

**INSTITUTE OF PUBLIC  
ADMINISTRATION SCHEME**

**2015 – 2018**

**Under Section 15 of the Official Languages Act  
2003**

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## **CHAPTER 1 - INTRODUCTION / BACKGROUND**

This is the second language scheme prepared by the IPA in accordance with *Section 15* of the Official Languages Act, 2003 (“hereinafter referred to as the Act”). *Section 11* provides for the preparation by public bodies of a statutory scheme detailing the services they will provide;

- through the medium of Irish,
- through the medium of English, and
- through the medium of Irish and English

and the measures to be adopted to ensure that any service not provided by the body through the medium of the Irish language will be so provided within an agreed timeframe.

The Institute’s first language scheme was implemented over a three year period from 01 April 2007. This scheme builds on the Institute’s first scheme and on the custom and practice that has been operative within the Institute, as well as the principles of Quality Customer Service.

### **1.1 Guidelines for Preparation of a Scheme**

*Section 12* of the Act provides for the preparation of guidelines by the Minister for Arts, Heritage and the Gaeltacht and their issue to public bodies to assist in the preparation of schemes. This scheme has been drawn up following consultation with staff and representative stakeholders and has been informed by submissions and suggestions received. The Institute appreciates the time and effort put in by all concerned in this process.

The scheme sets out the targets the Institute has set itself for the next three years and indicates priority areas. Responsibility for monitoring and review will rest with the Senior Management of the Institute.

### **1.2 The Content of the Language Scheme**

The services provided are currently largely through English. The Institute has a limited number of staff with verbal and/or written competencies in Irish.

It is therefore established that the priorities for this scheme are to:

1. Further enhance staff competency in Irish – both oral and written
2. Increase awareness among all staff of the content and purpose of the scheme
3. Plan to extend staff competency in Irish so that more staff can assist in responding to enquiries in Irish.

### **1.3 Commencement Date of Scheme**

This scheme has been confirmed by the Minister for Arts, Heritage and the Gaeltacht. The scheme will commence with effect from 18 May 2015 and shall remain in force for a period of 3 years from this date or until a new scheme has been confirmed by the Minister pursuant to *Section 15* of the Act, whichever is the later.

## **1.4 Overview of the Institute of Public Administration**

### **1.4.1 The Institute**

The Institute of Public Administration is the Irish national centre for the development of best practice in public administration and public management. Our education programmes are tailored to the needs of public servants, while our publishing and research services offer an informed voice and forum for discussion and debate on public service issues.

The Institute was founded in 1957 by a group of dedicated public servants who recognised the need to promote the study of – and to improve standards in – public administration. Its founders were distinguished public servants: one of its founders and subsequently one of the signatories of its articles and memorandum of association, Dr Garret FitzGerald, later became Taoiseach. They were conscious of educational models from abroad such as the Ecole Nationale d'Administration in Paris, with its profound influence on the higher echelons of the French civil service and throughout French public administration.

These far-sighted individuals set about engaging key public sector managers in a dialogue aimed at developing a vision of a modern Irish public service, and built an organisation - which is now approaching its 60<sup>th</sup> year in existence - around their vision. Thanks to its current and past achievements, and the quality of the work conducted by staff and management, the IPA now has a firm foothold as Ireland's public sector development agency, expertly delivering services in the key areas of education, publishing, research and training.

A voluntary body, the Institute became a company limited by guarantee in 1963. Individual membership is open to all those engaged or interested in the study of public administration. Corporate membership is open to public service associations, government departments, local authorities, HSE and statutory bodies.

The Institute conducts its business from 6 terraced Georgian houses and a Training and Education Centre on Lansdowne Road, Dublin 4.

Today the IPA draws to Lansdowne Road public servants from all parts of the country as well as students from the USA, Central and Eastern Europe and Asia. Equally Institute staff travel throughout the country and to Europe, Africa and other overseas destinations to deliver their specialised services.

### **1.4.2 Our Vision Statement**

The purpose of the Institute of Public Administration is:

*To advance the understanding, standard and practice of Public Administration and Public Policy.*

A copy of the Institute's Corporate Strategy is available on request or may be downloaded from the Institute's website – [www.ipa.ie](http://www.ipa.ie)

Detailed Information on our Structure and Organisation

The Structure of the Institute is as follows:

## **Board**

The Board comprises of up to fourteen board members who are appointed in accordance with the Institute's Memorandum and Articles of Association. The Board meets every month and its main functions are:

- to define the mission of the Institute, decide its strategic goals and develop the policies required to achieve those goals;
- to ensure that the Institute carries out its responsibilities as set out by and within its governing rules;
- to provide leadership, vision and direction for the Institute;
- to ensure good management, to monitor the achievements of management, to protect the assets of the Institute and ensure that a proper balance is achieved between the respective roles of board and management;
- to set performance targets, including key financial targets and, in particular, to agree and closely monitor the budget;
- to define and promote the Institute's role in the community by developing mechanisms for gathering the views of customers and stakeholders and by keeping people informed in an open, accountable and responsible way; and
- to appoint a Chief Executive and agree with him/her the short and long-term performance objectives.

