REVIEW OF MANAGEMENT STRUCTURE AND GRADING OF SENIOR MANAGEMENT POSTS WITHIN
ÚDARÁS NA GAELTACHTA
REPORT
FOR THE
DEPARTMENT OF ARTS, HERITAGE AND THE GAELTACHT
October, 2015

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1. INTRODUCTION

Declan Kearney on behalf of Public Affairs Ireland has pleasure in submitting this report on a review of the management structure and grading of senior management posts within Údarás na Gaeltachta to the Department of Arts, Heritage and the Gaeilge (DAHG).

Your terms of reference required a review of the senior staffing of the organisation having regard to similar public sector organisations and you require recommendations on:-

1. The senior staffing structure that represents the best fit for the needs of the organisation and makes the most effective and efficient use of the resources available.
2. Ensuring that the structure recommended is fully aligned with the three main areas of the organisations business, namely, Enterprise and Employment, Language Planning and Community Development and Corporate Governance.
3. The skills and experience needed to support the achievement of strategic objectives.
4. The preparation of detailed job descriptions for each of the senior positions which would foster more effective performance and facilitate setting performance standards and conducting evaluations.
5. Ensuring the development of individual and integrated team profiles at senior management level to facilitate the effective leadership of the new structure.
6. Ensuring the development of a performance management culture and framework, the development of the skills and expertise and experience required in the integrated structure and the development of a supportive training strategy for management and staff.

We note that the main purpose of the review is to have regard to the role, function and overall budget and responsibilities of the organisation in comparison with other public sector organisations with similar responsibilities and to have regard to the additional functions conferred on the organisation by the Gaeilge Act, 2012.

We also note that one Gaeilge scheme has been recently transferred from DAHG to Údarás na Gaeltachta and the possibility of further functions being transferred remains in consideration.
2. METHODOLOGY

The methodology agreed for the assignment was –

- To interview the holders of senior management positions in the organisation.
- To consult with the Chief Executive Officer.
- To review any relevant documentation.
- To compare the role, function and overall budget and responsibilities of the organisation with other public sector organisations with similar responsibilities.
- To use knowledge of other organisations and in particular experience of civil service grading to inform our analysis.

A list of the job holders interviewed during the course of the assignment is at Appendix 1 to this Report. Each job holder was asked to prepare a job description and this formed the basis of each interview. The findings from the analysis of jobs were discussed with the Chief Executive Officer and proposals were generated to deal with the issues that emerged.

The documentation consulted included the legislation relevant to Údarás na Gaeltachta, the 20 year strategy for the Irish language, Board papers on Language Planning, annual reports, ILO and IDA documentation on enterprise development, the Memorandum of Understanding between an tÚdarás and Enterprise Ireland and the draft Memorandum of Understanding between an tÚdarás and the LEO’s.

It was difficult to find appropriate comparator organisations. With three key functions of language development, community development and enterprise development in Gaeltacht areas, Údarás na Gaeltachta is a very unique organisation.

However, discussions were held with Enterprise Ireland on their structure and the nature of enterprise development and the structure of development agencies in other countries. This information, coupled with similar work carried out in Foras na Gaeltithe and previous work on job evaluation and grading of senior public service positions enabled the consultancy team to analyse the structure and grading of senior staff in Údarás na Gaeltachta and to make recommendations on that structure and grading.

3. SUMMARY OF RECOMMENDATIONS FOR THE SENIOR STRUCTURE OF ÚDARÁS NA GAELTACHTA

The organisation is proposing a significant restructuring of senior positions. The restructuring proposes three pillars – Enterprise and Jobs, Corporate Services and Language Planning and Community Development – under which the future work of the organisation will be managed.

3.1. Structure proposed by the organisation

Under each pillar the organisation has proposed the following structure-

Enterprise and Jobs - a Director with four direct reports – a Manager of Enterprise and Jobs, a Manager of specific expertise areas, a Manager of Property and Engineering (to whom reports an engineer at Principal Officer level) and a Manager of Economic Policy and Planning.
Corporate Services – a Director with three direct reports – a Manager of Finance, a Manager of Human Resources and a Manager for Secretariat, Governance and Compliance.

Language Planning and Community Development – a Manager of Language Planning and Community Development and three Regional Managers.

In addition a Manager of Communications and Marketing is proposed for the office of the Chief Executive Officer

3.2 Recommended Structure

Following an analysis of the proposed structure, the results of which are outlined in this Report, and the restructuring of certain responsibilities, the recommended structure is as follows –

Enterprise and Jobs – a Director with three direct reports at Principal Officer level – a Manager of Enterprise and Jobs, a Manager of specific expertise areas and a Manager of Property and Engineering.

Corporate Services – a Director with two direct reports at Principal Officer level – a Manager of Finance and a Manager of Communications, Corporate Services and Human Resources.

Language Planning and Community Development – a Director of Language and Community Development and four direct reports at Principal Officer level – a Manager of Language Planning and Development and three Regional Managers.

4. CONTEXT

There is no need to rehearse the achievements and challenges facing Údarás na Gaeltachta. These are adequately covered by the annual reports of the organisation. However, it is important to point out that the one key priority of the organisation in relation to Language Planning and the work carried out so far in relation to implementing the requirements of the Gaeltacht Act of 2012 are not adequately reflected in the current organisational structure. This is a major weakness and is covered in the new structure proposed by the organisation and in the recommendations of this Report.

