



Candidate Information

Business Transformation Project Manager /
Bainisteoir Tionscadail um Athrú Gnó (Assistant
Principal Officer)

Business Transformation Office/PMO

Closing Date:

Friday, 3 May 2019 at 5.30 pm

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Introduction

About PSI – The Pharmacy Regulator

The Pharmaceutical Society of Ireland (PSI) is a public body established in law to protect the health, safety and wellbeing of patients and the public by regulating pharmacists and pharmacies in Ireland.

Our principal function is to ensure patient safety and public protection. We are committed to carrying out our work independently, ethically, and transparently. The Pharmacy Act 2007, as amended, established the statutory role and the responsibilities of PSI as the pharmacy regulator, which include:

- Registration of pharmacists, pharmaceutical assistants and pharmacies, in line with statutory requirements;
- Setting standards for pharmacy education and training at undergraduate and postgraduate level;
- Ensuring all registered pharmacists are undertaking appropriate continuing professional development (CPD);
- Promoting good professional practice by pharmacists, by raising standards and sharing information for the benefit of patients and the wider health system;
- Assessing compliance and taking actions to address poor performance, practices and behaviours through our inspection and enforcement functions, by considering formal complaints made against a pharmacist or a pharmacy and through the imposition of sanctions;
- Providing advice, support and guidance to the public, pharmacy profession and Government on pharmacy care, treatment and services in Ireland.

These functions form the basis of the work we do to promote and assure public confidence and trust in pharmacy practice and pharmacy-delivered care and services in Ireland.

Governance

The PSI is a public body, which is independent in the exercise of its statutory functions. For public accountability purposes, the PSI operates under the aegis of the Department of Health.

The PSI is governed by a 21-member Council and each member is appointed by the Minister for Health in accordance with the provisions of the Pharmacy Act 2007.

The Registrar/CEO is responsible for the day-to-day operation of the PSI.

Our Vision, Mission and Values

Our Vision

That the public has access to trusted pharmacy services and that the PSI makes a clear and demonstrable contribution to the availability and quality of those services.

Our Mission

We protect and promote the health, safety and wellbeing of patients and the public by taking timely and effective action to ensure that pharmacists in Ireland are competent and that pharmacies are operating to high standards of safety and reliability.

Our Values

Our values underpin how we deliver on our mission. They guide our behaviour, the expectations we set ourselves, and the experience of others who engage with us. They provide evidence as to our commitment to equality and human rights in how we fulfil our role.

Our values ensure that we achieve the objectives set in the PSI [Corporate Strategy 2018-2020](#) in ways that are properly accountable and which meet with the high standards expected of public bodies and of the public servants who work within them.

The infographic is a dark blue rounded rectangle containing five value statements, each with a circular icon to its left. The values are: 'Serve the public' (heart and hands icon), 'Lead by example' (flag icon), 'Everyone Counts' (two people icon), 'Embrace Change' (person with circular arrows icon), and 'Work Together' (speech bubbles icon).

- Serve the public**
The safety of the public is at the heart of everything we do, and we act to ensure that safety.
- Lead by example**
We behave with integrity and objectivity. Our actions are evidence-based and timely.
- Everyone Counts**
We value, appreciate and respect everyone we engage with.
- Embrace Change**
We are innovative and we adapt to achieve results and continuously improve.
- Work Together**
We work in partnership with our colleagues and all our stakeholders.

More information about our role and the work that we do is available on our website www.psi.ie.

Position Specification

Job Title:	Business Transformation Project Manager / Bainisteoir Tionscadail um Athrú Gnó
Reporting Relationship:	Reports to the Head of Operations for day-to-day matters and to the Registrar/Chief Officer for strategic matters
Grade:	Assistant Principal Officer
Contract Type:	Three-year fixed term contract
Location:	Post will normally be located at PSI House, 15-19 Fenian Street, Dublin 2. Post-holder may be required to travel, from time to time, in performance of their duties.

Job Purpose

This post forms part of the PSI's newly established Business Transformation Office. This office is also intended to function as a project management office (PMO).