The following committees have been established to provide a support function to the Board:

1. Administration Committee
2. Audit Committee
3. Finance and Strategy Committee

## **President and Vice-Presidents**

The President is recommended for appointment by the Board and ratified at the Institute's AGM. He/she is appointed for a period of three years and will be eligible for appointment for one further period of office. Vice Presidents are appointed in the same way.

The President is responsible for chairing the Annual General Meeting and for hearing appeals to Board decisions to expel a member from the Institute.

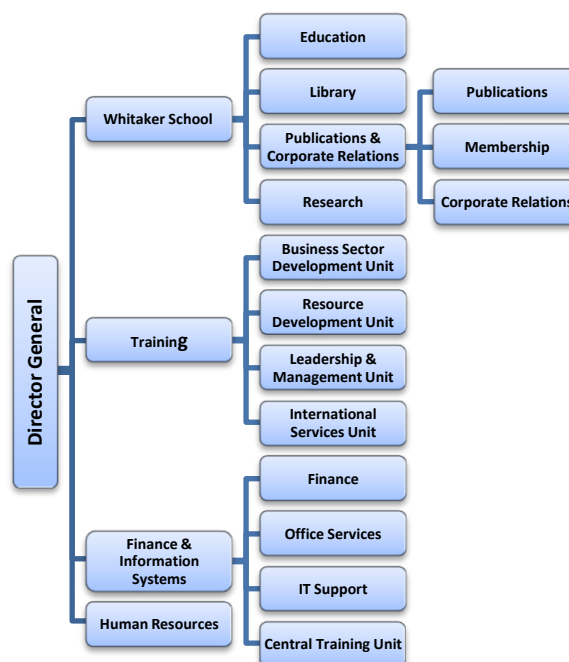
## Chairperson

The Chairperson is elected by the members of the Board and is responsible for

- ensuring that board members understand their corporate roles and responsibilities and are effective in all aspects of their role.
- ensuring that the board carries out its functions efficiently and effectively so that all planned business is dealt with and each item of business has reached a conclusion;
- the board delegates sufficient authority to its committees and to the Chief Executive to enable the business of the organisation to be carried on effectively between board meetings
- all members are given the opportunity to express their views before any important decision is taken, mediating where necessary; and
- the board receives professional advice when needed.

## Director General

The Board appoints the Director General who directs the management and co-ordination of the IPA's policies and programmes. The Education, Training, Research, Publications & Corporate Relations as well as all of the staff support functions report to the Director General. These reporting arrangements are outlined below:



### 1.4.3 Divisions

#### Education

The provision of educational services for the public service has always been a core Institute activity. Primary degree, diploma and certificate programmes are offered through distance education or through lectures at the Lansdowne Road Training and Education Centre. Postgraduate programmes are offered through distance education, supported by attendance at seminars and tutorials held in Dublin. The IPA became a recognised college of the UCD in 2011. In 2004 the Institute launched the Whitaker School of Government and Management, which brings together our education, research and professional development activities in a synergistic way.

## **Research**

The Institute houses Ireland's only dedicated public management research resource. This is a comprehensive and tailored research service aimed at helping organisations perform to their maximum capability. We deliver applied research on a commission basis, working closely with clients to identify problems and achieve informed solutions that make a difference.

## **Library**

The small specialised library provides information, reference and lending services to Institute students, members and staff. If clients are not able to visit the library in person, materials may be requested by letter, fax, phone or email. The library's extensive electronic catalogue may be accessed from the Institute's website: [www.ipa.ie](http://www.ipa.ie).

## **Publishing**

The Institute is the only Irish publisher specialising in texts on public administration and public management. Our books and periodicals analyse and provide information on policy areas of interest to public servants and students of public administration and management. The Institute's publications are also a useful resource for politicians, commentators, libraries and others with a special interest in Irish public affairs. Topics include economics, education, government and politics, healthcare management, international affairs, law, local government, public affairs, human resource management, financial management and social affairs.