5. KEY FINDINGS

5.1 Current structure

The current structure of the organisation is set out on the website of Údarás na Gaeltachta and is reproduced at Appendix 2 to this Report. That structure shows six direct reports to the Chief Executive Officer and displays a lack of emphasis on one of the key objectives of the organisation which is Language Planning and Development.

5.2 Current senior positions

Of the senior posts examined during the course of the assignment, there were issues relating to seven of them.
Two of the Regional Managers had assumed additional responsibilities due to staff vacancies. One assumed additional responsibilities relating to Training and Education for the communities and enterprises under the remit of the organisation, the other assumed additional responsibilities relating to the community development schemes managed by the organisation.

The grading of the posts of Human Resources Manager, Manager for Economic Development and Policy and Secretary to the Board at the level of Principal Officer does not seem appropriate for an organisation the size of Údarás na Gaeltachta.

At present, the Human Resources Manager position has no staff other than a secretary and is providing services which could be provided at Assistant Principal Officer level. The Secretary to the Board also has corporate governance and compliance responsibilities but the current grading does not seem appropriate for an organisation the size of Údarás na Gaeltachta. A similar position in the much bigger Enterprise Ireland, as well as being Secretary to the Board also carries policy and internal audit functions. The Secretary to the Board of Foras na Gaeilge is also a senior manager with a wide range of additional responsibilities. In regard to the Manager for Economic Policy and Planning a grading at Assistant Principal Officer would seem more appropriate.

Two Principal Officer level positions, one dealing with Marine, Natural Resources and Innovation and the other dealing with Food Sciences also appear not to be graded appropriately. At present neither position has any staff management or budgetary responsibilities.

5.3 Analysis

These findings were discussed with the Chief Executive Officer. He explained that no restructuring of posts or re-allocation of resources had been made in the organisation pending agreement on the senior structure. Therefore, some senior positions have no staff management responsibilities and insufficient support staff for the functions being managed. He said that when the new senior structure is agreed further work will be required to ensure an appropriate allocation of posts and duties to the less senior grades of Assistant Principal Officer, Higher Executive Officer, Executive Officer and Clerical Officer. It was explained that it would be difficult to grade a position as a Principal Officer if it had no staff management responsibilities.

In regard to the seven positions mentioned above the following proposals were discussed. It should be pointed out that the analysis concentrated on the nature and scope of positions and does not in any way reflect on the calibre or performance of current job holders nor detract from the importance of the functions being performed.

The additional functions assumed by the two regional managers could be re-allocated – the training and education functions to the Human Resources Unit, the community development schemes to the Regional Managers under the direction of the Director of Language Planning and Community Development.

The grading of the Secretary to the Board at Principal Officer level was discussed in detail with the Chief Executive Officer and the Manager of Corporate Services. The case made does not merit a grading of Principal Officer for this position. To grade this position at Principal Officer
level would place an Údarás out of line with other public sector organisations. For similar reasons the functions of Manager of Human Resources are more appropriate to Assistant Principal Officer level.

During the discussions with the Chief Executive Officer a further option was proposed. This was to transfer a Principal Officer post ( ) to Corporate Services. The post in the Property and Engineering Unit would be re-graded to Assistant Principal Officer level and the Principal Officer post would be used in Corporate Services as Manager of Corporate Services encompassing Secretary, Corporate Governance and Human Resource Management. This would mean that at corporate level there would be three Principal Officers – the first being the one proposed for Corporate Services and Human Resources, the second being the current Manager of Finance and the third being the current Manager of Communications and Marketing who reports directly to the Chief Executive Officer. For an organisation with the size and remit of Údarás na Gaeltachta three positions at such a senior level with responsibilities for certain corporate functions seems excessive and is difficult to justify. For this reason two posts are proposed – the first being the existing Manager of Finance, the second being a position to encompass Communications, Corporate Governance and Human Resources. The support staff for the second of these positions will need to be reviewed to ensure appropriate support at Assistant Principal Officer and other levels.

The Chief Executive Officer explained that under the new structure the two Principal Officer positions – one dealing with Marine, Natural Resources and Innovation and the other dealing with Food Sciences would be restructured. One position in the proposed Business Development Directorate would be at Principal Officer level and would deal with specific expertise areas, the other would be at Principal Officer level and be the Manager of Enterprise Development and Jobs. Both positions would be allocated support staff at Assistant Principal Officer level and below in the new structure and would be charged with specific targets from the strategic plan in regard to enterprise development.

Given that 70% of the jobs created with Údarás assistance come from the 155 companies that employ more than ten people, and given that the competitive advantage in job creation for Gaeltacht areas is in the exploitation of its natural resources for job creation, two positions at Principal Officer level seem appropriate for the organisation to continue to generate jobs and promote enterprise development.

The seventh position discussed with the Chief Executive Officer is the proposed Economic Policy and Planning position under the Business Development Directorate.

5.4 Roles in the Centre and in the Regions

There is a clear distinction between the roles to be carried out at the centre and those at regional level and there is no duplication of functions. This is because the roles in regard to enterprise and jobs are split between large and small enterprises. In this regard the structure is
similar to Enterprise Ireland where there is a large number of specialist portfolio managers aided by development advisors and regional offices dealing with small businesses. The regions in an Údarás deal with enquiries from small businesses and provide assistance to start-up companies. This is similar to the work of the regional offices of Enterprise Ireland.

