

The Office of the Financial Services and Pensions Ombudsman  
is seeking applicants for the post of  
Director of Corporate and Information Services

**DIRECTOR OF CORPORATE AND INFORMATION SERVICES**  
**PRINCIPAL OFFICER LEVEL**  
**OFFICE OF THE FINANCIAL SERVICES AND PENSIONS OMBUDSMAN**

CANDIDATE INFORMATION BOOKLET

The Office of the Financial Services and Pensions Ombudsman is committed to a policy  
of equal opportunity.

## Contents

Background.....	3
The Financial Services and Pensions Ombudsman Council .....	4
The Office of the Financial Services and Pensions Ombudsman .....	4
Managing Change .....	5
Corporate and Information Services.....	6
Role of the Director of Corporate and Information Services .....	7
Requirements for the post .....	9
Principal Conditions of Service.....	12
Application and Selection Process .....	17
Appendix 1 Key Achievements.....	19

## Background

The Government decided in the context of the public sector reform process to amalgamate the Offices of the Financial Services Ombudsman and the Pensions Ombudsman. Regulated financial service providers and pension providers fall within the Ombudsman's remit.

The merger will be put on a statutory footing by the Financial Services and Pensions Act 2017, which when commenced in Autumn 2017, will establish the Financial Services and Pensions Ombudsman (FSPO) as an independent officer to resolve complaints about the conduct of regulated financial service and pension providers through mediation and where necessary by investigation and adjudication. The Act will also establish the Office of the Financial Services and Pensions Ombudsman (the Office) to support the Ombudsman. The Ombudsman and the Office aim to:

- Ensure that the complaint resolution process is accessible, that complaints are dealt with efficiently and effectively and where possible in an informal manner
- Ensure that complaints are adjudicated fairly, and
- Improve public understanding of issues related to complaints and associated consumer protection matters.

The Financial Services and Pensions Ombudsman has statutory powers to resolve disputes between the parties and where necessary to direct rectification. In addition, where the complaint relates to a financial service he can direct the payment of compensation of up to €250,000. Findings of the Financial Services and Pensions Ombudsman are legally binding subject only to an appeal to the High Court.

The Office proposes to appoint a suitable person to the post of Director of Corporate and Information Services at Principal Officer Level. The successful candidate may be appointed to the Office of the Financial Ombudsman pending the establishment of the Office Financial Services and Pensions Ombudsman.

It is also intended to form a panel based on this competition to form any future vacancies at Principal Officer level.

## The Financial Services and Pensions Ombudsman Council

The Financial Services and Pensions Ombudsman Council (Council) will be established under Section 37 of the Financial Services and Pensions Ombudsman Act 2017.

The functions of the Council will include determining levies and charges payable for the performance of the Financial Services and Pensions Ombudsman as it relates to financial services (the Ombudsman's role in relation to dealing with pension complaints will be funded from the Exchequer). The Council is also responsible for keeping under review the efficiency and effectiveness of the Office. The Council has no role with respect to how the Financial Services and Pensions Ombudsman deals with a particular complaint submitted to him.

## The Office of the Financial Services and Pensions Ombudsman

The Office will have a staff complement in excess of 40. It will be a statutory body funded by levies from financial service providers and an Exchequer grant.

The staff of the Office will support the Financial Services and Pensions Ombudsman in the provision of an impartial, independent alternative dispute resolution service to individuals, small companies, charities, clubs and partnerships experiencing unresolved disputes with financial service providers and pension providers.

The staff also support the Ombudsman in improving public understanding of issues related to complaints against regulated financial service providers and pension providers and related consumer matters.

While the Financial Services and Pensions Ombudsman will be an independent officer when undertaking his functions, the organisation will operate under the auspices of the Department of Finance.

## Managing Change

In preparation for the merger a joint Strategic and Operational Review of the Offices of both the Financial Services Ombudsman and the Pensions Ombudsman was completed in 2015.

This resulted in the development and implementation of a major change programme which is now at an advanced stage of delivery. In addition establishing the new Office will involve a period of considerable organisational change.

