

## **Appendix C : Role Profiles – Assistant Principal**

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This Appendix includes a number of brief “pen picture” job profiles illustrative of the work carried out by Assistant 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 Assistant Principal as set out in Section 4 under the headings:

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

which applies to all the job profiles in this Appendix.

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<b><i>Organisation</i></b>	Central Statistics Office
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Head of Information Services
<b><i>Role</i></b>	<p>Responsible, with a staff of 19, and an annual budget of over £1 million, for the planning, management and control of the external statistical and other information services of the CSO.</p> <p>Specific responsibilities include:</p> <ul style="list-style-type: none"><li>• Planning and management of the public dissemination of the entire range of statistical and analytical information assembled and compiled by the CSO.</li><li>• Development and maintenance of appropriate channels of contact with customers and the communications media.</li><li>• Design, development and maintenance of the organisation's internet website.</li><li>• Management of the organisation's typesetting and printing operations, and of its library.</li><li>• Maintenance of appropriate and effective liaison with customers, Eurostat, The IMF, European Central Bank, the ESRI, Government Departments, and State agencies.</li><li>• Development and management of an effective public relations programme (conferences, national exhibitions, trade shows).</li></ul>

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<b>Organisation</b>	Department of Social, Community & Family Affairs
<b>Grade</b>	Assistant Principal
<b>Position</b>	Manager, Dublin South Region
<b>Role</b>	<p>Responsible, with a staff of 40, and controlling annual expenditure of some £66 million, for overall management, delivery and control of Social Welfare services to the 60,000 population of the Dublin 12 and 6W region.</p> <p>Specific responsibilities include:</p> <ul style="list-style-type: none"><li>• Prompt and efficient delivery of Social Welfare Services (including Social Welfare payments, Employment Support Services, Voluntary and Community Services, and Money Advice and Budgeting Services), and the control of all schemes (including PRSI), in the region.</li><li>• Effective delivery of customer information and support services, including advice on entitlements, the sensitive handling of complaints, response to special representations, and close collaboration with local support groups and other voluntary sector organisations.</li><li>• Budget management; control and protection of Social Welfare Fund financial resources; investigation and continuing review of all Social Welfare claims; collection of moneys outstanding or overpaid; preparation of prosecution briefs in cases of alleged fraud; control of expenses and requisitions; and provision of statistical and other information as required.</li><li>• Management of the Department's human resources in the region, including direction and management of the official activities of staff; training, development and motivation of personnel; provision and maintenance of accommodation; and the safeguarding of staff health, safety, and security.</li><li>• Formulation and development of policy and procedural initiatives, including through interaction with customers, local public representatives and support groups, and the various organisations within the voluntary sector.</li></ul>

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<b><i>Organisation</i></b>	Department of Social, Community & Family Affairs
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Industrial Relations Manager
<b><i>Role</i></b>	<p>Responsible for the daily direction and effective management of the Department's central industrial relations function in respect of its 4000 plus employees and reporting to the Personnel Manager on matters arising.</p> <p>In addition to the management of the Department's formal IR machinery (Department Council), responsibilities include:</p> <ul style="list-style-type: none"><li>• Provision of support and advice to local management on the entire range of IR issues.</li><li>• Negotiating, when required, with employee representatives and unions on behalf of local management.</li><li>• Advising senior management on IR issues, and alerting them to the IR implications of initiatives and changes in Departmental policies and processes.</li><li>• Negotiating, when required, the implementation of the Departmental elements of matters agreed centrally at General Council.</li></ul>

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<b><i>Organisation</i></b>	Department of the Environment & Local Government
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Manager of Local Government Superannuation Scheme
<b><i>Role</i></b>	<p>Responsible, with a staff of 9, and indirectly controlling annual expenditure of some £80 million, for planning, management and control of the Local Government Superannuation Scheme in an efficient and effective manner.</p> <p>Particular responsibilities include ensuring that Local Authority staff and pensioners are treated openly and equitably in respect of entitlements and benefits, while at the same time ensuring that scheme development is consistent with overall public service pension policy.</p>

