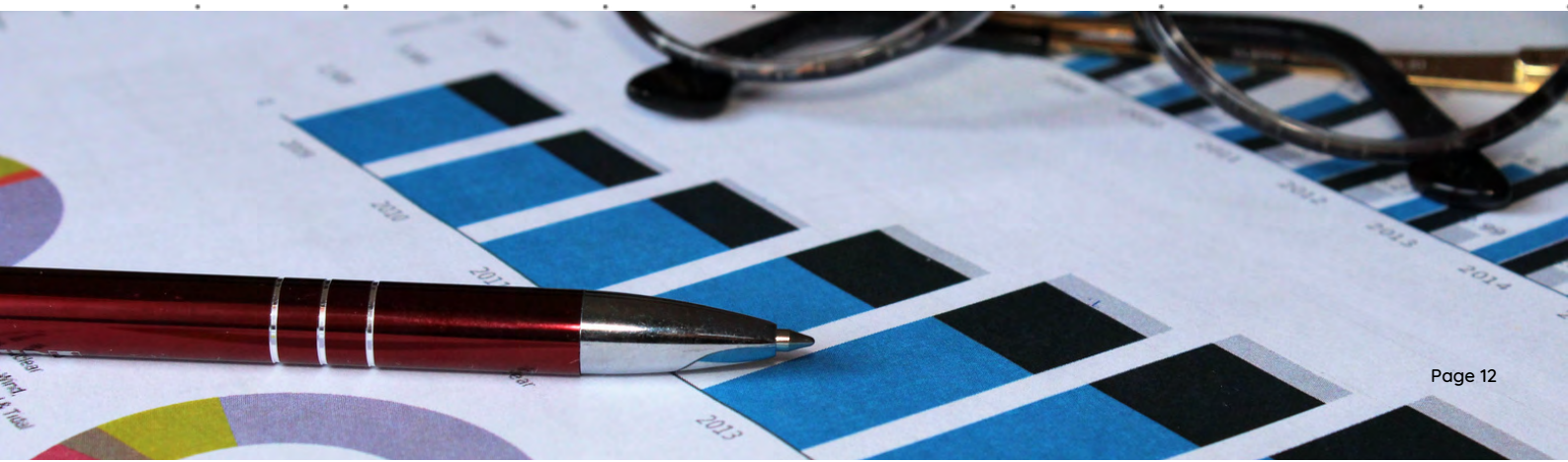
This course will be divided into two sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 24 October 2022

14 December 2022

**Times:** 9:30 am - 12:30 pm and 1:00 pm and 2:30 pm

**Cost:** €360 per person.



## PUBLIC SPENDING CODE: THE PROGRAMME LOGIC FRAMEWORK MODEL

[Book Now](#)

A programme logic model is a road map of your programme, highlighting how it is expected to work, what activities need to come before others, and how desired outcomes are achieved (Kellogg, 1998). This model is used extensively in the public sector to help evidence value for money throughout the lifecycle of a project/programme. This course is intended as an introduction to navigating the programme logic model, which supports delivery of your capital and current expenditure project.

### LEARNING OUTCOMES

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

1. Identify and use the programme logic model framework;
2. Apply the programme logic model to business cases supporting the project lifecycle from strategic assessment through to ex-post evaluation.

### COURSE CONTENT

This course is intended as an introduction to navigating the programme logic model, which supports delivery of your capital and current expenditure project.

A logic model can greatly enhance the evaluation of projects specifically within planned work. The course, covers in detail the following:

1. Resources/Inputs (e.g. human, financial, organisational, and community resources, etc.)
2. Programme Activities – the processes, tools, events, technology, and actions that are an intentional part of the programme implementation.
3. Outputs – the direct products of programme activities
4. Outcomes – the specific changes observed as a result of the project/programme.
5. Impact – the fundamental intended or unintended change as a result of the project/programme.

### DELIVERY, DATES AND COST

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

**Dates:** 28 September 2022  
29 November 2022

**Times:** 10:00 am - 12:00 noon

**Cost:** €160 per person.

## PUBLIC SPENDING CODE: DATA FOR EVALUATION

[Book Now](#)

Under the Public Spending Code (2019), project evaluation is critical in providing evidence of efficiency, effectiveness and impact of a project as per the Value for Money Review (VFMRs) and Focused Policy Assessment guidelines (FPAs). This one-day course, Public Spending Code: Data For Evaluation, introduces users to the analytical elements involved in undertaking a VFMR or a FPA, supporting project evaluation from conception to completion (ex-post evaluation).

Participants will be introduced to data evaluation techniques from primary to secondary sources. The session will also include an overview of statistical methods such as descriptive statistics, correlation and regression analysis recommended by the VFMR.

### LEARNING OUTCOMES

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

- Identify data from publicly available databases.
- Conduct a literature review, develop and implement survey / focus group instruments. Descriptive statistics.
- Correlation and regression analysis.

### DELIVERY, DATES AND COST

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

**Dates:** 12 October 2022

**Times:** 9:30 am - 12:30 pm and 1:00 pm and 2:30 pm

**Cost:** €360 per person.

## PUBLIC SPENDING CODE: QUALITY ASSURANCE

[Book Now](#)

This Public Spending Code: Quality Assurance Course is intended as an introduction to the steps involved in the quality assurance of both capital and current expenditure projects. The two hour workshop will support a review of the inventory process and checklists on certain checklists to help build awareness of obligations.

### LEARNING OUTCOMES

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

1. Identify and draw up inventories of projects/programmes;
2. Evidence summary information for relevant projects.
3. Exposure and engagement with quality assurance checklists, including scoring.
4. Appreciate requirements of an in-depth check of projects/programmes.

### COURSE CONTENT

This Public Spending Code: Quality Assurance Course is intended to support the quality assurance process for both capital and current expenditure projects.

### DELIVERY, DATES AND COST

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

**Dates:** 10 October 2022

18 November 2022

**Times:** 10:00am - 12:00 noon

**Cost:** €160 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 one-day course will be divided into two sessions (am and pm) with breaks. It will be remotely delivered through MS Teams and facilitated by subject matter experts.

**Dates:** 12 October 2022  
2 December 2022

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

**Cost:** €360 per person.

## UNDERSTANDING LOCAL GOVERNMENT FINANCE

[Book Now](#)

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

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

### COURSE CONTENT

The course will cover the following key areas:

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

### DELIVERY, DATES AND COST

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

**Dates:** 13 October 2022  
15 December 2022

**Times:** 10:00 am - 3:30 pm

**Cost:** €360 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 online over three non-consecutive dates or in person over three consecutive dates. The online programme will be remotely delivered through MS Teams. Programmes are facilitated by subject matter experts.

**Dates:** 1, 8 and 15 September 2022  
6, 13 and 20 October 2022  
9-11 November 2022 (In Person)

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

**Cost:** €1,395 per person.



## INTRODUCTION TO DATA PROTECTION & GDPR

[Book Now](#)

This one day course will give you a clear understanding of your organisation's main data protection obligations, 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 that is being delivered online and in person. The online course will be remotely delivered through MS Teams. All courses are facilitated by subject matter experts.

**Dates:** 2 September 2022  
14 October 2022 (In Person)  
**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. It is aimed at 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 Seven 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:

**Date:** 7 October 2022  
**Times:** 9:30 am - 1:00 pm  
**Cost:** €190 per person.





## CERTIFIED MEDIATION TRAINING PROGRAMME

Book Now

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

### LEARNING OUTCOMES

At the conclusion of the programme, participants will:

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

### COURSE CONTENT

This course will cover the following areas:

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

### DELIVERY, DATES AND COST

The Certified Mediation Training programme is a 60 hour programme that is delivered in three x two day modules over a two to three month period. It is intended that this programme will be delivered in person at the IPA and facilitated by subject matter experts.

**Dates:**

**Programme Three 2022**

Module 1: 27-28 September 2022

Module 2: 11-12 October 2022

Module 3: 8-9 November 2022

**Programme Four 2022**

Module 1: 16-17 November 2022

Module 2: 6-7 December 2022

Module 3: 10-11 January 2023

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

**Cost:** €2,020 per person.

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

## MEDIATION SKILLS FOR MANAGERS

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

### LEARNING OUTCOMES

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

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

### COURSE CONTENT

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

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

### DELIVERY, DATES AND COST

This is a two day course that is facilitated by subject matter experts. It is designed to be delivered in person.

