An Roinn Airgeadais
Department of Finance

E109/82/03

15th March 2004

Circular 07/2004:   Confined competition for the appointment of an Information and Communication Technology (ICT) Manager in the National Archives, Department of Arts, Sport and Tourism.

A Dhuine Uasail,

1. I am directed by the Minister for Finance to say that it is proposed to hold a confined competition to be run by the Civil Service Commission, for an Information and Communication Technology (ICT) Manager in the National Archives, Department of Arts, Sport & Tourism. The post is at Higher Executive Officer level and may be competed for by officers in the following grades (or equivalent); Executive Officer, Administrative Officer and Higher Executive Officer. See paragraphs 6-8 for full eligibility details.

2. The Civil Service is an equal opportunity employer. Promotion within the service is made on the basis of qualifications and the ability to carry out the responsibilities of the grade or post.

Background

3. The National Archives was established in 1988 and houses the records of the modern Irish state, of its historical evolution and its national identity. Its mission is to secure the preservation of records relating to Ireland, which warrant retention as archives, and to ensure that appropriate arrangements are made for public access to archives. This mission is carried out in accordance with the National Archives Act, 1986 and other relevant legislation. Under the terms of the Act records are transferred to the National Archives from Government Departments, the Courts, and other public bodies for preservation as archives, and are made available for public inspection, usually when they are 30 years old.

The National Archives also preserves archives acquired from private sources. Most of the archives acquired to date are made of paper or parchment but increasingly such archives will be created and maintained in digital systems.

TO ALL DEPARTMENTS
[For Department, read Department/Office throughout this Circular.]

The National Archives took over the functions and holdings of two older offices: The Public Record Office of Ireland (founded in 1867) and The State Paper Office (founded in 1702). Records transferred to the National Archives are preserved as archives, and are made available for public inspection in its public reading room. Information concerning its holdings and services is disseminated in various ways, including publication on its website www.nationalarchives.ie .

Duties

4. The principal duties of the ICT Manager in the National Archives are;
   - Management of the National Archives computer network, telephone network and other ICT-related systems to ensure their most efficient and secure use,
   - Management of the National Archives ICT Unit, including:
     - Team leadership, supervision and other human-resource duties in respect of any staff in the unit,
     - Drafting, overseeing implementation of and reviewing relevant policy statements, action plans and parts of strategy statements, business plans and annual reports.
   - Participating in ICT-related procurement (including the procurement of hardware, software, maintenance services, software-development consultancies and other ICT-related consultancies) and monitoring the performance and outcome of contracts,
   - Liaison with other divisions and units and relevant bodies, including:
     - The National Archives Corporate Services Unit and the Department of Arts, Sport and Tourism's Training Unit concerning ICT-related training programmes for staff,
     - The National Archives Electronic Records Unit concerning the maintenance and preservation of electronic records and archives,
     - The National Archives Call Centre concerning the maintenance and development of the telephone network,
     - ICT specialists in the Department of Arts, Sport and Tourism, other Departments and Offices, and other Cultural Institutions concerning ICT-related matters of common interest.
   - Participation in:
     - The adaptation of software applications for use in the National Archives,
     - Developing the National Archives website,
     - Extending the use of ICT in the National Archives (including the conversion of archives and finding aids to digital form),
     - Acquiring the ICT infrastructure required to cater for the long-term requirements of the National Archives in all areas of its work.

Further information on the National Archives and the Role Profile for the post of ICT Manager is set out in Appendix 1 of this circular.

Personal requirements

5. (a) Candidates should possess the following;
- A diploma or higher qualification in computer science or a related subject;
- Familiarity with, and substantial experience of, the main ICT systems, both hardware and software, used in business environments; and including systems supporting the provision of web-based services,
- Training in and at least two year's experience of local area network management,
- Experience in planning, design and implementation of ICT systems,
- Experience of public service procurement,
- Good interpersonal skills,
- The ability to work under pressure and to deadlines,
- Good organisational ability and communication skills and in particular the ability to supervise staff working in the section and to guide network users towards a better understanding of the systems they must use in the course of their work.

