



An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

**Candidate Campaign Information Pack  
Head of Programme Management Office (Specified Purpose Contract)**

Dear Candidate,

Thank you for your interest in the post of **Head of Programme Management Office, (Specified Purpose Contract)**.

This Candidate Pack includes the following information:

- Full and detailed Job Specification and important dates to note
- Recruitment Process detail and important dates to note
- Candidate General Declaration

Please ensure that you read this Campaign Information Pack in detail and that you fully understand the process.

For any informal enquiries regarding the position and job specification please contact:

Cormac Quinlan, Director of Transformation & Policy: 01 771 8678

Should you have any specific queries in relation to the recruitment process please contact the Tusla Recruitment team via: [tuslarecruit@tusla.ie](mailto:tuslarecruit@tusla.ie) or contact Tusla Recruit campaign Manager Denver Breslin on [denver.breslin@tusla.ie](mailto:denver.breslin@tusla.ie) and/or +353 (0)1 771 88 63.

Kind Regards,

Tusla Recruitment Team



## Job Specification

### Head of Programme Management Office (Specified Purpose Contract)

<b>Job Title and Grade</b>	<b>Head of Programme Management Office (PMO)</b>  <b>Grade:</b> Area Manager Grade <b>Code</b> Q137
<b>Campaign Reference</b>	TR2019029
<b>Opening Date</b>	4 <sup>th</sup> April 2019
<b>Closing Date</b>	12:00 noon 23 <sup>rd</sup> April 2019
<b>Proposed Interview Date</b>	7 <sup>th</sup> & 9 <sup>th</sup> May 2019 - May change subject to availability of the Board
<b>Applications Considered via</b>	Tusla Recruit Portal only (For application and systems enquiries please contact 01 7718608)
<b>Informal Enquiries</b>	Cormac Quinlan, Director of Transformation & Policy: 01 771 8678
<b>Location of Post</b>	Tusla – Child and Family Agency Brunel Building, Heuston South Quarter, Dublin 8
<b>Detail of Service</b>	<p>The Child and Family Agency was established on 1<sup>st</sup> January 2014 and is responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of services for the development, welfare and protection of children and the support of families ever undertaken in Ireland. It is an ambitious move which brings together some 4,000 staff who were previously employed within Children and Family Services of the Health Service Executive, the National Educational Welfare Board and the Family Support Agency.</p> <p>The Child and Family Agency has responsibility for the following range of services:</p> <ul style="list-style-type: none"> <li>• Child Welfare and Protection Services, including family support services</li> <li>• Family Resource Centres and associated national programmes</li> <li>• Early years (pre-school) Inspection Services</li> <li>• Educational Welfare responsibilities including School</li> </ul>

	<p>completion programmes and Home School Liaison</p> <ul style="list-style-type: none"> <li>• Domestic, sexual and gender based violence services</li> <li>• Services related to the psychological welfare of children</li> <li>• Adoption and Alternative Care</li> </ul> <p><i>Further information is available on <a href="http://www.tusla.ie">www.tusla.ie</a></i></p>
<p><b>Context/Background</b></p>	<p>Tusla, Child and Family Agency is currently embarking on a significant Transformation Programmes of reform and change. To ensure the Transformation Programme is successfully delivered within time, cost and quality parameters, the Agency has established a Programme Management Office to:</p> <ul style="list-style-type: none"> <li>• reduce the risk of projects failing to deliver to time, cost and quality targets</li> <li>• increase the success of projects and programmes in delivering the business value expected</li> <li>• make more efficient use of project resources by using a “shared service”</li> <li>• make more effective use of scarce skills and resources across projects and programmes</li> <li>• ensure benefits realised are clearly and effectively communicated within and outside the Agency</li> </ul>
<p><b>Reporting Relationship</b></p>	<p>The post holder will report to the Director of Transformation &amp; Policy or another designated Manager</p>
<p><b>Role of Head of Programme Management Office</b></p>	<p>The Programme Management Office (PMO) is centralised, co-ordinating within Tusla, which provides a focal point for the field of project management. The Head of PMP will ensure that that primary purpose of the PMO is achieved i.e. to support the Senior Management Team, the Programme Managers and Project Managers in a variety of ways, which include:</p> <ul style="list-style-type: none"> <li>• Identifying and developing programmes and project management processes, best practices and standards</li> <li>• Developing and managing a project management framework</li> <li>• Establishing an enterprise focus on improvement in project management competency</li> <li>• Consolidating and co-ordinating standard reporting on Tusla programmes and projects</li> </ul> <p>The Head of PMO will initially be responsible for overseeing all elements of the Tusla Transformation Programme of work. This will involve leading the engagement from a strategic and operational perspective to ensure on time delivery. The role holder will manage third parties involved in delivery and coach Senior Management to engage with the programme.</p> <p>The role holder will act as an internal consultant, advocating, shaping and leading change throughout the business on an ongoing basis. They will build capability in the leadership cohort</p>