**Dates:** Dates to be confirmed.

**Times:** To be confirmed.

**Cost:** €900 per person.

Please contact [training@ipa.ie](mailto:training@ipa.ie) for further information.

M E D I A T I O N

## CIPD FOUNDATION CERTIFICATE IN PEOPLE PRACTICE

Book Now

The primary purpose of this qualification is to develop participants' knowledge and skills and to build their expertise, confidence and credibility to deliver value in their organisations and to the people served by Human Resources (HR) and Learning and Development (L&D) professionals.

### QUALIFICATION OBJECTIVES

This Level 5 NFQ qualification introduces the participants to a wide range of relevant knowledge and expertise in people practice. It is suited to those participants who:

- Are studying, aspiring to, or embarking on, a career in people practice;
- Are working in a people practice support role and wish to develop their knowledge and deliver immediate and short-term value for their organisation;
- Wish to develop the specialist knowledge, skills and understanding required to be a people professional;
- Line Managers with people management responsibilities.

CIPD qualifications set the international standard for people professionals. When participants complete the qualification, they will be awarded CIPD Foundation Membership, and the designation "Foundation CIPD" after their name. This starts to build their credibility in the people profession, shows that they are serious about their development and that they have a strong base of knowledge to build on.

### COURSE CONTENT

Over the course of the four units participants will study a range of areas as set out below.

#### Business, Culture and Change in Context

- The Business Environment.
- Organisation Culture and Workplace Behaviour.
- Supporting Organisation Change.

#### Principles of Analytics

- Understanding the Needs of Customers & Stakeholders of the People Profession.
- Evidence-based Practice & Decision Making.
- Adding Value through insights based on the Analysis of Data.

#### Core Behaviours for People Professionals

- The CIPD Profession Map – the Standards for the People Profession.
- Ethics and Professional Practice.
- The Values of the People Management Profession.
- Continuing Personal/Professional Development.

#### The Employee Lifecycle

- Contributing to Effective Selection and Appointment.
- Employee Relations & Engagement.
- Employment Law & Best Practice in relation to Organisation of Working Time/Work Life Balance, Employment Equality & Diversity and Dismissal.
- Performance Management.
- Reward Management.
- Learning and Development.

### DELIVERY, DATES AND COST

We offer a blended learning approach to the delivery of 120 hours of guided learning over the period of September 2022 to April 2023 (Cohort One) or November 2022 to June 2023 (Cohort Two) in addition to the 120 hours of guided learning participants can expect to devote another 120 hours to self-study and the completion of assessments between September 2022 and April 2023 (Cohort One) or November 2022 and June 2023 (Cohort Two).

In this blended learning approach, we give participants a series of 11 days of Online Live Workshops. Participants will be required to have good internet access and are advised to be able connect to the online live workshops using a laptop/PC with video and audio enabled.

The Live Online Workshops will be delivered by a team of HR professionals with extensive experience of designing and delivering learning and development interventions for HR and L&D Practitioners and Line Managers.

#### Dates:

The following is the schedule for the programme September 2022 - April 2023 (Cohort One).

Please see the IPA [website](#) for Cohort Two dates.

#### Induction / Orientation

28 September 2022 (P.M. Only)

#### Unit 1: Business, Culture and Change in Context

29 September & 13 October 2022

#### First Facilitated Learning Set Meetings

One Meeting on either 17 or 18 October 2022

#### Unit 2: Principles of Analytics

3 & 17 November 2022

#### Unit 3: Core Behaviours for People Professionals

1 December 2022 & 10 January 2023

#### Unit 4: Essentials of People Practice:

- Employee Lifecycle & Recruitment & Selection  
26 January and 9 February 2023
- Legislation & Organisation Practices  
2 March 2023
- Performance & Reward  
23 March 2023
- Supporting Skills & Knowledge Development  
25 April 2023

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

Cost: €2,830 per person.





## COMPETENCY BASED INTERVIEWER PREPARATION

[Book Now](#)

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.

### LEARNING OUTCOMES

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

- A clear understanding of best practice for the recruitment and selection process;
- A clear understanding of best practice in competency based recruitment and selection interviewing - the LGMA Recruitment and Selection Procedure 2016, the Commission for Public Service Appointments (CPSA) and the Public Appointments Service (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 one-day 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:** 23 September 2022  
25 October 2022  
25 November 2022  
16 December 2022

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

**Cost:** €375 per person.

## COMPETENCY BASED SHORTLISTING IN RECRUITMENT AND SELECTION

[Book Now](#)

With ever increasing number of applicants applying for positions in the Civil and Public Service, to stay as employer of choice we have to demonstrate that our Recruitment and Selection process including Desk Shortlisting is Transparent, Consistent, Fair and based on both best practice and merit. This half day online workshop was built to deliver a fair and consistent mechanism for assessing applicants written examples.

### LEARNING OUTCOMES

On completion of this online workshop, participants will have an understanding of:

- The best practice in Recruitment and Selection as defined by the Office of the Commission for Public Service Appointments (CPSA) code of practice;
- The difference between Eligibility Shift and Shortlisting;
- What makes an effective Shortlisting process;
- What it's like to Shortlist Applicants Examples.

### COURSE CONTENT

During the half day workshop there will be a focus on:

- Exploring the difference in Screening and Shortlisting
- Understanding how we arrive at an agreed Shortlisting Criteria
- Acquiring the knowledge of an effective and transparent shortlisting process
- Gaining experience in shortlisting applicant examples as shortlist board

### DELIVERY, DATES AND COST

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

**Dates:** 16 September 2022  
21 October 2022  
21 November 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €200 per person.



## COMPETENCY BASED INTERVIEWEE PREPARATION

Book Now

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

### LEARNING OUTCOMES

At the conclusion of the workshop, participants will:

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

### COURSE CONTENT

During the workshop 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 in completing application forms and engaging in interviews
- Understanding the questioning techniques of the interview board
- Potential pitfalls and interview etiquette (online or face-to face )
- How to give your best performance on the day

### DELIVERY, DATES AND COST

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

**Dates:** 2 September 2022  
11 October 2022  
10 November 2022  
8 December 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €190 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 Workshop.

### LEARNING OUTCOMES

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

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

### COURSE CONTENT

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

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

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

#### During the One-to-One Coaching Session:

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

### DELIVERY, DATES AND COST

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

**Cost:** €300 per person.

Please contact the IPA via [training@ipa.ie](mailto:training@ipa.ie) to set up a one-to-one coaching session.

## PSYCHOMETRIC TESTING PREPARATION FOR CANDIDATES

**Book Now**

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

### LEARNING OUTCOMES

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

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

### COURSE CONTENT

During the webinar there will be a focus on:

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

### DELIVERY, DATES AND COST

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

**Dates:** 30 September 2022

9 November 2022

15 December 2022

**Times:** 10:00 am - 11:30 am

**Cost:** €85 per person.

## PSYCHOMETRIC ASSESSMENT AND PERSONALITY TESTING WITH ONE TO ONE COACHING

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

### LEARNING OUTCOMES

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

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

### COURSE CONTENT

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

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

Participants will submit a completed the Adapt-G

- Verbal Reasoning, Numerical Reasoning, Abstract Reasoning

Participants will submit a completed 15FQ Personality Test

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

The qualified psychometric assessor will collate your scores.

**During the One-to-One Coaching Session:**

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

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

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

### DELIVERY, DATES AND COST

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

**Cost:** €150 per person.

Please contact the IPA via [training@ipa.ie](mailto:training@ipa.ie) to set up the testing service and one-to-one coaching session.



## TRAINING NEEDS ANALYSIS/LEARNING NEEDS ANALYSIS FOR L&D/ HR / LINE MANAGEMENT PERSONNEL

[Book Now](#)

Training Needs Analysis/Learning Needs Analysis is a one day online course designed to equip Training, Learning & Development, Human Resource and Line Management personnel to understand which training needs arise in organisations and where there are gaps in knowledge, skills and behaviours among staff members. This online course is designed to identify the range of skills required to conduct a Training Needs Analysis (TNA) / Learning Needs Analysis (LNA), the sources of information, the means by which data can be collected and the methods and tools which can be used to analyse the needs and identify appropriate solutions.

