



# EMERGING LEADERS GRADUATE PROGRAMME

## FOR ADMINISTRATIVE OFFICERS AND THIRD SECRETARIES

This programme will support the individual and collective capabilities of graduates to meet the challenges of their role, deliver strategic objectives and results, integrate and contribute to the overall success of the civil service and develop their leadership potential for the future.

**Programme Dates & Bookings**



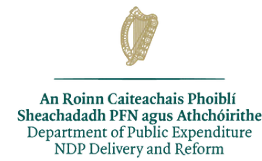
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# Programme Context and Overview



The Emerging Leaders Graduate Programme (ELGP) aims to cultivate the individual and collective capabilities of Administrative Officers and Third Secretaries to meet the challenges of their role, be future focused and chart a path to future public sector leadership. It will support them to deliver strategic objectives, contribute to the overall success of the civil service, and foster network building among participants.

Over a series of one day modules, delivered mainly in person, the programme will provide participants with an overview of the institutional context within which they operate, a practical understanding of the workings of government departments, including the principles and institutional structures of the Irish system of democracy; a deeper understanding of the roles of various actors in that system, with the focus on the role of the civil servant as the agent of the Minister and the rules and procedures that determine the civil servant's role in the process.

Situated within the professional teaching and learning environment of the Institute of Public Administration (IPA), the programme will focus on developing an appreciation of the essentials of working in the civil service. It will introduce participants to the key aspects of government finance, including the annual budget process, how public expenditure and revenue is monitored against budgetary targets and the appropriation account. Important definitions and the backdrop to corporate governance in the public sector, will raise participants' knowledge about key governance principles and features, the Civil Service Governance Standard and Code of Practice for the Governance of State Bodies, in addition to setting out emerging new areas in governance such as culture, equality, diversity, inclusion and sustainability.

Departments and Offices assume a diverse set of responsibilities to support the Government by developing policy and legislation to address major national issues, and to this end the programme provides an overview of strategic policy development and the production and enactment of legislation. Participants are guided towards additional, more in-depth IPA training resources that are available in these areas.

In these fast-moving times, where uncertainty and turbulence define our environment, graduates need a practical framework for understanding the role, purpose, and nature of public service leadership. How can real transformation and cultural change be achieved? How can digital technology and innovation be harnessed? How can structures and processes to support whole-of-government responses to Ireland's most pressing challenges be developed and implemented? How can Ireland adapt nationally to reduce our vulnerability to climate change and sustainability? How can the civil service deliver organisational structures that foster greater agility and collaboration? The programme introduces participants to a model of leadership that addresses these complexities of leadership in the public sector, provides insight into the nature of leadership and enables them to reflect on their leadership approach for the future.

*"An innovative, professional and agile Civil Service that improves the lives of the people of Ireland through excellence in service delivery and strategic policy development."*

(Civil Service Renewal 2030 Strategy, 2021)

# Programme Context and Overview

Most importantly, the programme creates valued and inclusive opportunities to network with colleagues from across the diversity of Departments and Offices, deliberately supporting participants to engage and collaborate with their peers, cultivate professional relationships and purposeful connections. This element of the programme reflects the nature of the civil service itself, in that civil servants are expected to be able to adapt across very different roles, teams and operational requirements, develop agility and adaptability in times of increasing change and work cross-departmentally and cross-functionally to address the challenges faced by the modern Public Service.

**Programme Fee: €1,995 per participant** – full attendance at all seven modules is required within same group.

## Dates

### Module One

- Better Public Services - Transformation
- Fundamentals of Public Administration

### Module Two

- Understanding Government Finance
- Corporate Governance

### Module Three

- Evidence-Informed Policy Making

### Module Four

- The Legislative Process

### Module Five

- Leading and Empowering

### Module Six

- Effective Communications
- Leading with Emotional Intelligence

### Module Seven

- Collaboration, Co-Creation and Connectedness

# Programme Delivery

## Module One

### Better Public Services - A transformation strategy to deliver for the public and build trust (2023)

This part of the module will focus on setting out the strategic context and direction for the Public Service, the priorities set out in Civil Service Renewal 2030 Strategy, achievements to date and the major challenges for the future. Participants will understand the operating environment in which they work on behalf of the Government, and the duty to improve public services to meet emerging challenges.

