

Appointments to the Board of the National Shared Services Office

Closing Date: 15:00 on Wednesday 10th May 2017.

State Boards Unit

Public Appointments Service

An tSeirbhís um Cheapacháin Phoiblí

Chapter House, 26/30 Abbey Street Upper, Dublin 1, D01 C7W6

Telephone Number: 01 – 8587441

Email: stateboards@publicjobs.ie

Board Membership

High standards of corporate governance in all Public Sector Bodies, 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 such Boards are appointed to act on behalf of the citizen to oversee the running of the affairs of Public sector Bodies. Such 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.

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.

The [Code of Practice for the Governance of State Bodies](#) (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 National Shared Services Office (NSSO)

Location:	Dublin
Number of Vacancies:	2 Members
Remuneration:	Member €11,970 Travel and Subsistence are payable at normal Civil Service rates.(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.
Time Requirements:	Approximately 10 days per annum are required for the Board, including attendance and preparation. Further attendance and preparation on sub-committees of the Board may require up to 7 additional days.

1. Background

The NSSO

The Programme for Government recognises shared services as a key enabler in the simplification of structures of public administration and the rationalisation of processes duplicated across the Public Service. The National Shared Services Office is the division within the Department of Public Expenditure and Reform responsible for leading this government policy. The National Shared Services Office was established to lead the effective delivery of quality Shared Services to the Civil Service and ensure the transformation delivers value and the benefits intended. The organisation is entering the next stage of its development with an ambitious programme of integration across centres and sites to create a single multifunctional shared services organisation that is performance-driven and people-focused. It is intended that the National Shared Services Office will be established as a separate Civil Service office under the aegis of the department.

There are two Civil Service Employee Shared Services Centres operating under the NSSO in 4 locations with over 650 staff. They are (1) HR & Pensions and (2) Payroll & Travel and Subsistence Shared Service Centres.

The HR and Pensions centre serves 34,500 Civil Servants across 39 organisations. The Payroll and Travel and Subsistence centre currently administers payroll for 102,000 payees across 43 organisations. This will increase to 53 organisations when all in scope organisations transition. These two centres provide a range of employee administration services covering the typical employment life cycle. These include employee record management, leave and absence administration, pensions administration, pay administration and employee schemes, payroll and travel and subsistence processing, and employee inquiry support. This range of services is likely to expand further to include more specialist functions as well as new administrative processes and services.

In addition to these two centres, a new Financial Management Shared Service Centre (FSSC) with a single finance technology platform is being established to serve 48 Government Departments and related Public Sector Bodies (PSBs). The centre will be staffed and managed by c.260 Civil Servants in three locations. They are Galway, Tullamore and Killarney.

The FSSC will lead and provide support to all critical finance activities including; accounts payable, accounts receivable, fixed assets and asset maintenance, general ledger, financial reporting and analysis, financial systems, cash management, tax, and internal audit. The estimated gross government spend of c. €52bn will be accounted for in the FSSC and approximately 52% of the gross spend, i.e. €27bn will be processed through the FSSC.

Further information on The National Shared Services Office can be found at <http://nssso.per.gov.ie>

2. Functions of the Board

The Board of the NSSO will:

- (a) identify appropriate standards to be achieved by the Office;
- (b) promote high standards of internal control and governance;
- (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;
- (e) 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.

The Board will be assisted in the discharge of its responsibilities by a number of sub-committees of the Board, including an Audit and Risk Committee.

Please note that the successful applicants will likely be expected to participate in one or more sub-committees.

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

The key roles and responsibilities of Board members include the following:

- Bringing independent and objective scrutiny to the oversight of the organisation;
- Being prepared to be challenging when necessary while being supportive to the delivery of organisational strategy and objectives;
- Being equipped to offer considered advice on the basis of sound judgement and experience;
- Being prepared to make a time commitment to their work commensurate with their role;
- Keeping itself up to date and fully informed about strategic issues and changes affecting the NSSO and the environment in which it operates.;
- Keeping under review corporate governance developments (including ethics-related matters) that might affect the NSSO, with the aim of ensuring that the NSSO's corporate governance policies and practices continue to be in line with best practice; and

- ensure that the principles and provisions set out in the Code of Practice for the Governance of State Bodies (and any other corporate governance codes that apply to the NSSO) are adhered to.

The current composition of the Board is as follows:

Name	Basis of appointment
Robert Watt	Chair
Orlaigh Quinn	Ministerial Appointment
Niall Cody	Ministerial Appointment
Niamh O'Donoghue	Ministerial Appointment
Maurice Quinn	Ministerial Appointment
NSSO CEO	Ex-Officio
CSHRO	DPER Ex-Officio Appointment
CIO	DPER Ex-Officio Appointment
Board Member	This Process
Board Member	This Process

3. Person Specification

The Minister for Public Expenditure & Reform wishes to appoint two suitably qualified applicants to sit as members on the Board of The National Shared Services Office.

Applicant's attention is drawn to the provisions of the Code in relation to the role of a Board Chair and 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.

Applicants must have experience at a senior level in a large, complex organisation in one of the following:

Shared Services Experience

- Significant experience in a commercial shared service operation; and/or
- Shared Service strategy development and implementation through an organisation; and /or
- Experience in design and delivery of major transformation programmes with a significant organisational restructuring aspect.

Governance, Finance & Risk Management Experience

- Experience in Governance in a large, distributed operational public sector organisation; and/or
- Experience of leading a large, distributed public sector organisation through a period of significant transformation; and/or
- Experience in dealing with public sector governance, finance and/or risk management matters at board level

In addition to the foregoing areas of experience the applicants should also possess the following core competencies:

- Sound business judgement;
- Excellent communication skills;
- Proven ability to critically analyse information and constructively challenge;
- A strong sense of ethics and integrity;
- The ability to work effectively and cohesively as a member of a team; and
- An understanding of good corporate governance practices.

It is also desirable that applicants have previous Board experience in the public sector.

4. Term of Appointment

Appointments to the Board will be for an initial period of 3 - 4 years with an option to extend the term of engagement for a second term of 4 years, 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 new Code of Practice for the Governance of State Bodies which is available on the website of the Department of Public Expenditure and Reform [Code of Practice for the Governance](#)

[of State Bodies](#). The Code (paragraph 4.5) recommends that no individual should be a member of more than two State Boards.

- 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 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 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 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 arise if appointed to this board.

Your submission should be made via email to stateboards@publicjobs.ie together with your **Curriculum Vitae** and a **cover letter**.

IMPORTANT NOTE

Please take care when submitting your application. 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 Board 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 Board.

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

6. Assessment Process

An Assessment Panel (the “Panel”) will be convened to consider and assess the applications received. 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 applicants 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 the Public Appointments 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 applicants to be sent forward for consideration by the Minister.

Please note that neither the Public Appointments Service nor the NSSO will not be responsible for any expenses incurred by applicants 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.

¹ Neither the Public Appointments Service nor the NSSO will not be responsible for refunding any expenses incurred by applicants.