### LEARNING OUTCOMES

On completion of this online course participants will be able to:

- Understand how learning and development needs arise and why it is important to be aware of them;
- Understand the range of tools and techniques which can be utilised to gather and analyse information in relation to training needs analysis;
- Be able to utilise a range of tools and techniques to identify, analyse, prioritise and specify learning and development needs;
- Be able to identify appropriate training and development programmes or other interventions designed to address the needs identified.

### COURSE CONTENT

This workshop will cover the following areas:

- What learning needs are (and are not) and why they arise;
- The importance and benefits of identifying learning needs;
- How to involve learners and other stakeholders in the process;
- The information required for identifying learning needs;
- Methods for collecting and analysing information;
- Factors that affect the prioritisation of learning needs;
- How to identify learning & development solutions which address the needs identified.

### DELIVERY, DATES AND COST

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

**Dates:** 7 December 2022

**Times:** 10:00 am - 3:30 pm

**Cost:** €400 per person.

## MANAGING THE PERFORMANCE OF MY TEAM

[Book Now](#)

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

### LEARNING OUTCOMES

On completion of this course, participants will:

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

### DELIVERY, DATES AND COST

This is a one-day course that will be delivered in person at the IPA and facilitated by subject matter experts.

**Dates:** 7 September 2022 (In Person)

7 October 2022 (In Person)

18 November 2022 (In Person)

**Times:** 10:00 am - 4:30 pm

**Cost:** €375 per person.

### COURSE CONTENT

During the course 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



## EMPLOYMENT LAW ESSENTIALS

[Book Now](#)

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

### LEARNING OUTCOMES

Upon completion of this course, participants will:

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

### COURSE CONTENT

During the course, there will be a focus on:

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

### DELIVERY, DATES AND COST

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

**Date:** 11 October 2022

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

**Cost:** €400 per person.

## EMPLOYMENT LAW - WHISTLE-BLOWING AND PROTECTED DISCLOSURES

[Book Now](#)

The law on whistle-blowing has had a significant overhaul since the introduction of the Protected Disclosures Act 2014. In order to give effect to Directive (EU) 2019/1937 the law has been revised and extended and the Protected Disclosures (Amendment) Act 2022 was signed into law in July this year.

Employment Law - Whistle-Blowing and Protected Disclosures aims to familiarise attendees with the core definitions and considerations in the area of protected disclosures and to get ahead of the changes required by the new Act. It is an invaluable insight into this fast moving area of law ahead of the imminent commencement of the 2022 Act and will have particular value for managers, human resource practitioners and those working in the overlapping areas of complaints and grievance resolution.

### COURSE CONTENT

During the workshop there will be a focus on:

- Understanding the legislative landscape
- Distilling the law to understand what are key considerations for your organisation
- Considering the impact of the 2014 Act - looking at recent case law and lessons to be learned
- Reviewing the scope of the extended legislation
- Assessing the remedies and penalties for breaches
- Considering organisational policy review to increase compliance
- The new Office of the Protected Disclosures Commissioner - what changes to expect

### DELIVERY, DATES AND COST

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

**Date:** 17 November 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €210 per person.



## EMPLOYMENT LAW - DISCIPLINE, GRIEVANCE AND WORKPLACE INVESTIGATIONS

[Book Now](#)

The maintenance of a good employee/industrial relations atmosphere in an organisation depends on the promotion and maintenance of discipline on the one hand while at the same time it is important that grievances are handled effectively in accordance with the principles of natural justice and fairness. Equally it is important that HRM practitioners and line managers are aware of how to ensure the conduct of a robust investigation in relation to disciplinary or grievance matters. The aim of the Employment Law - Discipline, Grievance and Workplace Investigations workshop is to provide HRM practitioners and line managers with an awareness of the law and best practice in dealing with discipline and grievance matters and an appreciation of the responsibilities that they have in relation to adhering to discipline and grievance procedures. The workshop also aims to provide guidance relating to the organisation and conduct of investigations.

### LEARNING OUTCOMES

Upon completion of this workshop, participants will have:

- Developed an awareness of the law and practice in relation to discipline and grievance management;
- An appreciation of the importance of being proactive in addressing matters that arise in relation to discipline & grievances in the workplace;
- An appreciation of the formal stages in discipline and grievance procedures;
- An awareness of the potential pitfalls and skills required in dealing effectively with discipline and grievance matters and the conduct of investigations.

### COURSE CONTENT

During the workshop, there will be a focus on:

- Disciplinary procedures - what are the statutory requirements?
- Considering the contract of employment, employee handbook and circulars - the importance of clarity
- Understanding stress in the workplace - disciplinary procedures and the vulnerable employee
- Disciplinary procedures and constructive dismissal
- Complaints and grievances - statutory definitions and procedural requirements
- Managing grievances - the rights of complainants and persons affected
- Implementing a robust investigation - understanding terms of reference, avoiding bias and adopting procedural transparency
- Fair procedures and natural justice - what the Courts have said about right to notice, right to cross examine and the right to representation
- Balancing rights in investigative processes
- The importance of clear findings in reports - avoiding common pitfalls

### DELIVERY, DATES AND COST

This one day workshop will be delivered over two x two and a half hour sessions (AM and PM). It will be delivered remotely via MS Teams and facilitated by subject matter experts.

**Date:** 6 December 2022

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

**Cost:** €400 per person.

## EMPLOYMENT LAW - PREVENTING BULLYING & HARASSMENT & PROTECTING DIGNITY AT WORK

[Book Now](#)

A new Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work has been in place since later 2020. The aim of the Employment Law - Preventing Bullying and Harassment and Protecting Dignity in the Workplace workshop is to inform HRM and Line Managers as to how harassment and bullying at work are defined and to set out the procedures by which bullying at work should be managed and the preventative measures and actions that should be taken. The formal process which should be implemented will also be outlined and the role of the Health and Safety Authority (HSA) and Workplace Relations Commission (WRC) will be clearly explained.

### LEARNING OUTCOMES

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

- Developed a knowledge and understanding of key aspects of the law and the Code of Practice relating to preventing bullying and harassment and protecting dignity in the workplace;
- An understanding of what constitutes bullying and harassment;
- An appreciation of the essential elements in workplace procedures and practices designed to prevent bullying and harassment and to deal effectively with matters where the rights of employees or others are allegedly compromised;
- An understanding of the role of the Courts and the Health and Safety Authority (HSA) and Workplace Relations Commission (WRC) in relation to addressing allegations of bullying and harassment in the workplace.

### COURSE CONTENT

During the workshop, the focus will be on:

- Defining bullying and harassment - looking at legislation and the new Code of Practice
- Understanding an employer's duty of care including statutory duty
- Analysing vicarious liability - when is an employer liable for the conduct of its employees?
- Considering the attitude of the Courts to bullying and harassment in the workplace - recent case law
- Auditing workplace policies and procedures
- Considering preventative and reconciliatory best practice and tools for compliance

### DELIVERY, DATES AND COST

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

**Date:** 22 November 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €210 per person.

## THE ROLE OF THE CONTACT PERSON IN THE DIGNITY AT WORK PROCESS

[Book Now](#)

A new Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work written by the Workplace Relations Commission (WRC) and the Health and Safety Authority (HSA) has been in place since December 2020 (S.I. 674 of 2020, Industrial Relations Act 1990).

The role of the Contact Person, Support Contact Person or the Designated Contact Person is an integral part of the Dignity at Work process. The function of the Contact Person is to listen, be supportive and outline the options open to an employee who believes they may be experiencing bullying behaviour by somebody they are coming in contact with in their workplace or through their work. The Contact Person acts as a first point of contact, somebody to speak with in confidence about what might be happening with a view to considering what the next actions might be. The Contact Person will explain the definitions of bullying behaviour and the various elements of the procedure and will assist the employee in making an informed choice about what action, if any the employee may wish to take.

The aim of this workshop is to consider this specific role and help build the confidence of those who have volunteered to undertake it on behalf of their organisation.

