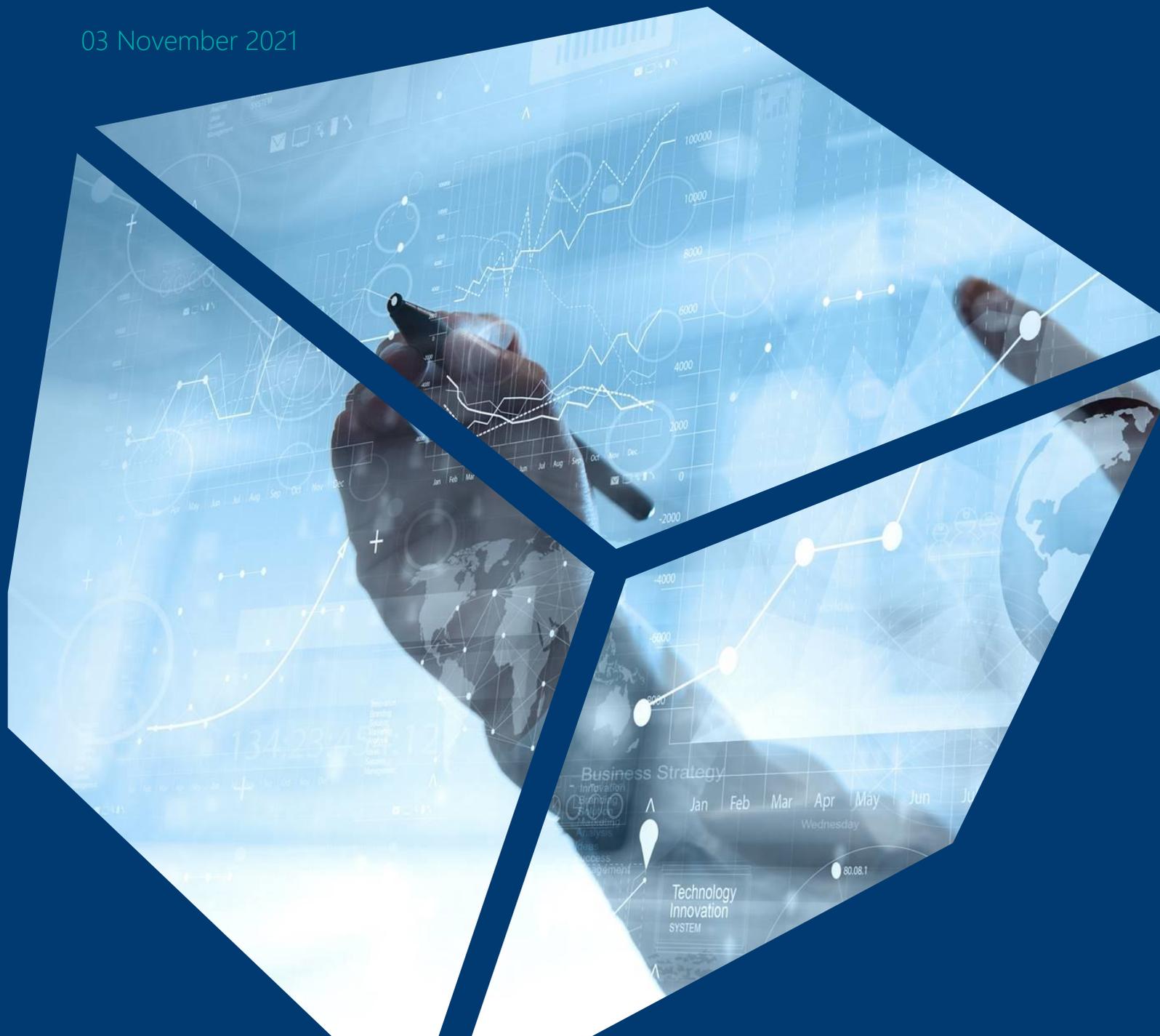




Private and Confidential

Candidate brief for the position of Director of Operational Excellence & Quality HPRA

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Role Summary

The Director of Operational Excellence and Quality is responsible for the development, enhancement and implementation of a number of organisational systems and standards across the HPRA, which will result in the highest levels of quality and operational performance. The Director of Operational Excellence and Quality, working with the organisations' leadership team, has a critical role to play to ensure the operational success of HPRA through strong internal governance supports and controls.

They will lead the organisation's quality system, business and strategic planning functions in addition to the enhancement of its operational excellence culture and focus by providing the required oversight to achieve its intended outcomes as well as deliver a number of key services/functions.