The Director of Corporate and Information Services will have a key role in completing the change programme and successfully delivering the merger.

In addition there is a considerable amount of business as usual to be conducted in terms of critical support services such as HR, Finance, Corporate Governance, IT, liaison with Council, Facilities Management and Procurement.

The Office must operate within its means and provide value for money making the best use of the resources available to it. A structured approach to operational improvement is required to drive efficiencies whilst delivering on the various organisational objectives. Organisational flexibility, multi-skilling and ICT adoption are required to achieve efficiencies.

Improved use of technology is required to improve the overall service user experience and improve internal efficiencies through increased automation and more effective knowledge management and data analysis.

The Office will adopt a proactive role in engaging with sectoral and consumer stakeholders with a view to increasing its influence to drive strategic change. Engagement will be aimed at preventing complaints from arising in the first place and addressing potential systemic issues as early as possible.

Insights gained by the Office will be used to identify key trends in both queries and complaints. Regular engagement with stakeholders will be a key feature of this outward-looking organisation. Communication will be two-way, so that the Office can learn from such engagement while also extending its own reach using the resources of our networks and communication channels.

The development of an efficient and effective knowledge management system is also a priority.

Achieving these goals will involve a very significant development the Office's research, knowledge management and communications capability and activity.

There are considerable challenges to delivering on the programme of work that will evolve in the coming years. The successful candidate on foot of this competition will be appointed Director of Corporate and information Services. He or she will lead a team of people and manage external contractors to deliver on both the business as usual and new initiatives.

This is an exciting and challenging opportunity for a highly motivated, talented and experienced person to join a dynamic team that is committed to quality customer service and the highest standards of public service.

Further information is available from the website [www.financialombudsman.ie](http://www.financialombudsman.ie)

### Corporate and Information Services

Corporate and Information Services will be responsible for the provision of support at corporate, strategic and operational levels including responsibility for staff development and training, overall corporate governance and the provision of internal services in addition to internal and external information and communication services. These will include:

- HR, including the development of a workforce planning model and organisational competency model and staff training and development
- Strategy and policy development and implementation
- Financial management; preparation of accounts and budgets and monitoring compliance with corporate governance requirements
- Development and implementation of an ICT Strategy
- General co-ordination duties within the Office and liaison with the Department of Finance and the Department of Social Protection
- Knowledge Management, analytical and research projects
- Interface with sectoral and representative bodies
- Internal and external communications including the Website and outreach activity
- Monitoring national and international research on financial and pension issues and their implications
- Providing project management services, leading and driving change and managing the merger
- General administration and facilities management and procurement

Corporate and Information Services will provide assurance to the Ombudsman in relation to compliance with all internal controls, laws, regulations and corporate governance requirements generally, including compliance with the 2016 Code of Governance for State Bodies. This Business Unit will also play a key role in ensuring the successful completion of the merger.

## Role of the Director of Corporate and Information Services

The Director of Corporate and Information Services will have a key focus on delivering on our four key objectives, as follows:

- **Developing our people:** so that they have the skills and competencies necessary to deliver the service in fast-changing financial services and consumer environments.
- **Changing how services are delivered:** to become more flexible and continue the focus on early resolution of disputes wherever possible with better use of data analytics. This in turn would deliver efficiencies and make better use of the resources available.
- **Raising awareness of the scheme:** to both reduce the number of queries and complaints received which are not within jurisdiction, but also to dedicate more time to providing consumers and providers with the information that they need to resolve disputes at source.
- **Increasing strategic influence:** by sharing insights with external stakeholders in order to 'raise the bar' in consumer protection and to address potential issues early on before they become systemic.

The Director, operating at Principal Officer level, will be a member of the Senior Management Team.