Reporting directly to the Head of Operations on operational matters and to the Registrar/Chief Officer on strategic matters, the successful candidate will work closely with the Executive Leadership Team, managers, functional leads and vendors to execute an organisation-wide strategic and transformative programme aimed at achieving the PSI's strategic and developmental objectives and positioning the organisation for the future. The successful candidate will advocate for, shape and lead change throughout the PSI.

This post will also be responsible for implementing and leading on a project management approach to the business.

During the life of the PSI Corporate Strategy 2018-2020, we are committed to reviewing our internal and business processes, with the aim of streamlining services and customer interactions for the benefit of those who engage with us. Through investments in improved technology and information management infrastructure, the PSI will extend the use of digital technology to support the business. Our intention is to improve our business efficiency and reduce unnecessary administrative burden on regulated entities – persons and businesses – through the creative, convenient and secure use of online technologies.

The PSI's vision is to implement a fully managed and secure technology solution to serve as our Single Customer View (SCV). The SCV will be the "single version of the truth" with regards to data and will act as the repository for building a regulatory risk management framework for improving the regulation of pharmacies and pharmacists while acting as the core register for pharmacies, pharmacists and pharmaceutical assistants with online self-service capabilities for all. The SCV will deliver high quality management information to the benefit of all stakeholders.

This post will support the identification, development and implementation of these business changes in pursuit of the PSI's objectives. This will involve driving change in relation to the

strategic area of 'Building an effective organisation and benchmarking our performance' to ensure that the PSI is an agile and high-performing organisation. Additionally, it is envisaged that this will enable the PSI to be capable of delivering on our mission in the strategic area of 'Regulating effectively for better health outcomes and patient safety' and will do so in ways that are proportionate, effective and risk-based.

Key Duties and Responsibilities

Key duties of the role will include but are not limited to:

- Manage key transformation projects on a day-to-day basis on behalf of the Steering Group and the Executive Leadership Team (ELT).
- Act as central point of contact for vendors and internal PSI stakeholders in relation to key deliverables outlined in the business transformation programme of work.
- Develop and establish a robust transformation programme, project management methodology and infrastructure and LEAN processes.
- Provide strategic insights to the ELT to maximise organisational effectiveness and service provision, tracking benefits realisation management for all resource investment, mitigating and managing all project risks, defining and embedding clear governance and ensuring relevant internal controls are in place.
- Drive the embedding of PSI's Business Transformation Office/PMO including developing and implementing a robust programme and project management methodology and infrastructure, a change management framework, defining and agreeing changes models and standards based on best practice.
- Line management responsibility for a Business Analyst.
- Manage and develop the Business Transformation Office including the development and setting of the annual service plan and budget, deliverables, targets and KPIs for the office, preparation and implementation of performance reviews and development plans for the team member(s).
- Lead specific assigned change initiatives end-to-end, including change management interventions, communications, stakeholder analysis and management, benefits realisation, risk management and reporting.
- Ensure a regular, formal communication mechanism, structures and processes are established and embedded to inform, manage and influence multiple stakeholders. This will include the production of key artefacts and regular documents for the Business Transformation Project Steering Group and the Programme Board and reporting to both on a regular basis.
- Develop and coach line managers and functional leads to:
 - Ensure that a best practice, consistent and integrated approach to change management is delivered and embedded in the organisation;
 - Facilitate collaborative and effective working relationships between internal and external stakeholders and partner organisations;

- Develop appropriate project methodologies that promote cross-functional team working;
 - Embed LEAN processes across all functions.
- Facilitate project and cross-functional working groups and workshop activities.
- Develop a close working relationship with key stakeholders to drive engagement with and participation in the transformation and change programmes across the PSI.
- Find innovative ways to deliver service improvements within resource limitations.
- Identify risk and assist the organisation in our purpose of mitigating regulatory risk in the interests of assuring the public of safe pharmacy care and services.
- Support others by providing coaching on business transformation and process improvement methodologies and tools.
- Advocate and promote a culture of continuous improvement and transformation and professional development across the PSI, including supporting our work as an organisation to achieve and retain external recognition under the EFQM Excellence Model.
- Other duties assigned by the Head of Operations and/or the Registrar/Chief Officer.

Important note: PSI is undergoing a process of digital transformation and organisation renewal. Therefore, job content and lines of reporting for individual roles will be subject to change and evolution over the coming three years.