### Fundamentals of Public Administration – Institutions and their roles

This part of the module will outline the framework of the state, the roles and functions of its institutions and government departments and the civil servant's role within the democratic process. It will consider the roles of various actors in the system, with the focus on the role of the civil servant as the agent of the Minister; the rules, governance codes and procedures that determine the civil servant's role; and the systems and processes most used by government departments/offices.

## Module Two

### Understanding Government Finance

Understanding government finance is crucial for effectively managing public finances. This part of the module provides a practical understanding of government finances, the annual budgetary process, how expenditure and revenue are monitored against budgetary targets and the appropriation account, all of which are essential components of the graduate's toolkit.

### Corporate Governance – Definitions, backdrop and the relevance to Civil Service Departments and State Bodies

This part of the module will outline key governance principles and features, including the principal Governance Codes – Civil Service Governance Standard and Code of Practice for the Governance of State Bodies (2016). It will also consider emerging new areas in corporate governance – culture, equality, diversity, inclusion and sustainability. Participants will benefit from time to discuss the implications of the Codes' provisions in terms of implementation, good practices and building trust in public institutions.

## Module Three

### Evidence-Informed Policy Making

The development of public policy is a key responsibility of Government, and the Civil Service plays a crucial part in the policy process. Contributing to that process is an essential focus for participants whose role frequently involves conducting research and analysis on specific areas of public policy, making better use of evidence to inform policymaking, and developing new approaches to collaboration and engagement. It is crucial for participants to enhance their skills as policy shapers, and to develop literacies for addressing emergent and future policy challenges.

While specific skills, knowledge and experience are necessary for the activities at each stage of the policy cycle, the new Administrative Officer Capability Framework identifies several essential crosscutting capabilities that are necessary for evidence-informed policy making, including research and analysis, problem solving, informed judgement and decision making, engaging and consulting, strategic awareness and future focus.

This module provides an overview of the policy making process, policy cycles and policy instruments, underpinned by the *Action Plan for Designing Better Public Services* to identify more innovative and inclusive approaches.

Participants also gain an understanding of policy implementation and policy evaluation in addition to strengthening essential skills in critical thinking, problem analysis and optimizing negative thinking. The module will draw on relevant and compelling examples from across the civil service.

# Programme Delivery

## Module Four

### The Legislative Process

This module provides participants with a broad understanding of key aspects of the legislative process in Ireland to enable them to appreciate the various types of legislation, the function of legislation and how best to achieve policy objectives through legislation.

An overview of the stages in legislation, the types of legislation; primary, secondary and delegated, and the role of the various actors in the legislative process will give participants an appreciation of the following: the role and functions of the Attorney General & Parliamentary Council; the Office of the Parliamentary Legal Advisor; the role of the President in assessing the constitutionality of legislation and the use of Private Member's Bills.

## Module Five

### Leading and Empowering

This module introduces participants to a framework which will guide their practice of leadership in a public sector context. To do so, they will have opportunity to consider what it means to 'lead', to step up in the service of delivering public value and to reflect on their strengths and areas for further development to deliver change, adaptation and leadership in the future.

The module invites participants to build awareness of their impact and approach as a leader within their teams, across their organisation and amongst their peers. It will support them to meet the challenges of leading and managing self and others, adapting to change, embracing innovation, contributing to decision-making, maintaining high performance levels, and collaborating on whole of Government projects to deliver effective policies and services.