### LEARNING OUTCOMES

At the conclusion of the workshop, participants will have:

- Developed a detailed knowledge and understanding of the Code of Practice (S.I. 674 of 2020) relating to the prevention and resolution of bullying behaviours and the revisions in the Dignity at Work Policy;
- A clear understanding of the essential interpersonal qualities for the role of the Contact Person;
- A clear understanding of the boundaries of the role within the Dignity at Work legislative process;
- A clear understanding of the causes of indignity in the workplace and the options available:-
  - The Mediation Process (undertaken in accordance with the Mediation Act 2017)
  - The Informal Resolution Process (both the initial and the secondary process)
  - The Formal Investigative Resolution Process.

### COURSE CONTENT

During the workshop there will be a focus on:

- Understanding the revisions required in a Dignity at Work Policy following the implementation of S.I. 674
- Understand the key qualities of a Contact Person while acknowledging the boundaries of the role
- Developing critical listening skills and techniques to improve the Contact Person's interpersonal skills
- Understand the blockages to communication which staff meeting the Contact Person may experience and the importance of the Contact Person actively listening, non-judgementally and without expressing personal views – the role of the Contact Person is to act as a filter or 'sounding board'
- Know the practicalities of meeting with a complainant or an alleged perpetrator e.g. Contact Person's do not take notes and would not meet both parties to an allegation

### DELIVERY, DATES AND COST

This is a one day workshop that is delivered in person and facilitated by subject matter experts.

**Dates:** 8 September 2022 (In person)  
18 October 2022 (In person)

**Times:** 9:30 am - 4:30 pm

**Cost:** €400 per person.

## THE ROLE OF THE SECONDARY RESOLUTION PROCESS IN THE LOCAL AUTHORITY SECTOR

[Book Now](#)

A new Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work, written by the Workplace Relations Commission (WRC) and the Health and Safety Authority (HSA), has been in place since December 2020 (S.I. 674 of 2020, Industrial Relations Act 1990).

The Local Authority Sector, through the work of the Local Government Management Agency (LGMA), has revised their Dignity at Work Policy to incorporate the changes required to implement the new Code of Practice.

The aim of this workshop: The Role of the Secondary Resolution Process in the Local Authority Sector, is to focus specifically on the new informal resolution process of the Dignity at Work process, namely the 'Secondary Resolution Process' and how this should be undertaken on behalf of the Local Authority and what the expected outcome should be.

The informal resolution process now consists of two elements the Initial Informal Resolution Process and the Secondary Informal Resolution Process. The Informal process sits between two legislative processes namely:-

- The Mediation Process (undertaken in accordance with the Mediation Act 2017)
- The Formal Investigative Resolution Process

The Secondary Resolution Process is not intended to circumvent established existing processes, but instead to offer an additional means by which a complaint or stated concern can be considered. It is intended as a new and additional conflict resolution process or intervention.

At the conclusion of the workshop, participants will have:

- Developed a detailed knowledge and understanding of the Code of Practice (S.I. 674 of 2020) relating to the prevention and resolution of bullying behaviours and the revisions in the Policy.
- A clear understanding of the essential elements in the role of the Secondary Resolution Process.
- A clear understanding of how to create a 'reasoned recommendation' the purpose of which will be to assist the HR Department in deciding the next course of action (if any) for a specific case.
- A clear understanding of independence and the interdependence of the role and the boundaries of the role within the Dignity at Work legislative process.

### COURSE CONTENT

This workshop will focus on:

- Understanding the revisions in the Local Authority Dignity at Work Policy following the implementation of S.I. 674
- Understanding Conflict Escalation Theory and how it can be used to reach resolution
- Considering Personal Communication Profiles and how they will help or hinder assessment
- Developing critical listening skills and techniques
- Understanding the use and practice of professional conversational techniques
- Understanding the principles of Natural Justice and Due Process as it relates to the role / function
- Assessment of complaints and conflict articulated situations relevant to the scope of Dignity at Work Policy
- Development and agreement of appropriate ground rules to guide the process.
- Preparing 'a reasoned recommendation' and understanding its significance in the Dignity at Work process

### DELIVERY, DATES AND COST

This is a two day workshop that will be delivered in person and is facilitated by subject matter experts.

**Dates:** 22-23 September 2022 (In Person)  
22-23 November 2022 (In Person)

**Times:** 9:30 am - 4:30 pm

**Cost:** €850 per person.



## UNDERSTANDING THE CAUSE AND EFFECT OF WORKPLACE BULLYING BEHAVIOUR

[Book Now](#)

A new Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work written by the Workplace Relations Commission (WRC) and the Health and Safety Authority (HSA) has been in place since December 2020 (S.I. 674 of 2020).

This workshop is designed to ensure organisations understand what is and what is not regarded as bullying behaviour (as detailed in the Code of Practice) and what steps should be taken to address issues that may be happening and ensure that the problem does not re-occur elsewhere. To give of their best, it is essential that all employees feel their workplace is a 'safe place to work'.

Bullying behaviour takes 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 workshop will enable those with responsibility for employee welfare to address this potentially damaging workplace issue and empower team members to 'speak out'.

### LEARNING OUTCOMES

At the conclusion of the workshop, participants will have:

- A deeper understanding of the nature and causes of bullying behaviours;
- 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 'Dignity at Work' policy and the new provisions that will be applied with the application of the code of practice;
- An awareness of the importance of early intervention to ensure team members understand what is and what is not acceptable behaviour and situations do not escalate;
- An appreciation of the importance of embodying the core values of the organisation into day to day working practices to ensure they are at the heart of everybody's actions.

### COURSE CONTENT

During the workshop there will be a focus on:

- Definitions of bullying and harassment (including sexual harassment) according to the legislation
- A clear understanding of what is and what is not regarded as bullying behaviour (see S.I.674)
- An understanding of the nature and causes of disrespectful behaviour in the workplace and the impact they have on all parties
- An understanding of the effects of bullying behaviour at individual, team and company level and the importance of having a work culture where issues are addressed promptly
- Knowledge of how complaints of bullying and/or harassment are managed by an organisation from initial disclosure through to final decision and the changes in S.I. 674
- Working to resolve issues using proven collaborative resolution methods e.g. mediation
- Appreciation of the importance of Dignity at Work (DAW) policies as 'living documents'.
- Appreciation of the importance of the manager and/or team leader ensuring a culture of psychological safety with mutually respectful communication at the heart of all work practice

### DELIVERY, DATES AND COST

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

**Dates:** 21 October 2022

9 December 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €200 per person.

## MANAGING GRIEVANCE AND DISCIPLINE ISSUES IN THE WORKPLACE

[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. Employees may feel so 'aggrieved' about an issue or incident that it impacts their work to the point where the organisation has no choice but to initiate disciplinary action so they can be linked as issues or be completely separate with no links.

This half day online workshop is designed for Line Managers and/or Team Leaders with devolved HR responsibility to equip them with the knowledge, skills and techniques required to effectively manage grievance and/or disciplinary issues and conduct all related conversations and enquiries. It is also suited to HR staff working in employee relations.

### LEARNING OUTCOMES

At the conclusion of the workshop, participants will have:

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

### COURSE CONTENT

This workshop will cover the following areas:

- The law and codes of practice relating to grievance and/or discipline;
- The essential elements of the grievance procedure;
- The common causes of workplace grievances;
- Preparation, planning and conducting the grievance meeting;
- 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;
- Discussion of issues that could escalate and require grievance and discipline actions if not addressed promptly.

### DELIVERY, DATES AND COST

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

**Dates:** 16 September 2022

9 November 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €200 per person.

**Book Now**

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.

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.

## DELIVERY, DATES AND COST

This is a one day course that will be delivered in person and facilitated by subject matter experts.

**Dates:** 21 September 2022 (In Person)  
20 October 2022 (In Person) \*  
15 December 2022 (In Person)

- Times:** 9:30 am - 5:00 pm  
**Cost:** €375 per person.

- 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

The image is a composite of two parts. On the left, a person's hand holds a printed financial statement. The statement is titled 'Key Income Statement Data' and lists various financial metrics such as 'Revenue', 'Operating Profit', 'Net Income', and 'Earnings per Share'. It also includes a 'Balance Sheet Data' section with items like 'Working Capital', 'Total Assets', and 'Total Liabilities'. The right part of the image shows a laptop screen displaying a video conference. The conference has four participants in a grid view. The main window shows a woman pointing upwards. The other three windows show a woman, a man, and another woman. The laptop screen also displays a sidebar with a 'Room' list and a 'Chat' window.