The breakdown of client companies serviced by the organisation is as follows - 1,170 companies with less than five employees, 110 companies with between five and ten employees and 155 companies with ten or more employees. All but the 155 companies with more than ten employees are dealt with at regional level.

5.5 Further restructuring

While the terms of reference confines the analysis to the senior grading of the organisation it became apparent during the work carried out that there are issues in regard to support services and appropriate grading and reporting structures. Further work is required once the senior structure is agreed to ensure that senior managers have support staff at the appropriate levels for the work involved.

Based on the findings of this Report, it is recommended that the following points be taken into account during the proposed restructuring:

5.5.1 Roles in the Centre and the Regions
While the current division of functions in regard to enterprise development and job creation appears to work effectively the work on the proposed restructuring of grades beneath the level of Principal Officer should include an examination of roles carried out in the centre and in the three regions. This will mean clarifying the roles of all grades and ensuring that each job holder is clear on the outputs required of his or her position and that a management hierarchy is in place. Further recommendations in this regard are set out in Section 8 of this Report. This work should also include an examination of whether more responsibility can be devolved to each of the Regional Managers to, for example, avoid small projects being presented to the Centre and the Board for approval.

5.5.2 Roles in Enterprise and Jobs
The key requirement for enterprise development and job creation is to be able to be flexible to respond to new opportunities as quickly as possible. This will involve building flexibility into the design of jobs and placing an emphasis on task forces and project groups.

While work is required in servicing the needs of existing client enterprises, there are a number of areas where resources are required to research and develop new possibilities for enterprise development and job creation. For example, the recent report of the joint committee on Environment, Culture and the Gaeltacht on developing the Seaweed industry in Ireland points to an area requiring a coordinated approach across a number of State Agencies, an area where Údarás na Gaeltachta could take a lead role. Other possibilities not currently being worked on include developing fruit and shellfish processing. This points to the need for more of a focus on task force and project based management processes as opposed to a broad sectoral approach.
5.5.3 Role clarity in general
The strategic plan of the organisation is already broken down into objectives and key milestones. Further work is required in order to clarify the implications of these objectives and milestones for each grade in the organisation. This is dealt with in more detail in Section 8 of this Report. Consideration should be given to the nomination of one of the three Directors as Deputy Chief Executive Officer (but remaining at PO1 grade) and to the nomination of an Assistant Principal Officer in each of the three Regions to be Deputy Regional Manager.

There appears to be an over dependence in the organisation on the Principal Officer grade and little emphasis on the use of a management hierarchy making appropriate use of all grades. While restructuring beneath the level of Principal Officer was postponed until agreement is reached on the positions at senior level, it is recommended that careful consideration be given to ensure that each Principal Officer in the organisation has the appropriate level of support staff. In this regard it appears that much more effective use could be made of the Assistant Principal Officer level in particular.

5.5.4 Roles in Language Planning and Community Development
A key priority for the organisation is to implement government policy in regard to the Irish language. Progress has been made in regard to identifying language planning areas but much further work remains to be done in this area. A dedicated resource is required in each region to be responsible for the objectives of the organisation in this regard. The total senior staff in Language Planning and Community Development compares favourably with Foras na Gaeilge where there are two Principal Officers responsible for language development for the country as a whole excluding Gaeltacht areas. However, it should be noted that the community development and sustainability aspects of the work of Údarás na Gaeltachta and its regional structure give it a more challenging focus than that required of Foras na Gaeilge.

6. SKILLS AND EXPERIENCE
Your terms of reference require recommendations on the skills and experience needed to support the achievement of the strategic objectives on Údarás na Gaeltachta.

It recommended that a competency approach be used to ensure that the appropriate skills and experience are obtained and maintained at a senior level in the organisation. Attached at Appendix 3 to this Report is a list of the competencies which should apply to the senior levels in the organisation. The list of competencies takes account of the nature and scope of the responsibilities of the organisation. The competencies included are – Leadership, Problem Solving and Decision Making, Influence and Impact, Strategic Thinking, Relationship building, Developing Others and Professional and Technical Expertise. Each competency is described and a list of behaviours scaled from basic to expert level is also included. It would be expected that each of the senior levels in the organisation would be performing at or close to the expert level. The final competency – Professional and Technical Expertise – is intended to cover the particular knowledge and expertise required for each senior position. For example, knowledge in language, community and enterprise development would be a requirement for all senior
positions. Senior specialist roles in Finance and Language Planning, for example, would require appropriate academic and practical experience.

7. INDIVIDUAL AND TEAM PROFILES

Your terms of reference requires recommendations on ensuring the development of individual and integrated team profiles at senior management level to facilitate the effective leadership of the new structure.

Individual and team profiles require clarity on three distinct elements:-

1. The goals to be achieved and how they are to be achieved.
2. The definition of success, and
3. The experience and capability required to achieve success.

Based on the recommendations contained in Section 8 below, it is recommended that each individual and team in Údarás na Gaeltachta be required to prepare an individual and team profile. The team profile should be prepared by the manager of the team.