	and embed the agreed programme management approach.
<b>Principal Duties and Responsibilities</b>	<p><b>PMO Implementation</b></p> <ul style="list-style-type: none"> <li>• Expand Tusla’s Programme Management Office including the development of a change management framework based on external best practice/research. Define and agree on change models and standards</li> <li>• Develop and implement a robust programme and project management methodology and infrastructure, reviewing and updating as required, to enable successful long term programme performance and delivery</li> <li>• Work with senior stakeholders to agree a delivery framework and present regular updates on benefit realisation</li> <li>• Establish and deploy a common set of programme and project management processes and templates, including a process for programme/project approval</li> <li>• Establish LEAN (continuous improvement) processes, including training, within programmes and projects managed and monitored by the PMO</li> </ul> <p><b>Leadership &amp; Relationship Management</b></p> <ul style="list-style-type: none"> <li>• Provide strategic vision and insights to the Senior Management Team (SMT) to maximise organisational effectiveness and service provision</li> <li>• Drive reform within Tusla by working with the CEO and Senior Management Team to act as a change and reform advocate of a PMO approach</li> <li>• Provide support and guidance to SMT on programme and project management</li> <li>• On behalf of the organisation, liaise with its key stakeholders at a senior level, developing and managing effective partnerships with other State agencies/services in the delivery of Tusla services</li> <li>• Manage third party vendor relationships including responsibility for tender processes</li> </ul> <p><b>Budget management</b></p> <ul style="list-style-type: none"> <li>• Work with the Director of Transformation and Policy and Director of Finance to identify the overall programme budget and with the Director of Finance, manage this and subsequent budgets over the lifetime of the office. Drive return on investment for all resource and budget investment</li> </ul> <p><b>Delivery &amp; Execution</b></p> <ul style="list-style-type: none"> <li>• Operate as the centre of excellence for programme and project delivery, collating demands, and overseeing their execution through the application of the required</li> </ul>

standards, frameworks, tools and processes

- **Oversee the Transformation Programme's portfolio of interrelated projects, to ensure:**
  - Optimum efficiency in the allocation of common resources and skills
  - Adherence to the overall group
  - Adherence to budgets, quality standards and schedules
- **Build a portfolio of initiatives to deliver the Transformation roadmap, defining and implementing an effective prioritisation process**
- **Lead specific assigned change initiatives end to end, including change management interventions, communications, stakeholder management, benefits realisation, risk management and reporting**
- **Liaise with internal and external resource providers to ensure that there is clarity of commitment to key goals**
- **Perform an assessment of proposed project plans, roles and deliverables and risk assessment to ensure that there is a high probability of success and to determine if there are any conflicts or budgetary issues.**
- **Monitor costs, timescales, resources used and quality controls. Drive consultants, providers and internal teams to ensure projects are delivered in line with the agreed scope, timelines and budgets, and take action where these deviate from agreed tolerances.**

#### **Reporting**

- **Track information on the current status of all projects in the organisation and provide project visibility to management in a common and consistent manner. Present regular project/Programme status reports to key stakeholders including the CEO, Board, the DCYA and other key stakeholders**
- **Work directly with QA directorate to track Agency wide metrics on current project delivery**

#### **Risk Management**

- **Mitigate against and manage all risks, issues and changes including managing the change control procedure. Identify impediments and issues facing delivery and ensure that appropriate mitigation actions are in place**
- **Map and plan for the management of dependencies and engage with the relevant senior responsible owners to ensure delivery of key dependencies**

#### **Governance**

- **Define and embed a clear approach to governance and controls to ensure that the appropriate level of governance is in place and adhered to in all change**

initiative

- Facilitate and support the establishment, operation and dissolution of governance fora and resourcing

### **Communications**

- Establish a programme of Change and Communications both internally and externally to support the Transformation Programme
- Ensure a regular, formal communication mechanism, structures and processes are established and embedded to inform, manage and influence multiple stakeholders

### **People & Coaching**

- Build a skilled and effective Programme Team to include the provision of training and support
- Co-ordinate and lead a group of Programme/Project Managers in complex multi-programme, multi-year programmes with significant change management challenges
- Ensure the skills and attributes of the team are maintained and developed in line with the complex and changing requirements of the Programme
- Develop and coach line managers to:
  - Ensure that a best practice, consistent and integrated approach to change management is delivered and embedded in the organisation
  - Facilitate a collaborative and effective working relationship between project managers, service delivery units and partner organisations, include HSE in relation to ICT
  - Embed LEAN (continuous improvement) processes across all service areas

### **Health and Safety**

- Comply with the policies, procedures and safe professional practice by adhering to relevant legislation, regulations and standards
- Document appropriately and report any near misses, hazard and accidents and bring them to the attention of relevant designated individual(s) in line with best practice
- Work in a safe manner with due care and attention to the safety of self and others
- Be aware of risk management issues, identify risks and take appropriate action
- Comply with department procedures with regard to assessment, recommendation and / or manufacturing of all assistive devices
- Promote a culture that values diversity and respect