## **Membership and Corporate Relations**

The Institute is the professional body for public servants. It caters for those in the civil service, local authorities, health service, state-sponsored bodies, education sector, Garda Síochána and the Defence Forces. Our membership and corporate relations services identify the demands facing public servants and their organisations and promote initiatives that will assist them in meeting these challenges. Members are kept abreast of current public management issues through access to special briefings, an e-newsletter and the journal *Administration*, and they enjoy discounts on publications and other services. Members are consulted about current public management issues and future IPA service provision and thereby contribute to the professional thrust of the Institute.

## **Training and Development**

The Institute's Training and Development Division provides training, professional development, consultancy, seminars and conferences that are specifically designed to meet the needs of public servants. The Division works in partnership with clients in the local government, health, civil service and state agency sectors to develop new skills and competencies. Our programme design makes use of real work-based business issues to drive learning and development. Our specialists combine expertise in a specific discipline (for example management, HR, IT, financial management, and personal development) with a deep understanding of the public sector. A number of staff track policy development for specific sectors and organise opportunities for discussion, debate and reflection on topical issues.

- **Leadership and Management Unit:**  
Provides leadership, management and personal development programmes to all parts of the public sector.
- **Resource Development Services Unit:**  
Provides specialised professional and end-user training to develop competencies in the areas of financial management, information systems and technology, and human resource management.
- **Business Sector Development Unit:**  
Provides specialist policy, information, consultancy and other support services to local government, health, central government and state agency sectors. Provides specialist support and events for training and development professionals. Co-ordinates marketing services and provides a one-stop shop for clients contacting the Training division.
- **International Services**  
Provides specialised consultancy and training services in public sector development and public administration reform at international level. Clients include the Department of Foreign Affairs and Trade, the European Commission's assistance programmes, and multilateral and bilateral donors. Beneficiaries are in Eastern and Central Europe, the Balkans and Africa.

### **Training and Education Centre**

The Institute of Public Administration's state-of-the-art Training and Education Centre, situated beside Lansdowne Road Dart Station and in close proximity to Ballsbridge, was opened in February 2000.

- **Training and Education Centre - Facilities**  
Each room in the Centre is fully equipped with the latest in room automation technology.

The Training and Education Centre's business centre can facilitate up to 8 people, with a range of services including internet access, access to our library's extensive electronic catalogue and printing/copying facilities.

Wireless network technologies are available throughout the building. This network extends to our landscaped gardens, allowing clients the freedom to roam and surf while availing of all our network services. Video conferencing amenities are also available and our facilities are fully supported by extensively trained technical staff.

### **Corporate Services**

The Institute's corporate services – Human Resources and Finance & Information Systems – provide an array of professional services which enable the Institute's core activities.



## **1.5 Customers and Clients**

The Institute's principal customers are its students and course participants to whom it has a particular duty of care. It also interacts with other educational institutions and agencies and the general public. Its key client and customer base comprises:

- Civil Service
- Local Authorities
- Health Service Executive
- Non-commercial public bodies
- UCD
- Local Government Management Association
- Students

The customer service standards commitments adopted by the Institute of Public Administration in relation to delivery of services to our customers shall apply to those services, whether delivered in the Irish language or in the English language.

## **1.6 Assessment of Extent to which services are already available through Irish**

The objective of this scheme is to continue the delivery of previous commitments and build on the progress achieved across the IPA over the period of the last scheme. It sets out a commitment on behalf of the Institute and its staff to develop the extent to which services are currently available through Irish and it identifies areas for future enhancement.

The new scheme also builds on the principles of Quality Customer Service and will continue to ensure that people who wish to conduct their business in Irish are facilitated.

The main function of the Institute is to provide educational and training courses as well as research and consultancy and has experienced minimal demand for services through Irish. The vast majority of these services are provided through the medium of English. This will remain to be the case for the foreseeable future.

The Yearbook and Diary is the Institute's premier publication. It includes information on every public sector organisation and large Irish companies, a diary and statistical information and research. The names of organisations are already included bilingually. The days and months in the diary are in Irish and English and there is also a useful section bilingually on terms that deal with the public service. This amount of Irish in the Yearbook and Diary will be maintained.

## **CHAPTER 2 - PROVISION OF GENERAL INSTITUTIONAL SERVICES/ACTIVITIES**

This chapter sets out the official languages regime operated by the Institute in relation to the general provision of its services. Chapter 3 sets out the position in relation to service provision/activities by individual Divisions within the Institute.

