

Appointment as Chairperson of the Board of the Child and Family Agency (Tusla)

Closing Date: 15:00 on Tuesday 20th November 2018

**State Boards Division
Public Appointments Service
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stateboards.ie operates under the auspices of the Public Appointments Service and is committed to a policy of equal opportunity.

The Public Appointments Service (PAS), established under statute in 2004, provides an independent shared service in recruitment, assessment and selection to organisations across the Civil and Public Services. On 30 September 2014, the Government decided that the PAS should also be given responsibility for putting in place an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, www.stateboards.ie, is the channel through which the PAS advertises vacancies on State Boards. It is also the means through which accomplished, experienced and qualified people, including people who might not previously have been identified as available for appointment, can then apply to be considered for particular vacancies.

Membership of State Boards

High standards of corporate governance in all State Agencies, whether in the commercial or non-commercial sphere, are critical to ensuring a positive contribution to the State's overall social and economic development.

Members of State Boards are appointed to act on behalf of the citizen to oversee the running of the affairs of state bodies. State bodies must serve the interests of the taxpayer, pursue value for money in their endeavours (including managing risk appropriately), and act transparently as public entities. Members of State Boards, and the relevant management team, are accountable for the proper management of the organisation.

Board members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the State body, subject to the objectives set by Government. In that regard and in accordance with 13.2 of the Guidelines on Appointments to State Boards, "it is advisable that no member of a State Board should serve more than two full terms of appointment or should hold appointments to more than two State Boards."

The Code of Practice for the Governance of State Bodies 2016 (the Code) provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

In order to be an effective contributor on a State Board it is recommended that members should:

- bring independent and objective scrutiny to the oversight of the organisation;
- be prepared to be challenging when necessary while being supportive to the delivery of organisational strategy and objectives;
- be equipped to offer considered advice on the basis of sound judgement and experience;
- be prepared to make a time commitment to their work commensurate with their role.

Appointment as Chairperson of the Board of the Child and Family Agency (Tusla)

- Board Meeting Location:** Dublin, with occasional meetings outside the Dublin area.
- Number of Vacancies:** 1
- Remuneration:** €20,520 (It should be noted that in line with the 'One Person One Salary' principle, no public servant will be entitled to receive remuneration in the form of board fees, save for situations that are provided for under statute, e.g., the appointment of Worker Directors). Travel and Subsistence is payable at appropriate Civil Service Rates.
- Time Requirements:** 1 day per week. Minimum of 10 meetings per year. Each meeting lasts a half day and a half day preparation time is also required for meetings. The Chairperson attends quarterly meetings with the Minister and other ad-hoc meetings as required. The Chairperson may also be a member of one of the four sub-committees of the Board.

1. Background

The Child and Family Agency (Tusla) was established on 1 January, 2014 under The Child and Family Agency Act, 2013. It brought together the child protection, welfare and family services which were formerly the responsibility of the Health Service Executive (HSE) and services provided by the former National Education Welfare Board and the Family Support Agency. With the child at the centre, the mission of the Agency is "to design and deliver supportive, coordinated and evidenced informed services that strive to ensure positive outcomes for children, families and communities".

Tusla is committed to putting the needs of children first by keeping children safe from harm, enabling children and families to make good decisions about their lifestyles, helping children to engage in education and helping them to develop as active citizens capable of independence.

Under Section 41 of the Child and Family Agency Act, 2013, the Minister is obliged to "develop a Performance Framework to provide the Agency with specific policy guidance, direction, prioritisation parameters for the preparation of its corporate plan." The Performance Framework for the period 2018 – 2020 has been developed and issued.

Tusla has a Corporate Plan in place for its second 3-year period 2018 – 2020. The second Corporate Plan is underpinned by the Performance Framework received from the Minister under Section 41 of the Child and Family Agency Act, 2013 based on an identification of need to improve outcomes for children. Tusla has developed and introduced a Service Delivery Framework which clarifies intervention thresholds for child protection services while at the same time it enhances partnership, prevention and family support. In addition, under Section 44 of the Child and Family Agency Act, 2013, the Minister is also obliged "to develop an annual Performance Statement to provide the Agency with specific policy guidance, direction,

prioritisation and resource parameters in respect of each year for the preparation of its annual Business Plan”.

Tusla is committed to working in partnership with the NGO sector and other State organisations, particularly the Department of Children and Youth Affairs, which is the parent Department of the Agency and through which the Agency is funded.

2. Functions of the Board

The Agency is governed by its Board which has the power to perform the functions of the Agency. The Board is responsible for overseeing the development of corporate strategy in relation to major plans of action, risk policy, annual budgets and business plans. The Act provides that the Chief Executive Officer is responsible to the Board for the performance of his/her functions and the implementation of the Agency’s Corporate Plan and Business Plan. The Agency is accountable to the Minister for the performance of its functions.

The Board shall consist of 9 members: the chairperson, the deputy chairperson and 7 ordinary members.

Under Section 25 of the Child and Family Agency Act the Board may establish committees to assist and advise it on matters relating to its functions and may determine the membership and Terms of Reference of each committee.

