

**Personal Injuries Assessments Board (PIAB)
Chief Operations Officer
Candidate Information Pack**

CPL Executive Search have been retained and are currently partnering with the Personal Injuries Assessment Board (PIAB) to appoint their new Chief Operations Officer.

Title of Position:	Chief Operations Officer
Reporting to:	Chief Executive Officer
Employer:	Personal Injuries Assessment Board
Starting Salary:	€117,928
Tenure:	Permanent
Location	Tallaght, Dublin 24, Blended working will be available

Overview

The Personal Injuries Assessment Board (PIAB) is a self-funded public body established to support the fair, prompt, and transparent resolution of personal injuries claims without the need for unnecessary litigation. Through PIAB, certain types of personal injuries claims can be settled without the need for many of the costs associated with litigation, which can contribute to the high cost of settling such claims. All personal injury claims must come through PIAB, unless settled early between claimants and insurers/respondents. Approximately 20,000-30,000 claim applications are made to the organisation every year. From a consumer/claimant perspective, PIAB delivers compensation for personal injury awards at the same level as the Courts, and assessments of claims are impartial, independent, and non-adversarial and significantly faster.

PIAB are a key pillar in contributing to reform of the insurance sector and the personal injuries environment and generate millions of euros in savings every year. Insurance reform is a key priority for the government and the Action Plan for insurance reform includes a number of principal actions which PIAB will support. PIAB are the main implementer of the Personal Injuries Guidelines adopted by the Judicial Council. The new Guidelines mark a major change in the personal injuries environment and will bring more consistency and transparency in the claim environment that should ensure greater acceptance of PIAB awards.

The Action Plan for Insurance Reform also commits to enhancing and reforming the role of PIAB with legislation to underpin this currently being drafted. The legislation will strengthen PIAB's powers and should enable PIAB to offer a broader range of services, including mediation, to resolve more personal injuries claims, providing PIAB with a major opportunity to build on its successes and seek to improve its services to contribute to a competitive, stable, and consumer-friendly insurance environment in Ireland.

The Role

PIAB wish to appoint an experienced Chief Operations Officer (COO). Reporting directly to the Chief Executive, the successful candidate will play a pivotal role in shaping and delivering an enhanced and reformed PIAB, in parallel with leading service delivery for PIAB, deputising for the CEO when required.

The COO will be responsible for overseeing the operations of the organisation. This will include the delivery and further development of the assessment service for workplace, motor, and

public liability assessments to ensure they are delivered to high standard, are consistent and is a service that people trust, leading to high consent and acceptance rates. The role will also encompass responsibility for oversight of the new mediation service that will be developed once legislation is complete and commenced.

One of the key objectives of this role will be the delivery of change across the organisation, and the development of new ways of working, systems, and processes.

The successful candidate will need to be able to utilise business intelligence to develop our services in order that more claims are resolved within the PIAB process and less claims enter the litigation system. The candidate must also need to be able to identify and develop the skills required across the organisation to deliver our future services and will need to work closely with very senior stakeholders to continually develop and improve services and provide leadership to the organisation to foster a problem-solving outcomes-based culture.

Key Elements of the Role

The ideal candidate will bring a blend of people and leadership skills, a commitment to public service, organisational change management experience and the requisite strategic management skills to deal with a complex range of issues both internal and external to PIAB.

Operations/Service Delivery

- Oversee the management of operations across the business divisions instilling a customer centric service model, ensuring a strong commitment to service excellence.
- Lead and motivate a team of operational managers, statutory assessors, support staff, as well as future service staff such as mediators that cascade through the organisation ensuring key commitments are subject to clear deliverables, standards, and metrics.
- Overall responsibility for delivery of assessment and other services (to include mediation once legislation in place) to victims of workplace, motor, and public liability claims (between 20,000 – 30,000 such claims administered per annum).
- Drive change and improvements in our service delivery, using business intelligence to make informed decisions and implement more efficient or effective businesses processes.
- Looks for opportunities to grow and develop the organisation and services it provides, whether through new initiatives or through partnerships, and works to take advantage of these opportunities.
- Monitor quality and deliver consistency within the organisation and with court awards, and ensure assessments are carried out in accordance with the PIAB Act 2003 as amended.
- Ensure data framework and data driven approach is applied to delivery outputs and processes to promote continuous improvement but also to contribute to change in the wider environment.
- Ensure that service deliverables are clearly defined and aligned with organisational goals and objectives.
- Provide credible, agile, and open leadership, supporting yet challenging peers and staff within the operations directorates.