Key Income Statement Data

	2019	2018	2017	2016	2015
Revenue	4,500	4,100	3,800	3,500	3,200
Operating Profit	1,200	1,100	1,000	900	800
Net Income	800	750	700	650	600
Earnings per Share	1.20	1.10	1.00	0.90	0.80

Balance Sheet Data

	2019	2018	2017	2016	2015
Working Capital	1,500	1,400	1,300	1,200	1,100
Total Assets	5,000	4,800	4,600	4,400	4,200
Total Liabilities	3,500	3,400	3,300	3,200	3,100

Working Capital

	2019	2018	2017	2016	2015
Inventory	500	450	400	350	300
Accounts Receivable	400	350	300	250	200
Accounts Payable	600	600	600	600	600
Prepaid Expenses	100	100	100	100	100
Other Assets	300	300	300	300	300
Other Liabilities	100	100	100	100	100

## HRM FOR LINE MANAGERS

### MODULAR TAILORED IN-HOUSE PROGRAMME

Line Managers have a very important role to play, not only in managing people and operations day-to-day, but also in implementing HR and other organisational policies and in supporting their team's development and fostering a culture of staff performance, positive employee relations and employee engagement. It is also the case that Line Managers should play an active and constructive role in leading and managing change in their organisations. This is particularly the case in organisations which devolve these activities to Line Managers. In view of this, it is important to give proper thought to how Line Managers are supported and developed to make sure they have the necessary knowledge and skills to be successful in their role.

The IPA is pleased to offer our HRM Training for Line Managers course as a modular tailored training programme to meet the specific learning and development needs of Line Managers in your organisation. In preparing to deliver this course in house, our HRM Specialists would meet with representatives of your organisation to deepen our understanding of your organisation and the challenges you are facing. Following this, your HR policies and procedures will be incorporated into the training design and will underpin each module. This is a Modular Tailored Training Programme for In-House Delivery (either face to face or online). Please contact [training@ipa.ie](mailto:training@ipa.ie) if you would like a quotation for the delivery of a customised course or to speak with an IPA HRM Specialist.

### COURSE CONTENT

The programme can be delivered as a series of three (3) hour modules depending on the topics to be included and your organisation's specific requirements. Topics can include the following key areas:

- The Management of Teams and Performance in the New World of Work (i.e. Hybrid Model);
- Management of Grievance and Discipline;
- Attendance Management;
- Employee Relations and Engagement;
- Dignity at Work (Bullying & Harassment);
- Leading Change;
- Mediation/Conflict Resolution Skills for Line Managers;
- Skills needed when Managing a Remote Team.

Should you require other topics, the IPA HRM Team are available to explore this with you and consider how best to support your requirements.

Indicative Module Content is outlined below:

#### The Management of Teams and Performance in the Hybrid / Blended Workplace

- The importance of establishing, setting and agreeing SMART goals and expectations designed to deliver on the Corporate Agenda
- Using PMDS to develop and motivate staff
- Coaching for Performance Development
- Developing Staff for new work opportunities
- The importance of giving constructive, timely developmental feedback and linking to the KPI's
- Applying ratings developmentally (if used)
- Addressing underperformance on the Team
- How to manage performance when Teams are working remotely - what else is needed?

#### The Management of Grievance and Discipline

- The legal and regulatory context in which grievances and disciplinary matters are managed
- The policy and practice of managing workplace grievances
- The role of the Line Manager in effectively managing employee grievances
- Common causes of grievances
- The policy and practice of managing disciplinary issues
- The role of the Line Manager in effectively managing disciplinary issues

#### Attendance Management

- Tackling absenteeism and managing attendance effectively
- The return to work conversation
- Early referral for a second opinion / treatment options
- Leveraging the Employee Assistance Programme
- The role of the Line Manager in working to reduce levels of absenteeism
- Managing absence when Teams are working remotely

#### Employee Relations and Engagement

- Employee relations, the psychological contract and employee engagement defined
- The benefits of ensuring that employees are actively engaged
- The common drivers of employee engagement
- The role of the Line Manager in fostering a culture of good employee relations and engagement
- Practical measures that Line Managers can take to increase the level of employee engagement

#### Dignity at Work (Bullying & Harassment)

- Employment Equality and Health and Safety legislation and related codes of practice
- Diversity and Inclusivity issues for Teams
- Overview and Definitions
  - What constitutes harassment?
  - What constitutes sexual harassment?
  - What constitutes bullying?
  - What does not constitute bullying?
- The effects of workplace harassment and bullying behaviour on the individual and the team
- Dignity at Work policies and procedures
- Developing and maintaining a positive working environment

#### Leading Change in Organisations

- The drivers of and need for organisational change
- Approaches to leading change and models of Change Management
- Understanding the emotional response and the nature of resistance to change in organisations
- Managing resistance and supporting employees through change
- Developing and implementing a communications strategy throughout the change process
- Monitoring and evaluating the effectiveness of change initiatives

#### Conflict Resolution and Mediation Skills

- Understanding the sources of conflict and impact of conflict on the person, the team and the organisation
- Insights into the role the Manager / Team Leader can play in managing conflict
- Understanding different conflict handling styles and gaining awareness of one's own style
- Understanding the mediation approach, skills and tools required to effectively hold difficult conversations and bring about resolution in disputes

#### Skills needed when Managing a Remote Team

- Developing the Manager's Emotional Intelligence (EQ)
- Listening and Responding - asking not telling
- Trusting staff and supporting them
- Coaching staff and encouraging them
- Supporting everybody as they need supporting
- Building resilient "work ready" teams



## ASSISTANT PRINCIPAL OFFICER PROGRAMME

[Book Now](#)

The aim of this programme is to support individual and collective leadership capacity in public sector organisations and to support Assistant Principal Officers (APs) in meeting the challenges of delivering and adapting to change, while maintaining performance and service quality standards. This programme is for Assistant Principal Officers and equivalent grades in Government Departments, Offices and State Agencies. Participants of the programme will typically be newly appointed to the AP role or have been working in the role for less than five (5) years.

### LEARNING OUTCOMES

The programme will support APs to achieve their leadership and people management responsibilities and potential by understanding and focusing on:

- Their role as AP within the context of their individual institutions and the wider public sector change, performance and innovation agenda;
- The impact of their leadership style on others and their approach to delivering results;
- The behaviours and practices necessary to lead, develop and manage others effectively;
- Relevant employee engagement strategies that deliver strategic objectives and results;
- The dynamics of change, why people resist change and how best to lead and deliver change;
- Enhanced individual resilience to follow through on expectations and commitments to manage high performing teams;
- Taking a proactive approach to own and further competency development.

### COURSE CONTENT

This course will cover the following areas:

- The Strategic Context of Change
- The Challenges of Leading Change
- Management and Leadership
- Creating High Performing Teams and Work Environments
- Managing Communications and Resolving Conflicts in the Workplace
- Leading with Resilience
- Leadership in Practice – Skills and Approaches

### DELIVERY, DATES AND COST

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

**Dates:** 16-17 November 2022

**Times:** 9:30 am - 4:30 pm each day

**Cost:** €790 per person.

## HIGHER EXECUTIVE OFFICER PROGRAMME

[Book Now](#)

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

### 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

The 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 and facilitated by subject matter experts.

**Date:** 29 September 2022

**Times:** 9:30 am - 4:30 pm

**Cost:** €395 per person.



## EXECUTIVE OFFICER PROGRAMME

[Book Now](#)

The aim of this Executive Officer programme is to provide an opportunity for staff at Executive Officer (EO) 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. The Executive Officer programme is designed for staff at Executive Officer level in Government Departments, Offices and State Agencies.

### 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 the importance of managing performance and giving 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 one-day course will be remotely delivered and facilitated by a subject matter expert.

**Date:** 4 November 2022  
**Times:** 10:00 am - 4:30 pm  
**Cost:** €395 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. This course is for Clerical Officers working in Government Departments, Offices and State Agencies.

