



**Appointments to the Board of the Child & Family Agency (Tusla)**

**Closing Date: 15:00 on Monday 15<sup>th</sup> July 2019**

**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](http://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.

## Appointments to the Board of the Child and Family Agency (Tusla)

**Board Meeting Location:** Dublin, with occasional meetings annually outside the Dublin area.

**Number of Vacancies:** 2 (1 immediate; 1 December 2019)

**Remuneration:** €11,970. (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:** As per Section 22 (2) of the Child and Family Agency Act, 2013 the Board shall hold at least 10 meetings a year. Meetings usually take a half-day. Some preparatory work (usually a half-day) will be necessary in advance of each meeting. Each Board member is required to serve on a Board sub-committee. Board sub-committees meet 4 times a year.

Candidates' attention is also drawn to the provisions of the Code in relation to Audit and Risk Committee membership which can be found [here](#).

### 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 the functions of 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.

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 currently preparing its second three year Corporate Plan for the period 2018 – 2020. The second Corporate Plan will be 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.

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. The current composition of the Board is:

| <b>Name</b>     | <b>First Appointed</b> | <b>Reappointed</b> | <b>Expiry Date</b> | <b>Position type</b> | <b>Basis of appointment</b> |
|-----------------|------------------------|--------------------|--------------------|----------------------|-----------------------------|
| Pat Rabbitte    | 01/01/2019             |                    | 31/12/2023         | Chairperson          | Appointed by the Minister   |
| Anne O'Gara     | 25/09/2018             | 01/01/2019         | 24/09/2023         | Deputy Chairperson   | Appointed by the Minister   |
| Avril McDermott | 13/06/2018             |                    | 12/06/2023         | Board Member         | PAS Process                 |
| Deirdre Kiely   | 01/01/2017             |                    | 31/12/2021         | Board Member         | PAS Process                 |
| Liam Irwin      | 16/04/2018             |                    | 15/04/2023         | Board Member         | PAS process                 |
| Paul A. White   | 03/02/2016             |                    | 02/02/2021         | Board Member         | PAS process                 |
| Rory O'Ferrall  | 01/01/2014             | 01/01/2017         | 31/12/2019         | Board Member         | PAS Process                 |
| Sean Holland    | 16/04/2018             |                    | 15/04/2023         | Board Member         | PAS process                 |

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

- Audit and Risk Committee
- Service and Quality Committee
- Organisational Development Committee

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

### **3. Person Specification**

The Minister for Children and Youth Affairs invites applications from suitably qualified candidates to fill 2 vacancies on the Board of the Child and Family Agency (Tusla).

Please be aware that as a Board Member, 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 a board member

Candidate's attention is drawn to the provisions of the Code in relation to the role of a Board member, where the principle states: -

- Each State body should be headed by an effective Board which is collectively responsible for the long-term sustainability of the body.
- Non-executive Board members should bring an independent judgement to bear on issues of strategy, performance resources, key appointments and standard of conduct.

Details on the role of Board Members can be found in Section 3 of the Code which can be found [here](#).

The Minister invites application for membership of the Board from suitably qualified candidates who consider they possess the skills and competencies necessary to fulfill one of the following roles.

#### **Senior Management and Organisational Development Experience**

The Agency is a complex organisation with over 4000 employees. The organisational development function has responsibility for culture change and change management to ensure the effective integration of agreed values and behaviours to support the achievement of the strategic business outcomes and operational targets of the Agency.

**Candidates must demonstrate in their application evidence of:**

Significant senior management and organisational development experience in a large public, private or voluntary sector organisation. This should include experience of large scale organisational change and cultural transformation.

**Desirable**

- Experience of non-executive board membership
- Experience of chairing committees
- Experience in organisation performance and delivery of results
- Experience in organisation planning and development (people/process/technology)
- Experience in one or more of the following areas:
  - child welfare and protection,
  - educational welfare;
  - domestic, sexual and gender based violence or prevention and early intervention.

**Finance, Accounting and Audit Experience**

The Child and Family Agency spends public funds on the provision of Child and Family services. The duties relating to expenditure are set out in the Child and Family Agency Act 2013, the Public Spending Code and in the Public Financial Procedures of the Department of Public Expenditure and Reform. The Agency is responsible for effective and efficient financial management including financial planning, financial control and financial reporting

**Candidates must demonstrate in their application evidence of:**

Significant experience at an appropriately senior level in a complex organisation which demonstrates experience in accountancy, audit, public procurement and financial planning.

**Desirable**

- Experience of non-executive board membership
- Experience of chairing committees
- Experience of designing, implementing, operating or auditing Internal Control Framework
- Knowledge of best practice in Corporate Governance

The Minister shall have regard to the desirability for gender balance on the Board as the Minister considers appropriate and determines from time to time when making appointments.

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

#### 4. Term of Appointment

Appointments to the Board will be for an initial period of 5 years from the date of appointment with an option to extend the term of engagement for a second term, subject to:

- The membership of any member of the Board may be terminated by the Minister at any time, on the basis of reasons to be stated by the Minister.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.
- Members of the Board shall, subject to the provisions of this Schedule, hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Public Expenditure and Reform, from time to time determine.
- The roles and responsibilities of Board Members are described in the Revised Code of Practice for the Governance of State Bodies 2016 which is available on the website of the Department of Finance [Code of Practice for the Governance of State Bodies](#).
- A board member shall cease to be a member of the board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or as a representative in the European Parliament, elected to the European Parliament, or becomes a member of a local authority.

#### 5. Submitting your Application

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.

Your submission should be made via the following link [www.stateboards.ie](http://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](mailto: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
  - Meeting<sup>1</sup>/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 the most suitably qualified candidates (based on the information provided by the candidate) 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.

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



## **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 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](http://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](http://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.