



**Appointment of a Chairperson and an Ordinary Member to the National Shared Services
Office Advisory Board**

Closing Date: 15:00 on Tuesday 29th June 2021

**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. PAS also has responsibility for providing 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 of a Chairperson and an Ordinary Member Member to the National Shared Services Office Advisory board

Location:	Dublin
Number of Vacancies:	2 (1 Chairperson and 1 Ordinary Member)
Remuneration:	Chairperson: €20,520. Ordinary Member: €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 statutorily provided for e.g. Worker Directors. Travel and subsistence is payable at appropriate civil service rates.

Time Requirements: Quarterly half day sessions. 10 days per annum, including attendance and preparation. Further time for attendance and preparation for meetings of Board sub-committees may require an additional 7 days.

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 National Shared Services Office (NSSO) commenced operations in 2014 and was established as an independent Statutory Office under the Department of Public Expenditure and Reform in January 2018 following the enactment of the NSSO Act 2017.

The NSSO provides HR, Payroll and Pensions Shared Services to a range of Government Departments and public service bodies.

The organisation currently has approximately 800 staff in network of offices located in Dublin, Offaly, Kerry and Galway. The collective organisational mission is to deliver excellent shared services to Civil and Public Service staff on behalf of its clients, deliver value for money to the Irish citizens, and deliver data insights to Government. As part of its wider leadership role, the NSSO also provides guidance and support to other public bodies in progressing their shared services commitments.

The vision for the NSSO is to be a customer focused, innovative and learning organisation, providing consistently high standards of shared services that support business needs. The ambition is to be an increasingly progressive, trusted and professional organisation – and a great place to work.

There are two shared services centres currently in operation – HR Shared Services and Payroll Shared Services. However, the organisation is currently preparing for the next phase of its development, and plans to launch the Financial Management Shared Services (FMSS) are at an advanced stage. The FMSS will provide a modernised and integrated financial

platform for central Government, and enable a number key Government Accounting reforms led by the Department of Public Expenditure and Reform.

The Chairperson will lead the Advisory Board in the delivery of its statutory functions (as set out in the NSSO Act) and support the NSSO to deliver upon its mandate and the Statement of Strategy 2021-2023.

2. Functions of the Board

The functions of the Board are set out in As set out in the NSSO Act, and the Board has the following functions:

- a) to identify appropriate standards to be achieved by the Office of shared services;
- b) promote high standards of internal control and governance in relation to the provision by the Office of shared services;
- c) guide and advise the Chief Executive in relation to the performance of the functions of the Office including development of policies of the Office and preparation of the strategy statement of the Office for the purposes of section 4(1) (b) of the Public Service Management Act 1997;
- d) make recommendations to the Chief Executive in relation to the provision by the Office of shared services;
- e) to advise or make recommendations to the Minister in relation to policies of the Government or a Minister of the Government affecting the functions of the Office.

In the establishment stage (2018 to present), the Board played an important role in overseeing the performance and the operations of the NSSO.

A recently conducted Board Effectiveness Review has been completed, and it is envisaged the focus of the Board will shift towards a more strategic agenda as the NSSO continues to refine its processes and deliver critical reform programmes such as the Financial Management Shared Services Project.

In addition to the Advisory Board, there is also an independent Audit & Risk Committee. This Committee was recently chaired by a former Ordinary Member of the Advisory Board.

Role of Chairperson

The Chairperson is responsible for leadership of the Board, for overseeing the business of the Board, and setting its agenda.

The Chairperson facilitates the effective contribution of all Board members, and facilitates constructive relationships between the Board and key stakeholders such as the NSSO senior management team and the Minister for Public Expenditure and Reform.

A culture of openness and constructive challenge should be promoted by the Chairperson as the Board delivers upon its functions as set out in the NSSO Act.

The Chairperson should demonstrate the highest standards of integrity and probity, and lead by example in setting the tone, culture, values and behaviour of the Board.

