

Recruitment of **Director of Digital Learning**

Candidate Information Booklet

Apply before Wednesday 8th January 2025 at 12 noon



Contact

Forvis Mazars

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The Position

Title of Position	Director of Digital Learning
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, 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, NDP Delivery and Reform (DPENDR), 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. A 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, 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 and of significance. Notably, 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. Digital Learning

We are seeking a dynamic and strategic individual to lead a newly created Digital Learning Department within the IPA. The new department incorporates the services provided by OneLearning, the dedicated digital learning platform for the Civil Service, which transferred under the remit of the IPA in 2024. In addition, the role is importantly collaborative in nature and will require a horizontal remit across the IPA for digital learning.

This is a unique opportunity to shape and grow the team, working with a mix of pre-existing staff and the opportunity to recruit additional team members to drive the development of the function to deliver exceptional results. The role requires a balance of direct leadership of your own team and the ability to collaborate and influence across other teams and departments within the Institute.

Central to the IPA's strategic plans is the development of a digital learning and development ecosystem as a comprehensive framework designed to foster continuous learning and development for the Civil and Public Service. This ecosystem will be designed with the learner at the centre to leverage technology, platforms, and resources to provide public servants with the tools they need to enhance their skills, stay updated with evolving practices, and ultimately strengthen service delivery to the public. The ecosystem will integrate several components, each playing a vital role in creating an interconnected, efficient, accessible and custom-designed learning environment.

These key elements include but will not be limited to:

- *Learning Management System (LMS):* Serving as the central hub for all digital learning activities, where courses, resources, assessments, and certifications are managed. It supports diverse learning formats such as e-learning modules, video content, interactive workshops whilst also tracks individual progress and provides data analytics on learner outcomes.
- *Collaborative Learning Platforms:* Facilitating knowledge sharing and collaboration among public servants where employees can engage in peer-to-peer learning, share best practices, and work together on projects (e.g. virtual communities of practice).
- *Mobile Learning Application:* Ensuring that learning is accessible anytime, anywhere, especially for field officers or employees who work in different locations. This will provide mobile-friendly access to courses, micro-learning modules and offline access to essential learning content.
- *Cloud-based Learning Resources:* Providing ease of access to digital content enhanced by artificial intelligence (AI) to recommend relevant resources based on the learner's role or interests.
- *Data Analytics and AI Integration:* Providing personalised learning experiences based on the learner's learning and development record.
- *Virtual and Augmented Reality (VR/AR) for Simulations:* Providing immersive, hands-on

learning experiences for real-life scenarios such as emergency response, and crisis management.

- *Integrated Talent Management Tools:* Allowing for integration of a talent management system that integrates with the LMS to ensure employees are progressing in their career development based on completed learning modules and performance evaluations.
- *Governance and Policy Framework:* Working together with colleagues in the IPA and relevant stakeholders to establish the standards for learning and development within the public service.
- *Feedback and Continuous Improvement Mechanisms:* Providing for real-time feedback and continuous improvement of training programs. Analytics will identify areas for improvement, and course content can be updated based on learner performance and feedback.

4. Role Summary

The Director of Digital Learning will lead the IPA's Digital Learning Department in alignment with and supporting the overarching IPA strategic goals and direction. Most importantly, collaboration is central to this role in developing the IPA's digital learning ecosystem.

The role reports directly to the Director General of the IPA and the appointee will be a member of the six-person Executive Leadership Team. This is an exciting new role, and the successful candidate will contribute to overall strategy through supporting the Director General in strategic transformation, digital enablement and organisational development measures.

The Director will be pivotal in directing and managing the integration of digital learning in the executive education environment and will oversee the development and implementation of digital learning strategies to enhance teaching and learning experiences. The individual will drive the development of the IPA's digital learning portfolio initially through the OneLearning platform whilst leading the procurement of a new learning management/learning experience platform to implement the IPA's vision for the digital learning ecosystem.

Building on the strong foundation of the existing success of the team in OneLearning, this offers the right candidate the opportunity to shape and develop the Digital Learning Department over the coming years, actively create and innovate to address public servants' learning needs whilst making a critical revenue contribution to the Institute. The successful candidate will have the energy, enthusiasm, and drive to achieve and excel in managing and building a highly effective and committed team. The person will also demonstrate the capacity to undertake change at organisation level in collaboration and harmony with peer directors.

