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NA hÉIREANN

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## Director of People and Organisational Development

### Principal Officer (PO) Grade

#### Role Description

#### Vacancy (1)

The Broadcasting Authority of Ireland has an immediate vacancy for a Director of People and Organisational Development, at Principal Officer grade on a permanent, full-time basis.

#### About this Role

As the Director of People and Organisational Development (OD), you will be joining the Broadcasting Authority of Ireland at a very exciting time of ambitious and significant change for media regulation. This is a leadership, progressive and rewarding role in a new expanding organisation, tasked with the development and the execution of a new People and OD vision and strategy for the media regulator, as well as facilitating the transition of existing staff from the BAI into the new Coimisiún na Meán to be established in 2023. This is a newly created role which requires a significant track record in delivering expert and forward-thinking People and OD strategy and support to senior stakeholders, with demonstrable experience in handling complex change, together with excellent negotiation and influencing skills.

The role will be a hybrid role combining home and office working, based, initially, at the Broadcasting Authority of Ireland's offices in Warrington Place, Dublin 2.

#### The Future of Media Regulation: Broadcasting Authority of Ireland and Coimisiún na Meán

The employing organisation is the Broadcasting Authority of Ireland (BAI). The BAI is the Irish regulator for indigenous radio and television services. It is anticipated that the BAI will be dissolved in early 2023 and its functions and staff will transfer to a newly established media regulator, Coimisiún na Meán (CnaM), which will continue the existing functions of the BAI as well as developing and implementing new regulatory frameworks for the wider media sector, including online media.

Further important information about the BAI's existing functions and the functions of CnaM is available at **Appendix 1**. Candidates are invited to familiarise themselves with the information therein.

### Position Profile and Key Responsibilities

Reporting to the BAI Chief Executive initially, and subsequently to the Executive Chairperson of CnaM, the Director of People and Organisational Development (OD) will develop and implement People and OD vision and strategies, lead and provide a strategic, comprehensive and responsive People and OD service to support CnaM in delivering on its mission, purpose and strategy.

The successful candidate will oversee the execution of large-scale change programmes and act as an advocate of CnaM's values and culture to establish CnaM as an employer of choice.

The Director of People and OD will promote a culture which supports both individual and organisational development and enables continuous improvement of people and processes through innovative thinking.

As the organisation continues to expand and evolve, it is likely that flexibility in regard to the allocation of specific duties will be necessary. Accordingly, the list of duties specified below is not intended to be exclusive or restrictive and duties may be added or withdrawn.

Key responsibilities for the role will include, but are not limited to, the following:

#### **Strategic leadership**

- Together with the CEO and other members of the BAI Senior Leadership Team, contribute effectively to the Transition Leadership Team, in leading the process of organisational transition and change.
- Act as the key liaison person between the BAI/CnaM and relevant Government Departments on all People and OD matters and participate in any BAI/Department Transition Working Groups until the establishment of CnaM.
- Contribute to the development of CnaM's organisational strategy from a People and OD perspective.
- Monitor and report on progress on the delivery of HR and OD strategic objectives.

#### **Management of People and Resources**

- Develop, lead and manage the People and OD team, focused on delivering effective People and OD policy and implementation of same, developing the skills requirements of the team and mentoring and coaching team members to develop their potential.
- Lead the process of recruitment, induction and career development of new employees into the BAI and into the newly formed CnaM – this will include oversight of the transfer of existing BAI staff into the new organisation, in compliance with best practice and policies.
- Develop and implement CnaM's performance management and development (PMD) system, including a Senior Leadership team performance and development plan, following establishment of CnaM.
- Lead and manage the People function and provide a strategic, comprehensive and responsive human resources' service to enable CnaM to deliver on its mission, purpose and strategy.

- Work with senior management colleagues to develop leadership capability and a senior talent pipeline in the organisation, to support enhanced performance and enable an engaged, motivated, flexible workforce in a blended working environment.
- Provide effective leadership on employee relations matters and advise senior management in relation to all human resources and OD issues.
- Lead on the development and implementation of strategic initiatives aligned to the organisation's ambition to be an employer of choice.
- Manage People and OD budgets in line with best practice governance requirements.