8. PERFORMANCE MANAGEMENT CULTURE

Your terms of reference require recommendations on ensuring the development of a performance management culture and framework, the development of the skills and expertise and experience required in the integrated structure and the development of a supportive training strategy for management and staff.

Attached at Appendix 4 to this Report is a suggested approach to introducing a performance management culture. The approach is based on three types of meetings – the first to agree on yearly goals and development plans, the second, a monthly meeting to review progress and the third and final type of meeting is the end of year review meeting. Each staff manager in Údarás na Gaeltachta should hold these three types of meetings with each of their direct reports. This approach is different from the current PMDS in operation in the civil service but is similar to approaches used in the public service in other countries and is particularly prevalent in the private sector. In terms of promoting staff motivation, commitment and providing a focus on meeting objectives through dialogue it is seen as a very effective approach. Through its focus on the preparation of a development plan it helps identify the training required for both management and staff.

9. RECOMMENDATIONS

9.1 The recommended structure is as follows:-

Corporate Services – a Director with two direct reports at Principal Officer level – a Manager of Finance and a Manager of Corporate Services encompassing Communications, Corporate Governance and Human Resources. A job description for each position is at Appendix 5 to this Report
Enterprise and Jobs – a Director with three direct reports at Principal Officer level – a Manager of Enterprise and Jobs, a Manager of specific expertise areas and a Manager of Property and Engineering. A job description for each position is at Appendix 6 to this Report.

Language Planning and Community Development – a Director of Language and Community Development with four direct reports at Principal Officer level - a Manager of Language Planning and Community Development and three Regional Managers. A job description for each position is at Appendix 7 to this report.

9.2 Other recommendations:

9.2.1 The additional functions in regard to training and education and community development schemes assumed by two of the Regional managers should be transferred. The training and education functions to the Human Resources Unit and the community development schemes to each of the Regional Managers.

9.2.2 The roles and functions to be carried out for all grades beneath the level of Principal Officer need to be clarified.

9.2.3 Consideration should be given to devolving more responsibility to Regional Managers.

9.2.4 Flexibility should be built into all enterprise development and job creation roles and a greater use should be made of task forces and project groups.

9.2.5 Each Principal Officer should have an appropriate staff support structure with particular emphasis being placed on ensuring the effective use of the Assistant Principal Officer grade.

9.2.6 Consideration should be given to designating one of the three Directors as Deputy Chief Executive Officer and to designating an Assistant Principal Officer in each region as Deputy Regional Manager.

9.2.7 Each of the three regions should have a dedicated resource to support Language Planning.

9.2.8 A competency approach should be used to assist in the development of the skills and experience of senior management.

9.2.9 Based on the process described in Appendix 4 to this Report, individual and team profiles should be prepared and individual development plans for all staff agreed and implemented.
APPENDIX 1

List of job holders interviewed

Tadgh Ó Conghaile – Regional Manager
Gearóid Breathnach – Head of Corporate Services
Sonya Nic Lochlainn – Manager Economic Development and Planning
Pádraic Ó Conghaile – Head of Human Resources
Slubhán Nic Ghrianna – Manager Communications and Marketing
Séamus Mac Eochaidh – Head of Enterprise and Jobs
Dónal Ó Liatháin – Manager Marine and Natural Resources
Eamonn Ó Neachtain – Regional manager
Sinéad Ni Fatharta – Manager Food and Bio Science
Breandán Breathnach – Manager Property and Engineering
APPENDIX 2  CURRENT ORGANISATION CHART

Údarás na Gaeltachta

The Board

CEO
Steve Ó Cílín

Corporate Affairs

Planning & Policy

Finance

Enterprise & Employment

Communications & Marketing

Property & Engineering

Legal Affairs

Irish Language, Culture & Arts

Community Development

IT Department

Human Resources

Cultural Tourism

Regional Offices

= North
= Connacht/Leinster
= South
Principal Officer Competencies

Údarás na Gaeltachta

Leadership

Provides direction, gives support and ensures clarity on mission, vision, and values.

- Communicates decisions and makes sure the team has all the necessary information.
- Creates the condition that enable staff to perform at their best e.g. setting clear direction, providing appropriate structure and supporting and developing staff.
- Establishes norms for group behaviour and sets a good example by personally modelling the desired behaviour. Holds self and others accountable for achieving established expectations.
- Inspires confidence in the mission and generates excitement, enthusiasm and commitment.
- Creates and communicates a compelling vision and creates conditions to support innovation and empowerment.

Problem Solving and Decision Making

Making decisions, solving problems and analysing information involving varied level of complexity, ambiguity and risk.

- Makes decisions based on straightforward pre-determined rules and precedents.
- Interprets rules based on breaking down problems into parts and makes decisions on irregular cases.
- Makes decisions where there is considerable room for discretion by identifying the relationship between issues, understanding the pros and cons and identifying possible implications.
- Makes complex decisions in the absence of rules by considering a multiplicity of factors and anticipating possible long-term consequences.
- Makes high-risk decisions with strategic significant consequences by applying a systematic and cost benefit approach.
Influence and Impact

Gaining support from and convincing others to advance the objectives of the organisation.

- Uses facts and figures and other available information to persuade others about a course of action.
- Adapts an approach to appeal to the interests and level of others. Anticipates the impact on others.
- Uses chains of indirect influence: “gets A to tell B so B will tell C”. Uses experts or other third parties to influence.
- Designs complex influencing strategies. Builds behind the scene support for ideas, assembles political or other coalitions.