5. Key Responsibilities

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

Strategic Development Responsibilities:

- Develop a digital learning development strategy for the IPA that addresses the complex and evolving needs of the Irish Civil and Public Service efficiently at scale and delivers financial sustainability for the IPA.
- Continually assess the strategic approach in accordance with client needs, particularly in new and emerging areas of learning needs, and make amendments wherever appropriate.
- Develop a strong communications and business development approach to expanding the access, learner and organisation numbers as clients of the IPA's digital learning ecosystem.
- Oversee the integration of technology into curricula and instructional practices to enhance learning outcomes.
- Evaluate emerging digital tools and technologies to determine their potential impact on learning.
- Work across the IPA with directors, faculty and specialists to integrate digital learning strategies and ensure that the content is relevant, engaging and accessible, and that the lifecycle of digital content is proactively managed.
- Provide training for educators on best practices for digital teaching and learning.
- Foster a culture of innovation by encouraging educators to experiment with and adopt new digital tools.
- Ensure that the department is strongly and consistently regarded by the key stakeholder groups as the Centre of Excellence, and a first point of entry for learning and development for the Public Service.

Leadership Responsibilities:

- Work closely with the Director General on the implementation of the overall IPA strategy and report to the IPA Board as required.
- Actively participate and contribute to the Executive Leadership Team and overall leadership, management and financial performance of the IPA.
- Be responsible for ensuring that the Digital Learning Department and staff operate within the Corporate Governance framework of the IPA, particularly its obligations as a Body under the aegis of DPENDR.
- Develop both functional and leadership capability of the department to meet current and future requirements.
- Deliver and achieve financial and performance KPIs for the department in line with the financial modelling, pricing policies and strategies in place.
- Set consistent high standards of performance and lead by example.

- Ensure that the department is effective in implementing all IPA policies, procedures and protocols, actively contributing to those most relevant to the Digital Learning Department's remit.
- Collaborate with directors and teams across the IPA to co-design, deliver and communicate strategically relevant projects.

Operations Management Responsibilities:

- Management responsibility for the OneLearning team (approx. 12-15 staff) overseeing recruitment, motivation, performance management, and professional development to ensure the team meets its objectives effectively.
- Manage the department and staff effectively, focusing on the policies and activities required to support the smooth running and delivery of the services provided.
- Work closely with the Head of Communications on the development and implementation of the IPA's central marketing and communications strategy.
- Work closely with the Head of HR in ensuring that HR policies and procedures are being implemented at departmental level.

6. The Person

Essential Requirements

Candidates will require the following knowledge, skills and attributes for successful performance in the role.

Qualifications

- Third level degree in a relevant field such as Digital Learning, Education, Instructional Design, Learning & Development, Business Administration, or Public Administration (essential).
- Professional certifications in project management (e.g., PRINCE2, PMP) or digital learning (e.g., Certified Professional in Learning and Performance, ATD) would be advantageous.
- Clear record of academic and professional excellence, and achievement at respected institutions or organisations.

Knowledge

- In-depth knowledge of digital learning strategies and technologies, including emerging tools and trends in e-learning.
- Strong understanding of curriculum development and instructional design principles, ideally in a public service context.
- Familiarity with corporate governance frameworks and public sector compliance requirements.
- Awareness and fluency in the learning and development needs of the Public Service would be advantageous.

Experience

- Significant leadership experience (minimum 7-10 years) at management level ideally within a learning and development, public sector, or higher education environment.
- Proven track record in developing and implementing digital learning strategies at scale.
- Experience in managing teams, including recruitment, performance management, and staff development.
- Demonstrated experience in driving innovation and fostering a culture of continuous improvement.
- Experience in stakeholder engagement, business development, and strategic communications in a complex multi-faceted organisation or across multiple organisations.
- Strong business acumen with the ability to manage budget targets effectively and develop the client base for digital learning.
- Passionate about digital learning and development with a proven track record in designing, developing and delivering interventions at executive level.
- Previous experience within, or working with, the Public Service would be advantageous.

