



## The Discovery Programme

Centre for Archaeology  
and Innovation Ireland

**Chief Executive Officer**  
**The Discovery Programme: Centre for Archaeology and Innovation Ireland**

4 August 2020

*The Discovery Programme, Centre for Archaeology and Innovation Ireland is committed to a policy of equal opportunity.*

<b>Nature of Employment:</b>	3 year full-time, pensionable, fixed term contract. The initial probation period is 6 months.
<b>Salary:</b>	€85,000
<b>Current Location:</b>	6 Mount Street Lower, Dublin, D02 T670 Ireland. Reg. Charity No.: CHY 12549.
<b>Reporting to:</b>	Chairperson, Board of the Discovery Programme.

### General

The Discovery Programme (a company limited by guarantee) is a publicly funded institution for advanced research in the archaeology of the island of Ireland. It engages in archaeological and related research, to benefit the community by deepening our understanding of Ireland's past. Other significant objectives are to communicate the results of that research to scholars and the general public, and to promote the introduction of new technologies and techniques into Irish archaeology.

The mission of the Discovery Programme is to enhance the understanding of Ireland's past through archaeological and related research, establish research programmes, promote this research and the appreciation of Ireland's archaeological heritage and to co-operate with other all-island and international archaeological bodies.

The Discovery Programme is currently going through a period of transition, and the Board is seeking a candidate who will successfully lead the organisation at this time of change. In that regard the Strategic Vision Statement agreed by the Board and staff in November 2019 is attached (Appendix C).

## **Role and Responsibilities**

The Chief Executive Officer (CEO) will lead, manage and co-ordinate the staff and assets of the organisation.

Specific responsibilities will include:

- Steer the Discovery Programme to be a leader in advanced archaeological research.
- Follow the broad strategic direction set by the Board. Advise the Board on all matters pertaining to the management and direction of the Discovery Programme (please refer to the vision statement prepared by the Board, November 2019).
- Ensure that all corporate governance, budgetary and legal requirements are complied with including *inter alia* preparation of the annual report, preparation of financial statements, risk management, and financial control procedures, including liaison with the Comptroller and Auditor General. Perform the role of Chief Accounting Officer.
- Effective day to day leadership, direction, management, administrative control of the Discovery Programme.
- Formulate and oversee the implementation of the annual Service Level Agreement with the Heritage Council.
- Manage appraisal and performance of staff.
- Plan, monitor and manage research projects, budgets and administrative systems.
- Lead and coordinate project planning - progress reporting and troubleshooting.
- The CEO will be responsible for keeping the Chairperson and Board informed of key issues.
- Draft all official policy documents, the annual report and media communications.
- Foster effective working relationships with the Heritage Council, Government/State bodies and other organisations and stakeholders, as appropriate.

## **The Person**

The successful candidate will be required to show that they have the following qualifications, experience, and demonstrate that they have the key competencies as listed below.

### **Qualifications**

- A qualification (NFQ Level 9) or demonstrable experience in leadership/management is essential.
- A post-graduate degree (NFQ Level 9) in archaeology or cognate discipline is desirable.

### **Experience**

- Extensive relevant senior experience and successful leadership/management of multi-disciplinary research projects/works or organisations.
- Experience of working with boards or as a board member.
- Demonstrate the ability to represent the Discovery Programme with stakeholders at a

senior level.

- Successful management of staff.
- Extensive experience in organising and leading project teams, managing and controlling budgets and meeting performance targets.
- Experience of managing projects/programmes which operate at a range of scales.
- Proven research management.

The competencies required for this job are as follows, and are further detailed in Appendix A.

- Leadership & Strategic Direction
- Judgment & Decision Making
- Management & Delivery of Results
- Building Relationships & Communication
- Specialist Knowledge, Expertise and Self Development

#### **Principal Conditions of Service**

**Pay:** The CEO will be paid an annual salary of €85,000.

**Annual Leave:** In addition to the usual public holidays the annual leave for this position is 32 working days.

**Pension:** The Discovery Programme (Employer) Pension contribution is on a matching basis from 1% up to a maximum of 5% of salary.

## THE SELECTION PROCESS

**The Discovery Programme will use a competency based recruitment process to fill the position of CEO**

### **How to Apply**

Applications must be made by submitting an email, with the title of the position entered into the subject field of the email, to **Kathleen O'Sullivan <kathleen@discoveryprogramme.ie>**  
Applications must be submitted as a single document with each of the following three elements included:

1. A comprehensive CV, detailed as relevant to the position (including publications as appropriate) and two referees (no longer than 4 pages).
2. A summary biography on the first page of the CV.
3. Key achievements form based on the competency framework (Appendix B)
4. A short cover letter/personal statement (i.e., no more than 2 pages) outlining why you wish to be considered for the post and why you believe your skills, experience and values meet the requirements of the position.