Strategy and Leadership

- Key support to the CEO, proactively contributing to the strategic direction of PIAB at a time of significant challenge and change for the organisation.
- Serve on PIAB's Executive Management Team, inputting into the overall management of PIAB, its wider organisational capacity and preparation of strategic business plans.
- Strong on execution, delivery, and accountability, translating strategic direction and business objectives into change management initiatives and delivery.
- Developing and maintaining effective relationships with the Department of Enterprise, Trade and Employment and other relevant government departments and agencies, along with a wide range of stakeholder groups.
- Effectively represent PIAB, alongside the Chief Executive, in relation to personal injuries and insurance matters, including where required contributing to policy development in this area.
- Measure PIAB's performance in the execution of its strategic objectives through robust management, data analysis, ensuring systems are in place for performance accountability.
- Ensure the PIAB is working to develop and deliver on medium and long-term goals while also managing short term goals and priorities.
- Foster an organisational culture of innovation and collaboration that is responsive to change and strives to continually improve service for our customers and stakeholders.
- Work with PIAB board, prepare reports and make presentations, as required.
- Any other duties as may be deemed as necessary by the CEO.



Qualifications and Experience

Essential

Experience and Knowledge

- Minimum of 5 years' experience of staff and functional management in a busy complex and dynamic environment.
- Have a proven track record of achievement as leader and senior manager in a performance driven organisation.
- Strong experience of delivering operational change and business improvement.
- Significant experience of working at a senior level to build strong relationships to work in an effective and cooperative manner within the organisation and with external stakeholders.
- Highly developed negotiation and influencing skills and the ability to challenge senior colleagues and other key stakeholders in a healthy and constructive way.
- A career record that demonstrates a high level of competence in the management of people, customer focus, conceptual and analytical thinking, initiative, and the management skills necessary to lead and foster change, while optimising the contribution to the achievement of organisational goals and objectives.
- Be able to identify challenges/barriers to delivery, problem solve and have foresight to identify future challenges.
- Strong understanding and experience of data analysis and performance metrics.
- Excellent interpersonal and communications skills.

Qualifications and Training

In addition to the experience and knowledge criteria, the candidate must possess, by the closing date, the following:

- Hold a comparable and relevant qualification of at least level 8 on the Irish National Framework of Qualifications maintained by Qualifications and Quality Ireland QQI.

or

- Have 10 years' experience at a management level leading a diverse team.

Desirable

- Experience of working at a senior management level in an environment relevant to this role, senior operations or claims management or senior management in a regulatory, quasi-judicial or legal setting.
- Familiarity or capacity to acquire quickly, a clear understanding of PIABs wide range of responsibilities, the challenges PIAB faces and the current policy issues and trends in the personal injuries and insurance environment.
- A post graduate qualification in Leadership and/or Management.
- Experience of developing and implementing organisational strategy and/ or change management experience and proven adaptability and flexibility.
- Working knowledge of corporate governance and risk.

Core Competency areas

- Leadership
- Critical Analysis and Decision Making
- Managing and Delivering Results
- Building Relationships and Communication
- Personal Effectiveness

Please see Appendix 1 for further information on these competencies.

Terms & Conditions

Tenure

The COO position is a full-time position. The appointment is on a permanent basis as a public servant, subject to satisfactory completion of the specified probationary period.

Salary scale

Starting pay will be at the first point of the relevant salary scale unless pay on promotion rules apply (Scale in place from 1st February 2022). This rate applies to new entrants and will also apply to existing civil or public servants appointed on or after 6th April 1995 and is required to make a personal pension contribution.

PIAB COO Scale	Point 1	Point 2	Point 3	Point 4
	€117,928	€121,586	€124,165	€126,748

Location - The usual place of work for the position of Chief Operations Officer will be at the offices of PIAB, in Tallaght, Dublin 24. PIAB reserves the right, at its discretion, to change working location within reason.

