

Appendix B : Role Profiles – Principal

This Appendix includes a number of brief “pen picture” job profiles illustrative of the work carried out by Principals. Each profile defines an actual current role.

The profiles should be read in the specific context of the general definition of the role, responsibilities and accountabilities of the Principal as set out in Section 3 under the headings:

- Role
- Reporting accountabilities
- Other accountabilities
- Subordinates
- Managerial functions
- Competencies
- Contacts

which applies to all the job profiles in this Appendix.

Organisation	Department of Enterprise, Trade & Employment
Grade	Principal
Position	Head of Company Law & Insurance Administration
Role	<p>Responsible, as Head of Company Law & Administration, for:</p> <ul style="list-style-type: none">• Company investigations (Ansbacher Cayman, etc.)• Enforcement of provisions relating to breaches of company law• Preparation and supervision of co-operative law (Credit Unions etc.)• Monitoring of the activities of the Companies Registration Office and Registry of Friendly Societies• Supervision of the auditing profession and associated accountancy bodies• Development of improved regulatory regimes (e.g. Review Group on Auditing)• Negotiation of EU directives in the Collective Investment Funds and related areas• Contribution to Departmental policy development, goal-setting and regulatory measures in these and related areas. <p>This function has in recent years assumed an increasingly high profile within and outside the Department, especially in uncovering corporate malpractice, and in formulating, developing, and submitting for approval by Government and Oireachtas, proposals for more effective corporate regulation.</p>

<i>Organisation</i>	Department of Environment & Local Government
<i>Grade</i>	Principal
<i>Position</i>	Head of Planning within the Development & Planning Division
<i>Role</i>	<p>Responsible, with a complement of 14 staff, and an annual current expenditure of non-salary budget of approximately of £6.3 million, for overseeing the operation of physical planning in Ireland, including strategy and policy development.</p> <p>The primary goal is to ensure that development is planned in accordance with principles of sustainability; facilitates long term economic and social progress; promotes the efficient use of land, resources and infrastructure; safeguards the natural and built environment; and is implemented in a manner which promotes balanced socio-economic development within and between the country's regions.</p> <p>Further core objectives are to ensure that the Department maintains an up-to-date legislative framework and efficient planning system capable of meeting the challenges of a changing economy; and that the planning system supports delivery of the National Development Plan, and promotes – in particular – an adequate supply of land to meet housing needs.</p>

<i>Organisation</i>	Department of Agriculture, Food & Rural Development
<i>Grade</i>	Principal
<i>Position</i>	Head of Corporate Affairs
<i>Role</i>	<p>Responsible, with a complement of 15 staff, and an annual non-salary expenditure budget of approximately £500,000, for public relations and communications activities (internal and external) for the Minister and the Department</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none">• Continuous familiarisation with developments across the full spectrum of the Department's activities (4,500 employees)• Anticipation and evaluation of issues likely to arise in the Department's areas of responsibility• Planning the timing, content and manner of the Department's information, communications and media releases• Advising on likely industry and public reaction to policy and operational decisions/directives• Organisation and delivery of media briefings• Launching of publications• Preparation and editing of speeches and presentations

<i>Organisation</i>	Courts Service
<i>Grade</i>	Principal
<i>Position</i>	Head of Dublin Region Circuit Court Office
<i>Role</i>	<p>Directs, manages and administers, with a staff of 74, the largest and busiest Circuit Court operation in the country.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none">• Day-to-day planning, management and administration of eighteen separate courts in Dublin – including the Special Criminal Court, and the Central Criminal Courts – which collectively hear 20,000 new cases per year• Management and administration of the Jury Office, which summonses 1,000 jurors per week• Assignment of all Circuit Court judges• Overseeing the first ever computerisation of the Dublin Circuit Court including the provision of appropriate staff development and training.• Preparation and submission of briefing material, information and advice on Circuit Court activities, and issues connected therewith, to the Chief Executive and the Directors of the Courts Service <p>This officer was also a member of the top-level management team charged with the planning, initiation, development and maintenance of the entirety of the new Courts Service.</p>

Organisation	Department of Education & Science
Grade	Principal
Position	Head of secondary level examinations service
Role	Directs, manages, controls and administers, with a staff of 170, and an annual non-salary expenditure budget of over £20 million, the Department's entire range of secondary-level examinations.