Strategic Thinking

Integration of knowledge of the sector with an understanding of the long term vision of the organisation in order to focus on the critical actions necessary to achieve the objectives of the organisation.

- Understands the objectives of the organisation and ensures actions and resources are in line with the requirements of the objectives.
- Develops a concise and comprehensive strategy to meet the agreed objectives and ensures that all staff understand the strategy.
- Keeps the progress of the strategy against the objectives under review and, in consultation with customers and staff, assesses the results achieved and examines possible options for future strategy.
- Based on research and assessment and in consultation with staff and customers, develops and gains approval for a revised strategy.
- Develops and creates a new strategy in consultation with the appropriate stakeholders.

Relationship Building

Building and actively maintaining working relationships and networks of contacts to further the objectives of the organisation.

- Accesses sources of information through internal and external customers.
- Builds key contacts and seeks out expertise.
- Seeks new networking opportunities for self and others.
- Strategically expands networks of contacts by setting up informal teams of experts.
- Creates networking opportunities through establishing informal groups of influential people in the system.
Developing Others

Fostering an environment that will encourage professional and personal development and growth.

- Genuinely values the input of others and proactively supports the development of others.
- Delegates authority and responsibility with the latitude to do a task in their own way and encourages others to take the lead and learn new skills.
- Promotes sharing of expertise and supports learning opportunities.
- Identifies and plans learning, targeted to specific developmental needs of staff.
- Encourages others to take on new responsibilities in order to support professional development.
- Gives feedback that is constructive and precise based on facts and behavioural patterns observed and gives individualised suggestions for improvement using a coaching approach.

Professional/Technical Expertise

Acquires and uses technical and professional knowledge, skills and judgment to accomplish results and achieve the objectives of the organisation.

- Understands the technical and specialised aspects of own job.
- Makes self available to others to help solve professional and technical problems or issues.
- Keeps up-to-date on the professional and technical aspects of the job.
- Recognizes trends in theory and practice of one’s own professional or technical field and effectively prepares for anticipated changes.
- Produces papers and presentations on professional/technical or specialised aspects of the role.
- Is a recognised expert in the field both inside and outside the organisation.
APPENDIX 4

PERFORMANCE MANAGEMENT CULTURE

THREE TYPES OF MEETINGS

THE FIRST MEETING – agreeing a work plan and a personal development plan

This meeting, at the start of the process, is an opportunity for each staff member of Údarás na Gaeltachta to sit down with their manager to discuss, clarify and agree the priority objectives for the coming year based on the Strategic Plan and to discuss and agree a personal development plan. It is best to have two parts to the meeting – one relating to the job, the other relating to the person’s development.

Ideally the one to one meetings should be preceded by a meeting of all the staff in each Directorate where the Strategic Plan is presented and the key priorities for the year identified.

The first part of the meeting between each staff member and his or her manager concerns agreeing a work plan based on the requirements of the Strategic Plan and provides the opportunity to:

- Discuss how the process will benefit the organisation by focusing on clarity of roles and responsibilities.
- Discuss and agree on the purpose of the job of the staff member.
- Discuss and agree what the priority objectives for the coming year are and how they will be measured.
- Ensure understanding as to why delivering on these objectives is important.
- Discuss when the objectives can be achieved setting specific time scales and key dates.

This objective setting meeting is also an opportunity for open and constructive two-way feedback between the staff member and the manager.

Objectives should be realistic and achievable and at the same time challenging so that staff are encouraged to perform at the very best of their ability. Objectives are clear and tangible when they are specific, measurable, achievable, relevant and time bound.

The outcome from this part of the meeting will be a list of objectives, projects or schemes linking the individual’s job to the requirements of the Strategic Plan. Each staff member should prepare their own work schedule to capture the detail of each objective and the milestones to be achieved during the year.

The second part of the meeting relates to agreeing a learning and development plan and should include:

- A discussion and agreement on the skills, knowledge and competencies required for the year ahead in the context of the role to be performed.
- A discussion on access to development programmes, educational programmes, role development, developmental assignments, coaching or mentoring activities.

There are a range of development supports which can be used to support the achievement of challenging goals and build personal competence. The effectiveness of these supports is dependent on how well development needs are defined.
Some common opportunities for learning and development are - on the job training, further education, training courses, e-learning courses, coaching and mentoring, in-house seminars, networking to learn from other organisations, conferences, one to one conversations/feedback between a staff member and his or her manager and self-learning based on competencies.

To promote learning and development within the organisation, it is recommends that each staff member be encouraged to devote three days per year to support them in achieving their learning and development plan.

The job holder should record the agreed learning and development plan.

THE MONTHLY REVIEW MEETINGS
The monthly review meetings facilitate a formal review of each staff member’s progress against the objectives agreed at the beginning of the process. This meeting is intended to facilitate an exchange of views on progress to date. It also allows the opportunity for both manager and staff member to take into account changes in priorities, resources, structures or responsibilities due to new demands or new challenges and agree any new objectives that may be necessary. Work and development plans can be amended at this stage to reflect the new requirements and available resources.