Key Requirements

Candidates must have, on the closing date for receipt of applications:

- A minimum of a Level 8 degree or other equivalent on the Irish National Framework of Qualifications in a business or a technology-related area or other relevant discipline.
- Relevant project/ programme management related industry certifications, such as PMP (Project Management Professional), IPMA Professional, PRINCE2 Practitioner, MSP (Managing Successful Programmes) Practitioner, PMI Agile Certified Practitioner or similar or Professional Project / Programme Management Qualification.
- A minimum of three years' experience in delivering an organisation-wide business transformation programme(s) within a complex multi-stakeholder environment with responsibilities for the following areas: change management, business planning, business process mapping, business process improvement and automation, project management, information and data management, risk management, extensive budget management and vendor management. Experience in lean or agile environments and implementing lean improvement initiatives.
- Experience managing technology vendors to deliver complex projects.
- Experience using Microsoft Project software or similar.

In addition, the following are considered desirable:

- Experience of a similar transformation project within a civil/public service body.
- Experience in digital, eCommerce, online or CRM projects.
- Demonstrable interest in emerging technologies and an understanding of the strategic and operational benefits technology can bring to organisations, including the development of innovative digital business models.
- A Level 9 qualification in management, business administration or a related area.

Key Competencies

Business Transformation Project Manager- Business Transformation Office	
Competencies	Description
Specialist Knowledge / Expertise & Self Development	<ul style="list-style-type: none"> • Demonstrates experience in a position(s) with similar range of responsibilities including areas such as project management, change management, business planning, business process mapping, business process improvement and automation, information and data management, risk management, budget management and vendor management • Demonstrates experience of working with complex multi-stakeholder environment • Has a breadth and depth of knowledge of government issues and is sensitive to wider political and organisational priorities • Is considered an expert by stakeholders in own field • Is focused on self-development, seeks feedback and opportunities for growth
Management & Delivery of Results	<ul style="list-style-type: none"> • Assumes responsibility for challenging tasks, delivers on time and to a high standard • Plans and prioritises work in terms of importance, time-scales and other resource constraints, re-prioritising in light of changing circumstances • Ensures quality and efficiency is central to the work of the PSI • Looks critically to see how things can be done better • Effectively manages multiple projects • Ensure controls and performance measures are in place to deliver efficient and high value services • Open to new ideas initiatives and creative solutions to problems
Analysis & Decision Making	<ul style="list-style-type: none"> • Integrates diverse strands of information, identifying inter-relationships and linkages • Makes clear, timely and well-grounded decisions on important issues • Considers the wider implications of decisions on a range of stakeholders • Researches issues thoroughly, consulting appropriately to gather all information needed • Understands complex issues quickly, accurately absorbing and evaluating data.

<p>Leadership</p>	<ul style="list-style-type: none"> • Provides effective leadership, transforming the vision and values of the corporate plan into a framework and structure for the PMO Office in the immediate and long term • Understands the challenges of leading a complex change programme with significant technology challenges, policy change and HR challenges • Brings focus and drive to building and sustaining high levels of performance, addressing performance issues as they arise • Maximises the contribution of the team as a whole • Clearly defines objectives/goals and delegates effectively, encouraging ownership and responsibility • Considers the effectiveness of outcomes in terms wider than their own immediate area • Identifies and takes opportunities to exploit new and innovative service delivery channels.
<p>Interpersonal & Communication</p>	<ul style="list-style-type: none"> • Engages effectively with a diverse range of stakeholders • Develops and maintains a network of contacts to facilitate problem-solving or information sharing • Presents information in a confident, logical and convincing manner, both verbally and in writing • Promotes teamwork and works effectively across all parts of the organisation • Encourages open and constructive discussions around work issues.
<p>Commitment to PSI Values</p>	<ul style="list-style-type: none"> • Public safety is at the heart of everything, acts to ensure that safety • Values, appreciates and respects everyone engaged with • Works in partnership with colleagues and all stakeholders • Behaves with integrity and objectivity, actions are evidence-based and timely.

Probation

A probationary period of eleven months applies to this position.

Pay

The Assistant Principal Officer (APO) salary scale will apply to this position.