## Module Six

### Civil Service Communications

In this part of the module participants gain an understanding of the general principles which govern Civil Service communications. It provides guidance on how to respond effectively to Representations, Parliamentary Questions, Memoranda for Government and Ministerial Briefing documents. Participants will benefit from an understanding of how Government Information Services coordinates communications across Government and is leading on the reform and evolution of Government communications in the Irish Civil Service.

Participants will appreciate the importance of good communications, both for Departments and for their role as they progress in their careers and understand how to optimise their input to Government communications in their daily work and role.

### Leading with Emotional Intelligence

*"Developing global leaders with cultural sensitivities and collaborative skills requires greater focus on emotional intelligence, self-awareness, and empowerment than on traditional management skills."* Professor Bill George, Harvard Business School

The core competencies of emotional intelligence; self-awareness, social awareness, relationship management and self-management are central to strong leadership. They enable leaders to establish and maintain collaborative relationships, have the capacity to adapt their thinking, feelings, and actions in response to changing circumstances, and stay composed in stressful situations while maintaining productivity and championing change.

Emotional Intelligence (EQ) can be learned and developed. With the right support, activities and commitment, those in leadership roles can learn and improve the social and emotional competencies associated with leadership behaviour. This part of the module will provide participants with an opportunity to explore the dimensions of EQ, understand the value and relevance of EQ to managerial and leadership effectiveness, how EQ affects presence and impact, empathy, optimism, self-reliance and self-confidence.

# Programme Delivery

## Module Seven

### Collaboration, Co-Creation and Connectedness

A crucial part of enhancing participants' capabilities will be to undertake action learning within peer groups through a relevant collaborative project. This final module is a dynamic and interactive segment of the programme where participants, having engaged in action learning, peer group activities and keeping to an agreed structure, showcase their learnings and achievements and present their work to senior leaders. This serves as a platform for them to demonstrate their problem-solving skills, collaborative efforts, and innovative solutions derived from their action learning projects and peer group discussions.

The outcomes-based approach to the challenges will ensure that participants can develop meaningful experience for their current role and future careers, supporting their progression in a world of work which requires innovation, co-creation and knowledge and partnerships that extend across departments and sectors.

The final presentations will highlight their individual and collective growth and learning but also provide valuable insights and potential strategies for real policy challenges, utilising the knowledge and skills developed through the programme, to define problems and design solutions. The module will foster a culture of transparency, encourage knowledge sharing, and strengthen the connection between participants from across different departments.

## Approach to Learning and Developing a Network of Colleagues

The programme is designed to achieve an introductory overview of key areas considered essential to working in the Irish civil service. It provides an understanding of the ongoing work to innovate and adapt for the future, the skills to make a significant contribution to policy and the legislative process and an appreciation of the role of leadership to achieve real and lasting change. The modules are based on short formal inputs, reflection on experience and learning to date and group work to build practical skills and connections across the network of programme participants.

Set within a programme structure which weaves essential skills development with opportunities for participants to enhance their knowledge of the policy and operational context in which they and their peers are working, a crucial part of enhancing many of these capabilities will be to undertake action learning in small peer groups through a collaborative project. Participants will explore real policy challenges, utilising the skills they are developing through the programme, to define problems and design solutions. Structured guidance will support them to diagnose challenges, keeping to an agreed structure, tasks and learning outcomes.

Policy challenges addressed through experiential group work will require some additional learner hours outside of the core days, with groups encouraged to meet to explore and develop their projects collaboratively, as well as to seek input from others.

A core aspect of the programme for participants is to build a network of colleagues from across the civil service, allowing them to learn more about the way in which the civil service works from their own peer group. The programme will provide both informal and structured opportunities to engage with a diversity of colleagues, assisting participants to develop a supportive network, as well as to enhance key transversal skill sets that helps to grow a confident and agile mind set as they move through their career.

Additional opportunities for further development in relevant areas such as leadership, climate change and sustainability, offered by the IPA and OneLearning, will be identified and recommended to participants during the programme.