Specifically, the person will have responsibility for:

- Providing effective leadership in promoting strategic objectives and engendering a positive working environment that encourages innovation, continuous improvement and a partnership approach
- Implementing robust governance and management systems to ensure maximum compliance, effective strategic and business planning, resource deployment, procurement, value for money and performance accountability

- Financial management and oversight of financial systems, including overseeing spending provisions, budgeting and managing financial performance against budget targets
- The development of strategic HR capabilities, fostering a culture of empowerment and engagement among staff and ensuring that staff resources are developed and deployed to the greatest effect to deliver on our mandate;
- Driving the implementation of reform in particular in respect of:
  - leading the strategic and business planning process and dealing with cross-cutting issues
  - developing and implementing a Knowledge Management Strategy and system
  - driving the establishment and successful operation of a dynamic, proactive and responsive internal and external communications function, including a proactive outreach programme
- Providing leadership in relation to the delivery of the ICT service including, implementing Government policy on ICT, including eGovernment initiatives
- Ensuring the highest standards of corporate governance including in the areas of Health and Safety, Risk Management, Disaster Recovery, Internal Audit and Asset Management and compliance with the Code of Governance for State Bodies
- Overseeing the Office's compliance with the requirements of Data Protection, FOI, Open Data, Customer Service, Irish Language, and other requirements
- Liaison with the Chairman and Members of the Financial Services and Pensions Ombudsman Council and its sub-committees.

**Broader responsibilities will include:**

- Providing advice and support to the Ombudsman, Deputy Ombudsman and Management Team on relevant matters
- Active participation in Management Team and other relevant forums

- Contributing to the strategic leadership of the organisation and to the formulation and implementation of strategies and policies generally
- Representing the Office at events and fora as required

The role involves engaging with Government Departments, relevant agencies and organisations, service users and other stakeholders, formulating policies and strategies and monitoring and evaluating their implementation, and steering changes and improvements in relevant areas.

### Requirements for the post

The person appointed will have a strong clearly demonstrated record of achievement in his/her career to date demonstrating management, leadership and analytical skills at the highest level and will have:

- The skills necessary to lead the key corporate support functions, particularly in the areas of strategic planning, finance, human resources, and ICT, identifying and deploying modern and innovative business methods and technology so as to achieve efficiencies and enhance service in support of the Office's reform agenda in line with the public reform agenda
- Excellent judgment and objective decision making skills, problem solving skills and influencing skills
- A proven ability in relation to resource allocation in a resource constrained environment
- Excellent written and oral communication and ICT skills
- Good interpersonal skills, including the ability to establish and maintain good working relationships with a wide range of people
- A proven high level of analytical skills
- A proven high level of management and organisational skills
- Excellent communication skills with an ability to build effective relationships internally and with other organisations and stakeholders
- The ability to anticipate and manage and drive change, and to be innovative
- Demonstrated leadership qualities
- The capacity to contribute to all aspects of the work of the organisation as part of the Management Team

The person appointed should have the capacity to lead other Directorates, in the future, in respect of the Office's functions.

In addition to the specific requirements set out above, candidates should have all the abilities required of a Principal Officer. In particular, candidates must demonstrate, by reference to specific achievements in their career to date, that they possess or have the capacity to acquire the following qualities, skills and knowledge required for the role of Principal Officer as identified by the Public Appointments Service Principal Officer level competency framework and set out in the table below.

**COMPETENCIES- PRINCIPAL OFFICER LEVEL****Leadership & Strategic Direction**

- Leads the team, setting high standards, tackling any performance problems & facilitating high performance
- Contributes to the shaping of Departmental/Government strategy and policy
- Develops capability and capacity across the team through effective delegation
- Develops a culture of learning & development, offering coaching and constructive/supportive feedback
- Leads on preparing for and implementing significant change and reform
- Anticipates and responds quickly to developments in the sector/broader environment
- Actively collaborates with other Departments and Agencies

**Judgement & Decision Making**

- Identifies and focuses on core issues when dealing with complex information/situations
- Sees the relationships between issues and quickly grasp the high level and socio-political implications
- Identifies coherent solutions to complex issues
- Takes action, making decisions in a timely manner and having the courage to see them through
- Makes sound and well informed decisions, understanding their impact and implications
- Strives to effectively balance the sectoral issues, political elements and the citizen impact in all directions