### **Organisational Development**

- Lead the implementation of a best practice approach to organisational development, organisational design and change management.
- Develop an overall workforce strategy and manage the roll-out of all aspects of strategic People and OD for CnaM placing a strong focus on robust strategic workforce planning, change management, ED&I, Learning & Development, cultural change and the development of strategic human resources' policies and procedures.
- Lead the development of Workforce Planning having particular regard to the potential for a significant increase in the scope of CnaM's operations following its establishment.
- Maintain an ongoing focus on a comprehensive succession plan for CnaM to ensure that necessary skills and talent are in place when required.
- Collaborate closely with the Director of Finance and Governance on the development of CnaM's operational model.

### **Internal Communications and Systems**

- Develop and implement an internal communications strategy for CnaM.
- Develop and promote internal communications initiatives that ensure the provision of effective and timely information to employees.
- Ensure systems are in place across the organisation to facilitate active employee engagement.
- Lead negotiations and consultations with Trade Union Officials and with third parties such as the Workplace Relations Commission where applicable.
- Oversee ongoing development, implementation and promotion of initiatives to support employee wellbeing, having particular regard to the nature of the material and interaction arising from the work of CnaM.

### **Experience, Skills, Knowledge and Qualifications**

The ideal candidate will have:

- Degree and/or chartered membership of the Chartered Institute of Personnel and Development (CIPD).
- Postgraduate Level 9 or equivalent professional qualification in Human Resources Management; Learning and Development, Organisational Development or other relevant discipline.
- A proven record of experience (minimum of 5 years) at a senior level in a Human Resources and/or OD function.
- Significant experience in strategic and corporate leadership of all aspects of a People and OD portfolio, including strategic HR, OD, attraction and retention, learning and development, talent

management, equality, diversity and inclusion, disputes resolution, employee relations and engagement, industrial relations, and well-being.

- Excellent leadership skills and a proven ability to develop, lead and manage a high performing HR team, developing the skills requirements of the team and mentoring and coaching team members to develop their potential.
- Demonstrable experience in the design and delivery of organisation and transformation programmes, to include workforce planning, organisational design, people management, talent management, performance improvement, learning and development strategy, succession planning and employee engagement.
- Proven ability to contribute to general senior leadership and strategic issues outside of the confines of the function.
- A proven track record of fostering a culture and practices of continuous improvement through innovative thinking.
- An excellent knowledge of HR systems, data management and business processes.
- Strong stakeholder management skills, both internal and external, along with vision, drive and excellent interpersonal communication skills.
- A demonstrable understanding of the evolving fiscal, legislative and industrial relations context underpinning People and OD within the Public Sector,
- Proven ability to operate, influence and manage conflict within a fast-changing work environment and role model empathetic and emotionally intelligent behaviours.
- Highly developed organisational skills with a proven ability to identify and deliver key priorities on time.
- Demonstrable knowledge and appreciation of the statutory, regulatory and policy framework under which CnaM will operate.

#### Key Competencies – Principal Officer

The BAI operates a Competency Framework for all grades. Details of the BAI Competency Framework for the role of Principal Officer are included in the **Competencies** Form (Appendix 2). In summary, a Principal Officer in the BAI is expected to demonstrate the following competencies:

Strategic Thinking  
Decision Making  
Problem Solving  
Resource Effectiveness  
Stakeholder Focus  
People Management  
Clear Communication  
Team Working  
Flexibility  
Learning & Improving

Applicants are required to complete a Competencies Form. [This Form is enclosed at Appendix 2 and is also available as a separate document in word format.](#)

### Application and Assessment Process

If you are interested in applying for this position, please submit:

- **A comprehensive CV,**
- **A completed Competencies Form, and**
- **A short cover letter/ personal statement** (*i.e. no more than 2 pages*) outlining why you wish to be considered for the post and where you believe your skills, experience and values meet the requirements of the position.

### Closing Date

Completed applications must be sent by email to Clare Diamond, Head of Human Resources at [cdiamond@bai.ie](mailto:cdiamond@bai.ie) by **12 noon on Friday, 3<sup>rd</sup> February 2023**.