***The above Job Description is not intended to be a***

	<p><i>comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.</i></p>
<p><b>Qualifications and/ or experience</b></p>	<p><b>Candidates must have at the latest date of application be in current and direct employment of Tusla or the HSE and have the following:</b></p> <ul style="list-style-type: none"> <li>• A minimum of a Bachelor’s Degree qualification</li> <li>• Professional Project / Programme Management Qualification (PMI courses or disciplines, PMP certification, PRINCE2, PMBOK, AGILE etc.) or equivalent is essential</li> <li>• A minimum of 5 years at a senior level, leading a Programme Management function within a large scale, multi stakeholder environment utilising and / or overseeing all of the relevant disciplines including: <ul style="list-style-type: none"> <li>○ Strategic Planning</li> <li>○ Change Management</li> <li>○ Service / Business / Operational Planning</li> <li>○ Programme Management</li> <li>○ Information and Data Management</li> <li>○ Business Analytics</li> <li>○ Risk Management</li> </ul> </li> <li>• Experience of leading and delivering large scale change programmes with budgets of €1m+</li> </ul> <p><b>Health</b> A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.</p> <p><b>Character</b> Each candidate for and any person holding the office must be of good character</p> <p><b>Age</b> Age restrictions shall only apply to a candidate where he/she is not classified as a new entrant within the meaning of the Public Services Superannuation Act, 2004). A candidate who is not classified as a new entrant must be under 65 years of age.</p>
<p><b>Skills, competencies and/or knowledge</b></p>	<p>The Head of PMO is required to demonstrate detailed knowledge of the issues and developments and current thinking on best practice in relation to Programme Management to deliver reform and change and will demonstrate strong evidence of the following skills and competencies:</p> <p><b>Leadership &amp; Direction</b></p> <ul style="list-style-type: none"> <li>• Provides effective leadership, transforming the vision and</li> </ul>

	<p>values of the corporate plan into a framework and structure for the PMO Office in the immediate and long term</p> <ul style="list-style-type: none"> <li>• Understands the challenges of leading a complex change programme with significant technology challenges, policy change and HR challenges</li> </ul> <p><b>Working With &amp; Through Others - Influencing to Achieve</b></p> <ul style="list-style-type: none"> <li>• An ability to engage, influence and negotiate with stakeholders at all levels internally and externally, in particular at a Senior level externally</li> </ul> <p><b>Managing &amp; Delivering Results</b></p> <ul style="list-style-type: none"> <li>• Places strong emphasis on achieving high standards of excellence in execution</li> <li>• Operates with a continuous improvement mindset</li> </ul> <p><b>Critical Analysis, Decision Making and Problem Solving</b></p> <ul style="list-style-type: none"> <li>• Demonstrates accountability. Makes timely decisions and stands by those decisions as required</li> <li>• Is willing to take calculated risks in the interests of furthering the reform agenda</li> <li>• Has the ability to rapidly assimilate and analyse complex information; considers the impact of decisions before taking action; anticipates problems</li> <li>• Ability to evaluate information, make effective decisions and problem solve.</li> </ul> <p><b>Building Relationships / Communication</b></p> <ul style="list-style-type: none"> <li>• Is committed to working co-operatively with and influencing Senior Management colleagues to drive forward the reform agenda</li> <li>• Has a strong results focus and ability to achieve results through collaborative working</li> </ul> <p><b>Personal Commitment and Motivation</b></p> <ul style="list-style-type: none"> <li>• Demonstrates a strong willingness and ability to operate in the flexible manner that is essential for the effective delivery of the role</li> </ul>
<p><b>Campaign Specific Selection Process</b> <b>Shortlisting / Interview</b></p>	<p>Short listing may be carried out on the basis of information supplied in your application. The criteria for short listing are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of this job specification. Therefore it is very important that you think about your experience in light of those requirements.</p> <p>Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process.</p> <p>Those successful at the short listing stage of this process (where</p>

	applied) will be called forward to interview.
<b>Code of Practice</b>	<p>The Recruitment Service Child and Family Agency will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA). The Code of Practice sets out how the core principles of probity, merit, equity and fairness might be applied on a principle basis. The Code also specifies the responsibilities placed on candidates, facilities for feedback to applicants on matters relating to their application when requested, and outlines procedures in relation to requests for a review of the recruitment and selection process and review in relation to allegations of a breach of the Code of Practice.</p> <p>Codes of practice are published by the CPSA and are available on <a href="http://www.cpsa.ie">www.cpsa.ie</a>.</p> <p>Tusla Child and Family Agency is an Equal Opportunities Employer</p> <p>Tusla Child and Family Agency recognises its responsibilities under the Data Protection Acts 2003 &amp; 1988 and the Freedom of Information Act 2014</p>