The Personal Pension Contribution PPC (Personal Pension Contribution) salary scale for this position, with effect from 1 January 2019, is as follows:

€66,495 - €68,898 - €71,289 - €73,687 - €76,080 - €77,460 - €79,876 (LSI-1) - €82,300 (LSI-2)

This rate will also apply where the appointee is an existing civil or public servant appointed on or after 6 April 1995 and is required to make a personal pension contribution.

Long service increments may be payable after 3 (LSI-1) and 6 (LSI-2) years' satisfactory service at the maximum of the scale.

Important note: The rate of remuneration, including the award of increments which are subject to satisfactory performance, will be in accordance with Government pay policy.

Candidates should note that different pay and conditions may apply if, immediately prior to appointment, the appointee is a serving civil or public servant.

Superannuation

The successful candidate will, upon appointment, become a member of the appropriate pension scheme. Pension scheme membership will be notified within the contract of employment.

Hours of Attendance/Working Week

The normal working week is not less than 37 hours, exclusive of lunch breaks. The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties, subject to the limits set down in the working time regulations. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

Hours of attendance may be subject to change from time to time in line with government/local policy and practices.

Annual Leave

Annual leave is 30 days per annum. This allowance is subject to the usual conditions regarding the granting of annual leave and is on the basis of a five-day week and is exclusive of the usual public holidays and Good Friday.

Outside Employment

The role of Business Transformation Project Manager is full-time, and the appointee may not engage in private practice or be connected with any outside business which conflicts in any way with his/her duties, impairs performance or compromises his/her integrity.

The appointee must avoid involvement in outside employment/business interests in conflict or potential conflict with the business of the PSI. Clarification must be sought from management where doubt arises.

How to Apply

To apply for this post, each candidate should submit a comprehensive covering letter outlining why they believe their skills, experience and values meet the requirements of the post highlighting the relevant key competencies along with an up-to-date CV.

This documentation should be emailed to Kevin Griffiths, HR Development Project Manager, at recruitment@psi.ie on or before the closing date of 5.30pm on the 3rd of May 2019.

Secondment arrangements from suitability qualified candidates from other public service bodies will be considered subject to agreement with their current employing authority.

Late applications will not be accepted.

The PSI is committed to a policy of equal opportunity.

Selection Process

The selection process may include:

- A shortlisting of candidates based on the information submitted in their application;
- A competitive interview before a main interview board which may include an assessment and/or presentation;
- An offer of employment will be dependent upon the candidate furnishing suitable references and upon their successful completion of a pre-employment medical.

References

We would appreciate it if candidates could start considering names of people who would be a suitable referee that we might consult (2-3 names and contact details). Please be assured that PSI will only contact referees should you come under consideration for appointment after interview stage.

Interview

It is anticipated that first-round interviews will be held mid-late May.

The onus is on all applicants who are shortlisted for interview to ensure they are available for interview on the identified date. Please note that the PSI cannot reimburse expenses incurred by applicants for interview.

Candidates who do not attend for interview or other assessment when required, or who do not, when requested, furnish such evidence as the PSI requires in regard to any matter relevant to their candidature, will have no further claim to consideration. Candidates are expected to provide all requested documentation. Failure to do so will result in the candidate being deemed to have withdrawn from the competition and their candidature will receive no further consideration.

Candidate Obligations

Candidates must not:

- Knowingly or recklessly provide false information
- Canvass any person with or without inducements
- Personate a candidate at any stage of the process
- Interfere with or compromise the process in any way.

GDPR Privacy Notice – Recruitment Process

Purpose

The PSI conducts a competency-based recruitment process. Candidates are asked to submit a CV and a comprehensive covering letter, in the case of other posts an application form. The recruitment process may also involve psychometric testing and a pre-employment medical assessment.

As part of the recruitment process, PSI will process personal data relating to potential candidates. Personal data means any information relating to an identified or identifiable living individual. The categories of personal data defined by the General Data Protection Regulation (“GDPR”) include identification data e.g. name, address and emails. It also includes special categories of personal data for more sensitive information such as data concerning health. In meeting its data protection obligations, the PSI is committed to being accountable and transparent about how it collects and uses personal data provided in your application and as part of the recruitment process.