Reporting to the Chief Executive, the role of the Director is to:

- Assist the Chief Executive (CE) and the HPRA's leadership team in delivering the overall organisational strategic goals.
- Work with the leadership team to provide strategic support and leadership to the HPRA's quality system, business planning, and operations development by:
 - Leading the Quality team;
 - Strengthening internal planning through a review of business metrics and KPIs; and
 - Implementing a best-in-class capacity planning system
- Achieving enhanced business process uniformity and enhancing the development of a culture of continuous improvement;
- Ensure that the resources and processes of the department operate in an integrated and effective manner to achieve the goals, objectives and targets defined in the strategic and service plans.



Key Leadership Aspects of the Role

As part of the HPRA's leadership team, the Director will:

- Work with the leadership team, deliver direction to achieve enhanced operational excellence through focus on business process uniformity and continuous business improvement.
- Work closely with the HPRA's ICT and Business Services department to ensure alignment and common objectives [for both business process optimisation and application development] to meet business needs.
- Co-ordinate and develop the HPRA's strategic planning process with the CE and the HPRA leadership team.
- Develop the HPRA's annual business planning and reporting processes. Ensuring that each department has an effective business plan that contributes to and is aligned with the organisational strategy and key annual priorities.
- Deliver the strategic plan and annual service plans.
- Oversee and refine performance measurement, reporting and risk management systems to enhance approaches to continuous business improvement.
- Present key organisational outcomes and performance for senior management and the Board of the Authority.
- Oversee the management of the HPRA's quality and risk management systems.
- Oversee the on-going management of data protection issues.
- Develop and oversee implementation of business continuity plans across all departments and ensure ongoing maintenance.
- Work with the Chief Executive and other members of the leadership team to agree the strategic objectives and work to ensure their delivery.
- Work with the leadership team to clearly establish priorities for HPRA in developing policies and operational plans.
- Attend meetings of the Authority and Advisory Committees as appropriate
- Use the strategic planning cycle to develop short and long range plans for each section within its remit.

As Department Director:

- Lead the department to ensure that the service delivered is aligned to achieving business objectives.
- Ensure that appropriate departmental objectives, measures and targets are used to drive performance and that these are incorporated into the management plans of the individual areas within the department.
- Ensure that the department has the required technical, managerial and operational skills and that its processes and practices are supported by appropriate standards, policies and guidelines.
- Provide leadership, motivation, encouragement and effective management of all staff and enable the maintenance of a positive working environment across the HPRA.



- Maintain effective working relationships between the department and other areas of HPRA, ensuring that any required interactions are adequately defined, effectively managed and reviewed as appropriate.
- At national level, engage with the Department of Health and all relevant bodies and stakeholders.
- Lead, manage and motivate a departmental team of staff, providing effective and meaningful leadership, support and clear direction to each section.
- With the HPRA leadership team, work to embed and support the vision and values of the organisation and effectively communicate these to the organisation and strive to ensure they are embedded in a tangible culture of behaviours that will deliver on the vision and values.
- Foster the development of a common vision for the department and a focus on delivering excellent service to each area of the organisation.
- Work with managers and staff to develop and maintain a culture of excellence and continuous improvement within the department.
- Encourage a culture of teamwork within the department.
- Ensure the provision of performance feedback, coaching and mentoring support, and opportunities for personal and career development to all in the department.
- Lead, co-ordinate and participate in the effective implementation of the HPRA Performance Development Programme in the department.
- Promote a positive, open, friendly, and professional working environment.



Key Responsibilities

Strategic Management

- Contribute to and support the leadership team in the development of organisational strategy and identifying and agreeing strategic goals and objectives.
- Contribute to and support the leadership team in the implementation and operation of appropriate strategies, solutions, policies and procedures to enable the HPRA deliver in line with planning and emerging business needs.
- Enable the HPRA deliver in line with the requirements of the organisation's mission, vision, strategic plan, culture and emerging business needs.
- Ensure that the resource and skills profile of the department are aligned to strategic objectives and development plans.
- Facilitate the development of appropriate team structures for the department, and its functions and capabilities in line with strategic and organisational needs.
- Lead the department in the strategic and business planning cycles.
- Lead the department through change and development initiatives and provide a supportive environment to enable a motivated, impactful and adaptable team.
- Provide leadership, support and direction to the department.