Key metrics include:

- 130,000 examinees
- 300 question papers
- 4500 examination centres
- 5,000 invigilators
- 2,000,000 items for marking
- 6,500 examiners
- 1,000,000 grades

All work connected with these activities is – in order to ensure the integrity of the process – conducted in a high-security environment.

Additional dimensions of managerial complexity arise from the intense public, media, business and political interest in the examination regime and its outcomes.

<i>Organisation</i>	Department of Education & Science
<i>Grade</i>	Principal
<i>Position</i>	Head of IT
<i>Role</i>	<p>Directs, manages, controls and administers, with a staff of 57, and an annual non-salary expenditure budget of about £30 million, the Department's entire range of IT systems and services.</p> <p>These encompass the largest payroll system in the State, the national examination system, and network services for the Department's 1,100 staff.</p> <p>One key specific responsibility is the planning, development, rollout and management of new IT and communications systems matched to the Department's evolving business priorities.</p> <p>Another is for policy development and implementation – within a budget of £27 million per annum – of measures to introduce the greatly extended use of IT for teaching and learning in all the schools.</p>

Organisation	Office of Public Works
Grade	Principal
Position	Controller of Government Supplies Agency
Role	<p>Responsible for overall management of the Government Supplies Agency, a business unit of over 100 personnel within the OPW.</p> <p>The GSA manages the procurement of a wide range of goods and services on behalf of all Government Departments, including stationery, transport, office furniture and supplies, uniforms, and printing. These activities are undertaken in conformity with strict public service procurement procedures.</p> <p>The Agency also carries responsibility for the sale and distribution of Government publications.</p> <p>The value of the goods procured is of the order of £60 million per annum. Annual publications turnover amounts to around £2 million.</p> <p>The Controller of GSA reports direct to the Chairman of the OPW (Secretary General level), and is a member of the OPW's Management Advisory Committee.</p>

Organisation	Department of Public Enterprise
Grade	Principal
Position	Head of Regulatory Affairs for the Communications Sector
Role	<p>Role is to ensure the development and implementation of measures to enhance the regulatory framework for the communications sector, in the light of its strategically crucial importance to the country's industrial and economic development.</p> <p>Specific responsibilities include</p> <ul style="list-style-type: none">• evaluation of the strengths and weaknesses of the current framework, with particular reference to the needs and priorities of national economic and social development;• extensive consultation – individually and collectively – with the industry, and with its customers;• formulation and development of appropriate policy initiatives and specific measures for approval by the Minister and Government;• overseeing the necessary legislative and administrative steps to implement approved measures. <p>The discharge of these responsibilities must have regard for the nature, pace and extent of communications sector developments at EU and global levels, the rapidly growing needs of business and other users, and the country's obligations arising from EU and WTO membership.</p>

<i>Organisation</i>	Department of the Environment & Local Government
<i>Grade</i>	Principal
<i>Position</i>	Head of Local Government Personnel
<i>Role</i>	<p>Responsible, with a staff of 19, for all matters relating to employees of the country's local authorities, totalling over 30,000 people.</p> <p>Areas of responsibility encompass levels and terms of employment, remuneration, industrial relations, staff and union negotiations, discipline, superannuation, grievance appeals to the Minister under local government employment and superannuation law, and equality, disability and related issues.</p> <p>This officer is a member of the Local Government Management Services Board and of a number of sub-committees of that Board, and has been a member of the negotiating team representing employers in the local government sector in each of the last three national pay agreements (PCW, P2000 and PPF).</p>

<i>Organisation</i>	Department of the Environment & Local Government
<i>Grade</i>	Principal
<i>Position</i>	Head of Housing Construction
<i>Role</i>	<p>Responsible, with a staff of 22, and controlling annual capital expenditure of over £500 million and annual current expenditure of approximately £75 million, for:</p> <ul style="list-style-type: none">• Implementation and funding of the Local Authority Housing Construction Programme (25,000 houses in the period 2000 – 2003) across 88 local authorities.• Implementation and funding of the construction of 2800 houses and extensive civic and community facilities in Ballymun to replace the existing towers structures which are to be demolished over an eight-year period.• Undertake a full assessment of social housing needs every three years• Development and implementation of a framework policy for tackling homelessness. Chair of the Inter-Departmental Team on Homelessness.• Co-operation with Directorate of Asylum Services in the provision and funding of accommodation provided for asylum seekers.