### **2.1 Means of Communication with the Public/Information to the public**

By the end of the period encompassed by this scheme, the Institute will continue to have generic application forms in both Irish and English languages for education programmes and training and development programmes. Course details will continue to be available in the language of delivery. The institute recommits to the proposals in the 1<sup>st</sup> scheme

In accordance with the provisions of section 9(2) of the Official Languages Act, a client who writes to the Institute in Irish shall receive a reply in Irish. The Institute commits to this reply being issued within two weeks and to the same standard as a response would be given in the English language. Clients wishing to carry out their business by phone or in person will continue to be facilitated by an Irish language officer, who will assist them with their enquiries. Reception staff will be familiar with basic greetings in Irish and ask an Irish Language Officer to deal with the client either in person or on the phone. Where the Institute is aware that a client wishes to communicate in Irish, all correspondence to that person will be in that language.

Speeches or press releases relating to Irish language matters will continue to be available in both the Irish and English languages simultaneously. In addition, the following specific press releases will be issued bilingually simultaneously – press releases in relation to publication of Annual Reports and Statements of Strategy.

### **2.2. Website**

All static material on the IPA's website will continue to be bilingual with the exception of the following components which will remain in English only;

- Components aimed at an international audience
- Components of a technical specialist nature
- Web-based programmes / courses which are delivered in the English language only.

### **2.3 Oral Announcements and callers to the Institute**

From commencement of the commencement of the 2<sup>nd</sup> Scheme, the Institute will ensure that the receptionist or switchboard operation will comply with standard quality customer service practice which is that

- Reception/switchboard staff are able to give the name of the public body in Irish.
- They are at least familiar with the basic greetings in Irish.

Suitable arrangements are in place so that they can put members of the public in touch, without delay, with the office or officer responsible for offering the service required through Irish, where available or to ensure that a response is forthcoming promptly.

## **CHAPTER 3 - SUMMARY OF SERVICES / ACTIVITIES PROVIDED BY DIVISIONS**

### **3.1 Introduction**

This Chapter sets out the position in relation to service provision/external interaction of the Divisions within the Institute and with the general public. It lists the priority areas for action under this scheme.

The Institute acknowledges that clients have the right to request services in the Irish language and it will use its best efforts, consistent with viability considerations, to facilitate all such requests.

#### **3.1.1 Priority for this Scheme**

The priorities for this scheme are:

1. To continue to enhance the Institute's ability to provide services in Irish and English
2. Enhance staff competency in Irish – both oral and written
3. Create an awareness among all staff of the content and purpose of the scheme
4. Plan to extend staff competency in Irish so that more staff can assist in responding to enquiries in Irish.

### **3.2 Education Division**

#### **3.2.1 Undergraduate and postgraduate admissions**

Students wishing to enrol in Educational programmes will continue to be given the option to do so using an Irish language form. See above in relation to the English and Irish versions of this form.

#### **3.2.2 The Library**

This is one of the priority areas for developing bilingual services for students and staff. The introductory information leaflet for new students and notices displayed around the library will be bilingual and in the one document, and by the end of the scheme a staff member will be available to provide a one-to-one service in Irish at designated times (spread throughout the week), which will be made known to users.

### **3.3 Research Division**

As research reports continue to be aimed at English speaking audiences, research reports will continue to be produced in English only.

### **3.4 Training Division**

Staff members have been designated as contact persons for clients wishing to conduct their business in Irish.

### **3.5 Publications and Corporate Relations**

Books and other publications will continue to be published in English. Seminars will be conducted in English and associated brochures will be prepared in the language of delivery.

### **3.6 Finance and Information Systems Division**

The Finance Office is responsible for all procurement and payment and consequently advertises contracts, produces tender documents, pays invoices, salaries and prepares the annual accounts. It will continue to comply with the statutory advertising procedures and as per the first scheme invoices issued will be in a bilingual format.

As new computer systems are installed they will be fully 'bilingual compatible'. By the end of the 2<sup>nd</sup> scheme, computer interactive support services and systems will be available bilingually on a phased basis:

- As new services are added
- As existing services are upgraded

### **3.7 Human Resources Unit**

This Unit is responsible for advertising staff vacancies, producing application forms, job descriptions and arranging interviews. It is also responsible for staff welfare and discipline. As the vast majority of the Institute's clients do business in English, interviews will be held in the English language. Curricula Vitae in the Irish language will be considered equally with English language CVs.

The HR Unit will take responsibility for informing staff members of the scheme and the duties arising. Hard copies of the scheme will be available from the HR Unit.