Skills

- 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.
- Adaptable with the ability to manage and lead teams in a changing environment and still deliver the required results.
- Proven ability to manage significant transformation projects simultaneously and meet all deadlines in a timely manner.
- Strong IT literacy and understanding of online learning technologies, proficiency in writing and presentation skills.

Other Requirements

Character

Each candidate must demonstrate commitment to the following values of the IPA:

- Integrity;
- Client-Centred and Responsive;
- Openness and Accountability;
- Trust and Respect;
- Innovation and Learning;
- Research-Led;
- Practice-Led.

Health

Each candidate shall be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

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 Digital Learning may be filled on a permanent basis, or on a contract or secondment basis with a view to permanency.

Remuneration

The salary scale for this position ranges from €92,526 to €127,294 (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.

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.

Location

The position is currently based at 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.

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.

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.

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 Digital Learning 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 IPA. No enquiries or canvassing should be made directly to IPA.

Applications should be submitted online and must include:

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

Only applications fully submitted online will be accepted into the campaign.

To apply for this role, visit www.forvismazars.com/ie/en/executiverecruitment and search Ref. IPA0324

Closing date

Deadline for application: 12 noon (Irish time) on Wednesday, 8th January 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.

Interviews

First round interviews are envisaged to take place on Tuesday 28th January 2025. A selection of candidates may be invited for second round interviews on Friday 7th February 2025.

Shortlisted candidates will be invited to attend for interview in the offices of Forvis Mazars, located in Dublin 2.

Candidates will be notified of interview details at the earliest convenience. Candidates should ensure that the contact details specified on their application form are correct.

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;
- Competency based interviews, or other interview format
- Any other tests or exercises that may be deemed appropriate including but not limited to psychometric testing.

The [Public Service Capability Framework](#) (Principal Officer level) will be used during the interview stage to assess suitability for the role.

**Please note that the Institute reserves the right to hold any part of the selection process by way of remote/video-call platform or other appropriate methodology.*

Shortlisting

The Institute reserves the right to shortlist applications. The shortlisting process may take the form of either a desktop shortlisting process based on the information contained in the applications submitted or a shortlisting interview.

Where, by reason of the number of persons seeking admission to the competition and the standard of knowledge, training or experience in general of such persons, the Institute considers that it would be reasonable not to admit all the persons to the competition, the Institute may admit to the competition only persons who appear likely to it to attain in the competition a standard sufficient for selection and recommendation for appointment.

The information you supply in your application will play a central part in the shortlisting process. The Institute's decision to include you on the shortlist of candidates going forward to the next stage of the process may be determined based on this information.

Interview

You will be contacted in relation to any interview dates and times. You may also be contacted in relation to the requirement to complete an on-line questionnaire should this be included in the selection process. The onus is on you to attend for interview on the dates and times allocated. Alternative dates and times cannot be facilitated. When attending for interview you are requested to bring photographic identification.

The interview is your opportunity to give evidence of your knowledge, skills and experience and the Institute's opportunity to assess your suitability for the role as advertised.

The admission of a person to a competition, or invitation to attend an interview, is not to be taken as implying that the Institute is satisfied that such person fulfils the requirements of the role 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, the onus is on you to ensure that you meet the eligibility requirements for the competition before attending for interview.

The Institute may at its discretion require candidates to attend a preliminary interview in which case admission to the competitive interview would be conditional on candidates reaching such a standard as the Institute considers appropriate in the preliminary interview.

Interviews shall be conducted by Board(s) set up by the Institute. The Board(s) will assess the merits of candidates (except insofar as they are assessed otherwise) in respect of matters referred to in the prescribed qualifications and any other relevant matters. Only candidates who reach such a standard as the Institute considers satisfactory in the competitive interview shall be considered for selection and placed on a panel. The onus is on all applicants to make themselves available for interview.

The Institute reserves the right to vary the number and sequence of each stage of the selection process as the competition progresses.

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 three months. 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.

Deeming of candidature to be withdrawn

Candidates who do not complete and submit any assessments before the specified date or do not attend/undertake any stage of the selection process as requested or do not furnish such evidence as requested in regard to any matter relevant to their candidature, will have no further claim to consideration.

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.



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