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<b><i>Organisation</i></b>	Revenue
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Head of Press Office
<b><i>Role</i></b>	<p>Responsible, with a staff of 4, and an annual budget (direct and indirect) of almost £1 million, for the entire range of the Revenue's media and public relations activities, and personally responsible for all Revenue dealings and involvement with the broadcast and media.</p> <p>Particular responsibilities include:</p> <ul style="list-style-type: none"><li>• Advising on, and implementing, appropriate measures, and taking particular initiatives, to ensure that the Revenue is accurately and fairly represented in all issues which are, or may be, the subject of media attention.</li><li>• Advising the Board and senior management on all media-related issues.</li><li>• Developing and implementing both overall and issue-specific approaches to media and public relations matters.</li><li>• Management and control of all Revenue advertising, and development and promotion of Revenue services to businesses and individual taxpayers.</li></ul>

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<b><i>Organisation</i></b>	Department of Finance, Centre for Management & Organisation Development
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Internet Consultant to Government Departments
<b><i>Role</i></b>	<p>This role resides within the Organisation Planning and Consultancy Unit, which delivers to Government Departments and Offices a wide range of organisation development, strategic management, change management, and facilitation projects in the same manner, to the same standards of expertise, and meeting the same value-for-money criteria, as external consultants.</p> <p>The specific responsibilities of this officer encompass the provision of consulting services in the area of internet management, including the scoping, planning and management of projects, the formulation of recommendations for decision and action, and the preparation and submission of project reports.</p>

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**Organisation** Department of Defence

**Grade** Assistant Principal

**Position** Head of Internal Audit

**Role** Reporting (on all but day-to-day matters) to the Secretary General and the Audit Committee, this officer is responsible, with a staff of 14, for the provision of the internal audit function in the Department, which has an annual expenditure budget of over £700 million, and which provides the support underpinning the Defence Forces, which comprises 10,750 serving personnel in over 30 locations nation-wide.

The central responsibility is to ensure effective discharge of the Internal Audit function, the purpose of which is to provide assurance to the management of the Department – civil and military – that the controls that exist in the various areas of activity within the remit of the Department are adequate.

Specific responsibilities include:

- Preparing, and submitting to the Audit Committee for approval, the annual Audit Plan and, in due course, the annual Audit Report.
- Appearing before the Audit Committee to discuss the Audit Plan and Report, and also attending the meetings of the Committee concerned with reviewing matters of importance or concern in the audit arena.
- Planning, managing and controlling the activities of the Section; personally carrying out individual audit projects of particular importance; and ensuring that all internal audit work is carried out efficiently, effectively and with total independence and due professional care.

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<b>Organisation</b>	Department of Enterprise, Trade & Employment
<b>Grade</b>	Assistant Principal
<b>Position</b>	Insurance & Company Law
<b>Role</b>	<p>Responsible, with a staff of 9, for managing the enforcement of EU Directives requiring authorisation and prudential supervision of general insurance companies established in Ireland, with the objective of minimising the risk of failure, and thus protecting policy holders and claimants.</p> <p>The work has both a domestic and international dimension, due to the importance of the IFSC and a “single passport” regime within the EU and EEA.</p> <p>The central responsibility is to plan and manage measures designed to achieve optimum synergy between the Department’s economic, commercial regulation and consumer protection agendas in the general insurance arena, specifically by:</p> <ul style="list-style-type: none"><li>• Maintaining – through enforcement of appropriate levels of solvency –confidence in the insurance industry on the part of both consumers and industry.</li><li>• Preventing undesirable financial service activities locating in Ireland, thus maintaining international reputation and ease of trade.</li><li>• Supporting the promotion of the country by IDA Ireland as a preferred location for international financial services through maintenance of a strong but business-oriented regime for insurers.</li><li>• Negotiating with the EU and other international bodies (for example, the IMF) to ensure that the pragmatic regime adopted by Ireland is acknowledged as being to the highest international standards.</li></ul>

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<b><i>Organisation</i></b>	Department of Education & Science
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	External Staff Relations
<b><i>Role</i></b>	<p>Responsible, with a staff of 6, for negotiating with trade unions and management groups at national level regarding pay and conditions of employment for teaching and academic staff at all three levels in the education system, for whom the annual payroll is of the order of £2,400 million.</p> <p>Specific responsibilities include:</p> <ul style="list-style-type: none"><li>• Promotion and facilitation of best practice in industrial relations matters at all levels, and in all sectors, of the education system.</li><li>• Direct negotiations with trade unions at the national level on pay and conditions of service issues</li><li>• Operating a pay and allowances sanctioning system for all grades in the education system</li><li>• Ensuring compliance with Government pay policy and with the terms of national pay and social partnership agreements.</li><li>• Providing appropriate advice and support to groups, and where required individual establishments in the education sector with respect to industrial relations management and the application of employment law.</li></ul>