### 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 quality 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

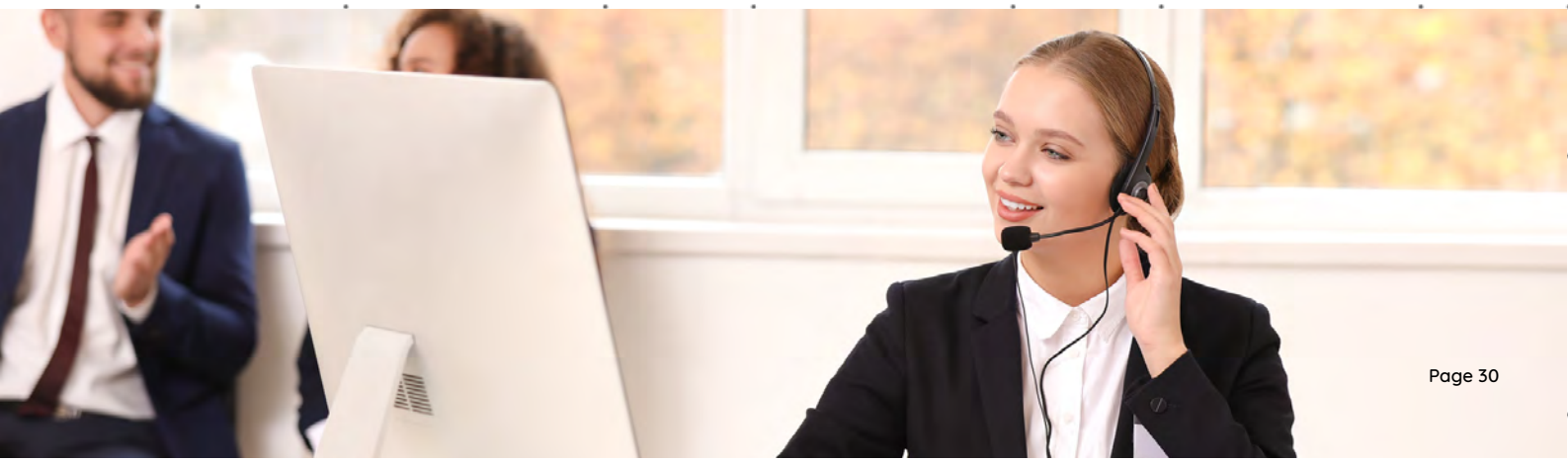
The course will cover the following areas:

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

### DELIVERY, DATES AND COST

This one-day course will be remotely delivered and facilitated by subject matter experts.

**Date:** 20 September 2022  
**Times:** 10:00 am - 4:30 pm  
**Cost:** €395 per person.



## CHAIRING AND MANAGING MEETINGS

[Book Now](#)

This Chairing and Managing Meetings workshop 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 learn the skills needed to chair meetings and/or to contribute effectively to online and face-to-face meetings.

### 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

The 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 half-day course will be remotely delivered via MS Teams and facilitated by a subject matter expert.

**Date:** 25 October 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €240 per person.

## EFFECTIVE BUSINESS WRITING

[Book Now](#)

With the increasing emphasis in the public sector on information, organisations need excellent communicators who are capable of delivering their messages clearly and persuasively. Clear, concise writing plays a central role in the work of the organisation. Staff sometimes find writing difficult and challenging in this communication process. The course is designed to meet the needs of staff who write reports, proposals and letters and who wish to improve their writing skills. It aims to develop and enhance participants' writing skills and to cover the core elements of writing.

### LEARNING OUTCOMES

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

- plan and structure their writing;
- match their writing style to objectives;
- make effective use of summaries;
- write concisely and clearly;
- use graphics, grammar and punctuation appropriately;
- edit their writing to maximise effect.

### DELIVERY, DATES AND COST

This half-day course will be remotely delivered via MS Teams and facilitated by a subject matter expert.

**Date:** 26 September 2022

**Times:** 10:00 am - 1:00 pm

**Cost:** €240 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 half-day Minute Taking for Meetings workshop will be interactive involving participants in small group work and skills practice.

### LEARNING OUTCOMES

Upon completion of this course, participants will:

- What constitutes good minutes;
- Understand the importance of good minute taking;
- Know how to structure and record minutes;
- Have developed their listening skills;
- Will 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 via MS Teams and facilitated by a subject matter expert.

**Date:** 26 September 2022

**Times:** 2:00 pm - 4:00 pm

**Cost:** €160 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 course 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 Stealers
- Delegation
- Personal Organisation - Balancing Work and Personal Priorities
- Managing time whilst working remotely

### DELIVERY, DATES AND COST

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

**Date:** 24 November 2022

**Times:** 10:00 am - 4:30 pm

**Cost:** €395 per person.

## COURTROOM SKILLS / EXPERT WITNESS

[Book Now](#)

Courtroom Skills is a one-day intensive training course that is ideal for anyone who may be expected to give evidence in court in a professional capacity. Participants will learn about effective courtroom presentation and communication skills. Particular focus is placed on confidence building and assertive communication.

Participants will have an opportunity to be examined in chief and cross-examined on a sample case and receive one-to-one feedback. The class size will be limited to ensure focused, personal instruction.

### LEARNING OUTCOMES

Upon completion of this course, participants will:

- Have a practical understanding of what to expect of the day in court;
- Have learned practical courtroom techniques;
- Be able to express an opinion that the court will respect;
- Give effective evidence in court;
- Understand the basics of the rules of evidence;
- Be aware of the approaches used in courts by lawyers and experts.

### COURSE CONTENT

This course will cover the following areas:

- Overview of civil litigation and rules of evidence
- Presenting evidence and effective communication under pressure
- Courtroom procedures with legal phases explained
- Practical application of court skills and evidence through cross-examination exercise.

### DELIVERY, DATES AND COST

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

**Dates:** 14 October 2022

**Times:** 10:00 am - 4:00 pm

**Cost:** €395 per person.



## ADMINISTRATIVE LAW: INTRODUCTION TO PRINCIPLES AND PRACTICES

[Book Now](#)

This two-day Administrative Law programme has been developed for civil servants and staff working in public sector agencies, offices and local authorities. The course will introduce participants to the core principles and legal rules that govern judicial review and the legal process involved in administrative law. It will also examine specific instances in which judicial review arises, with an emphasis on how litigation can be avoided.

### LEARNING OUTCOMES

Upon completion of this course, participants will:

- Have a practical understanding of administrative law
- Understand how a judicial review case is run
- Appreciate the limits that the law places on their decision-making powers
- Be able to identify potential areas of litigation within their decision making powers
- Understand how judicial review litigation may be avoided

### COURSE CONTENT

This course will cover the following areas:

- Introduction to the principles of administrative law
- Decisions subject to judicial review
- Remedies available in judicial review
- Practical application of administrative law to decision making roles
- Accountability within Government Departments and other Public Sector organisations

### DELIVERY, DATES AND COST

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

**Dates:** 22-23 September 2022

**Times:** 10:00 am - 4:00 pm each day

**Cost:** €790 per person.

## INTRODUCTION TO THE LEGISLATIVE PROCESS

[Book Now](#)

This two-day Introduction to the Legislative Process programme is designed for civil servants and staff working in public sector agencies and offices. The aim of the programme is to provide an overview and understanding of the working of the Legislative Process in Ireland.

### LEARNING OUTCOMES

Upon completion of this course, participants will:

- Develop an understanding of the working of the legislative process;
- Be familiar with the role of the Attorney General's Office & the Office of the Parliamentary Council;
- Appreciate how best to achieve policy objectives through legislation;
- Acquire an insight into the constitutional provisions governing legislation;
- Understand the preparatory stages of a bill;
- Appreciate each of the steps required to pass legislation.

### COURSE CONTENT

This course will cover the following areas:

- Legislation: Types and Functions
- The Legislative Process
- Key Players in the Legislative Process
- Considerations when Drafting Legislation
- Judicial Review as it applies to Legislation

### DELIVERY, DATES AND COST

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

**Dates:** 6-7 October 2022

**Times:** 10:00 am - 4:00 pm each day

**Cost:** €790 per person.



## IPA HOUSING FORUM

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

### MEMBERSHIP

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

If you are interested in joining the Forum or want any further information then please email [housingforum@ipa.ie](mailto:housingforum@ipa.ie).

## SOCIAL HOUSING FUNDAMENTALS

[Book Now](#)

The Social Housing Fundamentals 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:
  - Rent Supplement (RS)
  - Rental Accommodation Scheme (RAS)
  - Housing Assistance Payments (HAP)
  - Choice-based Letting (CBL)
  - Long-term Leasing
- Estate Management/Anti-social Behaviour
- Housing Adaptation Grants
- Rebuilding Ireland Housing Loan Scheme
- Homelessness
- Traveller Accommodation

### DELIVERY, DATES AND COST

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

**Dates:** The pre-recorded course will be available for purchase from 26 September 2022

**Cost:** €250 per person to purchase the pre-recorded videos. This course can also be delivered for a Local Authority at a negotiated rate.