Technical Management

- Operations Management
 - Build the capability of the organisation's business processes and focus on operational excellence.
 - Work in conjunction with CE and leadership team to establish a common vision for how operational excellence will enhance and enable the organisation.
 - Collaborate with and support the leadership team to embed operational excellence practices locally, within their teams and consistently across the organisation
 - Assess and deliver improvements on existing value adding practices to drive efficiency and further streamline processes.
 - Measure and report on operational performance, identifying plans to improve where required.
 - Develop and manage the annual budget for the department to include responsibility for the effective management and utilisation of resources.
 - Ensure vendors and all associated procurement, negotiation and contractual arrangements for the department are managed appropriately.
- Business Planning
 - Oversee the annual business planning process across the organisation.
 - Ongoing management and development of the annual business planning process.



- Develop the business planning systems and support, and provide support and guidance on their use.
 - Developing, priorities, plans and targets to drive management planning at all levels.
 - Co-ordinate the creation and tracking of a unified service plan.
 - Track progress against plan and reports trends to the CE and management committee.
- Risk Management
 - Manage and implement, in conjunction with the CE and leadership team, a comprehensive risk management process including planning for business continuity.
 - Maintain and ensure continual review of risks and risk mitigating actions.
 - Promote an appropriate risk management culture in the organisation
- Quality Management
 - Working with the CE and HPRA's leadership team to drive the organisation's culture, participation and approach to its quality management system.

In conjunction with the Quality Manager:

 - Maintain the quality system to continue to reflect best regulatory practice, documentation management, SOP and guidelines and legal compliance.
 - Maintain ongoing training across the organisation in the use of the quality system.
 - Work with colleagues across the organisation to ensure adherence to quality protocols including the conduct of periodic quality audits.
 - Leverage innovative solutions to improve organisational quality and efficiency and support HPRA diversification.
- Knowledge Management
 - Working with the CE and HPRA's leadership team to oversee the development of an enhanced organisational approach to knowledge management including the development of policies, processes and supporting infrastructure.
- Data Protection
 - Develop and enhance data protection policy and procedures across the organisation.
 - In conjunction with the Data Protection Officer, ensure ongoing compliance of the HPRA with data protection requirements.
- Protected Disclosures
 - Implement and monitor system for the management of protected disclosures.
 - Ensure ongoing compliance with the requirements through: ensuring that policies and procedures for protected are developed in line with legislation and government guidance; disclosures made regarding companies regulated by the HPRA are appropriately managed; reporting obligations on disclosures and outcome of disclosures are appropriately met.



The Individual

Qualifications and Experience

Essential criteria to be considered for this post:

- A 3rd level degree
- Over five years' relevant experience at senior management level, with a focus driving programmes of transformational change
- Experience operating at senior level in an industry environment (ideally regulated) with a strong focus on quality and operational excellence, such as, but not limited to, manufacturing, life sciences, healthcare, financial services or the public sector
- Demonstrable track record of:
 - working successfully with a range and breadth of senior stakeholders, in particular, influencing executive decision makers to effect sustainable change within an organisation
 - thinking innovatively and creatively, ideally within a resource-constrained setting
 - Clear and effective communication, negotiation and organisational skills across internal stakeholders as well as at Board level
- Significant experience in the leadership and motivation of multi-disciplinary team(s) either as a functional or project team leader
- Strong experience in the area of performance management with the ability to communicate direction to the team, set standards for high performance and drive the achievement and delivery of results.
- Culturally aware, with the ability to balance short term targets with long term outcomes
- Strong data and analytic skills, with the ability to translate data into actionable intelligence, in particular, capable of translating strategic intent into successful delivery of objectives
- Integrity, professionalism and sincerity in own behaviour and dealings with others
- The ability to work with others in a collaborative and solutions focused manner
- Proven ability to drive projects through to completion

In addition, the ideal candidate will have:

- Relevant postgraduate qualification, and/or Six Sigma Certification or equivalent
- Demonstrable experience of driving process improvement using Lean and Six Sigma methodologies within different organisational environments
- Experience of leading regulatory business process improvement and/or public sector systems transformation
- Previous experience of introducing a resource management system into an organisation
- Prior experience working in a quality systems driven environment



- Excellent proven problem-solving ability, able to adapt to changing conditions and display the ability to generate effective and pragmatic solutions to new situations and problems both strategic and operational.
- Clear understanding of risk and its assessment, mitigation and avoidance.

Contact Details

If you are interested in this role and would like to discuss any aspect of it further, in confidence, please contact:

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Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If at any stage you feel we have not lived up to the letter or spirit of our values, please tell us.





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