All queries about this the recruitment process should be directed to [reception@bai.ie](mailto:reception@bai.ie) or 01 6441200.

Late applications will not be accepted under any circumstances.

### Assessment and Selection Process

The assessment and selection process will involve the following:

- shortlisting of candidates, on the basis of the information contained in their application;
- first stage interview: a competitive interview based on knowledge, experience, and competencies; and
- second stage interview may also include a presentation (details of which will be provided in advance).

Applicants will be scored on their interview responses and, where applicable, presentation and the highest-scoring, qualifying candidate will be offered the position.

The BAI is an equal opportunities employer, The BAI encourages applications from candidates from diverse backgrounds. If we can make any accommodations for you, please outline these in your cover letter. All information disclosed will be kept confidential.

### Key Terms and Conditions of Post

The following are the principal conditions of service attaching to the post:

#### *Tenure*

This position is offered on a permanent and pensionable basis. In the interim period prior to formal establishment of CnaM, the Broadcasting Authority of Ireland will be the employing authority for the staff of CnaM. The successful candidate can expect to transfer to CnaM (when established) as provided for by the Online Safety and Media Regulation Act 2022.

### *Location*

The headquarters of the BAI and Coimisiún na Meán will be 2/5 Warrington Place, Dublin, D02 XP29.

### *Grade and Pay Scale*

This position is graded at the Principal Officer (Standard) grade with the following salary scale applying:

Principal Officer PPC (Personal Pensionable Contribution) Rate:

€95,301, €99,345, €103,358, €107,400, €110,811, €114,347, €117,879

Principal Officer Non-PPC (non-Personal Pensionable Contribution) Rate:

€90,537, €94,373, €98,186, €102,032, €105,271, €108,632, €111,986

### *Hours of Working*

Working hours are 35 hours per week and are set out in line with the Organisation of Working Time Act, 1997 and Circular 14/22.

### *Annual Leave*

Annual leave will be 30 days per annum, is based on a 5 day working week and is exclusive of statutory public holidays.

### *Superannuation*

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the BAI at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Scheme are at:

[www.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie)

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay, different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

### *Outside Employment*

The position is whole time and the officer may not engage in private practice or be connected with any outside business, which would interfere with the performance of official duties.

### *Eligibility*

Candidates should note that eligibility to compete for posts is open to citizens of the United Kingdom and the European Economic Area (EEA), or to non-EEA nationals who fulfil the relevant criteria. In order to work in Ireland, all non-EEA nationals require a valid employment permit unless exempt under permission from the Minister for Justice and Equality. The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Swiss citizens under EU agreements may also apply.

Information on legislation and guides to the procedures in relation to obtaining green card permits, work permits, and spousal/dependant permits are available on the Department of Business, Enterprise and Innovation website. <https://dbej.gov.ie/en/What-We-Do/Workplace-andSkills/Employment-Permits/>

Candidates will be required to provide verification of citizenship, eligibility and qualifications in a form acceptable to the BAI.

## Appendix One

### Information about the Broadcasting Authority of Ireland and Coimisiún na Meán

#### 1. The Broadcasting Authority of Ireland

The BAI was established under the Broadcasting Act 2009 (“the Act”) on 1st October 2009, as the independent regulator for radio and television broadcasting services in Ireland. The Act sets out a range of general and specific objectives for the BAI and specifies that the BAI “shall endeavour to ensure:

- that the number and categories of broadcasting services made available in the State best serve the needs of the people of the island of Ireland, bearing in mind their languages and traditions and their religious, ethical and cultural diversity;
- that the democratic values enshrined in the Constitution, especially those relating to rightful liberty of expression, are upheld; and
- the provision of open and pluralistic broadcasting services.”

The Authority issues a Strategy Statement every three years which sets out the BAI’s vision, mission, values, strategic themes, and related objectives and KPIs. As stated in the current BAI Strategy Statement 2021-2023,<sup>1</sup> the Authority’s vision is to have *an Irish media landscape that shapes and reflects who we are*.