The agenda for each monthly meeting should focus on:

- Identifying and acknowledging important achievements since the last meeting.
- Discussing what learning has taken place since the last meeting.
- Identifying any issues or barriers to effectiveness.
- Suggestions for improvement.
- Agreement on priorities for the next month.

The agreements made at each monthly meeting should be recorded.

While the purpose of the monthly review meetings is to provide an on-going and regular focus on performance and learning and development, regular team and Directorate meetings should also be held to review performance on an on-going basis and to communicate about new initiatives or important changes.

THE FINAL REVIEW MEETING
The final review meeting is about reviewing performance and learning and development for the year as a whole. The discussion should focus on:

- Identifying and acknowledging the objectives that were achieved or exceeded and how this was done.
- Identifying the objectives that were not, or not fully, achieved and how this happened.
- Identifying and acknowledging the key competencies displayed and what learning and development took place throughout the year.
- Reviewing any impediments encountered in delivering the objectives.

At the end of the meeting the staff member should be clear on the strengths he or she has that should be maintained, the development areas that need to be worked on and some ideas on how to meet the development needs identified. The outcome from the meeting should be recorded.
THE PART TO BE PLAYED BY EACH MEMBER OF STAFF

It is particularly important that senior management shows its support for a process such as this. This can best be demonstrated by speaking positively about the system and by modelling the behaviour required.

Each member of staff should prepare carefully for each of the meetings in the process. The success of the meetings will depend on the quality of the preparation. The manager should prepare the agenda for each meeting and ensure it is sent in good time before the meeting is held, that adequate time is set aside for each meeting and that the meeting is held in a suitable venue.

The focus is on promoting meaningful and open discussions. This means that staff members and their managers are encouraged to discuss issues relating to the performance of the organisation and come up with ideas to solve any problems identified. The onus will be on managers and staff to implement the ideas and suggestions which arise and not to have them being repeated at successive monthly meetings. This will place challenges on the organisation and it will call for resilience and perseverance on everyone’s part.
APPENDIX 5

Draft job descriptions for senior positions in Corporate Services Directorate

Director of Corporate Services
Manager of Finance
Manager of Communications, Corporate Governance and Human resources
Draft Job Description

Position: Director of Corporate Services

Reports to: Chief Executive Officer

Main Purpose of Position

To ensure that the corporate services in regard to finance, human resources, governance, IT and legal services are provided in an effective and efficient manner and to contribute to the overall leadership and management of the organisation.

Principal Accountabilities

Policy

1. In cooperation with the Chief Executive Officer, and as a member of the senior management team, to contribute to the development, implementation and review of the strategy and corporate objectives of the organisation and ensure that they meet with statutory requirements.

Service Delivery

2. To ensure that the finance function of the organisation operates in accordance with statutory and regulatory standards and that appropriate internal and external audit is carried out in a timely and effective manner.

3. To ensure that the human resources function operates in an effective and efficient manner in order that the staff of the organisation are supported in achieving their full potential.

4. To ensure that systems and procedures in regard to quality assurance, procurement and corporate governance for State bodies are complied with to the highest standards and in accordance with public service requirements.

5. To ensure that the Legal services required by the organisation are provided in an effective and efficient manner and in accordance with public service requirements.

6. To ensure that the IT services required by the organisation are provided in an effective and efficient manner in order that they support the achievement of the objectives of the organisation.

7. To chair the internal investment committee which prepares investment decisions for consideration by the Board.

Leadership and Management

8. To lead, motivate and develop the staff of the directorate to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels.
9. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

10. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Manager of Finance

Reports to: The Director of Corporate Services

Main Purpose of Position

To lead and manage the finance and corporate governance function to ensure that all statutory requirements in regard to reporting and compliance are met in an effective and efficient manner.

Principal Accountabilities

Policy

1. In cooperation with the Director of Corporate Services, to ensure that appropriate financial policies are in place and kept under review.

Service Delivery

2. To prepare the yearly budget for the organisation and contribute to negotiations with the Department for meeting the budget requirements.

3. To ensure that financial management information is available to meet the requirements of the Board, Committees of the Board and the management team so that planning and operational decisions are based on appropriate financial analysis and in this regard keep the management team informed on a regular basis of the position regarding the agreed budget.

4. To ensure that all statutory requirements and professional standards in regard to the preparation and presentation of the accounts of the organisation are met.

5. To ensure that all statutory and contract obligations in regard to the management and operation of the payroll system are met.

6. To ensure that effective systems and procedures are developed, implemented and regularly reviewed for the proper management of finances in all parts of the organisation

Leadership and Management

7. To lead, motivate and develop the staff of the finance department to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels.

8. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

9. To ensure that all staff in the division are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Manager of Communications, Corporate Governance and Human Resources

Reports to: the Director of Corporate Services

Main Purpose of Position

To protect and promote the reputation of Údarás na Gaeltachta through the implementation of effective public relations, communications and marketing strategies and to ensure that appropriate corporate governance and human resources strategies are implemented.

Principal Accountabilities

Policy

1. In consultation with the Director of Corporate Services, to contribute to the development of policy and strategy in regard to communications and marketing, corporate governance and human resources

Service Delivery

2. To ensure that the reputation of the organisation is protected and maintained through the implementation of effective public relations, communications and marketing strategies.

