



Institute of Public Administration

Recruitment of Director of Corporate Services

Candidate Information Booklet

July 2025

forv/s
mazars

IPA
An Foras Riaracháin
Institute of Public
Administration

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The Position

Title of position:	Director of Corporate Services
Tenure:	Permanent basis, or on a contract or secondment basis with a view to permanency
Employing Authority:	Institute of Public Administration
Location:	57-61 Lansdowne Road, Ballsbridge, Dublin 4, Ireland, D04TC62
Organisation website:	www.ipa.ie

The Organisation

1. Introduction to the Institute of Public Administration (IPA)

The mission of the Institute of Public Administration (IPA) is to advance the understanding, standard and practice of public administration and public policy and to build the capacity and capability of the Public Service workforce into the future. Our intent remains constant to be Ireland's recognised Centre of Excellence for Learning and Leadership Development for the Public Service.

Under the aegis of the Department of Public Expenditure, Infrastructure, Public Services Reform and Digitalisation (DPER), the IPA is unique in terms of the breadth and depth of multi-disciplinary public service expertise, comprising a multi-faceted approach including accredited third-level education, professional digital and in-person learning, development and advisory services. This cross-sectoral approach affords the Institute the basis for applying a unique, whole-of-government perspective to its activities, providing solutions to the demands of state and government.

The IPA has evolved considerably since its foundation in 1957 with over 19,000 public servants attending courses and programmes today. The Institute has multiple specialist departments to support and advise on different approaches to public service capacity building. These departments include Professional Development, Digital Learning (incorporating OneLearning), Senior Public Service and the Whitaker School of Government and Management.

The IPA is one of two recognised colleges of the National University of Ireland (NUI) alongside the Royal College of Surgeons (RCSI), awarding NUI degrees in compliance with relevant agreements and national statutes. Notably, and of significance, it is the only Institute of Public Administration in Europe with this awarding authority.

2. A New Era of Learning: IPA 2022-2027 Strategy

The IPA's strategy "A New Era of Learning: Strategy 2022–2027" aligns well with the ambitions of the Public Service Transformation Strategy. At its core, the Institute acts as a promoter and facilitator of good government. The IPA aims to educate and inform, promote good practice, generate dialogue and debate, and create connections across the Public Service to improve the Irish public administration system for the benefit of the public. As from the outset, the Institute retains a fundamental belief in the profession of public administration, and a belief that through learning, education, development and research, the Public Service can successfully address the challenges faced.

There are four key strategic goals within the strategy:

1. Professional Learning and Development: Proactively identify and address the professional and accredited life-long learning and development needs of our Civil and Public service.
2. Research, Thought Leadership and Innovation: Position the IPA as the recognised thought leader through targeted research, expert advice and service delivery excellence.
3. Culture, Knowledge and Our Sharing Organisation: Elevate and integrate our approaches to staff development, knowledge sharing and culture, to reflect a progressive teaching and learning organisation.
4. IPA Organisational Environment: Deliver process and administrative efficiencies while meeting the professional expectations of our staff, customers and stakeholders.

The IPA has multiple specialist services that support and advise on different approaches to capacity building within the Public Service. These services are categorised within five key areas including: Academic Programmes, Professional Programmes and Advisory Services, Leadership Development Services, Digital Learning, and Strategic International Programmes.

3. Director of Corporate Services

The Institute of Public Administration (IPA) is seeking a commercially focused, and IPA values driven leader to join the Executive Leadership Team. Passionate about contributing to the ongoing development of a positive workplace culture where employees are valued and supported, the ideal candidate will have the capability to lead with energy and dynamism, committed to the highest standards of governance as required by a Body in receipt of exchequer funds, providing effective mentorship and support to senior leaders across the diverse portfolio for which this role is responsible.

A strong collaborator, the ideal candidate will drive positive change, excellence and innovation. The ideal candidate will provide a blend of strategic vision and hands-on execution, operating to the highest levels of governance and accountability.

Role Summary

A member of the IPA Executive Leadership Team (ELT), the Director of Corporate Services will play a leadership role in overseeing and managing the Institute's shared services functions of Finance, Human Resources, Estates / Support Services and Health and Safety. The Director of Corporate Services will lead and manage multi-disciplinary teams, enabling the delivery of shared services that underpin the IPA's overarching strategic vision of being the Centre of Excellence for Building Public Sector Capability and Capacity.