Blended Working – Candidates will be able to apply for Blended Working arrangements.

Annual Leave - The annual leave allowance for the position will be 30 days per annum. This allowance is subject to the usual conditions regarding the granting of annual leave in the public sector, is based on a five-day week and is exclusive of Ireland statutory public holidays.

Hours

Hours of attendance will be as fixed from time to time but will amount to not less than 43 hours and 15 minutes gross (over a five-day 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. The rate of remuneration payable covers any extra attendance that may arise from time to time.

Superannuation and Retirement

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in PIAB 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.

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.

Key provisions attaching to membership of the Single Scheme are as follows:

- Pensionable Age: The minimum age at which pension is payable is the same as the age of eligibility for the State Pension, currently 66.
- Retirement Age: Scheme members must retire on reaching the age of 70.
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to CPI).
- Post retirement pension increases are linked to CPI.

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 Public Service Sick Leave Scheme.

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.

The Selection Process

How to Apply

Applications must be made by email to Deborah Crilly at deborah.crilly@cplexec.com, attaching a single document with the following elements included:

- A **comprehensive CV**, including an organisational chart (See CV Guidance Note-Appendix 2)
- The **‘Key Achievements Form’** ([Available here](#))
- A **short cover letter/ personal statement** (i.e., no more than 1000 words) 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 Thursday 28th April 2022**

The **selection process** may include any or all the following:

- Shortlisting of candidates, on the basis of the information contained in their application.
- A competitive preliminary interview.
- A psychometric assessment.
- A second competitive interview which may include a presentation.

Applicants must be in good health, capable and competent of carrying out the work assigned to them, and they must be of good character. The appointment of a candidate is also dependant on satisfactory reference checking and medical assessment.

Shortlisting

The number of applications received for a position generally exceeds that required to fill 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, we may decide that a smaller number will be called to the next stage of the selection process. In this respect, a shortlisting process to select a group, based on an examination of Curriculum Vitae, appear to be the most suitable for the position will be utilised. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. An expert panel will examine the Curriculum Vitae against agreed shortlisting criteria based on the requirements of the position. The shortlisting criteria may include both the essential and desirable criteria specified for the position. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience in your application.

If you feel you would benefit from a confidential discussion about any aspect of this significant opportunity, please contact Deborah Crilly at deborah.crilly@cplexec.com.

PIAB are committed to providing equal opportunities for employment to all. Applications will be reviewed and shortlisted on the merit, skills and experience detailed in the documentation supplied, regardless of gender, age, sexual orientation, civil status, family status, religion, disability, race, or membership of the Traveller community. Please contact deborah.crilly@cplexec.com if you have queries.

The above Job Specification is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.

General Information

Confidentiality

Candidate confidentiality will be respected at all stages of the recruitment process. All personal information provided on this application form will be stored securely by PIAB and Cpl and will be used solely for the purposes of processing your candidature.

Cpl has a dedicated data protection team and has engaged an external Data Protection Officer for the Group. Cpl has put in place the systems and processes necessary to comply with the relevant legislation, including the GDPR and the Irish Data Protection Act 2018. This includes:

- Robust governance that engages all levels of management and the business
- A full set of policies, procedures, and transparency notices
- A risk management process that captures and mitigates risks
- Data protection by design and default processes
- Extensive staff training and awareness
- A team that has the skills, knowledge, and bandwidth to deliver compliance

Cpl believe that it is critically important to our customers (candidates and clients) that all personal data is handled in a lawful, careful, and sensitive manner.

Legal Compliance

PIAB and Cpl are committed to complying with all relevant legislation over the course of this recruitment campaign, including but not limited to, the Employment Equality Acts 1998-2011, the General Data Protection Regulation (GDPR), the Data Protection Act 2018 and the Freedom of Information Act 2014.

Personal data of prospective candidates and current employees (full-time, part-time, contract and agency) is processed on the basis that it is required for the PIAB's and Cpl's compliance with legislation (e.g., employment legislation).