(b) It would be desirable but not essential for candidates to;
- have familiarity with the use of ICT in archives services, historical research or genealogy, and
- have demonstrated initiative, creativity, enthusiasm, patience in providing user support and a high degree of motivation.

Eligibility

6. Candidates for this position must, on the 8th April 2004;

(a) be serving in an established capacity in the civil service, or be an established civil servant on secondment to FAS, in a grade which has a salary maximum, exclusive of long service increments, equal to or above the maximum point of the Executive Officer (standard) pay scale

(b) have not less than two years service in their existing grade or an aggregate of two years service in eligible grades as set out at (a) above. In this context, credit is given for work-sharing service on the same basis as full-time service.

(c) fulfil the requirements as outlined in paragraph 5(a) above.

7. Officers on probation are ineligible unless they would have been eligible had they remained in their previous grade and they have served continuously since satisfactorily completing a probation period; special leave without pay does not break continuity of service for this purpose.

8. Officers on special leave with pay may apply, if otherwise eligible. Officers on special leave without pay (e.g. to serve with the E.U.) may be eligible; Personnel Sections should check cases not covered by Department of Finance Circular 33/91 with this department. Officers on career break may apply if their career break conforms with the terms of Department of Finance Circular 18/98 and if they are otherwise eligible.

Conditions of appointment

9. If the successful candidate is not already serving as a Higher Executive Officer he or she will be offered appointment to that grade.

10. Appointments will be made on an acting basis for at least one year and will be subject to the usual conditions governing such appointments. An officer whose service is not satisfactory, or who opts not to remain in the position, may, at any time up to the end of twelve months, be returned to his or her parent department and/or duties in the former grade; any extra payment arising from the assignment would then cease.

The competition

11. Selection for appointment will be by means of a competitive interview conducted by a board established by the Civil Service Commission. The selection board may, having examined the applications of all candidates decide that only a certain number of candidates will be invited to attend for interview. In addition, the board may, at their discretion, require that candidates undergo preliminary interview and invite only those who reach the requisite standard to attend for competitive interview to select the candidates best qualified for appointment.

12. In ranking the candidates considered best qualified for appointment, the Commission will give credit for proficiency in both Irish and English, in accordance with Department of the Public Service Circular 43/75 and Department of Finance Circular 30/90 and any other relevant instruction to candidates qualified for the award of such credit on or before the date of the competitive interview, or such other date as may be agreed between the Official and Staff Sides.

Applications

13. Candidates should obtain their application forms from the Personnel Section of their serving department; the Civil Service Commission will supply forms to Personnel Sections on request. Candidates should return their completed application forms directly to the **Chief Executive Officer, Office of the Civil Service and Local Appointments Commissioners, Chapter House, 26-30 Abbey Street Upper, Dublin 1,** to reach there as soon as possible but not later than **5.30 p.m. on Thursday 8th April 2004. This closing date must be strictly observed.** Candidates invited to interview must be prepared to make themselves available at short notice. It is expected that interviews will take place in May 2004.

14. The Civil Service Commission will contact Personnel Sections in respect of candidates being called for interview. For each candidate called to this stage of the competition the Personnel Officer will be required;

(a) to certify that the candidate;
  - has worked well and been satisfactory in his or her present grade,
  - has been satisfactory in general conduct,
  - fulfils the conditions of eligibility set out in paragraphs 6-8 above,

and

(b) to send to the Commission an assessment of the candidate's suitability for
  - appointment to the post applied for, and
  - promotion if appropriate, on a form to be supplied by the Commission.

15. Eligibility to compete, and health and level of sick leave, will not be verified by the Civil Service Commission until a candidate comes under consideration for appointment. Admission to the competition therefore does not imply that a candidate meets the health and sick leave criteria. In considering a candidate's suitability for appointment in terms of health and sick leave, the Board will have regard to Department of the Public Service Circular 34/76, as amended by Department of Finance Circular 32/91, 33/99 and 17/03. Candidates with doubts about any aspect of their eligibility should clarify their position with their Personnel Section before applying.