## Terms and Conditions of Employment

### Interim Head of Programme Management Office – Area Manager Grade

<b>Tenure</b>	<p>The current appointment is whole-time and of a specified purpose and duration.</p> <p>The post is pensionable.</p> <p>Appointment as an employee of the Child &amp; Family Agency is governed by the Health Act 2004 and the Public Service Management (Recruitment and Appointment) Act 2004.</p>
<b>Remuneration</b>	The Salary scale for the post is: €85,912, €90,092, €93,983, €97,873.
<b>Working Week</b>	The standard working week applying to the post is: 37
<b>Annual Leave</b>	The annual leave associated with the post is 30 days per annum.
<b>Superannuation</b>	This is a pensionable position with Tusla. The successful candidate will upon appointment become a member of the appropriate pension scheme. Pension scheme membership will be notified within the contract of employment.
<b>Probation</b>	Every appointment of a person who is not already a permanent officer of the Child & Family Agency/ Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71
<p><b>Ethics in Public Office 1995 and 2001</b></p> <p><b>Positions remunerated at or above the minimum point of the Grade VIII salary scale (€ 64,812 as at 01.01.10)</b></p>	<p>Positions remunerated at or above the minimum point of the Grade VIII salary scale (€ 64,812 as at 01.01.2010) are designated positions under Section 18 of the Ethics in Public Office Act 1995. Any person appointed to a designated position must comply with the requirements of the Ethics in Public Office Acts 1995 and 2001 as outlined below;</p> <p>A) In accordance with Section 18 of the Ethics in Public Office Act 1995, a person holding such a post is required to prepare and furnish an annual statement of any interests which could materially influence the performance of the official functions of the post. This annual statement of interest should be submitted to the Chief Executive not later than 31<sup>st</sup> January in the following year.</p> <p>B) In addition to the annual statement, a person holding such a post is required, whenever they are performing a function as an employee of Tusla and have actual knowledge, or a connected person, has a</p>

material interest in a matter to which the function relates, provide at the time a statement of the facts of that interest. A person holding such a post should provide such statement to the Chief Executive. The function in question cannot be performed unless there are compelling reasons to do so and, if this is the case, those compelling reasons must be stated in writing and must be provided to the Chief Executive.

**C)** A person holding such a post is required under the Ethics in Public Office Acts 1995 and 2001 to act in accordance with any guidelines or advice published or given by the Standards in Public Office Commission. Guidelines for public servants on compliance with the provisions of the Ethics in Public Office Acts 1995 and 2001 are available on the Standards Commission's website <http://www.sipo.gov.ie/>



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**This document contains important information regarding this campaign. We recommend that you read this document before making application. In this document we lay out the regulations by which the campaign will be run and we explain the recruitment and selection process. This document outlines what we require from you and in what format it is required. This is to ensure we have the same information from all candidates and that candidates are treated in the same manner.**

### **Recruitment Process**

#### **1. Who should apply?**

We are very interested to receive applications from all suitably qualified individuals who are interested in working with Tusla – Child and Family Agency.

For each post there are criteria that apply to applicants which will determine if you are eligible or ineligible. Eligibility criteria are detailed on the Job Specification for each post.

Further eligibility information is available on the appendices detailed below:

- For information on “Non-European Economic Area Applicants” please see Appendix 1.
- For information on Security Clearance please see **Appendix 2**.
- Please note we cannot accept applications from applicants who are in receipt of pensions from particular superannuation schemes, please see **Appendix 3** for more information on this.

#### **2. How do I apply for this post?**

You must complete the Tusla Recruit online application particular to this post. All posts are posted on the following links:

- <http://www.tusla.ie/about/careers-in-tusla> or <http://www.tusla.ie/staff/tusla-internal-jobs> you need to access the link and follow on- line application instructions.
- Please ensure that you have completed your Tusla Recruit Profile in full and you are happy that the information you have provided is accurate.
- As we require the same information from all candidates in order to make fair decisions on their applications we will not be able to process applications by any method other than that of the Tusla Recruit online application process.
- Tusla Recruit can only accept complete applications received by the closing date and time specified on the Job Specification.
- You are required to answer **all questions** asked of you on the application form and provide specific dates and details as requested. If you omit information pertinent to your eligibility in the questions asked it may result in your application been deemed ineligible and subsequently not called forward to interview. Information must be clear and outlined in format requested. The onus is on the candidate to provide all information requested in format required on the on-line application form.
- There is no need to sign on-line applications; we will request candidates to sign their application form at interview if called to attend.
- We will not be able to process applications by CV or any other method than that requested.
- Support is available with on-line applications from the Tusla Recruit Team, if you need support please send an email request to [tuslarecruit@tusla.ie](mailto:tuslarecruit@tusla.ie) and put the words **System Support** in the subject bar of the email. Provide a contact number in the email and then a member of the team will the contact you directly.