3. To ensure that all statutory requirements and professional standards in regard to corporate governance for public bodies are met and that the requirements of the Board and its Committees in this regard are met.

4. To ensure the development and implementation of effective human resources policies for the organisation in line with modern human resource management requirements to include staff performance and development, staff engagement and change management.

5. To ensure that the organisation is informed on all trends in Irish business and the language through research, analysis, and the monitoring of all press coverage of the organisation to ensure up to date and relevant information is disseminated relating to the operations of the organisation.

6. To ensure that media requests and media events are managed effectively and to ensure that the online media channels of the organisation provide consistency and effectiveness in public relations activities.

7. To ensure that all publications and corporate material are in line with the communications and marketing strategy and reflect the values and mission of the organisation.

Leadership and Management

8. To lead, motivate and develop the staff of the department to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels
9. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

10. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
APPENDIX 6

Draft job descriptions for senior positions in Business Development Directorate

Director of Business Development
Manager of Property and Engineering
Manager of Enterprise Development and Jobs
Manager of Food, Marine and Innovation Services
Draft Job Description

Position: Director Business Development

Reports to: the Chief Executive Officer

Main Purpose of Position

To contribute to the development of the strategy of the organisation and to lead the delivery of the objectives of the organisation in regard to business development

Principal Accountabilities

Policy

1. In cooperation with the Chief Executive Officer, and as a member of the senior management team, to contribute to the development, implementation and review of the strategy and corporate objectives of the organisation and ensure that they meet with statutory requirements.

Service Delivery

1. To develop, gain approval to, and implement the business development strategy of the organisation taking account of the specific needs and unique possibilities of Gaeltacht areas and the regional employment and enterprise development strategies of the Government.

2. To ensure that the property and land assets of the organisation are a central part of the business offering of the organisation through ensuring the highest standards are maintained and appropriate marketing strategies are implemented.

3. To contribute to the decisions of the investment committee to ensure that the most promising opportunities for business development and job creation are further developed.

4. To present any major investment opportunities to the Board for approval.

5. To support staff both centrally and in the regions in developing business opportunities and in bringing negotiations to a conclusion in regard to start-up and growth opportunities.

6. To ensure that the objectives of the Business Development Directorate are aimed at exploiting the natural resources of Gaeltacht areas for job creation and enterprise development.

7. To develop and maintain appropriate relationships with other appropriate State Agencies, particularly Enterprise Ireland and the IDA, business leaders both national and international and community leaders in order to promote the Gaeltacht area as an investment opportunity.

Leadership and Management

8. To lead, motivate and develop the staff of the directorate to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels
9. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

10. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Property and Engineering Manager

Reports to: the Director Business Development

Main Purpose of Position

To ensure that the property portfolio of the organisation is maintained and that all statutory requirements are fulfilled

Principal Accountabilities

Policy

1. In consultation with the Director of Business Development, to ensure that appropriate policies are in place to protect maintain and develop the property portfolio of the organisation so that it can support business development opportunities.

Service Delivery

2. To ensure that the property portfolio of the organisation is developed and maintained to the standards required to attract investment and is carried out within the agreed budgetary allocation.

3. To provide property advice to the Internal Investment committee and the Board in the evaluation of investment proposals.

4. To ensure that contracts in regard to property with existing client companies are complied with.

5. To ensure that appropriate policies and procedures are in place to effectively manage safety, maintenance, leases, determination of rents, insurance, register of titles and rights of way and provide advice to colleagues on these matters as required.

Leadership and Management

6. To lead, motivate and develop the staff of the division to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels

7. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

8. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Manager of Enterprise Development and Jobs

Reports to: The Director of Business Development

Main Purpose of Position

To lead the delivery of the enterprise and job creation objectives of the organisation

Policy

1. In cooperation with the Director of Business Development, to contribute to the setting of the objectives of the organisation for enterprise development and job creation

Service Delivery

2. To develop, gain approval to, and implement the plans necessary to meet the enterprise development and job creation targets of the organisation

3. To ensure that systems and procedures are in place to source, track and monitor business development opportunities, to support individual entrepreneurs and large business in business development and job creation initiatives and to keep these systems and procedures under review.

4. To present proposals to the investment committee for approval

5. To support staff through mentoring, coaching and training, both centrally and in the regions, in the skills required for enterprise development.

6. To ensure that appropriate research on the potential business opportunities of the natural resources of Gaeltacht areas for job creation and enterprise development are undertaken. In this regard to propose and be a member of task forces and project teams established to promote enterprise development.

7. To develop and maintain relationships with other appropriate State Agencies in order to promote development in Gaeltacht areas through proposing initiatives in regard to funding for research and development.

8. To develop appropriate relationships with business leaders both national and international and community leaders in order to promote the Gaeltacht area as an investment opportunity.

Leadership and Management

9. To lead, motivate and develop the staff of the directorate to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels.

10. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.
11. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Manager of Food Sciences, Marine and Innovation Services

Reports to: The Director of Business Development

Main Purpose of Position

To provide expertise to businesses in the food science, marine and innovation sectors in order to promote growth in jobs in these sectors

Principal Accountabilities

Policy

1. In cooperation with the Director of Business Development, to contribute to the setting of the objectives of the organisation for enterprise development and job creation

Service Delivery

2. To develop, gain approval to, and implement the business development objectives as they relate to businesses in the expertise areas of food sciences, marine and innovation.