**Management & Delivery of Results**

- Initiates and takes personal responsibility for delivering results/services in own area
- Balances strategy and operational detail to meet business needs
- Manages multiple agendas and tasks and reallocates resources to manage changes in focus
- Makes optimum use of resources and implements performance measures to deliver on objectives
- Ensures the optimal use of ICT and new delivery models
- Critically reviews projects and activities to ensure their effectiveness and that they meet Departmental requirements
- Instills the importance of efficiencies, value for money and meeting corporate governance requirements
- Ensures team are focused and act on Business plan priorities, even when faced with pressure

**Building Relationships & Communication**

- Speaks and writes in a clear, articulate and impactful manner
- Actively listens, seeking to understand the perspective and position of others
- Works effectively within the political process, recognizing and managing the tensions arising from different stakeholders' perspectives
- Proactively engages with colleagues at all levels of the organization and across other Departments and builds strong professional networks
- Makes opinions known when s/he feels it is right to do so

**Drive and Commitment**

- Consistently strives to perform at a high level
- Demonstrates personal commitment to the role, maintaining determination and persistence
- Is personally trustworthy and honest, delivering on promises and commitments
- Ensures the citizen is at the heart of all services provided
- Is resilient, maintaining composure even in adverse or challenging situations
- Promotes a culture that fosters the highest standards of ethics and integrity

**Specialist Knowledge, Expertise and Self Development**

- Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognized by people internal and external to the Department
- Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role
- Maintains a strong focus on self-development, seeking feedback and opportunities for growth

## Principal Conditions of Service

### **General**

The appointment is to a full-time permanent position in the public service.

### **Pay**

The Personal Pension Contribution (PPC) salary rate for the position of Director of Corporate and Information Services is:

€81,767    €85,091    €88,392    €91,716    €94,521(NMax)    €97,428(LSI1)  
€100,333(LSI2)

Long Service Increment (LSI1) may be payable following 3 years satisfactory service at the maximum

Long Service Increment (LSI2) may be payable following 6 years satisfactory service at the maximum

Candidates should note that entry will be at the minimum of the salary scale and will not be subject to negotiation and the rate of remuneration may be adjusted from time to time in line with Government pay policy. Increments may be awarded subject to satisfactory performance, in line with the Haddington Road Agreement. Details of the Haddington Road Agreement are available on the Department of Public Expenditure and Reform website at <http://www.per.gov.ie/en/>

### **Important Note**

Different terms and conditions may apply, if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.

### **Tenure**

The appointment will be to a permanent post in the public service. The appointee will be required to serve a 12 month probationary period.

## **Assignment / Location**

The successful candidate will be based in Dublin. When required to travel on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal public service regulations.

## **Hours of attendance**

Hours of attendance will be fixed from time to time but will amount to not less than 43 hours and 15 minutes gross per week. 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.

## **Annual Leave**

The annual leave allowance for the position of Principal Officer is 30 days. This allowance is subject to the usual conditions regarding the granting of annual leave in the Public Service, is based on a five day week and is exclusive of the usual public holidays.

## **Health**

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

## **Sick Leave**

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the sick leave circulars.

Appointees, who will be paying the Class A rate of PRSI, will be required to sign a mandate authorising the Department of Social Protection to pay any benefits due under the Social Welfare Acts direct to the employing Department/Organisation. Payment of salary during illness will be subject to the appointee making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

## **Superannuation and Retirement**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the public service, at the time of being offered an appointment. In general, and except for candidates who have worked in a pensionable (non-single scheme terms) public service job in the 26 weeks prior to appointment (see paragraph d below), this means being offered appointment based on membership of the Single Public Service Pension Scheme (“Single Scheme”). Key provisions attaching to membership of the Single Scheme are as follows:

### **a. Pensionable Age**

The minimum age at which pension is payable is 66 (rising to 67 and 68) in line with State Pension age changes.

### **b. Retirement Age**

Scheme members must retire at the age of 70.