### **Closing date**

The closing date for all applications is **5.00pm on Friday 11 September 2020.**

The Selection Process may include:

- Short listing of candidates, based on the information contained in their application; cover letter, key achievements form, and CV.
- A first interview, based on applications.
- A second round interview.
- A presentation.
- Reference check.

Where a presentation is required candidates will be informed of the presentation topic when interview times are being assigned.

### **Effective date of appointment**

It is envisaged that the successful applicant will take up the role in **November 2020.**

## **APPENDIX A: COMPETENCIES AND EFFECTIVE PERFORMANCE INDICATORS**

### **Leadership & Strategic Direction**

- Leads the team, setting high standards, tackling any performance problems & facilitating high performance
- Facilitates an open exchange of ideas and fosters an atmosphere of open communication
- Contributes to the shaping of organisational 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 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 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 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
- Is resilient, maintaining composure even in adverse or challenging situations
- Promotes a culture that fosters the highest standards of ethics and integrity.

### **Building Relationships & Communication**

- Speaks and writes in a clear, articulate and impactful manner
- Actively listens, seeking to understand the perspective and position of others
- Manages and resolves conflicts / disagreements in a positive & constructive manner
- Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives.
- 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 across other agencies/organisations and builds 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 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.
- Knowledge of Microsoft Office applications (PowerPoint, Excel, Word, Outlook).
- The capacity to advocate strongly for the organisation and communicate with clarity the value of archaeological research to society.
- Consistently strives to perform at a high level.
- Is personally trustworthy, honest and respectful, delivering on promises and commitments.

**APPENDIX B: KEY ACHIEVEMENTS FORM**

Please complete the accompanying form, demonstrating specific achievements in the context of each competency and the job requirements.

<b>Key Achievements Form</b>
<b>Leadership &amp; Strategic Direction (max 300 words)</b>
<b>Judgement &amp; Decision Making (max 300 words)</b>
<b>Management &amp; Delivery of Results (max 300 words)</b>
<b>Building Relationships &amp; Communication (max 300 words)</b>

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<b>Specialist Knowledge, Expertise and Self Development (max 300 words)</b>
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## GDPR Privacy Statement- Recruitment Process

### Purpose of Processing

The Discovery Programme will use a competency based recruitment process to fill the vacancy of CEO. To complete this, interested individuals are asked to submit an application for assessment by the interview panel. For the successful candidate, some of the information provided will form the basis of the contract of employment (e.g. address).

### Legal Basis for Processing

- Necessary for performance of a contract or to enter into such a contract
- Compliance with legal obligation (Terms of Employment Information Act)

### Recipients

The following shall receive your information for reasons outlined below:

Recipient	Reason
Discovery Programme	Storing application, acknowledging responses and corresponding with Applicants.
Interview Panel	The Interview Panel will receive your applications to conduct shortlisting and assessing applicants
Referees	Applicants are asked to provide references who can be contacted to validate work records and/or comment on suitability of the applicant for the position applied for. These shall be contacted and the applicants name will need to be provided to receive the reference.
Occupational Health Practitioner	We may use your personal details to refer you to the Occupational Health practitioner if considered for appointment

### Details of Data Transfers Outside the EU

This does not apply to this process.

### Automated Decision Making

This does not apply to this process.

### Retention Period for Data

For unsuccessful candidates, applications and correspondence shall be retained for 12 months. For the successful candidate, their application will be placed on their employee file and retained during their employment and for an appropriate period thereafter.

## Your GDPR Rights in Relation to this Process

Right	Explanation
Access	You can request and receive access to the information requested in the process at any time.
Portability	You can request and receive a copy of this data, in electronic/transferrable format, at any time.
Erasure	You can request the data held be erased. We have outlined the anticipated retention period above.
Rectification	You can have any incorrect information, due to this being updated or otherwise, to be corrected.
Objection	You can object to this information being processed.
Complain	You can make a complaint to the Chair and/or make a complaint to the relevant supervisory authority – Data Protection Commission in Ireland.

## **Discovery Programme Board Strategic Vision Statement**

### **November 2019**

#### **INTRODUCTION**

Cognisant of its established strengths and of its position within the wider archaeological and cultural-heritage sector, and recognising the national policy and strategic framework for that sector within which the Discovery Programme works, the Board sets out in this document the foundations on which a strategic vision for the Programme's future can be built.