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<b>Organisation</b>	Department of Education & Science
<b>Grade</b>	Assistant Principal
<b>Position</b>	North/South Co-operation Unit
<b>Role</b>	<p>Responsible, with a staff of 8 (with 25 additional staff applied for and awaiting Department of Finance sanction), for the formulation, in consultation with the relevant divisions of the Department and – as appropriate – the Departments of Foreign Affairs and the Taoiseach, policy priorities for North/South co-operation in the educational sphere.</p> <p>This involves interaction with the North/South Joint Secretariat and the relevant Departments in Northern Ireland in relation to the North/South Ministerial Council, and co-ordination of the production of position papers and proposed action programmes with sections of the Department.</p> <p>It also involves the administration of funding for a range of programmes whose objective is the promotion of activity and co-operation in education matters. This includes promotion of the Department’s priorities in the allocation of assistance under relevant EU programmes for North/South co-operation; the development of relations with relevant Departments in England, Wales, Scotland and Northern Ireland on education matters raised in the British/Irish Council; and the development and administration of co-operation initiatives between the USA and Ireland, North and South.</p> <p>The role of the post, particularly in the co-ordination and development of education policy within the structures provided for in the Good Friday Agreement is crucial to the Department’s capacity to deliver on North/South and East/West co-operation in the field of education. The importance of the role is underlined by the priority accorded to this area at governmental, ministerial and top Departmental management levels.</p>

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<b><i>Organisation</i></b>	Department of Health & Children
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Child Care Legislation Unit
<b><i>Role</i></b>	<p>Responsible, as a member of this small high-level unit, for the development and formulation of policy initiatives and the framing of legislative proposals in the sensitive area of child care.</p> <p>A major current concern is the preparation of legislation to ratify the Hague Convention on Inter-country Adoption, and to give effect to other desirable changes to current adoption law in Ireland.</p> <p>Due to particular difficulties at Health Board level regarding the mandatory pre-adoption assessment process, this officer recently carried responsibility for ensuring the implementation of a programme of change for assessment procedures in all eight Health Boards. This involved:</p> <ul style="list-style-type: none"> <li>• supporting an Implementation Group chaired by the Department;</li> <li>• overseeing consultancy work commissioned by the Group;</li> <li>• provision of detailed guidance for social work practitioners;</li> <li>• preparation of a series of six detailed information booklets for parents;</li> <li>• preparation of the report of the implementation group;</li> <li>• and presentation of the new material to managers and practitioners in each Health Board.</li> </ul> <p>The position entails regular contact with the Adoption Board, the Health Boards and parent groups regarding policy and operational matters; representation of the Department and the country at national and international conferences on the subject of inter-country adoption; and advising, briefing and accompanying the Minister of State to such conferences and other international meetings.</p>

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<b><i>Organisation</i></b>	Department of Social, Community & Family Affairs
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Administrator of Social Insurance Fund
<b><i>Role</i></b>	<p>Responsible both for the administration of the Social Insurance Fund and the management of the 45 staff employed in this area.</p> <p>The central responsibility is to ensure that all the necessary funding is in place to allow Social Welfare benefit and assistance payments to be made on time, week in and week out.</p> <p>Particular responsibilities include:</p> <ul style="list-style-type: none"><li>• ensuring that sufficient funds are available to An Post and the banks to meet the Department's liabilities at all times;</li><li>• calculating and forecasting PRSI class yields;</li><li>• treasury management;</li><li>• management of remittance processing;</li><li>• planning and managing all necessary banking arrangements;</li><li>• reconciliation of payment instruments;</li><li>• identification, analysis and evaluation of overpayment data;</li><li>• provision of advice to top Departmental management on all aspects of planning, management and control of accounting matters in relation to the Social Insurance Fund.</li></ul>