Reporting to the IPA Deputy Director General / Company Secretary, the Director of Corporate Services will be responsible for the development and delivery of the IPA Shared Services Strategy, and working confidently and collaboratively with ELT colleagues, ensure that its successful execution drives business delivery, growth and innovation. This important role will have the opportunity to play an active part in the IPA Transformation Programme, contributing to the future vision of the IPA and leading high performing and professional teams.

Shared Services Elements

- **Finance:** The IPA is a Company Limited by Guarantee, with Charitable status, is a Body under the aegis of DPER in receipt of public funds and is audited by the Office of the Comptroller and Auditor General (OCAG). As an organisation with a commercial mandate, the IPA has a complex financial and management accounting regime, operating to the highest governance standards. The IPA has a well-resourced Finance function, which also includes the payroll

function. An ambitious transformation programme to centralise all finance activities within the Finance Department is underway.

- **Human Resources (HR):** The IPA resources its delivery of services through a combination of fulltime staff (currently <150), outsourced contracts and supplemented by Associates (Subject Matter Experts). The HR function is informed by the Public Sector governance landscape and FÓRSA is the IPA Trade Union partner. The IPA operates an outsourced pension services function, which resides within the HR function.
- **Estates/ Support Services/ Health & Safety:** Currently, IPA facilities management offers the full suite of facilities functions including cleaning, portering, security and ancillary estates services. As a Learning and Development Organisation, the IPA caters to both staff and its customers, in physical, hybrid and fully virtual environments. IPA Health and Safety obligations are informed by its legal and regulatory framework. The IPA is undergoing a significant and ambitious transformation programme and central to that is a re-evaluation of its infrastructure and this project is ongoing.
- **ESG:** The IPA aspires to the highest standards in environmental, social and organisational sustainability and leading in this space is central to the transformation programme. The IPA is governed by Public Sector policy including, but not limited to, climate action mandates and SEAI obligations.

Key responsibilities

This is a senior leadership role which will be responsible for, but not limited to, the following:

Strategic Development Responsibilities

- As the IPA Chief Financial Officer, deliver the Annual Financial Statements and Annual Budget for Board approval, meeting the standards required under the IPA's complex legal and regulatory framework, including those of the Office of Comptroller and Auditor General.
- Develop a Shared Services Strategy, aligned to the IPA Corporate Strategy, that will support the IPA's vision of being the Centre of Excellence for building Public Service capability and capacity.
- Working collaboratively with senior leaders, develop and oversee annual Business Plans including KPIs/Metrics, to successfully execute the Shared Services Strategy. This includes, and is not limited to, Finance, HR, Infrastructure and Facilities, and Business Process Accreditation.
- Monitor and review the strategic approach, ensuring it continues to meet the evolving needs of the IPA Shared Services clients, both internal and external.
- Foster a culture of Governance Exemplar, delivering a System of Internal Control that protects the IPA's reputation, providing strong assurances to the IPA Board, the Department of Public Expenditure, Infrastructure, Public Services, Reform and Digitalisation (DPER), the Public Accounts Committee (PAC) and the broader IPA client base.

Leadership Responsibilities

- Work closely with the Deputy Director General/Company Secretary to ensure strategic delivery, reporting to Board and subcommittees as is required.

- Working closely with the Deputy Director General/Company Secretary, ensure key stakeholder management and support, in particular the Department of Public Expenditure, Infrastructure, Public Services Reform and Digitalisation (DPER) and the City and County Managers Association (CCMA).
- Actively participate at Executive Leadership Team, adopting a collaborative and OneIPA approach, contributing to the overall leadership and management of the IPA and the shared strategic goals.
- Lead the multidisciplinary teams of Shared Services, fostering a positive and collaborative culture, empowering staff in their roles and developing dynamic and competent leaders of the future.
- Provide dynamic and visionary leadership for the Shared Services team, developing and supporting an enthusiastic, energetic and responsive team that is highly proficient and focused on delivering excellence in its services.
- Working with Departmental Directors, develop pricing strategies and costing models across the IPA portfolio of services, that ensure the IPA is commercially viable, financially sustainable and reflective of a full cost recovery model.
- Working with senior managers, develop a strong Shared Services policy framework.
- Work closely with the Director General and Deputy Director General on the IPA Transformation Programme.
- Work closely with the Deputy Director General/Company Secretary ensuring the IPA Board approved Corporate Procurement Strategy is embedded strongly across the accounting and budgeting processes.
- Work closely with the Deputy Director General/Company Secretary in developing and delivering the IPA ESG and CSR Strategies and Frameworks.
- Provide leadership, mentoring and developmental opportunities for the Shared Services team.
- Build and maintain strong relationships with key customers, clients, partners, and stakeholders.