3. To ensure that systems and procedures are in place to source, track and monitor business development opportunities in the specialist areas of food sciences, marine and innovation, to support individual entrepreneurs and large business in business development and job creation initiatives and to keep these systems and procedures under review.

4. To present investment opportunities to the internal investment committee for approval.

5. To develop and maintain appropriate relationships with other State Agencies, particularly Bord Bia, Bord lascaigh Mhara and Enterprise Ireland to promote investment in research and business development in Gaeltacht areas.

6. To develop and maintain relationships with business leaders, both national and international, and community leaders in order to promote the Gaeltacht area as an investment opportunity.

Leadership and Management

7. To lead, motivate and develop the staff of the directorate to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels

8. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

9. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
APPENDIX 7

Draft job descriptions for senior positions in the Language and Community Development Directorate

Director of Language and Community Development
Manager of Language Planning and Community Development
Regional Managers (3)
Draft Job Description

Position: Director of Language and Community Development

Reports to: The Chief Executive Officer

Main Purpose of Position

To contribute to the development of the strategy of the organisation and to lead the delivery of the objectives of the organisation in regard to language and community development policies of the organisation.

Principal Accountabilities

Policy

1. In cooperation with the Chief Executive Officer, and as a member of the senior management team, to contribute to the development, implementation and review of the strategy and corporate objectives of the organisation and ensure that they meet with statutory requirements.

Service Delivery

2. To develop, gain approval to and keep under review the policies and objectives of the organisation in regard to language planning and language development in accordance with Government policy and ensure that these are communicated to all staff and other interested parties.

3. To develop, gain approval to and keep under review the policies and objectives of the organisation in regard to community development in accordance with Government policy.

4. To contribute to the decisions of the investment committee to ensure that the most promising opportunities for business development and job creation are further developed.

5. To provide leadership and support to Regional Managers in meeting their objectives in regard to language development, community development, enterprise development and job creation.

6. To ensure that appropriate relationships are developed and maintained between staff of the Directorate and staff of other State Agencies, community leaders and members of community networks in order to promote the Irish Language and to identify innovative ideas and new approaches to grow the use of the language.

Leadership and Management

7. To lead, motivate and develop the staff of the directorate to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels.

8. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.
9. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Manager Language Planning and Community Development

Reports to: the Director of Language and Community Development

Main Purpose of Position

To be the main force driving the delivery of agreed targets in regard to Language Planning

Principal Accountabilities

Policy

1. In cooperation with the Director of Language and Community Development, to contribute to the setting of the objectives of the organisation in regard to language planning and community development.

Service Delivery

2. To ensure that the statutory requirements in regard to Language Planning are met in an effective and efficient manner and that a plan is in place to prepare and implement the language plans of the designated LPT’s.

3. To ensure that best practice policies and procedures are implemented in the language planning process and, for this purpose, develop and gain approval to research and development initiatives to review progress and to inform future developments.

4. To ensure, in cooperation with the Regional Managers, that community development programmes including grants and schemes are provided in accordance with the objectives of the organisation and that these are kept under review.

5. To develop and maintain relationships with other State Agencies, particularly Foras na Gaeilge, relevant Universities and the Department of Arts, Heritage and the Gaeltacht to ensure consistency in the delivery of Government policy in regard to the language, to bring attention to gaps in the implementation of the policy and to make proposals on initiatives which need to be taken.

6. To develop relationships with community leaders and members of community networks in order to promote the Irish Language and to identify innovative ideas and new approaches to grow the use of the language.

Leadership and Management

7. To lead, motivate and develop the staff of the directorate to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels

8. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.
9. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.
Draft Job Description

Position: Regional Manager

Reports to: the Director Language and Community Development

Main Purpose of Position

To promote language, community and enterprise development at regional level and to represent the organisation at appropriate regional fora.

Principal Accountabilities

Policy

1. In consultation with the Director of Language and Community Development, to contribute to the development of policy for the regions in the areas of language, community and enterprise development.

Service Delivery

2. To ensure that agreed policies for the region in regard to language, community and enterprise development are implemented effectively and efficiently in the region and to keep these policies under review.

3. To ensure that all policies are implemented in accordance with agreed systems and procedures and to keep these systems and procedures under review.

4. To represent an t'Udarás at meetings of LCDC's, LEO's and other regional fora to promote the objectives of the organisation, to pick up intelligence relevant to the work of an t'Udarás and to identify possibilities for funding opportunities for the work of the organisation.

5. To develop relationships with community leaders and members of community networks in order to promote the Irish Language and to identify innovative ideas and new approaches to grow the use of the language.

6. To ensure that enterprise development is supported by maintaining relationships with business leaders and entrepreneurs in the region and by promoting the services of an t'Udarás in this regard.

Leadership and Management

7. To lead, motivate and develop the staff of the region to ensure that they operate to their full potential and in this regard ensure that decision making is delegated to the most appropriate levels.

8. To ensure that all staff attend regular meetings with their management, are clear on the purpose of their jobs, on their individual responsibilities and accountabilities and that a purpose and function document is in place for each work area.

9. To ensure that all staff in the directorate are aware of and implement all agreed policies and procedures relevant to their areas of work and that these policies and procedures are regularly reviewed and updated.

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