The appointed candidate will:

- Chair the Advisory Board of an organisation that continues to grow and expand its services;
- Possess the leadership experience required to ensure that the Board guides, challenges and supports the CEO and senior management team;
- Determine the Board agenda and facilitate full participation and open discussion during meetings of the board;
- Play a central role in the direction, leadership and corporate governance of the NSSO;
- Bring independent and objective scrutiny to the oversight of the NSSO;
- Develop and maintain a positive relationship with key internal and external stakeholders.

Role of Ordinary Member

Ordinary Members are responsible for bringing independent and objective scrutiny to the oversight of the organisation, and supporting the Board to deliver upon its statutory functions as set out in the NSSO Act.

The appointed candidate will:

- Offer constructive challenge (when necessary) while being supportive to the delivery to the delivery of organisational strategy and objectives;
- Be equipped to offer considered advice on the basis of sound judgement and experience;
- Ensure that the expectations of key stakeholders are fully met;
- Be prepared to make a time commitment to their work commensurate to with the role.

Current membership of the board:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Hilary Murphy Fagan	01/01/2018			CEO	Ex-Officio
John McKeon	01/01/2018		31/12/2021	Ordinary Member	Official of Minister for Social Protection
Niall Cody	01/01/2018		31/12/2021	Ordinary Member	Official of Revenue Commissioners
Orlaigh Quinn	01/01/2018		31/12/2021	Deputy Chair	Official of Minister for Enterprise, Trade & Employment
Ray Gray	01/01/2018		31/12/2021	Ordinary Member	State appointments

3. Person Specification

The Minister for Public Expenditure and Reform invites applications from suitably qualified candidates to fill two upcoming vacancies on the National Shared Services Office Advisory Board.

Chairperson:

Candidates must not have any conflicts of interest likely to interfere with his/her ability to assume the role of a Board member.

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.

Essential:

The ideal candidate will, in their application, demonstrate evidence of 3 or more of the following

- Proven strategic leadership experience in an organisation of similar size and scale to the NSSO, with a strong emphasis on service delivery, large scale operational excellence and customer services
- Leading an organisation through significant transformation, delivery of significant projects, and/or cultural change;
- Strong communication skills, with an ability to build effective working relationships across a diverse range of stakeholder groups;
- A demonstrated awareness of the Irish political landscape and Civil Service structures;
- A demonstrated understanding of good governance practices in the Civil or Public Service.

Desirable:

- It is desirable that candidates will demonstrate, in their application, experience of shared service strategy development and implementation in the public or private sector.

Ordinary 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](#).

Essential:

The ideal candidate will in their application, demonstrate evidence of 3 or more of the following:

- A successful executive career, at an appropriately senior level, preferably in an organisation of similar scale and size to the NSSO;
- Experience in the design and delivery of major transformational programmes;
- Proven ability to critically analyse information and constructively challenge;
- Excellent communication and stakeholder management skills;
- A demonstrable understanding of good corporate governance practices;

Desirable:

- Experience of dealing with matters pertaining to public sector governance, finance and/or risk management at an appropriately senior level.

It is desirable to achieve greater gender balance on the Board, and section 18(5) of the NSSO Act outlines a statutory requirement for at least 40% of members to be women and at least 40% to be male.

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 Chairperson 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

The Chairperson and Ordinary Member will be appointed for a three and four year term respectively, with an option for reappointment for a second term.

- 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 date specified in the letter or the date of receipt of the letter by the Minister.
- 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 Code of Practice for the Governance of State Bodies 2016 which is available here [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.
- Further details on the conditions of office for members of the board is set out in section 21 of the NSSO Act 2017.

5. Submitting your Application

Before submitting your application, please review the self-assessment questionnaire which can be found [here](#). This questionnaire is designed to help you in considering whether to submit an application - 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 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
 - Meeting/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.

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.
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. Click on "continue".
8. 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.
9. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.