Circulation
16. Personnel Sections should bring this circular to the notice of all eligible officers serving in their departments and associated offices without delay, including officers on maternity leave, career break and other relevant forms of leave. If candidates have any queries about the circular they should contact their Personnel Section. Subsequent enquiries about their candidature should be addressed to the Civil Service Commission.

Mise le meas,

John O'Connell
Assistant Secretary

APPENDIX 1

ROLE PROFILE of ICT Manager in The National Archives.

Job Title: Information and Communication Technology (ICT) Manager in the National Archives, Department of Arts, Sport and Tourism.

(1) General Description:

The management of the National Archives computer network, telephone network and other ICT-related systems to ensure their most efficient and secure use.
The management of the National Archives ICT Unit.

(2) Key Functions/Responsibilities:

- *Operational*

Participation in:

- The adaptation of software applications for use in the National Archives,
- Developing the National Archives website,
- Extending the use of ICT in the National Archives (including the conversion of archives and finding aids to digital form),
- Acquiring the ICT infrastructure required to cater for the long-term requirements of the National Archives in all areas of its work.

- *Human Resources*

Team leadership, supervision and other human-resource duties in respect of the staff of the unit (currently one Clerical Officer),
In particular, the ICT Manager will have close contact with:

- her/his supervisors (initially the Keeper; who will be responsible for Business Co-ordination, Human Resources, ICT and Electronic Records);
- staff working with her/him (Archivists, especially Archivists involved in website development or responsible for electronic records, and the Higher Executive Officer responsible for administrative matters);
- staff working under her/his supervision (initially a Clerical Officer);
- other staff at all levels requiring support and training in the use of ICT systems.

- Customer Service

Liaison with other divisions and units and relevant bodies, including:
- The National Archives Corporate Services Unit and the Department of Arts, Sport and Tourism's Training Unit concerning ICT-related training programmes for staff,
- The National Archives Electronic Records Unit concerning the maintenance and preservation of electronic records and archives,
- The Staff Officer in charge of the National Archives Call Centre concerning the maintenance and development of the telephone network,
- ICT specialists in the Department of Arts, Sport and Tourism, other Departments and Offices, and other Cultural Institutions concerning ICT-related matters of common interest

- Strategy/Planning

Drafting, overseeing implementation of and reviewing relevant policy statements,

action plans and parts of strategy statements, business plans and annual reports.

- Additional responsibility

Participating in ICT-related procurement (including the procurement of hardware, software, maintenance services, software-development consultancies and other ICT-related consultancies) and monitoring the performance and outcome of contracts,

What are the key long term objectives?

To establish within the National Archives an effective ICT unit thereby bringing in-house, and bringing a greater coherence to, work which until now has been carried out through a mixture of the part-time work of non-specialist staff and the contracting in of expertise on short term contracts.

To develop the competence to ensure that day to day management of all ICT systems in the National Archives can be provided from within the resources of the National Archives and that system failures and problems can be responded to in the shortest time practicable

To improve the corporate governance of the ICT function in the National Archives.

To ensure that the National Archives and its clients benefit from the application of the most up to date technology in support of its mission to secure the preservation of records relating to Ireland which warrant preservation as archives, and to ensure that appropriate arrangements are made for public access to archives.

To ensure that value for money is achieved in respect of all ICT goods and services acquired by the National Archives

To ensure that staff of the National Archives are adequately trained in order that their work will benefit to the maximum extent possible from the use of ICT systems as appropriate to this work

Key Deliverables for the year   *(what elements should I focus on achieving this year? What are the key elements of my performance that I will be judged on?)*

The National Archives already depends heavily on Information and Communications Technology in most areas of its work, including corporate administration, archival management and outreach services. The creation and filling of the HEO ICT Manager post will lead to major advances in these areas. Detailed planning and scheduling of a programme of ICT work across all divisions and units of the National Archives will follow these appointments but the following are tasks identified as requiring action before the end of December 2004

Part a - tasks undertaken within the ICT unit

Network support, fault log and ICT asset register

The existing ICT asset register and fault log database system will be updated to ensure comprehensive coverage of all ICT equipment and systems and will be made accessible to all network users. It will serve as the initial point for reporting all system faults and will help to guarantee adequate response rates. It will record the acquisition, location, movement and maintenance of all ICT equipment and licensing of all software.