Operations Management Responsibilities

- Management responsibility for the Shared Services team (approximately 15 staff), overseeing recruitment, motivation, performance management, and professional development, supporting personnel in the effective delivery of their brief.
- Oversight of the management of vendor contracts including Facilities Management, Pension and Accounting Support Services, ensuring value for money and business continuity for the IPA are prioritised.
- Play an active and leading role in the Infrastructure Project, ensuring the IPA Infrastructure is best in class and fit for future.
- Ensure compliance with the governance framework of the IPA, including but not limited to risk management and internal audit obligations.

The Person

Essential Criteria

The successful candidate will demonstrate evidence of:

- A professionally qualified accountant and a member of a prescribed accountancy body.

- A minimum of 5 years' experience in a senior corporate leadership position in either the public or private sector.
- A strong understanding of data analysis and performance metrics and an ability to diagnose problems quickly, anticipate issues and craft successful solutions.
- Excellent interpersonal and communication skills, engaging and liaising with both internal and external stakeholders, representing the IPA mission and values and to work effectively as part of the leadership team and with all staff.
- Adaptability, with demonstrable experience of the ability to manage and lead teams in a changing environment and still deliver the required results.
- Demonstrated capability in successfully implementing significant change projects and a proven track record of successful Business Process Improvement delivery.
- Project management and business planning experience with proven ability to manage a number of projects simultaneously and meet all deadlines in a timely manner.

Desirable Criteria

The successful candidate may demonstrate evidence of:

- Excellent leadership skills, with steadfast resolve and personal integrity and proven ability of being agile, and dynamic in a multi-disciplinary environment.
- Strong IT literacy, proficiency in writing and presentation skills.
- Commitment and drive to overcome obstacles in delivering results.

Conditions of Service

General

This appointment is made under the Institute's Constitution – Articles of Administration, 17(2)(f), dated 19 November 1963.

Tenure

The position of Director of Corporate Services may be filled on a permanent basis, or on a contract or secondment basis with a view to permanency.

Probation

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

Remuneration

The salary scale for this position ranges from €94,377 to €129,840 (9-point scale including two long service increments) per annum pro rata.

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

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

Location

The position is currently based at 57-61 Lansdowne Road, Ballsbridge, Dublin 4. The holder of this post may be required to attend meetings and other functions on occasions outside the normal place of work.

Hours of attendance

Working hours will be as fixed and will not amount to less than 35 hours per week. If successful, you will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of your duties, subject to the limits set down in the working time regulations.

The Institute operates a formal Blended Working model based on service/business requirements.

Annual Leave

The annual leave allowance is 30 days. This allowance is based on a five-day week and is exclusive of the usual public holidays.

Sick Leave

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

Employee Benefits

Examples of some of the current employee benefits include:

- Generous annual leave entitlement
- Blended Working Policy
- Family Friendly Policies
- Availability of an Optical Benefit Scheme
- Availability of a Cycle to Work Scheme
- Staff Wellbeing Programme
- A range of Learning and Developmental Opportunities
- Sick Leave Scheme
- Paid Maternity and Paternity Leave
- Option to become a member of the Institute's Social Club
- Automatically enrolled in a pension scheme
- Employee Assistance Programme

Outside Employment

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

The Organisation of Working Time Act 1997

The terms of the Organisation of Working Time Act, 1997 will apply, where appropriate, to this appointment. Further information on the conditions of employment will be outlined in the contract of employment for the successful candidate.

Superannuation Contribution

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

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

Additional Superannuation Contribution

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017. Note: ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

Safety and Welfare

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

Training

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

Eligibility to Compete

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

- A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- A citizen of the United Kingdom (UK); or
- A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- A non-EEA citizen who is a spouse or child of an EEA or Swiss citizen and has a stamp 4 visa; or
- A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa; or
- A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or Switzerland and has a stamp 4 visa.

Confidentiality

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

Freedom of Information

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

How to Apply

Forvis Mazars have been retained by the IPA to assist with the appointment of the Director of Corporate Services role. Forvis Mazars, on behalf of the IPA, invites applications from suitably qualified candidates both nationally and internationally, and will be undertaking a comprehensive recruitment process as part of this recruitment campaign.

Forvis Mazars will be managing all aspects of this recruitment project on behalf of the IPA. No enquiries or canvassing should be made directly to the IPA.

Applications should be submitted online and must include:

1. A cover letter outlining why you wish to be considered for the role of Director of Corporate Services and why you believe your skills and experience meet the requirements of the role.
2. A comprehensive CV clearly showing your relevant achievements and experience in your career to date.
3. A completed application form.