### **c. Pension Abatement**

If the appointee was previously employed in the Civil/Public Service and is in receipt of a pension from the Civil/P Service normal abatement rules will apply. However, if the appointee was previously employed in the Civil/Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER) or the Department of Health Circular 7/2010 VER/VRS which, as indicated above, renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements will however, be made for the reckoning of previous service given by the appointee for the purpose of any future superannuation award for which the appointee may be eligible.

If the appointee was previously employed in the Civil Service or in the Public Service please note that the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 includes a provision which extends abatement of pension for all Civil and Public Servants who are re-employed where a Public Service pension is in payment. This provision to apply abatement across the wider public service came into effect on 1 November 2012.

This may have pension implications for any person appointed to this position who is currently in receipt of a Civil or Public Service pension or has a preserved Civil or Public Service pension which will come into payment during his/her employment in this position.

**Department of Education and Skills Early Retirement Scheme for Teachers  
Circular102/2007**

The Department of Education and Skills introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's actual reckonable service as a teacher (i.e. the added years previously granted will not be taken into account in the calculation of the pension payment).

**III-Health-Retirement**

Please note that where an individual has retired from a Civil/Public Service body on the grounds of ill-health his/her pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

**d. Prior Public Servants**

While the default pension terms, as set out in the preceding paragraphs, consist of Single Scheme membership, this may not apply to certain appointees. Full details of the conditions governing whether or not a public servant is a Single Scheme member are given in the Public Service Pensions (Single Scheme and other Provisions) Act 2012. However the key exception case (in the context of this competition and generally) is that a successful candidate who has worked in a pensionable (non-single scheme terms) capacity in the public service within 26 weeks of taking up appointment, would in general not become a member of the Single Scheme.

In this case such a candidate would instead be offered membership of the pension scheme for non-established civil servants (“Non-Established State Employee Scheme”). This would mean that the abatement provisions at (c) above would apply, and in addition there are implications in respect of pension accrual as outlined below.

**e. Pension Accrual**

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme would apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on 28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

**f. Pension-Related Deduction**

This appointment is subject to the pension-related deduction in accordance with the Financial Emergency Measure in the Public Interest Act 2009.

For further information in relation to the Single Public Service Pension Scheme for Public Servants please see the following website:  
<http://www.per.gov.ie/pensions>.

**Important Notice**

**The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.**

## Application and Selection Process

### How to Apply

Candidates must submit applications by email incorporating the following elements:

- **A Comprehensive CV**
- **A short personal statement** (*no more than 2 pages*) outlining why you wish to be considered and where you believe your skills, experience and values meet the requirements of the particular position.
- **Completed Competency Form** The form at Appendix 1 should be completed with specific achievements, contributions or expertise you have developed from your career to date which demonstrate your suitability to meet the challenges of the post of Director of Corporate and Information Services.

**Applications should be attached to an email marked “Application for Director of Corporate and Information Services to the Financial Services and Pensions Ombudsman at: [jobs@financialombudsman.ie](mailto:jobs@financialombudsman.ie)**

**The closing date has been extended to 5pm on Thursday 31 August 2017. Late applications cannot be accepted.**

## **Selection Process**

The Selection Process may include shortlisting of candidates, on the basis of the information contained in their application and/or a preliminary interview and may include some or all of the following:

- shortlisting of candidates on the basis of the information contained in their application
- a competitive preliminary interview
- presentation or other exercises
- a final interview
- work sample or any other tests or exercises that may be deemed appropriate

## **Shortlisting**

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the Office may decide that a number only will be called to interview.

Shortlisting will be undertaken on the basis of the information you provide as part of your application. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience on the application form.

## **Confidentiality**

Applications will be treated in strict confidence. All applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

## Appendix 1 Key Achievements

Name: \_\_\_\_\_ Title of Post: **Director of Corporate and Information Services**

Please highlight, in not more than 250 words for each competency, specific achievements, contributions or expertise you have developed from your career to date which demonstrate your suitability to meet the challenges of the post of Director of Corporate and Information Services. You should clearly state in each case what your particular role was.

### Strategic Management and Change

### Communications and Stakeholder Engagement

### Problem Solving, Decision Making and Judgement

### Personal Drive for Results

### Leadership and performance through People