Systems audit

A full audit of all backup and network security systems will be undertaken early within the year and thereafter no less frequently than twice yearly to ensure that all systems remain effective and compliant with best practice.

Awareness of trends and developments

The ICT manager will monitor developments in the use of ICT generally and more specifically of developments in the use of ICT in other archival services in order to ensure the most effective and efficient use of ICT in the National Archives.

Part b tasks undertaken by the ICT Unit in support of other divisions and units

(N.B. The ICT unit will work only in support of Divisions undertaking the tasks set out below, rather than direct or initiate them itself.)

CORPORATE SERVICES UNIT AND ASSOCIATED SENIOR MANAGEMENT

Financial Management

An automated financial/accounts management package, compatible with, and integrated as appropriate with, systems in use in the Department of Arts, Sport and Tourism, will be acquired and put in place. This will include asset registration, consistent enforcement of procurement procedures and invigilation of contracts.

Human Resource Management

The existing Time and Leave Management system (Vision Time), currently used to manage and record flexitime only, will be extended in order to realise its full potential and eliminate duplication in the recording of leave and attendance as between paper and electronic systems.

A computerised Human Resource Management systems, compatible and integrated as appropriate with systems used in the Department of Arts Sport and Tourism, will be developed.

Training in ICT skills

A programme of training will be developed to ensure that all staff are equipped with the skills required to ensure that their work benefits to the maximum extent possible from ICT systems in place in the National Archives. Thereafter, the Skills Register will be regularly monitored to identify and eliminate gaps in the corporate skills base in relation to ICT.

Staff use of e-mail and staff access to the web

Existing rules on staff use of e-mail and staff access to the web will be reviewed within the first year and thereafter on an annual basis to take account of staff needs, network development and Departmental and Civil Service-wide guidelines.

Records Management within the National Archives

The existing Correspondence Registry database system will be developed as an integrated system for the management of all records of the business activities of the National Archives, whether in paper or electronic form, ensuring compliance with record-keeping standards set by the Electronic Records Unit.

READER SERVICES DIVISION

National Archives web site

The National Archives web site will continue to be developed as the starting point for all who wish to use the National Archives and to allow the National Archives to meet targets E-Government and Quality Customer Service. Development of the website will be based on the premise that the more preparatory research that can be undertaken online in advance of a visit, the more will intending visitors derive from the time they spend in the Reading Room .

All guides, information leaflets, public notices and reports will receive simultaneous publication on the website.

All new finding aids (lists indexes and calendars) to archives transferred to the National Archives will be published on the website as soon as the archives are open to public inspection.

The current arrangement whereby the website is hosted by the neighbouring Dublin Institute of Technology in Kevin Street will be reviewed to see if the service delivered on the website might benefit by the webserver being brought in-house and this will be actioned if warranted.

Conversion of finding aids to digital form

A programme will be initiated to convert existing paper-based finding aids to digital form using OCR scanning and re-keying as appropriate, depending on the format of the original (hand-written, typed or printed), with a view to making all finding aids accessible through the National Archives website.

Production of archives

The existing paper-based document ordering system in the Reading Room will be replaced by an automated system using bar coding and scanning technology. This will offer "real time" tracking of the movement of archives and will eliminate the need for retrospective recording of production and return of archives.

Consideration will be given to most effective way of providing a system of advance online ordering of a limited number of documents by holders of readers' tickets so that the initial waiting period for first production of documents on a visit can be minimised.

Call Centre

ICT systems will be put in place to support the operation of the newly-developed Call Centre which will effect the speedy processing of all communications received by the National Archives, whether these are voice, written or electronic communications.

ELECTRONIC RECORDS UNIT

One of the most significant tasks facing the National Archives in the coming years will be the development of an Electronic Records Unit to cater for the appraisal and preservation as necessary of Departmental Records which are born digital.
As a first step in this process, an electronic record-keeping system will be put in place to manage and ensure the permanent preservation as necessary of the electronic records of the National Archives. The results of this project will inform the wider project to secure the electronic records of Government. The ICT Unit will be involved in support of the Electronic Records Unit in putting in place the technical platform for this.