#### **CONTEXT**

The national policy and strategic framework within which the Discovery Programme works is provided by three strategic documents:

**1. *Heritage Ireland 2030***

*Heritage Ireland 2030* is to be Ireland's new heritage plan. It is being prepared by Department of Culture, Heritage and the Gaeltacht to provide a new policy framework for Ireland's approach to heritage over the next decade. Its vision, as set out in a consultative document (2018) is that heritage is protected and valued and the vital role that heritage plays in our communities, economy and society is recognised. The plan as a framework for heritage for the next decade is focused on three themes:

- National Leadership and Heritage
- Heritage Partnerships
- Communities and Heritage

**2. *Heritage at the Heart: Heritage Council Strategy 2018-2022***

The vision of this strategic plan is that heritage will be at the heart of Irish society and decision-making, and that Ireland will be internationally recognised as a centre of excellence in heritage management, conservation and community engagement. The focus is on three strategic objectives:

- Advance National Heritage Priorities
- Nurture Belonging Through a Sense of Identity and Place
- Ensure a Vibrant Heritage Sector

**3. *Archaeology 2025: Strategic Pathways for Archaeology in Ireland***

An initiative of the Royal Irish Academy, *Archaeology 2025* (2017) aims to promote archaeology in understanding the past, as a key element of the cultural heritage sector and as a valuable resource shared by all. Its recommendations to achieve this vision cover six areas:

- Delivering Archaeology
- Sustaining Practice
- Modernising Legislation
- Expanding Research Horizons
- Developing Education and Skills
- Maximising Impact

## LOOKING AHEAD: PRIORITIES

The core objectives of the Discovery Programme, spelled out in its Memorandum of Association and in the Service Level Agreement 2019 with the Heritage Council, essentially fall into two categories:

- the enhancement of the understanding of Ireland's past, primarily (though not exclusively) through the interpretation of its archaeological record, and
- the communication of that understanding to as wide an audience as possible.

As the Discovery Programme looks to the future, its Board of Directors, recognising its achievements to date but also aware of the challenges and opportunities afforded by the external review, rearticulates the Programme's priorities here.

### 1. Research leadership

A key challenge for the archaeological sector is to continue to demonstrate the importance and contribution of archaeology to Irish life today and for the future. As the nominating bodies and members of the Discovery Programme include all the key higher education institutions, regulatory bodies, advisory policy bodies and professional bodies concerned with archaeology in Ireland, it is uniquely well placed to play a leadership and facilitation role. The Discovery Programme already promotes and facilitates some cross-institutional and cross-sectoral cooperation in the collection and analysis of archaeological and related data. The Board is committed to being *more proactive in developing a partnership model through which it will engage the archaeological community in identifying research gaps and coherent themes for future research*. Such an approach will facilitate the Programme playing a core role in the development of a research framework for Irish archaeology. This approach will also be central to the Discovery Programme's own research projects.

### 2. Research-community and policy support

For a research framework approach to be effective it must be based on comprehensive data.

Currently there are a range of data sets in use in archaeology and the wider cultural heritage sector but in many cases these are used in isolation and their full value is not being realised. The Discovery Programme has an established track record at national and international levels as a leader in the use of digital data and technologies. It is very well-positioned, therefore, to be the agency that brings together the key stakeholders responsible for national cultural heritage datasets so that digital data can be shared (for the purpose of analysis), managed and curated as a major national resource. Strategically, as the key player and enabler in this area, *the Discovery Programme is ideally placed to engage with relevant Irish and European partners (and funders) to develop policies for cultural heritage data*.

### 3. Public engagement and communication

A core objective of the Discovery Programme is to communicate with the public. This is also critical in ensuring public knowledge of and support for archaeological research and demonstrating why archaeology matters. The Discovery Programme is communicating and engaging with a public that is increasingly aware of and engaged with our national heritage. Its very name – *Discovery* – captures what the public perceives to be the purpose of archaeological enquiry. As the nature of such inquiry relies less on the traditional dependence on excavation and has developed other strategies by which information is retrieved, analysed and interpreted, the opportunity and scope to engage the public has grown. Given its remit and its experience thus far, *the Discovery Programme, once adequately resourced, is in a very strong position to*

*develop more, and stronger, partnerships between communities – often the custodians of heritage – and professionals and in this way sustain the public understanding and appreciation of archaeology in Ireland.*

## **LOOKING AHEAD: WORKING TO ACHIEVE THE STRATEGIC VISION IN 2020**

### **Introduction**

The realisation of this vision will obviously be influenced by the outcome of the review process and will require detailed strategic planning that builds on the recommendations of the review. However, the Discovery Programme is taking practical steps to ensure that it works better and that the priorities identified in this document will be at the forefront of activities in 2020, contributing and leading on to the longer-term planning process.

Externally the Discovery Programme in 2020 will aim to be recognised as a hub for the profession, working actively to facilitate collaboration within and beyond the profession and fostering the recognition of the wider value of a collaborative approach in Irish archaeology. Internally we will focus on working better, with the current projects as a primary focus but also making best use of legacy materials, data and resources.

### **Working better and more effectively**

As the lease on the current office terminates in mid-2020 the Board of Discovery Programme is committed to moving to new accommodation that will facilitate a more effective and efficient use of space and better organisation of work.