The Agency has established the following committees to assist the Board:

- Audit Committee
- Quality Assurance and Risk Committee
- Governance Committee
- Organisational Development, Remuneration and Succession Committee

Membership of the Board sub-committees is comprised of Board members and external committee members. Every Board Member is expected to sit on at least 1 committee. The committees meet between 2 and 5 times a year.

Further information on the Child and Family Agency (Tusla) can be found at www.tusla.ie.

Current membership of the Board:

Name	First Appointed	Reappointed	Expiry Date	Position type
Deirdre Kiely	01/01/2017		31/12/2021	Board Member
Rory O'Ferrall	01/01/2014	01/01/2017	31/12/2019	Deputy Chairperson
Liam Irwin	16/04/2018		15/04/2023	Board Member
Norah Gibbons	01/01/2014		31/12/2018	Chair
Paul A. White	03/02/2016		02/02/2021	Board Member
Avril McDermott	13/6/2018		12/06/2023	Board Member
Sean Holland	16/04/2018		15/04/2023	Board Member
Teresa Kilmartin	16/04/2018		15/04/2023	Board Member
Anne O'Gara	25/09/2018		24/09/2023	Board Member

3. Role of the Chairperson

The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.

The appointed candidate will:

- chair the Board of Tusla leading the strategic direction and corporate governance of Tusla,
- support and challenge the CEO and Tusla Executive team in the planning and delivery of Tusla services,
- promote a culture of accountability,
- ensure that Tusla demonstrates value achieved for the very significant public funds made available and promotes an organisational culture of continuous improvement, in line with public service values
- develop a constructive relationship with stakeholders, including regular reports to the Minister for Children and Youth Affairs, the Department of Children and Youth Affairs and the Government.

Candidate's attention is drawn to the general details of the role of Chairperson as set out on page 19 of the Code which can be found [here](#). The Principle states:-

- The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.
- The Chairperson should display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for the State body and for the tone of discussions at Board level.

4. Person Specification

The Minister for Children and Youth Affairs intends to appoint a Chairperson to the Board. Please be aware that as Chairperson of the Board, you will be required to:

- bring independent and objective scrutiny to the oversight of the organisation,
- be prepared to be challenging, when necessary, while being supportive to the delivery of organisational strategy and objectives,
- be equipped to offer considered advice on the basis of sound judgement and experience,
- be prepared to make a time commitment to the work commensurate with the role and responsibilities of the Chairperson.

The Minister invites applications for the role of Chairperson of the Board from suitably qualified candidates who consider they possess the skills and competencies necessary to fulfil the role of Chairperson.

Candidates should have a career history at a sufficiently senior level in a complex organisation of scale or equivalent business experience which would provide evidence of:

- a demonstrable understanding of the impact of the role of Tusla on children and families,
- ability to ensure that the Board guides, challenges and supports the CEO and executive team to deliver major reform whilst holding them to account in doing so,
- excellent communication skills and the ability to develop constructive relationships with all relevant stakeholders.
- a capacity to quickly develop an understanding of the complex legal, regulatory and operational environment in which Tusla operates,
- significant strategic leadership experience with a proven track record of organisational management and organisational improvement in a highly complex organisation,
- a demonstrable understanding of the complexity of providing evidence-based, high quality and safe services, including risk management,
- significant board level experience in the public, private or voluntary sector, with the confidence and resilience to lead the Board of a complex and high profile organisation,
- experience in performance management, and the presentation and interpretation of performance information, a capacity to quickly develop an understanding of the budgets required to achieve the organisation's mission.

While previous experience in the social care sector is not a prerequisite, the candidate should be able to demonstrate successful leadership experience and success in an organisation or sector of an equivalent scope and scale as Tusla

In order to qualify for appointment a person must not have any conflicts of interest likely to interfere with his/her ability to assume the role of Chairperson.

5. Term of Appointment

- Each member of the Board shall hold office for a period which the Minister shall determine, not exceeding 5 years from the date of appointment to the office.
- An appointed member who completes a term of office is eligible for reappointment to the Agency, but may not serve as a member for more than 2 consecutive terms.
- An appointed member may resign from office by letter addressed to the Minister and the resignation takes effect from either:
 - a) the date specified in the letter, or
 - b) the receipt of the letter by the Minister.
- If an appointed member resigns, dies, ceases to hold office (other than on completing a term of office), ceases to be qualified for office or is removed from office, the Minister as soon as practicable shall appoint a person to fill the casual vacancy so occasioned. This person will hold office for the unexpired portion of his or her predecessor's term of office.
- An appointed member, with the consent of the Board, may vacate his or her office for a specified period of time if, in that member's opinion, he or she has a conflict of interest in relation to a matter being considered by the Board.
- The Minister may at any time remove an appointed member of the Board from office if—
 - a) in the Minister's opinion—
 - (i) the member has become incapable through ill-health of performing the functions of the office,
 - (ii) the member has committed stated misbehaviour, or
 - (iii) the member's removal from office is necessary for the Board to perform its functions in an effective manner,
 - b) the member has contravened, or failed to discharge a duty imposed by, a provision of the Ethics in Public Office Act 1995 that by a regulation made under section 3 of that Act applies to that member, or
 - c) in performing functions under this Act, the member has not complied with a code of conduct under section 10 (3) of the Standards in Public Office Act 2001.
- A person immediately ceases to be a member of the Board if the person—
 - a) is adjudicated bankrupt,
 - b) makes a composition or arrangement with creditors,
 - c) is convicted of an indictable offence,
 - d) is convicted of an offence involving fraud or dishonesty,
 - e) has a declaration under section 150 of the Companies Act 1990 made against him or her or is subject or is deemed to be subject to a disqualification order by virtue of Part VII of that Act, is sentenced to a term of imprisonment by a court of competent jurisdiction, or