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<b><i>Organisation</i></b>	Revenue
<b><i>Grade</i></b>	Assistant Principal
<b><i>Position</i></b>	Administrative Budget Manager
<b><i>Role</i></b>	<p>Responsible for management of the entire administrative budget of the Revenue, which amounts to over £200 million per annum</p> <p>The central objective of the job is to ensure the delivery of cost-effective services within the expenditure budget voted by Dáil Éireann.</p> <p>Particular responsibilities include:</p> <ul style="list-style-type: none"><li>• negotiating, with the Department of Finance, an annual budget and three-year administrative budget for Revenue;</li><li>• formulation and submission of recommendations to the Commissioners on spending priorities and budget allocations;</li><li>• continuous monitoring of expenditure, including the production of monthly (or more frequent) reports to budget holders, the Commissioners and the Department of Finance;</li><li>• Preparation for the Commissioners of regular short, medium and long term analyses and evaluation of projected spending.</li></ul> <p>This manager is a key player in the negotiation of budgets, and in particular in the allocation of resources to budget holders and specific work programmes. Frequently, the Administrative Budget Manager is the first to become aware of the costs and benefits of proposed projects and programmes, and his advice on the “value for money” dimension of spending proposals is a critical component of the resource allocation process.</p>

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<b>Organisation</b>	Department of Social, Community & Family Affairs
<b>Grade</b>	Assistant Principal
<b>Position</b>	Child & Treatment Benefit
<b>Role</b>	<p>Manager, with a staff of 95, of a line section/branch responsible for delivery of social security benefits totalling about £500 million annually under non-means tested and social insurance schemes.</p> <p>Particular responsibilities include:</p> <ul style="list-style-type: none"><li>• Input into policy and regulatory development in respect of these schemes/services, particularly in relation to their impact on operational efficiency and effectiveness.</li><li>• Direction and management of a range of middle management, supervisory and staff grades ranging from Higher Executive Officers to Service Officers.</li><li>• Efficient deployment of these staff and other resources for effective delivery of services under his control and for delegated industrial relations issues arising within such activity.</li><li>• Management and control of the quality of services delivered to customers, and of the quality and accuracy of replies to representations by customers and public representatives, and preparation of draft Parliamentary Replies for approval by top management.</li><li>• Direct responsibility for the quality of data maintained under the Freedom of Information Act, for replies issued under that Act, and for the accuracy of information and guidelines published in booklets and leaflets, on Aertel, and on the Department's web site.</li><li>• Preparation of budgetary estimates and forecasts, and continuous review of expenditure against budgetary provision, including responsibility for ensuring probity in respect of the auditing of expenditure.</li></ul>

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<b>Organisation</b>	Department of Arts, Heritage, Gaeltacht & the Islands
<b>Grade</b>	Assistant Principal
<b>Position</b>	Assistant Director, National Monuments & Architectural Protection Division
<b>Role</b>	<p>Responsible, with a staff of 8, and controlling annual expenditure of more than £7 million, for the management and administration of three of the six National Monuments regions. The works covered by this remit include a number of major capital projects under the National Development Plan, as well as ongoing routine maintenance work</p> <p>The Assistant Director's principle role is the implementation of policy in relation to the built heritage and the care and maintenance of state owned national monuments. This involves agreeing and meeting targets for each individual district under his control in accordance with the division's business plan, and identifying and implementing necessary corrective measures when targets are not met. This invariably involves intensive interaction and negotiation with a variety of different professional and technical disciplines.</p> <p>The Assistant Director is responsible for the financial planning of the entire National Monuments and Architectural Protection Division. This involves preparation of detailed current and capital expenditure budgets, and continual evaluation of the medium and long term financial needs of this area. Other particular responsibilities include the development of new policies in relation to the use and management of National Monuments sites; the development of tailored data management systems and a comprehensive training programme for all professional, technical and administrative staff among the 100 plus employed in the Division.</p> <p>The Assistant Director's role also incorporates a strong vocational dimension, which necessitates participation in “extra curricular” activities such as developing special interests. He is directly involved in community relations particularly with regards to assisting and supporting local voluntary groups in promoting and protecting local heritage, and is also charged with addressing meetings of county councils and liaising with developers on a range of complex planning issues. This also involves ensuring that heritage sites meet high standards of management and presentation.</p>

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