The Acting CEO, with the agreement of staff, has introduced a Performance Management and Development System process. This will fully integrate the work plans of staff members within the 2020 Business Plan process.

Although the Discovery Programme is not a State Body as such, the Board is committed to following, where practicable and feasible, the principles expected in the governance regulations set by the Department of Public Expenditure and Reform. <https://govacc.per.gov.ie/wp-content/uploads/Code-of-Practice-for-the-Governance-of-State-Bodies.pdf>

The 2018 Annual Report will be published before the end of 2019. The preparation of the 2019 Annual Report will commence once the 2018 Accounts have been approved by the Comptroller and Auditor General's Office.

Circulation of the 2018 Annual Report will began a process of actively engaging the Nominating Bodies and Members, and the wider archaeological profession, in the Discovery Programme. The Annual General Meeting will be organised with this process in mind.

Within the Discovery Programme a clear separation of functions will be set down as between

- Policy determination and research objectives
- Research execution and reportage
- Organisation management

Policy determination and setting research objectives will be carried out by the Board in consultation with DP staff and the wider archaeological profession (see also *Providing Research Leadership* below). The Board will also exercise an oversight function in the management of the Discovery Programme and the delivery of objectives.

The conduct of research will be in line with the policy objectives set by the Board and determined by the availability of funding. Appropriate mechanisms will be put in place (Insurance Bond) to ensure that all projects are completed on schedule and comprehensive reports produced.

The management of the Discovery Programme will be separate from the research and technical functions. It will be carried out at a professional level and will ensure, *inter alia*, that research follows the Board's objectives, is delivered on schedule and in a manner that represents value for money.

### **Providing Research Leadership**

Building on 'Expanding Research Horizons' (Pillar 4) of *Archaeology 2025: Strategic Pathways for Archaeology in Ireland* collaboration will be at the core of the Discovery Programme's work in this area. The Discovery Programme will organise a series of seminars in 2020, inviting a range of speakers to identify key research gaps and priorities for future research. This initiative will culminate with a day seminar in the second half of the year with the specific focus of discussing the establishment of a Framework for Archaeological Research for the island of Ireland.

Work will continue on active projects: **CHERISH**, **TARA** and **Digital Replicas**, demonstrating the Discovery Programme's underlying principle of employing innovative approaches to the analysis, interpretation and presentation of data. Phase 3 of the Tara Project will be brought to publication.

Legacy projects, specifically the Lake Settlement Project and the Medieval Rural Settlement Project will continue to be addressed. A detailed assessment will be undertaken and a detailed plan put in place to complete the key outstanding modules of both of these projects.

### **Supporting the research community and policy**

The improved use of technology to inform evidence-based decision making in heritage and to make heritage accessible and available to all has been identified in *Heritage Ireland 2030* as a key objective (Theme 1: National Leadership and Heritage, Objective 8) and provides an important strategic context for the work of the Discovery Programme.

In supporting this objective the Discovery Programme will work to:

Drive the development of an overall and integrated digital ecosystem that will enable all digital archaeological research data to be archived within trusted and accessible repositories, ensuring that the archaeological heritage is available for future generations and that full exploitation of the research knowledge can be achieved. To this end the Discovery Programme will organise a one-day seminar on this topic in 2020.

Support Government agencies and cultural institutions in the application of best practice in the recording, conservation, understanding and promotion of the historic environment including national monuments, historic buildings and archaeological objects. This action will be undertaken with particular regard to the challenge of the climate crisis. A relevant example is the potential of **CHERISH** to contribute to the heritage-related elements of the recently published *Climate Action Plan*.

Represent an Irish voice within the wider archaeological data standards and best practice community and through supporting international initiatives including **FISH** (Forum for Information Standards in Heritage), **SEADDA**, **ARIADNEPlus** and **Europeana**, share in the international expertise that already exists.

### **Building a public engagement and communication platform**

The Heritage Council continues to champion the significance and relevance of heritage in contemporary Ireland and its strategic plan; *Heritage at the Heart: Heritage Council Strategy 2018-2022* provides an important strategic context for the development of public engagement and communication programmes.

In this regard a key priority for the Discovery Programme will be the redesign and relaunch of the Discovery Programme website. With direct input from all staff it will serve as the key vehicle for public (and professional) engagement with the work of the Discovery Programme. All staff will input into the website design so that there is ownership of it. Linked to an active social media strategy the website will be maintained and updated regularly.

Professional engagement will be built around actions outlined under the first two priority areas; Research Leadership and Research Community and Policy Support. Wider public and community engagement is fully incorporated into the current work programme and will include lectures, exhibitions and Heritage Week events.

The Board is committed to realising the value and outputs from legacy data, materials and resources and making these widely available.

END.