RECORDS ACQUISITION DIVISION

The existing Accessions Database System will be further developed to manage recalls of Archives by Department and Scheduled Bodies.

A database listing system for consistent listing of Archives in compliance with international descriptive standards will be completed and put in place. Support and training will be provided as necessary to ensure that the listing system extends across all divisions. The ICT Unit will be involved in support of the Records Acquisition Division in putting in place the technical platform for this.

An automated system will be put in place to manage the certification of records under the National Archives Act and the effective operation of the five yearly review of certificates withholding the release of records. The ICT Unit will be involved in support of the Records Acquisition Division in putting in place the technical platform for this

ARCHIVES STORAGE AND PRESERVATION DIVISION

Archives storage management

A computer-based shelf list system for the management archival storage space will be developed. This system will be integrated with the automated reader document ordering system to provide a comprehensive archival management system tracking all movements of archives.

Environmental monitoring

The existing computerised environmental monitoring system will be enhanced, refreshed and extended as required.

Fire and security

Existing fire detection and alarm systems will be refurbished or replaced to implement recommendations of an independent audit of such systems undertaken in 2002. Intruder alarm systems and systems of access control will be refurbished or replaced as necessary.

Scanning

Digital scanning systems will be developed as a preservation tool.

Conservation and preservation microfilming

Existing database of conservation records will be maintained and developed as necessary.

Existing computerised systems for tracking documents sent for conservation outside the National Archives and for tracking documents sent for preservation microfilming, and registration and listing of returned microfilms, will be continued.

SPECIAL PROJECTS DIVISION

Work will commence on the database listing, microfilming, and digitisation of the Chief Secretary's Office Registered Papers 1818–52.

The Household Returns of the Census of Ireland 1901 and 1911 will be digitised and made available on or via the National Archives Website. A feasibility study will be undertaken to determine whether, as a first stage in this process, the returns can be made available at an early stage using a topographical finding aid, while work proceeds on the compilation of an index of households.

As large-scale projects of listing and digitisation are undertaken by the Special Projects Division, the results will be made available as appropriate on the National Archives Website.

Critical Success Factors *(what are the key elements which must go right / must be in place that will help me to achieve my objectives?)*

The holder must become familiar with the functions and responsibilities of, and the services provided by, the National Archives.

The holder must become familiar with all ICT systems in use in the National Archives including the telephone system and specialist archival systems, such as the environmental monitoring system, in addition to the standard ICT network infrastructure.

The technological resources necessary to allow ICT systems to function effectively, including high speed connectivity, secure firewall, and virus protection, must be in place and updated regularly.

Adequate external support will be provided in the form of service and maintenance agreements to deliver on-site support when necessary and telephone support at all times.

Key Performance Indicators *(specifically, what key results, qualitative and quantitative, am I expected to show and what are the benchmarks by which success will be judged?)*

User satisfaction with ICT services in the National Archives

Minimum disruption of work due to system failures or absence of appropriate ICT support or equipment.

All software properly licensed and licences updated as necessary

Continued extension of ICT within the National Archives to at least match the development of services.

Identification of Competencies for the Job

Behaviours and Attributes required - _select the key competencies required for the effective performance of the job from the Competency Framework and list the most appropriate statement opposite the selected competency._   _Competencies may be selected from any or all the competency clusters._

- Good interpersonal skills
- The ability to work under pressure and to deadlines,
- Good organisational ability and communication skills and in particular the ability to supervise staff working in the section and to guide network users towards a better understanding of the systems they must use in the course of their work.
- have familiarity with the use of ICT in archives services, historical research or genealogy, and
- have demonstrated initiative, creativity, enthusiasm, patience in providing user support and a high degree of motivation.

Knowledge and Skills required -

1. Familiarity with and substantial experience of the main ICT systems, both hardware and software, used in business environments; and including systems supporting the provision of web-based services,

2. A diploma or higher qualification in computer science or a related subject;

3. Training in and at least three year's experience of local area network management,

4. Experience in planning, design and implementation of ICT systems

5. Experience of public service procurement,