In the case of a successful candidate, some of the information provided during the recruitment process will form the basis of the contract of employment (e.g. name, address).

Legal Basis for Processing Personal Data

The PSI processes the personal data contained in your CV, covering letter of application and/or application form obtained during the recruitment process on the basis of consent, Article 6(1)(a) of the GDPR. Consent is demonstrated by the submission of the signed consent form to accompany your CV and covering letter of application. The consent form is available for download from the PSI website: <https://www.thepsi.ie/tns/about-psi/recruitment.aspx>. Consent is required from the applicant in order to process any personal data in your application for the specific purpose of progressing your application during the recruitment process.

In the case of a successful candidate(s), some of the information provided during the recruitment process will form the basis of the contract of employment (e.g. name, address). The personal data of potential employees, and employees, is processed on the basis that it is necessary for the PSI’s compliance with legal obligations (Article 6(1)(c) GDPR), which includes employment legislation. PSI personnel are provided with an internal privacy statement in relation to the use of employee information.

How Your Information May Be Shared

The following parties may receive your information for reasons outlined below:

Recipient	Purpose
HR (PSI internal)	Storing application, acknowledging responses and corresponding with candidates.
HR (external service provider)	In the recruitment of certain posts, the PSI may outsource some or all parts of the recruitment process to an external service partner. An external service partner will receive candidate submissions, in full or part, to assist with administration or assessment for the post, or to manage the entire recruitment process.
Designated Hiring Manager	The designated hiring manager(s) and/or a Head of Department will receive applications to conduct shortlisting of candidates.
Interview Panel	Member(s) of Interview Panel(s), including the designated Hiring Manager and/or Head of Department and /or independent member(s) external to the PSI will receive applications to conduct the assessment of candidates.
HR (external service provider – psychometric or other testing)	In the recruitment process for certain post, the PSI may require psychometric or other testing to be carried out by an external service provider. The external service provider will receive candidate information, in full or part, to be used as directed by the PSI to conduct the assessment and provide information to the PSI. They will hold information relating to a candidate only for a period necessary to fulfil the service required.
Referees	Candidates are asked to provide references who can be contacted to validate work history and/or comment on suitability of the candidate for the position. Where a candidate gives consent for the PSI to contact a named referee(s), referee(s) will be provided with the candidate's name for the purpose of providing the reference.
Occupational Health	If considered for appointment to the role, a candidate will be asked to undergo a pre-employment medical assessment. The PSI will notify the occupational health provider of the name of the candidate and contact telephone number.

Data Transfers Outside The EU/EEA

There is no transfer of information outside of the EU/EEA in the course of this process.

Automated Decision Making

This does not apply to this process.

How Long We Store Your Data

The PSI has a document management policy and retention schedule in relation to the information it holds. This may be updated from time to time.

For unsuccessful candidates, applications and all relevant correspondence will be retained and held securely by the PSI's HR Office for a period of 12 months. At the end of that period, or once you withdraw your consent, your data is securely deleted or destroyed.

For successful candidates, their application (to include interview records, assessments such as psychometric tests and evaluations of interviews conducted) will be placed on their employee file and retained during the course of their employment and for an appropriate period thereafter.

Your Data Protection Rights

You have rights in relation to the data held and processed about you by the PSI. The PSI has a Data Protection Officer, who can be contacted if you wish to exercise your data protection rights.

Email: dataprotection@psi.ie

Address: Data Protection Officer, Pharmaceutical Society of Ireland, PSI House, Fenian Street, Dublin 2, D02 TD72.

There is a [subject access request form](#) available on the PSI website.

Right	Explanation
Access	You can request and receive access to the information held about you for the purpose of this process at any time.
Portability	You can request and receive a copy of this information, in electronic/transferrable format, at any time.
Erasure	You can request the data held be erased. The anticipated retention period is outlined above.
Rectification	You can request to have any incorrect information about you updated or corrected.
Objection	You can withdraw your consent or object to this information being processed.
Complaint	You can make a complaint to the PSI's Data Protection Officer (above) and/or make a complaint to the relevant supervisory authority in Ireland, the Data Protection Commission (www.dataprotection.ie)