Under the current Strategy, the BAI’s work is captured under five overarching strategic themes:

- i) Promoting Diversity and Plurality
- ii) Achieving Excellence and Accountability
- iii) Leadership in Change
- iv) Empowering Audiences and
- v) Enhancing Innovation and Sectoral Sustainability

The Strategic Theme entitled ‘*Leadership in Change*’ encompasses BAI Transition work in preparation for its integration into the new Coimisiún na Meán. This Theme also acknowledges the BAI’s role in advising and communicating on, and influencing, the development and evolvement of the broadcasting and regulatory landscapes. This Theme has the following objectives:

1. *Lead debate and influence policy development on the future legislative and regulatory framework for digital and broadcasting media services.*
2. *Respond, adapt to, and communicate on, developments in the wider environment, anticipating and assessing organisational, sectoral and audience impacts.*
3. *Lead staff, review and transform the BAI’s policies, practices and processes in preparation for integration into the new Media Commission.*

The BAI consists of the Board (“The Authority”), two statutory committees – the Contract Awards Committee and the Compliance Committee – and a sub-committee of the Authority, the Finance Audit and Risk Committee. The BAI Executive supports all aspects of the work of the organisation.

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<sup>1</sup> Available online at <https://www.bai.ie/en/news-and-information/publications/>



The BAI's work is led by the Office of the Chief Executive (the OCEO), which comprises the Chief Executive Officer (CEO) and Principal Officers (Assistant Chief Executive Officers). The OCEO is supported by a team of senior managers who, in conjunction with the OCEO, oversee the implementation of the BAI's Strategy and statutory functions, work planning and implementation and management of the organisation's resources. The BAI operates a matrix structure whereby staff work flexibly across all areas of activity according to business needs.

## **2. Coimisiún na Meán**

The Online Safety and Media Regulation Act 2022 ("OSMR Act") will, when commenced, dissolve the Broadcasting Authority of Ireland (BAI), transpose the revised Audiovisual Media Services Directive (AVMSD), provide for an updated regulatory framework for broadcasting services and on-demand audiovisual media services and establish a new regulatory framework for online safety.

The OSMR Act will establish a new independent Regulator, Coimisiún na Meán (CnaM), to oversee and enforce the new and updated regulatory frameworks and to play a key role in the development and funding of the wider media sector. CnaM will devise and implement a Media Fund, in line with the recommendations of the Future of Media Commission, with a range of schemes to support public service content and digitalisation in the sector. It will advise the Minister on the creation of a European Works Levy to fund new audiovisual works in line with the provisions of the OSMR Act. CnaM will have a key role in stimulating greater equality, diversity and inclusion in the media and in supporting sustainability through environmental initiatives across the wider media sector. In co-operation with other bodies, CnaM will have strong role in supporting the Irish language in media services and in promoting educational and training initiatives, in particular as regards online safety and media literacy.

Given the significantly expanded regulatory framework for the regulation of media and online services set out in the Act, CnaM will be established as a multi-person commission, led by an Executive Chairperson and three Commissioners initially, namely, an Online Safety Commissioner, a Media Development Commissioner and a Broadcasting Commissioner. CnaM may delegate certain of its functions to individual Commissioners, although they will remain accountable to CnaM as a collective body.

CnaM will act as a collective decision-making body in respect of certain key functions, including:

- the determination of the terms and conditions and number of staff, subject to the consent of relevant Ministers and the preparation of the strategy statement, annual report and work programme of CnaM;
- the ultimate consideration of complaints regarding video-on-demand and broadcasting services;
- investigations and sanctions;
- matters pertaining to broadcasting contracts; and
- matters relating to the role of CnaM in carrying out full media merger examinations under Part 3A of the Competition Act, 2002.

The national digital strategy, *Harnessing Digital - The Digital Ireland Framework*, commits to continue to build a strong well-resourced network of regulators to effectively oversee and enforce digital regulations. In its role as regulator of broadcasting services, on-demand audiovisual media services

and designated online services, CnaM will form an important and integral part of this network. In particular, and in line with the revised AVMSD, CnaM will be responsible for the regulation of on-demand audiovisual media services and video sharing platform services established in the State on a European Union (EU)-wide basis and will be appointed as Ireland's Digital Services Coordinator (DSC) under the forthcoming EU Digital Services Act.