We will contact you mainly by mobile phone and emails to your Tusla Recruit Profile. Therefore we recommend you specify in your application your personal mobile number and you fully complete your Tusla Recruit profile. It is your responsibility to ensure you have access to your mobile voice mails, text messages and your Tusla Recruit Profile. If you choose to use your work mobile and you do not have access to

Tusla Recruit you may receive communications that have a time deadline requirement while working away or on leave.

### **3. How will the selection process be run?**

- You must complete the official application form in full on line. If you do not complete the application form in full your application may not be submitted to the selection board for consideration and subsequent interview (if applicable).
- A selection panel of senior managers will assess your application form against the eligibility criteria to see how your experience and skills match the needs of the post. The criteria for the selection exercise are based on the requirements of the post as outlined in the job specification. Therefore it is very important that you think about your experience in light of those requirements and provide the detail requested.

There may be a number of stages of selection and short-listing or a ranking exercise may take place. Applicants who meet the eligibility criteria may be shortlisted for interview based on information supplied in the application form at the closing date or in other specified assessment process. Criteria for short listing are based on the requirements of the post as outlined in the post specific requirements, duties, skills, competencies and/or knowledge sections of the job specification and the information supplied in the competency based application form or eligibility questions, whichever is used. It is therefore very important that you think about your experience in light of those requirements and that you provide a detailed and accurate account of your qualifications and experience in your application. Please provide dates and details as requested.

While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, Tusla Recruit may decide that a number only will be called to interview. In this respect, Tusla Recruit provide for the employment of a short listing process to select a group for interview who, based on an examination of the application forms, appear to be the most suitable for the position. An expert panel will examine the application forms against a predetermined criteria based on the requirements of the position. This is not

to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience on the application form.

- Any applicant who did not meet the eligibility criteria/ was not shortlisted will be informed of that decision and the reason why.
- Any candidate invited to interview will be given more details regarding the interview or other additional assessment stages at a later date.

The selection process may involve additional assessments, for example:

- Short listing of candidates on the basis of the information contained in their application
  - Online and/or paper- based assessment/ tests/questionnaire(s)
  - A qualifying preliminary interview – competency based
  - Work sample/role play/ media exercise
  - A competency based interview which may include a presentation and any other tests or exercises that may be deemed appropriate. Applicants deemed eligible, will be notified of these additional stages if applicable and may be required to attend additional assessments and interview.
- Candidates who are successful at interview may be placed on a panel (Talent Pool) in order of merit.
  - We will offer the posts to the candidates with the highest scores on the panel (Talent Pool).
  - Weighting may take place in situations whereby 2 or more candidates are placed in the same position on a panel (Talent Pool). The candidate with the highest score in professional knowledge will be ranked highest.
  - If a candidate declines the post we will offer it to the next highest scoring candidate etc.
  - Tusla Recruit must be satisfied that it has a full and comprehensive suite of references which assures it that the applicant's past performance and behaviours are appropriate to the post. Tusla Recruit determines the merit, appropriateness and relevance of references. Tusla Recruit reserves the right to remove candidates from specific recruitment panels (Talent Pools) and retract job offers if satisfactory clearances (e.g. past /current employment references,

security clearances) cannot be obtained or are unsatisfactory. All previous employers may be contacted for reference purposes. Please note Tusla Recruit may retract a job offer if sufficient satisfactory references cannot be obtained in a time frame congruent with service need. Tusla Recruit reserves the right to retract a job offer should the successful candidate be unable to fulfil the provisions / criteria of the specific post in line with service need.

**Please note:**

**Qualifications/eligibility may not be confirmed until the final stage of the process, therefore, those candidates who do not possess the essential requirements, on the date specified within the Job Specification/Candidate Information Pack, and proceed with their application are putting themselves to unnecessary effort/expense and will not be offered a position from this campaign.**

**Please note that, given the volume of applications, Tusla Recruit is not in a position to consider or offer advice on the qualifications/eligibility of individuals unless they come under consideration. The onus is on the candidate to ensure they fulfil the eligibility requirements set out above. Tusla Recruit reserves the right to deem an applicant ineligible at any stage if it is apparent that the candidate does not hold the required eligibility/qualifications e.g. from the submitted application form.**

**Candidates who come under consideration following the final selection stage will be required to provide documentary evidence of their eligibility, including qualifications. Candidates who are unable to show that they hold the required qualifications may be withdrawn from the campaign at any stage.**

**An invitation to tests, interview or any element of the selection process is not acceptance of eligibility.**

#### **4. Acceptance / Declination of a Job Offer**

The time lines and panel (Talent Pool) management rules (i.e. how posts are offered) for each individual post will be included in the email communication sent to you for each individual post which arises and is relevant to your order of merit on the panel (Talent Pool).

#### **5. Campaign Time Scales**

The Closing date for this position is as stated in the Job Specification.

It is anticipated that interviews will be scheduled on the dates as specified in the Job Specification. Therefore we advise that you note these dates in your diary now as due to the limited availability of the interview board it is unlikely that an alternative interview date and time can be offered. Interviews will be held in person only, therefore candidates must be available to present for interview.