The fact that housing output is a now a major element for the first time in the National Development Plan reflects its position as a key Government priority and is one of the major focal points of the Department's entire work programme.

Organisation Department of Health & Children

Grade Principal

Position Head of Health Promotion Unit

Role Responsible, with a staff of 17, and current expenditure in 2000 of some £7 million, for direction, management and control of this largely autonomous executive unit which is charged with developing a national health promotion policy, and with overseeing the implementation of a range of particular health promotion initiatives, including major public awareness campaigns.

Responsible, also, for the planning, implementation and management of the National Cardiovascular Health Strategy, with a projected expenditure total in the region of £150 million over the next five years.

It is instructive that similar health promotion functions in Northern Ireland, Scotland, England and Wales are discharged by autonomous State agencies headed by a Chief Executive.

Organisation	Department of Finance
Grade	Principal
Position	Head of the Department's IFSC Section
Role	<p>Responsible, with a staff of 7, for ensuring the continued successful development of Dublin's International Financial Services Centre (IFSC), which has been a central plank of the country's economic success in recent years, and which encompasses 376 active projects employing 6,500 directly and many more indirectly.</p> <p>Specific responsibilities include:</p> <ul style="list-style-type: none">• Providing effective and efficient service to the IFSC, and to Shannon companies, in relation to certification, avoidance of abuse, and other issues.• Ensuring effective liaison with the financial services industry and relevant Government Departments and agencies, including participation in the Clearing House Group and the Public Sector Group chaired by the Department of the Taoiseach, and formal and informal liaison with the FSIA, the IBF and other industry groups and companies.• Ensuring that appropriate tax legislation is enacted for the financial services industry, including the preparation of briefing material, liaison with the industry and the relevant Departments and State agencies, and assistance – when required – in guiding the legislation through the Oireachtas.• Dealing with the OECD and EU in relation to taxation issues which affect the financial services industry, and corresponding liaison with the Corporation Tax side of the Department of Finance, the Revenue Commissioners and the Central Bank on the effect of the policies of other countries and the international agencies on international financial services sold from Ireland.• Developing a long term strategy for identifying opportunities for further development of the financial services industry in Ireland, including in the fields of e-commerce and cross-border and pan-European pensions.

Organisation	Department of Agriculture, Food & Rural Development
Grade	Principal
Position	Head of the Department's Beef Assurance Scheme
Role	<p>Responsible, with a staff of 18, and an annual budget of £10 million, for managing the design, development, implementation and control of the national Beef Assurance Scheme, including the business elements of the cattle identification and tracing system.</p> <p>Specific objectives of the Scheme include:</p> <ul style="list-style-type: none">• allaying consumer concerns on food safety;• improving the marketability – domestically and internationally – of Irish cattle and beef;• ensuring compliance with EU cattle identification and tracing regulations;• facilitating use of the traceability database for disease control and premium payment purposes. <p>The role is one of major importance, both to the cattle and beef sectors and to the economy generally, not least in the light of the threats currently posed to domestic and export sales of cattle and beef by diseases such as BSE and Foot and Mouth.</p>

Organisation	Department of Agriculture, Food & Rural Development
Grade	Principal
Position	Head of the Department's Beef Assurance Scheme
Role	<p>Responsible, with a staff of 18, and an annual budget of £10 million, for managing the design, development, implementation and control of the national Beef Assurance Scheme, including the business elements of the cattle identification and tracing system.</p> <p>Specific objectives of the Scheme include:</p> <ul style="list-style-type: none">• allaying consumer concerns on food safety;• improving the marketability – domestically and internationally – of Irish cattle and beef;• ensuring compliance with EU cattle identification and tracing regulations;• facilitating use of the traceability database for disease control and premium payment purposes. <p>The role is one of major importance, both to the cattle and beef sectors and to the economy generally, not least in the light of the threats currently posed to domestic and export sales of cattle and beef by diseases such as BSE and Foot and Mouth.</p>