Only applications with all three of the above elements submitted online by the application deadline will be accepted. No reminders will be issued following the application deadline.

To apply for this role, visit www.forvismazars.com/ie/en/executiverecruitment and search Ref. IPA0125.

Closing date

Deadline for application: 12 noon, Monday, 25th August 2025

Applications will not be accepted after the closing date/time.

An acknowledgement email will be issued for all applications received. If you do not receive acknowledgement of your application within 24 hours of submission, please contact the Forvis Mazars Executive Recruitment Team by email (execrecruit@mazars.ie) to ensure your application has been received.

Reasonable accommodations

The IPA places a strong emphasis on diversity, inclusion and equality at all levels of the organisation. Any candidate who requires reasonable accommodations at any stage of the selection competition should indicate their requirements. Any queries in relation to any disability or other issue which may be addressed through making such reasonable accommodations, can be addressed to the execrecruit@mazars.ie or telephone to +353 (1) 4494400.

Selection process

The Selection Process may include the following:

- shortlisting of candidates, based on the information contained in their application
- a competitive preliminary interview
- a competitive interview(s) which may include a presentation
- psychometric assessment
- satisfactory references (referees will not be contacted without the candidate's prior agreement)

The IPA reserves the right to require candidates to attend a second interview.

Shortlisting

The IPA reserves the right to shortlist applications. The shortlisting process may take the form of a screening call and/or a desktop shortlisting process based on the information contained in the applications submitted.

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the IPA may decide that only a subset will be called to interview. In this respect, the IPA will use a shortlisting process to select a group for interview who, based on an examination of the application material, appear to be the most suitable for the position. An expert board will examine the application forms against pre-determined criteria based on the requirements of the position. In addition, screening calls may be utilised. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who, based on their application, appear to be better qualified and/or have more relevant experience.

Interviews

Candidates will be notified of interview details at the earliest convenience, with interviews envisaged to take place in the second half of September 2025. Candidates should ensure that the contact details specified on their application form are correct.

Panels

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

Offer of Appointment

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

Other important information

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

The admission of a person to a competition, or invitation to attend interview, or a successful result notification, is not to be taken as implying that the IPA is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position and does not carry a guarantee that your application will receive further consideration. It is important, therefore, for you to note that the onus is on you to ensure that you meet the eligibility requirements for the competition before attending for interview. If you do not meet these essential entry requirements but nevertheless attend for interview, you will be putting yourself to unnecessary expense.

Prior to recommending any candidate for appointment to this position, the IPA will make all such enquiries that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed, a final determination cannot be made, nor can it be deemed or inferred that such a determination has been made.

Should the person recommended for appointment decline or having accepted it, relinquish it or if an additional vacancy arises the IPA may, at its discretion, select and recommend another person for appointment.

Deeming of candidature to be withdrawn

Candidates who fail to apply in advance of the application deadline, fail to submit the required application documentation as set out in this document, or do not attend for interview or other test required, will not be considered for the role.

Candidates' Obligations

Candidates should note that canvassing will disqualify and will result in their exclusion from the process. In addition, candidate must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- interfere with or compromise the process in any way.

A third party must not personate a candidate at any stage of the process.

Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine/or imprisonment.

In addition, where a person found guilty of an offence was or is a candidate at a recruitment process, then:

- where they have not been appointed to a post, they will be disqualified as a candidate, and,
- where they have been appointed subsequently to the recruitment process in question, they shall forfeit that appointment.

Data Protection

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

General Information

Reference checks

Please note that any offer of employment made to a successful candidate will be subject to satisfactory reference verification and satisfactory verification of academic and professional qualifications.

Confidentiality

Candidate confidentiality will be respected at all stages of the recruitment process. Applicants should however note that all application material would be made available to those with direct responsibility for the recruitment process within the IPA.

Please note information provided by you as part of your application may be used as part of our diversity, equality and inclusion metrics in relation to this campaign.

Legal compliance

Forvis Mazars and the IPA are committed to complying with all relevant legislation over the course of this recruitment campaign, including the Employment Equality Acts 1998-2015, the Employment (Miscellaneous Provisions) Act 2018, the Data Protection Acts 1988 - 2018, and the Freedom of Information Acts, 1997, 2003 and 2014.

GDPR compliance

Forvis Mazars collects, processes and stores personal data, as provided by applicants when applying for the role available. The data provided by applicants is collected, recorded, stored, retained and destroyed in compliance with the Data Protection Acts 1988 - 2018.