## 6. Security Clearance

Our office will seek Garda Vetting for all of your residences in the Republic of Ireland and Northern Ireland.

All appointments will require satisfactory security clearances. If you lived in any country for 6 months or more other than the Republic of Ireland or Northern Ireland you will be required to provide security clearance for each jurisdiction in which you have resided. Your security clearance must be dated AFTER you left that country and cover the entire period of your residence. Seeking security clearances from other countries (e.g. UK, USA etc) are the responsibility of the candidate. It is a process which can take an amount of time. Therefore if you are interested in pursuing a career with Tusla we would strongly advise that you commence seeking international security clearances now. Please see **Appendix 2** for more information on international clearances.

Please note if you require overseas security clearance and are unable to produce it at the time of job offer then the job offer may be withdrawn.

## 7. Commission for Public Service Appointments – Codes of Practice

Appointments in Tusla are made under a recruitment license and are subject to Codes of Practice established by the Commission for Public Service Appointments (CPSA). Under the Codes of Practice candidates are entitled to request a review of any part of the appointment process or make a complaint regarding any part of the process that they feel is unfair or has been applied unfairly to them.

Candidates are entitled to one of two forms of review procedure which are mutually exclusive - a Section 7 review **or** a Section 8 complaint. Before submitting a request for review candidates should determine which procedure is appropriate to their particular circumstances.

The procedures allow for matters to be resolved on an informal basis and candidates are advised to avail of the informal process before making use of the formal review procedure.

Candidates should in the first instance make an informal request for review to the Tusla Recruit Campaign Manager via [tuslarecruit@tusla.ie](mailto:tuslarecruit@tusla.ie). Please note that informal reviews prior to interview must be requested within 2 working days of receipt of a decision. Informal appeals after interview must be requested within 5 working days of notification of a decision.

**Please note:**

**A Candidate who is simply seeking clarification on the basis for the decision reached about their candidature should obtain this feedback from the Tusla Recruit Campaign Manager. They do not need to invoke any of the procedures referred to above. Such feedback will be properly managed by the Tusla Recruit Campaign Manager as an integral part of the appointment process.**

In addition The Public Services Management (Recruitment and Selection) Act 2004 makes very specific provisions in relation to the responsibilities placed on candidates who participate in recruitment campaigns and these are detailed in Section 5 and Section 9 of the Code of Practise under the Act.

These obligations are as follows:

**Section 5**

Any canvassing by or on behalf of candidates shall result in disqualification and exclusion from the recruitment process. Candidates shall not:

- Knowingly or recklessly make a false or a misleading application
- Knowingly or recklessly provide false information or documentation
- Canvass any person with or without inducements
- Impersonate a candidate at any stage of the process
- Knowingly or maliciously obstruct or interfere with the recruitment process
- Knowingly and without lawful authority take any action that could result in the compromising of any test material or any evaluation of it
- Interfere with or compromise the process in any way

Any person who contravenes the above provisions, or who assists another person in contravening the above provisions, shall be guilty of an offence and it is the policy of Tusla to report any such above contraventions to An Garda Siochana.

In addition, where a person found guilty of an offence was or is a candidate at a recruitment/selection process, then, in accordance with the Public Services Management (Recruitment and Selection) Act 2004:

- Where s/he has not been appointed to a post, s/he shall be disqualified as a candidate and;
- Where s/he has been appointed as a result of that process, s/he shall forfeit that appointment.

### Section 9

Any unreasonable conduct by the candidate may result in their contact being restricted.

Candidates shall not display the following types of behaviour which the Commission considers

‘Unreasonable Conduct’:

- Unreasonable persistence
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviour

Examples of Unreasonable Conduct include:

- Insisting that an issue be reviewed again by another officer.
- Expecting immediate responses to requests or communications.
- Insisting their version of events be accepted as fact where there is no objective evidence to support this.
- Impolite or aggressive conduct.

The decision to restrict access may include:

- Requesting the individual make contact in a particular form, for example by letter only.
- Requiring contact to take place with a named officer only.
- Restricting telephone calls from the individual to specified days and timeframes.
- Restricting telephone calls from the individual to specified days and timeframes.
- Restricting telephone calls from the individual to specified days and timeframes.
- Restricting access to the offices of an organisation.
- Asking the customer to enter into an agreement about their future conduct.
- Refusal to pursue a complaint or request for a review.
- Terminating all contact with the complainant.

We encourage you to visit [www.cpsa.ie](http://www.cpsa.ie) for further information on the Code of Practice.

## **Appendix 1**

### **(i) EEA Nationals**

EEA nationals who do not require work permits / visas / authorizations are nationals of the following countries: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, The Netherlands, Portugal, Spain, Sweden, United Kingdom, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia, Norway, Iceland, Liechtenstein, Switzerland, Bulgaria and Romania.