## STANDARDS FOR RENTED HOUSES

[Book Now](#)

The Standards for Rented Houses Training Programme is for all local authority staff, both professional/technical and administrative, who have responsibilities related to enforcement of the Housing (Standards for Rented Houses) Regulations 2019.

This course is ideally suited for newcomers into the area of enforcement of the minimum standards. It will enable all participants share individual experiences and approaches as currently adopted, as well as providing an opportunity to network with other Inspectorate Staff. It is also open to HSE Environmental Health Officers and third party private contractors undertaking rental inspections on behalf of Local Authorities.

### COURSE CONTENT

This course will cover the following areas:

- Module 1: Regulations and Guidelines
- Module 2: Good Practice / Implementation
- Module 3: Tools and Techniques
- Module 4: Enforcement

### DELIVERY, DATES AND COST

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

**Dates:** Module 1: 5 October | Module 2: 6 October 2022  
Module 3: 24 October | Module 4: 25 October 2022

**Times:** 9:30 am - 3:30 / 4:00 pm each day

**Cost:** €800 per person\*.

\*33% of the total cost of this course is funded by the Department of Housing, Local Government and Heritage and therefore the cost of attendance will be €535 per person.



## DEALING WITH ANTI-SOCIAL BEHAVIOUR

[Book Now](#)

Anti-social behaviour has become an all too real issue in recent years with many Local Authorities and their staff having to learn how to deal effectively with difficult problems arising within their housing stock; this in addition to their daily duties. Anti-social problems ranging from neighbour disputes to drug dealing, highlight the myriad of issues presenting themselves at 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 is a one and a half day course. It will be delivered in person at the IPA and facilitated by subject matter experts.

**Dates:** 28-29 September 2022 (In Person)  
16-17 November 2022 (In Person)  
**Times:** 9:30 am to 4:30 pm (Day 1)  
and 9:30 am to 1:00 pm (Day 2)  
**Cost:** €315 per person.

## SCENARIOS AND ROLEPLAY TRAINING FOR HOUSING PRACTITIONERS

[Book Now](#)

Scenarios and Roleplay Training for Housing Practitioners is a one day programme for Official Visitors to a person/s in the person/s home. This includes Local Authority Officers, Officials and Inspectors that must have access to the persons home for official reasons.

Scenarios and Roleplay Training for Housing Practitioners will enable participants to gain:

- awareness in dealing with Unknown / Unknown high level risk when dealing with the public in their own dwellings
- the ability to "assess a position & negate risk" to Visiting Officers
- confidence in dealing with difficult encounters with the public in their own dwellings
- knowledge of effective methods to "get out of a bad situation" when necessary in dealing with a person/s in their own dwelling
- the ability to "diffuse" an escalating risk event associated with Unknown / Unknown high level risk in a person/s own dwelling

It will also provide exposure to Scenarios training that will assist Visiting Officers in negating risks associated visiting a person/s in their own dwelling.

### COURSE CONTENT

During the course of the Scenarios and Roleplay Training for Housing Practitioners programme participants will learn how to:

- Develop an Activity Risk Assessment
- Develop protocols for C.R.M.
- Introduce a "Buddy" System
- Continue "on the Job" Personal Safety Training
- Develop an "Interactive Roleplay" Scenarios Training Course

Undertaking the Scenarios Training itself will immerse participants in the different persona risk types, the different types of scenarios and the means to engage with these situations effectively and safely.

### DELIVERY, DATES AND COST

This is a one day course. It will be delivered in person and facilitated by subject matter experts.

**Date:** 9 September 2022 (Venue: Tullamore)  
**Times:** 10:30 am to 4:00 pm  
**Cost:** €275 per person.



## DEBT COLLECTION TECHNIQUES

[Book Now](#)

Debt Collection Techniques is for staff working in Debt Management Units within the Irish 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 course centres on how staff working in these units can develop techniques to better handle and deal with the process of debt collection.

### COURSE CONTENT

This course will be delivered over two sessions.

**Session One will cover:**

- Introduction
- Objectives
- Collection Skills / Techniques
- Dealing with the reasons for non payment
- Time Management
- Account Prioritisation

**Session Two will cover:**

- Dealing with difficult clients
- Overcoming stalling tactics
- Handling Issues
- Negotiating Skills

### DELIVERY, DATES AND COST

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

**Dates:** 27 September 2022  
30 November 2022

**Times:** 10:00 am to 4:00 pm

**Cost:** €250 per person.

## COMMERCIAL RATES LAW

[Book Now](#)

Commercial Rates Law is a one day online course that is for staff working within the Irish Local Government Sector who are dealing with the process of collecting commercial rates.

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 course centres specifically on the area of commercial rates law.

### COURSE CONTENT

Commercial Rates Law will cover the following content:

- Context, History of Rating, Annual Rate on Valuation
- The Valuation System
- Legal Framework of Rates, 2014 Act, Legal Process of Collection
- New Developments, New Rates Act Review

### DELIVERY, DATES AND COST

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

**Dates:** 6 October 2022  
16 November 2022

**Times:** 10:00 am to 4:00 pm

**Cost:** €250 per person.

## UNDERSTANDING COMPANY ACCOUNTS

[Book Now](#)

Understanding Company Accounts is a half day online course that is for staff working in Debt Management Units within the Irish 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 course centres on the management of debts associated with commercial rates.

### COURSE CONTENT

The following areas will be covered during this session:

- Final accounts of companies including Income and Expenditure; Assets (fixed and current), Liabilities (current and long term) and Capital.
- Interpreting company accounts by using some best practice ratios which will enable an understanding of the profitability, management efficiency, liquidity and solvency of a business.
- Understanding a company's up-to-date cash flow position in order to negotiate appropriate and relevant instalment plans.

### DELIVERY, DATES AND COST

This is a half day course. It will be delivered remotely via MS Teams and facilitated by a subject matter expert.

**Date:** 4 October 2022  
**Times:** 10:00 am to 1:00 pm  
**Cost:** €125 per person.

## A - Z OF IRISH LOCAL GOVERNMENT

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

### COURSE CONTENT

This course will cover the following Key Local Government Areas:

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

### DELIVERY AND COST

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

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

## LEGISLATIVE TRAINING PROGRAMME

This Legislative Training Programme addresses legislation pertaining to the areas of Housing, Planning, Environment, Water and Roads & Transportation Services in Local Government. The programme is aimed at middle to senior staff (both technical and administrative) working in Irish local authorities.

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

### COURSE CONTENT

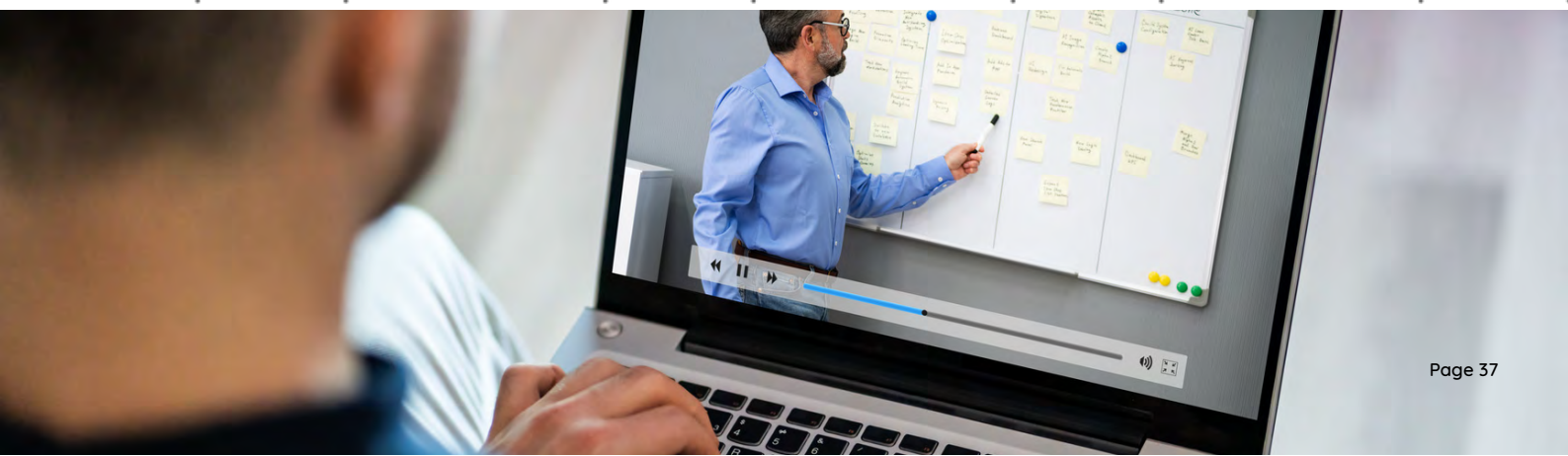
This course will cover the following areas of Local Government Legislation:

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

### DELIVERY AND COST

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

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





## BUDGET MANAGEMENT AND CONTROL FOR LOCAL GOVERNMENT

[Book Now](#)

The responsibility for budget management and control is being cascaded down to individual Departments and Centres within Irish Local Government. This creates a need for those with the responsibility for these areas and Elected Members to understand the financial processes, reports and documents that they are being asked to comment upon.

This half day Budget Management and Control for Local Government course is designed to provide the support needed by detailing the system of preparing budgets, the process by which actual expenditure is calculated and the control system used whereby actual and budgetary figures are compared to produce 'variances'. The process of analysing variances, for the purpose of explaining under or over spending is a key aspect of this course, in the same way that is the main means of effecting budgetary control in Local Government.

### LEARNING OBJECTIVES

At the end of this course, participants will understand:

- the process of budget preparation and how to prepare a budget
- the local government budgetary process
- the basis on which actual expenditure is calculated and then compared against the budget to create a variance, to effect control analyse and interpret the variances on a budgetary control statement

### COURSE CONTENT

The course will cover the following key areas:

- Budget preparation
- Budget control
- Understanding and analysing variances

### DELIVERY, DATES AND COST

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

**Dates:** 4 October 2022

**Times:** 10:00 am - 12:30 pm

**Cost:** €200 per person.

## UNDERSTANDING LOCAL GOVERNMENT FINANCE

[Book Now](#)

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

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

### COURSE CONTENT

The course will cover the following key areas:

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

### DELIVERY, DATES AND COST

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

**Dates:** 13 October 2022

15 December 2022

**Times:** 10:00 am - 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 which is delivered online and in person. The course is facilitated by a subject matter expert.

**Dates:** 12-14 September 2022 (In Person)  
24-26 October 2022  
28-30 November 2022 (In Person)

**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 a two day course which can be delivered online and in person. It is facilitated by a subject matter expert.

**Dates:** 19-20 September 2022 (In Person)  
5-6 December 2022 (In Person)

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

**Cost:** €685 per person.



## PRINCE2 FOR MANAGERS

[Book Now](#)

This Prince2 for Managers 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 Managers and 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:** 5 October 2022

30 November 2022

**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 (PMI) 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 a two day course that will be delivered in person. It is facilitated by a subject matter expert.

**Dates:** 13-14 October 2022 (In Person)

10-11 November 2022 (In Person)

1-2 December 2022 (In Person)

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

**Cost:** €750 per person.





## FUNDAMENTALS OF 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 capability in project, programme and portfolio management.

This one day online Fundamentals of 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;
- 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;
- 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
- Programme Strategy Alignment
- Programme Lifecycle Management
- Programme Benefits Management
- Programme Stakeholder Engagement
- Programme Governance
- Key Processes, Tools and Techniques
- Personal Action Planning

### DELIVERY, DATES AND COST

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

**Dates:** 6 September 2022 (in Person)  
28 November 2022 (In Person)

**Times:** 9:30 am - 5:00 pm

**Cost:** €395 per person.

## PMI AGILE CERTIFIED PRACTITIONER (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, prioritization, 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 delivered in person and facilitated by a subject matter expert.

**Dates:** 28-30 November 2022 (In Person)

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

**Cost:** €720 per person. (Cost does not include Exam)

## 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 short 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 that will be delivered in person at the IPA and facilitated by a subject matter expert..

**Dates:** 21 October 2022 (In Person)

**Times:** 9:30 am - 5:00 pm

**Cost:** €395 per person.

## 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 Business Process Innovation 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:** 1-2 November 2022

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

**Cost:** €750 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 programme, 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 can be delivered remotely or in person and is 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](mailto:training@ipa.ie) for further information about this programme.





## SOCIAL MEDIA STRATEGIES FOR PUBLIC SECTOR ORGANISATIONS

[Book Now](#)

This 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:** 29-30 September 2022

27-28 October 2022

29-30 November 2022

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

**Cost:** €750 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:** 27 September 2022

8 November 2022

**Times:** 9:30 am- 5:00 pm

**Cost:** €395 per person.



## SHORT IN-HOUSE VIDEO PRODUCTION

As the public service and agencies get to grips with the new normal the importance of short, snappy, attractive and engaging video has never been more important. This 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:

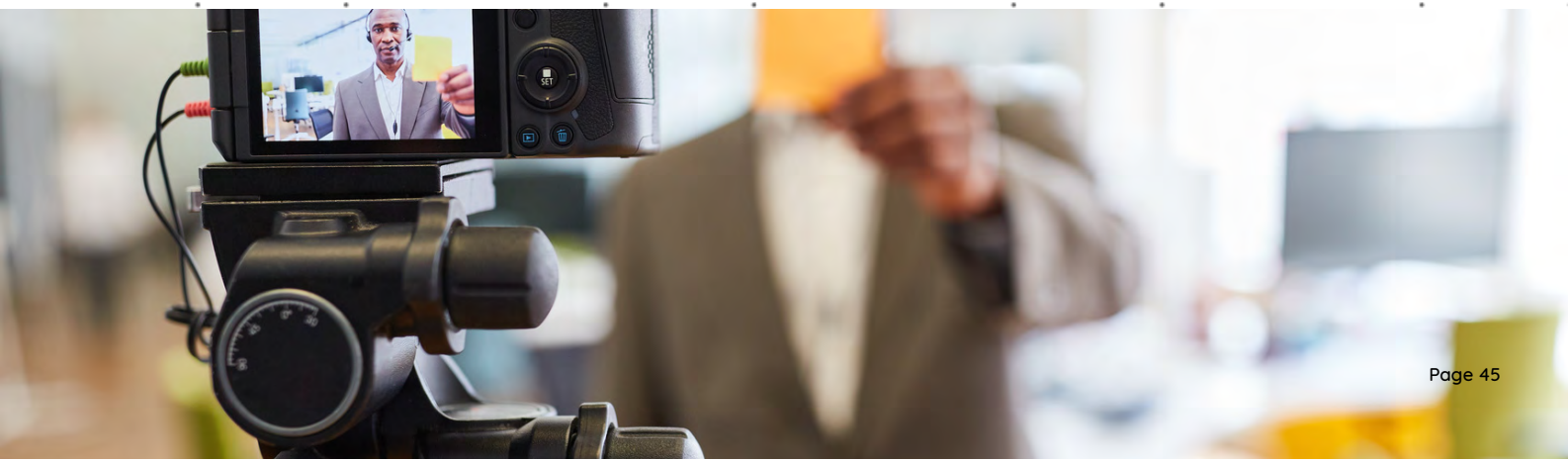
- Training Needs Assessment
- Camera Operation
- Video Production
- Video Content Editing
- Promoting Your Videos Effectively

### DELIVERY AND COST

This course is offered as a customised online programme that is delivered over two full days. It can be delivered remotely and in person and is 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](mailto:training@ipa.ie) in the first instance for further details about this course and to speak with the Training Specialist.



# INSTITUTE OF PUBLIC ADMINISTRATION TRAINING PROSPECTUS SEPTEMBER TO DECEMBER 2022

Short Courses, Professionally Accredited Programmes and Webinars available in:

- Audit, Governance and Risk Management
- Financial Management and Accounting
- Human Resource Management
- Leadership, Management and Business Skills
- Local Government and Housing
- GDPR and Data Protection
- Project Management
- Social Media Management