As a body with an expansive new remit regarding online safety, media regulation and supporting the development of the media sector, CnaM will play an important role in the implementation of the Report of the Future of Media Commission and in assuming new functions which may be assigned to it under future national and EU legislation.

**Appendix Two**  
**Competencies Form**

## Competencies Form – Principal Officer

**NB: Please consider carefully the information provided in the published role profile prior to completing this Form.**

In the following section of the application form we are interested in finding out what you consider to be **the key strengths and achievements** which make you particularly suitable for the role of Principal Officer in the context of the specific competencies identified for the role. Therefore, please:

- Summarise your experience to date under each competency heading; and
- Describe one example that illustrates your competency under the heading, briefly describing the background/nature of the task, problem, objective, what you did, and the outcome.

The information you provide will be used to help structure your interview. The interview board may question you in detail about the information you provide, with particular reference to the actions you took and your reasoning for doing so.

## Competencies Form

### 1. Strategic Thinking

#### A Principal Officer

- Demonstrates ability to set BAI strategic direction and articulate vision for the organisation
- Drives the development of organisational strategy and oversees its implementation
- Responds sensitively to wider political and organisational priorities. Has informed understanding of external context and drivers
- Responds to and anticipates trends and drivers that will impact on the organisation

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

## 2. Decision Making

### A Principal Officer

- Has ability to make important judgement calls in pressurised, high risk and/or sensitive situations on behalf of the BAI
- Anticipates and manages risks and consequences. Weighs up and makes sense of complex and/or conflicting data
- Builds a culture that fosters both decision making and accountability for decisions taken
- Ensures appropriate and effective decision making structures exist in the organisation

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

### 3. Problem Solving

#### A Principal Officer

- Creates a culture that values and promotes showing initiative and problem solving
- Champions innovation, creative thinking and analysis
- Rapidly assimilates and interprets relevant information to identify core underlying issues and solutions

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

#### 4 Resource Effectiveness

##### A Principal Officer

- Aligns resources and deploys people and skills to achieve strategic objectives
- Anticipates future skill and knowledge requirements and develops these among staff
- Ensures appropriate and adequate systems and procedures are in place to ensure effective project management and data management within the organisation
- Manages conflict and change in ways that ensure that the organisation runs effectively and meets its goals
- Fosters and develops a culture that seeks to maximise value of resources

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)



## 5 Stakeholder Focus

### A Principal Officer

- Fosters and manages strategic stakeholder relationships and ensures BAI view is represented in both national and international contexts
- Ensures that appropriate supports and measures are in place to ensure excellence in stakeholder interaction throughout the organisation
- Balances the potentially competing demands of stakeholder groups and ensures that the key organisational priorities are communicated effectively
- Ensures that relevant information regarding stakeholder groups is communicated throughout the organisation

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

## 6 People Management

### A Principal Officer

- Aligns functions and resources and deploys people and skills to achieve strategic objectives
- Provides direction. Builds capacity for the organisation to deliver results, face challenges and develop continually
- Builds a culture of high performance and effective people management

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

## **7 Clear Communication**

### **A Principal Officer**

- Articulates and champions shared mission, vision and values of organisation to both internal and external audiences
- Translates organisational strategy into clear, effective operational messages
- Promotes a culture of open communication in the organisation and ensures processes are developed and maintained to support communication at all levels
- Creates and maintains open communication regarding resources, priorities and expectations

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

## **8 Team Working**

### **A Principal Officer**

- Builds and promotes organisation that values collaboration and teamwork
- Builds and maintains effective management teams and holds them to account

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

## 9 Flexibility

### A Principal Officer

- Has ability to effectively communicate a vision for change
- Anticipates and responds to change. Ensures organisational flexibility to meet changing requirements

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

## 10 Learning & Improving

### A Principal Officer

- Sets strategies that build a supportive and learning focused environment
- Promotes opportunities for staff to develop and grow in the organisation
- Continually seeks improvement in organisation processes
- Anticipates changes in the internal and external environment and adapts accordingly

1. Summarise your experience to date (**relevant to this role**) under this competency. (Do not exceed 200 words.)

2. Describe one specific example that illustrates your competency (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