### 3.8 Summary of Plan for Implementation

In summary, the Institute is committing to the following over the lifetime of the scheme:

| Division                           | Commitment                                                                                                                                                                                              | Target Completion date   |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| All Divisions                      | Designation of named members of staff as contact persons for Irish language enquiries                                                                                                                   | Continue                 |
|                                    | Brochure of services                                                                                                                                                                                    | Continue to be developed |
| Education and Training             | Option to enroll in Educational/Training programmes in either Irish or English                                                                                                                          | Continue                 |
| Library                            | Information leaflets will be available bilingually in Library                                                                                                                                           | Continue                 |
| Training                           | Designation of named members of staff as contact persons for Irish Language                                                                                                                             | Immediate                |
| Publications & Corporate relations | Speeches and Press releases on Irish language issues to be available in Irish                                                                                                                           | Ongoing                  |
|                                    | The Yearbook and Diary includes the names of organizations bilingually, the days and months of the diary are also in Irish and English and there is a section on terms that deal with the public sector | Continue                 |
| Finance & Information Systems      | Computer interactive support services and systems will be available bilingually on a phased basis as new services are added and as old services are upgraded                                            | Ongoing                  |
| HR                                 | Irish language CVs considered equally with English language CVs                                                                                                                                         | Ongoing                  |
|                                    | All new staff to be informed of scheme and duties arising                                                                                                                                               | Ongoing                  |
|                                    | Irish Language classes to be provided to interested staff                                                                                                                                               | End of 2015              |
| Corporate Services                 | All signage in the main buildings to be bilingual                                                                                                                                                       | Ongoing                  |

The Institute has an on-going commitment to provide appropriate training and supports the development of all staff. Subject to demand and budgetary provision the Institute will provide further training in the Irish language for reception staff.

Subject to demand, the Institute proposes to take the following steps throughout the duration of the scheme to enhance the level of Irish among Institute staff by:

- Providing guidance to individual staff members who wish to leave bilingual telephone voice mail announcements on their personal handsets.

## **CHAPTER 4 – ENHANCEMENT OF SERVICES**

### **4.1 ENHANCEMENT OF SUPPORT SERVICES**

The Institute does have a number of staff with reasonable competencies in Irish. Training will be provided over the lifetime of this scheme to raise Irish language competence levels across the Institute. Training for staff at beginner and intermediate levels began in September 2014.

### **4.2 Recruitment**

The requirements of the Institute in meeting its obligations under the Act, will inform the Institute's recruitment, particularly in key areas such as secretarial, reception and certain specific cases where Irish will be a specific requirement. The following measures will be put in place by the Human Resources Unit so that an adequate number of staff with proficiency in the Irish language are recruited and retained within the Institute in order to better meet the commitments in this Scheme. In this context

- Interview boards will take into account Irish language ability in deciding on the suitability of candidates for appropriate positions in the Institute.
- Continue to develop the Irish language capabilities of staff with a working knowledge of Irish. Particular attention will be paid to divisions where coverage is thin.

All new recruits will be advised of development opportunities to improve their competence in Irish.

### **4.3 Training and Staff Development**

The Institute has an ongoing commitment to provide appropriate training and supports the development of all its staff. The Human Resources Department will work with staff to:

- Seek volunteers across the Institute to provide services & help implement the scheme and provide such staff with resources (e.g. Irish dictionaries, etc).
- Discuss training preferences with interested staff and put in place development programmes within the context of the IPA Corporate Plan.
- Subject to demand and developmental budgets, develop & design additional in-house courses at different levels in the Irish language. The emphasis will be on speaking and listening skills, with attention also given to written Irish. The courses will be tailor-made to suit the workplace with emphasis, for example, on administrative terms. The possibility of running some courses during the day and at lunchtime will be explored.
- Include language awareness as part of its annual induction for new staff.
- Provide recognition as appropriate for courses undertaken.

## **CHAPTER 5 - MONITORING & REVISION**

The Senior Management Group within the Institute will keep the effective operation of the scheme under review. Progress will be recorded in the Annual Report. The day-to-day monitoring function will be carried out primarily by Heads of Division who are responsible for the implementation of the scheme within their own areas.

Achievement of stated targets will be monitored as follows:

- Letters, phone calls, requests, etc. received in Irish will be logged to allow for monitoring of demand
- Level of expenditure on translation of letter correspondence, press releases, website, publications, etc. will be recorded
- Level of expenditure on training in Irish will be recorded
- Level of expenditure on bilingual advertising will be recorded

## **CHAPTER 6 – PUBLICISING AGREED SCHEME**

The contents of this scheme along with the commitments and provisions of the scheme will be publicised to the general public by means of:-

- Press Release;
- Official Launch of the scheme;
- Advertising of provisions;
- Circulation to appropriate agencies and public bodies;
- Website.

A copy of this scheme has also been forwarded to Oifig Choimisinéir na dTeangacha Oifigiúla.

The English language format of this scheme shall be the original text of this scheme.