Expenses

PIAB or Cpl will not be responsible for any expense, including travelling expenses, candidates may incur in connection with this competition.

Canvassing

Canvassing is prohibited and will result in disqualification from the competition.

Data Protection – Recruitment Process

Personal data is collected and processed as part of the recruitment process. This section sets out the information under the following headings:

- Data Controller and Data Processor.

- Personal data collected.
- Lawful basis for processing personal data.
- How your information may be shared.
- How long your information may be stored.
- Your data protection rights.

Data Controller and Data Processor

For purposes of this recruitment competition, PIAB has appointed Cpl to manage the competition on its behalf. As such, PIAB is the Data Controller in relation to personal data processed for the purpose of this competition and Cpl is the data processor where it is carrying out the processing of personal data in relation to the competition in accordance with the instructions of PIAB.

Personal Data Collection

PIAB and Cpl collect personal data from prospective candidates as part of the recruitment process. In meeting their data protection obligations, PIAB and Cpl are committed to being accountable and transparent about how personal data is gathered and processed, in order to protect the rights of the data subjects. Information is held securely by PIAB and Cpl and processed with care.

The General Data Protection Regulation (GDPR) defines 'personal data' as meaning any information relating to an identified or identifiable living individual. It defines categories of 'personal data' as being name, address, date of birth, etc. The GDPR also sets out 'special categories of personal data' for more sensitive information that include, for example, health data.

Lawful Basis for Processing Personal Data

PIAB and Cpl will process personal data provided by you in your Curriculum Vitae during the recruitment process. The lawful basis for this is compliance with legal obligations including employment legislation occupational health and safety legislation, equality legislation, and the Personal Injuries Assessment Acts, as amended, which set out the responsibilities of PIAB.

Contractual

In the case of a successful candidate, personal data provided during the recruitment process may form the basis of the contract of employment.

How Your Information May Be Shared

Your information may be shared with other parties as part of the recruitment process. Where this occurs, information is shared by necessity and in confidence and only in a proportional manner and for no longer than necessary.

How Long Your Information May Be Stored

PIAB and Cpl both have Data Retention Policies that apply to all information stored. These policies are updated on an ongoing basis to keep pace with relevant legislative changes.

Unsuccessful Candidates

For those individuals who have been interviewed but were unsuccessful in the recruitment process, all information provided to the PIAB will be retained by the PIAB for a period of no more than 6 months after the selection was completed (except in cases of any legal case).

Successful Candidates

For those individuals who have been successful in the recruitment process, all information provided to the PIAB will be placed on their employee file. It will be retained during the course of employment with the organisation.

Your Data Protection Rights

You have rights in relation to personal data collected, processed, and stored by the PIAB. Further information is available on our website under the heading 'Data Protection and Access Requests'. If you have any questions or would like to make a Data Subject Access Request, you may contact the Data Protection Officer at PIAB. The contact details are as follows:

By Post

Data Protection Officer,
Grain House
Exchange Hall
Tallaght
Dublin 24

By Email

Michael.Kelly@piab.ie

Appendix 1 - Competencies

The attention of candidates is drawn to the following key competencies that have been identified for the role:

Leadership & Strategic Direction

- Leads the team, setting high standards, tackling any performance problems, and facilitating high performance.
- Facilitates an open exchange of ideas and fosters an atmosphere of open communication.
- Contributes to the shaping of strategy and policy in the organisation.
- 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 Government Departments, agencies, and other stakeholders.

Judgement & Decision Making

- Identifies and focuses on core issues when dealing with complex information / situations.
- Assembles facts, manipulates verbal and numerical information, and thinks through issues logically.
- Sees the relationships between issues and quickly grasps the high-level implications for the organisation and other stakeholders.
- Identifies coherent solutions to complex issues.
- Makes sound and well-informed decisions, understanding their impact and implications.
- Takes action, making decisions in a timely manner and demonstrates the courage and resilience to see them through.
- Strives to effectively balance the sectoral issues, political elements, and the citizen impact in all decisions.