- f) is removed by a competent authority for any reason (other than failure to pay a fee) from any register established for the purpose of registering members of a profession.

5. Submitting your Expression of Interest

Before submitting your expression of interest, please review the self-assessment questionnaire which can be found here. This questionnaire is designed to help you in considering whether to submit an expression of interest - you are not required to submit the questionnaire as part of the application process.

Having considered the general suitability criteria for membership of a State Board, you should consider carefully how your background and experience fits with the specific appointment criteria set out in the Person Specification section in this booklet.

Please give careful consideration to the possibility of any potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration.

Your submission should be made via the following link www.stateboards.ie together with your **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process).

IMPORTANT NOTE

Please take care when submitting your expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which you submit, it is most important that you do the following:

1. *Ensure your Cover Letter (and supporting CV) clearly specifies how your particular background and experience meets the requirements of the Authority position(s) specified in this booklet, and*
2. *That you fully answer any supplementary questions which are presented to you as part of our online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for your candidature and why you believe you are a person who could potentially be appointed to this State Board. **Please only include information that is directly relevant to the particular role for which you are applying.**

If you have any questions regarding the application process please email info@stateboards.ie.

6. Assessment Process

An Assessment Panel (the “Panel”) will be convened by PAS to consider and assess the applications received by PAS. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
 - Consideration of the written applications; and/or
 - Meeting¹/conference call; and/or
 - Referee checks; and/or
 - Any other selection or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- arrive at a shortlist of suitable candidates to be sent forward for consideration by the Minister.

Please note that the Public Appointments Service will not be responsible for any expenses incurred by candidates as part of our selection process.

7. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

8. Data Protection

The Data Protection Act 2018 provides that the processing of personal data shall be lawful where such processing is necessary for the performance of a statutory function of a controller. PAS is mandated by statute under the Public Service Management (Recruitment and Appointments) Act, 2004 to act as the centralised assessment and selection body for the civil service and to carry out all the procedures necessary to undertake the recruitment, assessment and selection of suitable candidates for appointment.

By submitting your personal data (including your name, address, contact details and details of your education and work history contained in your curriculum vitae and cover letter) via publicjobs.ie, you acknowledge that such data may be used by the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the boards of State bodies. The information contained in your publicjobs profile is yours to manage, amend, update or delete as

¹ The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.

appropriate. For more detailed information on our Data Protection Policy, please see [our Code of Practice for the Protection of Personal Data in the Public Appointments Service.](#)

If your application is assessed and you are considered to be suitable for appointment your c.v. and cover letter (and any additional supplementary information requested as part of the application process), will be forwarded to the State Board Liaison Officer in the relevant Department. Once it obtains your personal data, the Department will act as data controller of such data and will retain it for up to one year following the appointment/s. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/roles that arise for a period of up to one year for this Board.

APPENDIX 1

Submitting your application:

In order to submit your application, you should take the following steps:

1. Go to www.stateboards.ie.
2. On the bar at the top of the page click on "Available Appointments".
3. This brings you to a page with all our advertised vacancies. Select whichever position you would like to apply for (you are welcome to apply for more than one position if you wish).
4. On the relevant page please click on the "apply for position" button at the bottom of the page
5. This will bring you to a page on www.publicjobs.ie and, if you already have a publicjobs.ie account, will prompt you for your username and password. If you do not have an account, you will be asked to create one.
6. Once you input your details you will be brought to a page where there is a prompt in the middle of the page which says "apply here". Click on the link to the online application form beside it.
7. A form will appear on your screen, some of the text boxes will be populated with information from your publicjobs.ie profile (Name, address etc.). You will need to complete the rest of the fields and enter your name and the date at the bottom of the form.
8. If there is a supplementary question, ensure that your response complies with the word limit and that it does not contain any special characters (i.e. %, & etc.) or you may receive an error message and will be unable to submit your application.
9. Click on "continue".
10. You will then be brought to a screen where you should upload your CV and Cover Letter. These are required documents and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the "submit" button at the bottom of the page.
11. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.

You must confirm that you do not have any conflicts of interest or legal impediment which would be likely to interfere with your ability to play a full part on the Board. You must also confirm that you can make yourself available to attend meetings and to carry out the duties of a Board member.