### **(ii) NON-EUROPEAN ECONOMIC AREA APPLICANTS WHO RESIDE WITHIN THE STATE**

In order that we can process your application it will be necessary for you to submit the following scanned documentation:

A scanned copy of your passport showing your identification i.e. the first page of your passport showing your photograph and personal details and current immigration stamp showing you have permission to be in this State.

#### **And**

A scanned copy of your current Certificate of Registration (GNIB card) showing Stamp 1, Stamp 4/ 4EUfam, Stamp 5

#### **Or**

A scanned copy of your current Certificate of Registration (GNIB card) showing Stamp 3 and scanned copies of the following:

Marriage/Civil Partnership Certificate

#### **And**

Spouse's passport showing their identification and current immigration stamp **and** their current GNIB card showing Stamp 1, 4 or 5

#### **Or**

If your spouse holds a Stamp 2 for the purposes of **PhD study**, please include a copy of their passport showing their identification and current immigration stamp **and** their current GNIB card showing Stamp 2 **and** documentary evidence from the relevant educational institution showing that they are a **PhD** student.

**Applications that are not accompanied by the above documents where necessary will be considered incomplete and will not be processed any further.**

This means that your application will not be submitted for the ranking exercise and subsequent invitation to interview.

For more details on EEA countries please see visit the Department of Jobs, Enterprise and Innovation website [www.djei.ie](http://www.djei.ie)

**Please note:**

Tusla Recruit welcomes applications from suitably qualified Non-EEA Nationals that have refugee status. We would be grateful if such applicants would provide documentary evidence confirming their status.

## **Appendix 2**

All appointments will require satisfactory security clearances. Please note if you require overseas security clearance and are unable to produce it at the time of job offer then the job offer may be withdrawn.

If you lived in any country for 6 months or more other than the Republic of Ireland or Northern Ireland you will be required to provide security clearance for each jurisdiction in which you have resided. Your security clearance must be dated AFTER you left that country and cover the entire period of your residence. Seeking security clearances from other countries (e.g. UK, USA etc) are the responsibility of the candidate. It is a process which can take an amount of time. Therefore if you are interested in pursuing a career with Tusla we would strongly advise that you commence seeking international security clearances now.

All applicants will need to apply for a vetting disclosure from the National Vetting Bureau.

If you have resided in countries outside of the Republic of Ireland and Northern Ireland for a period of 6 months or more, it will be mandatory for you to furnish this department with a Police Clearance Certificate from those countries stating that you have no convictions recorded against you while residing there. You will need to provide a separate Police Clearance Certificate for each country you have resided in. Clearance must be dated after the date you left the country/countries.

Note: Candidates who studied outside of Ireland e.g. in the UK, please pay particular attention to this. You will require UK disclosure to cover the entire period you were in the UK. Clearance must be dated after you left the UK.

The following websites may be of assistance to you in this regard:

### **United Kingdom**

London:

<http://content.met.police.uk/Site/infomationaboutyourself>

[Metropolitan Police Service - Your right to information](#)

[www.disclosurescotland.co.uk](http://www.disclosurescotland.co.uk)

<http://www.south-wales.police.uk/more-about-us/your-right-to-information/data-protection/>

[www.north-wales.police.uk](http://www.north-wales.police.uk)

The <http://www.police.uk/forces/> website will provide you with a link to each police force site in the UK. Click on the relevant force covering the area where you resided. A search under Data Protection or Data Access Request or Subject Access Request will bring you to the relevant section of that Police Forces website.

<https://www.gov.uk/browse/working/finding-job> (This website will provide you with a list of registered agencies to contact in the UK who may process your request for UK clearance with the Criminal Records Bureau).

### **Australia**

[www.afp.gov.au](http://www.afp.gov.au) This website will provide you with information on obtaining a national police clearance certificate for Australia

### **New Zealand**

[www.courts.govt.nz](http://www.courts.govt.nz) This website will provide you with information on obtaining police clearance in New Zealand.

### **United States of America**

Please note that valid Security/Overseas Clearance from the USA must be obtained from the **FBI only**,

<https://www.fbi.gov/about-us/cjis/identity-history-summary-checks>

FBI Clearance is valid for all of the United States and convictions / remarks occurring anywhere in the United States would be noted. Individual US State Clearance (e.g., New York State Clearance) is not acceptable as it is valid for that State alone and convictions / remarks occurring in other States may or may not be noted.

### **Other Countries**

For other countries not listed above you may find it helpful to contact the relevant embassies who could provide you with information on seeking Police Clearance.

Candidates please do not send us your overseas clearance or any other documentation unless we request it from you. Candidates who receive job offers will have 5 working days in which to produce the required documentation; otherwise the job offer will be withdrawn. When requested, a copy of your overseas Clearance will be retained on file and the original returned to you by post.

**Note: Any costs incurred in this process will be borne by the candidate.**

## **Appendix 3**

### **Candidates who CANNOT APPLY**

Applications received from candidates who fall under the below categories will not be processed further in the selection process; this means that you will not be invited to interview.