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 organisational requirements.
- Instils 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 environment, recognising and managing the tensions arising from different stakeholders' perspectives.
- Manages and resolves conflicts / disagreements in a positive and constructive manner.
- Persuades others, builds consensus, gains co-operation from others to obtain information and accomplish goals.
- Proactively engages with colleagues at all levels of the organisation and external stakeholders building strong professional networks.
- Makes opinions known when s/he feels it is right to do so.

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 recognised by people internal and external to the organisation.
- Keeps up to date with key organisational, sectoral, national, and international policies and trends that affect the role.
- Is committed to continuous learning and new thinking.

Drive and Commitment to Public Service Values

- Uses his / her initiative and proactively identifies and implements improvements in his / her own area of responsibility.
- Has a positive approach to change, taking a creative approach to dealing with problems and implementing solutions.
- Ensures the citizen is at the heart of his / her work.

Appendix 2 – CV Guidance

Chief Operations Officer

Your CV should be no longer than **4 pages** in length and should clearly state your relevant achievements and experience in your career to date. A sample CV is attached below for reference. Please note this is only a guidance note and does not intend to prescribe what format is required.

An expert board will examine the CV's and assess them against the requirements of the position. It is therefore in your own interest to ensure your CV clearly and accurately reflects **your track record of achievement in areas such as people, change and budget management** as well as your track record in **delivering on key strategic projects**.

Your career history is best presented in reverse chronological order **so that the most recent roles appear first**. Please ensure you cover the last 10-15 years' work experience or last 3 or 4 roles in some level of detail depending on what you have done. For each position, please ensure you clearly indicate your **Management Level**, the **Budget** you were responsible for and the **Number of Staff** reporting to you. You are also asked to include an indication of your **salary** level.

Positions held more than 15 years ago require only a summary description.

Education Details: Please specify status of award if not complete. Should you come under consideration for appointment, you may be required to provide evidence of any qualifications awarded.

At the end you may want to briefly note other achievements that you feel may be relevant to the particular role, for example - other roles you may hold (e.g., Board Member); Key Presentations; Language Skills (including level of fluency); Industry/sectoral recognitions; Publications etc.

Guidance Note on the Organisation Chart

We would appreciate it if you would forward a copy of an organisation chart indicating your current (or most recent) position within the Senior Management team in your organisation/company.

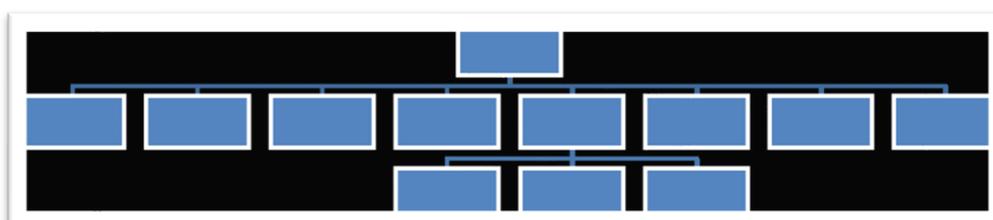
There is no fixed requirement here in terms of format, and we will accept whatever format is convenient for yourself (e.g., an existing published chart from your organisations website/annual report), but we would emphasise that the selection panel have requested this to help them understand **your level** within your current / most recent organisation and **your positioning relative to other senior managers**.

If you are within a complex organisational / business structure, please do your best to communicate your position within the reporting structure / Business / overall organisational structure.

If you do not have access to a corporate chart, you may find the template below useful.

If you are independent or have not been part of an organisation recently, a chart is not necessary.

Sample Organisation Chart Template



Sample Curriculum Vitae Layout

Name:

Contact details: *i.e., Address, Telephone (landline & mobile) & email address*

Career History:

Current Position: Job Title Company Dates: *from-to* Salary

- **Key Accountabilities**
- **Key Achievements**
- **Budget Responsibility**
- **Number of Staff**

Previous Position 1: Job Title Company Dates: *from-to* Salary

- **Key Accountabilities**
- **Key Achievements**
- **Budget Responsibility**
- **Number of Staff**

Education Details:

- Institution Award (*e.g., BA, MBA etc*) Subject Year Awarded
-

Other Training:

- Subject Training Body Year Completed
-

Professional Memberships etc:

- Level of Membership Professional Body / Association
-

Additional Information:

-