#### **Persons in receipt of a pension from specified Superannuation Schemes**

Tusla and the HSE has implemented a policy which prohibits the rehire of retired members of Tusla and the HSE staff in all grades. You will not be eligible to compete for posts to be filled in this campaign if you have previously worked for Tusla/ the HSE/former Health Boards and are now in receipt of a pension awarded under the terms of one of the following Pension Schemes:

2. Local Government Superannuation Scheme (LGSS)
3. HSE Employee Superannuation Scheme
4. Voluntary Hospital's Superannuation Scheme (VHSS) (Officers or Non Officers Schemes)
5. Nominated Health Agencies Superannuation Scheme (NHASS).

Prospective candidates must satisfy themselves as to their eligibility to be employed by the Health Service Executive before applying/competing for posts to be filled through this recruitment campaign.

Former Health Service and public sector employees must ensure that they adhere to their contractual obligations where they have previously availed of the Incentivised Scheme of Early Retirement (ISER), 2010 Voluntary Early Retirement Scheme (VER) or 2010 Voluntary Redundancy Scheme (VRS).

## **Appendix 4**

### **General Data Protection Regulation for Tusla Recruit**

Contact details for the Data Protection Office are as follows:

Our Data Protection Officer can be contacted by email at [datacontroller@tusla.ie](mailto:datacontroller@tusla.ie) or by telephone on +353 1 771 8500 or by post at Brunel Building, Heuston South Quarter, Dublin 8.

The basis for processing your personal data is to process your application for the position you have applied for with Tusla Child and Family Agency.

Storage period – your application will be retained for one year from the date a panel for the position is formed. In exceptional circumstances panels can be extended for an additional year and your personal data will be kept until the extension has expired (Panels in some cases may be extended for a further one year or two years).

You have a right to make a data access request to Tusla Child and Family Agency and this can be done in writing to [datacontroller@tusla.ie](mailto:datacontroller@tusla.ie).

### **General Declaration**

It is important that you read this Declaration carefully and then sign it in the space below.

Part 1:

Obligations Placed on Candidates who participate in The Recruitment Process.

The Public Services Management (Recruitment and Selection) Act 2004 makes very specific provisions in relation to the responsibilities placed on candidates who participate in recruitment campaigns and these are detailed in Section 5 and Section 9 of the Code of Practice under the Act.

These obligations are as follows:

#### **Section 5**

Any canvassing by or on behalf of candidates shall result in disqualification and exclusion from the recruitment process. Candidates shall not:

- Knowingly or recklessly make a false or a misleading application
- Knowingly or recklessly provide false information or documentation
- Canvass any person with or without inducements
- Impersonate a candidate at any stage of the process
- Knowingly or maliciously obstruct or interfere with the recruitment process
- Knowingly and without lawful authority take any action that could result in the compromising of any test material or any evaluation of it
- Interfere with or compromise the process in any way

Any person who contravenes the above provisions, or who assists another person in contravening the above provisions, shall be guilty of an offence.

It is the policy of Tusla to report any such above contraventions to An Garda Síochana.

In addition, where a person found guilty of an offence was or is a candidate at a recruitment/selection process, then, in accordance with the Public Services Management (Recruitment and Selection) Act 2004:

- Where s/he has not been appointed to a post, s/he shall be disqualified as a candidate and;
- Where s/he has been appointed as a result of that process, s/he shall forfeit that appointment

## Section 9

Any unreasonable conduct by the candidate may result in their contact being restricted.

Candidates shall not display the following types of behaviour which the Commission considers

‘Unreasonable Conduct’:

- Unreasonable persistence
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviour

Part 2:

Declaration: ‘I declare that to the best of my knowledge and belief there is nothing in relation to my conduct, character or personal background of any nature that would adversely affect the position of trust in which I would be placed by virtue of my appointment to this position. I hereby confirm my irrevocable consent to the Child and Family Agency to the making of such enquiries, as the Child and Family Agency deems necessary in respect of my suitability for the post in respect of which this application is made.

I hereby accept and confirm the entitlement of the Child and Family Agency to reject my application or terminate my employment (in the event of a contract of employment having been entered into) if I have omitted to furnish the Child and Family Agency with any information relevant to my application or to my continued employment with the Child and Family Agency or where I have made any false statement or misrepresentation relevant to this application or my continuing employment with the Health Service.

Furthermore, I hereby declare that all the particulars furnished in connection with this application are true, and that I am aware of the qualifications and particulars for this position. I understand that I may be required to submit documentary evidence in support of any particulars given by me on my Application Form. I understand that any false or misleading information submitted by me will render me liable to automatic disqualification or render me liable to dismissal, if employed.’

Failure to sign application will render it  
invalid.\*

Signed: \_\_\_\_\_

(Candidate Name) Date: \_\_\_\_\_

**\*Important: If you are submitting your application via Tusla Recruit online we will accept the Declaration unsigned once you have confirmed understanding of the document via the system process but you will be required to sign the Declaration at interview should you be invited to attend.**