



## **Candidate Campaign Information Pack**

### **Grade VIII – Placement Capacity Improvement Manager**

Dear Candidate,

Thank you for your interest in the post of **Grade VIII – Placement Capacity Improvement Manager**.

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. [Candidate Information Pack - Recruitment Process](#)

For any informal enquiries regarding the position and job specification please contact: [peopleandchange@tusla.ie](mailto:peopleandchange@tusla.ie)

Should you have any specific queries in relation to the recruitment process please contact the Tusla Recruitment team via: [recruitres@tusla.ie](mailto:recruitres@tusla.ie) or Tusla Recruit Campaign Manager: Stephanie Doyle, [stephanie.doyle3@tusla.ie](mailto:stephanie.doyle3@tusla.ie)

Kind Regards,  
Tusla Recruitment Team



An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

### Job Specification

<b>Job Title, Grade and Grade Code</b>	Grade VIII – Placement Capacity Improvement Manager Grade Code: 0655
<b>Campaign Reference Approval Code</b>	TN02072026
<b>Applications considered Via</b>	Tusla Recruit Portal only
<b>Opening date for Applications</b>	2 <sup>nd</sup> July 2026
<b>Closing Date for Applications</b>	12 noon, 20 <sup>th</sup> July 2026
<b>Proposed Interview date(s)</b>	July/ August 2026 - <i>may be subject to change based on volume of candidates and availability of Service resources.</i>
<b>Contact for Informal Enquiries</b>	For any informal enquiries regarding the position and job specification please contact: <a href="mailto:peopleandchange@tusla.ie">peopleandchange@tusla.ie</a>  <i>Making an <b>informal enquiry</b> gives you the opportunity to ask questions about the campaign and job specification. This informal enquiry contact is available only for the duration of the application process.</i>
<b>Location of Post</b>	Office location is flexible and can be based in the nearest Tusla office with available space to the successful candidate. Tusla has office locations nationwide however, the initial assignment will be confirmed upon appointment.  A panel may be created from which permanent and specified purpose vacancies of full or part time duration will be filled.  For Tusla Region/ Networks please check the following link: <a href="#">Find My Network</a>
<b>Details of Service</b>	The Child and Family Agency was established on 1 <sup>st</sup> January 2014 and is responsible for a range of statutory functions including provision of child protection, alternative care, specified regulatory services and a range of family support services. The Agency has commenced a major improvement programme with significant focus on Practice, Culture and Structure.  The Agency currently has responsibility for a budget of circa €1.2billion and delivers its services through over 5,500 people in 259 locations across the Country.

	<p>The Child and Family Agency has responsibility for the following range of services:</p> <ul style="list-style-type: none"> <li>• Child Protection and Welfare</li> <li>• Parenting, Family Support and Early Help Services</li> <li>• Alternative Care</li> <li>• Birth Information &amp; Tracing and Adoption</li> <li>• Tusla Education Support Services (TESS)</li> <li>• Children’s Service Regulation</li> <li>• Counselling and Therapeutic Supports</li> </ul> <p>Further information is available on <a href="http://www.tusla.ie">www.tusla.ie</a></p>
<p><b>Purpose of Role</b></p>	<p>The Placement Capacity Improvement Manager is responsible for providing strategic and operational leadership to optimise bed capacity, placement availability, service flow and operational efficiency across Children's Residential Services (CRS), Special Care, Fostering Services and the Separated Children Seeking International Protection (SEA) Service.</p> <p>The post holder will lead the development, implementation and continuous improvement of national and regional capacity management strategies, ensuring that children and young people are placed safely, appropriately and in a timely manner while maximising the effective use of available residential, foster care and specialist care resources.</p> <p>The role will work collaboratively across Children's Residential Services, Fostering, Special Care, SEA Services, Alternative Care, Social Work Departments and external providers to improve placement pathways, reduce delays in accessing appropriate care, strengthen service integration and optimise capacity across the continuum of care.</p> <p>The post holder will provide expert leadership in demand forecasting, operational planning, resource allocation, performance management and service improvement, using data, quality assurance and governance frameworks to drive evidence-based decision-making and sustainable improvements in service delivery.</p>
<p><b>Reporting Relationship</b></p>	<p>The Placement Capacity Improvement Manager role is central to supporting Tusla's strategic objectives by enhancing placement capacity, improving operational performance, strengthening governance and ensuring that children and young people receive the right care, in the right setting, at the right time, while promoting safe, high-quality, child-centred services that deliver best value and positive outcomes</p> <p>The Placement Capacity Improvement Manager will report to Director of Services and Integration or assigned nominee.</p>
<p><b>Duties and Responsibilities</b></p>	<p><b>Main Duties and Responsibilities</b></p> <p><b>Operational Capacity Management</b></p> <ul style="list-style-type: none"> <li>• Lead the operational management of bed capacity across Children's Residential Services.</li> </ul>

- Monitor occupancy, placement availability and projected demand to ensure optimum utilisation of resources.
- Develop proactive capacity plans to respond to changing service demands.
- Coordinate emergency placement responses and complex admission pathways.
- Manage escalation processes during periods of increased operational pressure.
- Support national and regional capacity planning initiatives.

#### **Service Flow & Placement Coordination**

- Improve placement pathways to reduce delays and improve outcomes for children and young people.
- Work collaboratively with Alternative Care, Social Work Departments, Residential Managers and external providers to maximise placement availability.
- Monitor placement utilisation and identify opportunities for increased efficiency.
- Develop systems that improve service responsiveness and reduce unnecessary placement delays.

#### **Performance & Efficiency Improvement**

- Analyse service activity, occupancy levels, demand trends and capacity data.
- Develop KPIs and performance dashboards to support operational decision making.
- Identify operational bottlenecks and implement service improvement initiatives.
- Lead Lean and continuous improvement projects across residential services.
- Produce operational reports for senior management.

#### **Workforce & Resource Planning**

- Coordinate workforce planning to align staffing with service demand.
- Support recruitment planning and deployment of staff.
- Optimise resource allocation to maximise operational efficiency.
- Monitor financial performance and promote value-for-money initiatives.

#### **Governance & Risk Management**

- Ensure compliance with Child Care legislation, Tusla policies, HIQA Standards and national guidance.
- Lead risk assessment relating to capacity pressures and placement shortages.
- Develop escalation frameworks for high-risk situations.
- Monitor governance arrangements through audits, inspections and quality assurance programmes.

#### **Stakeholder Engagement**

- Build collaborative relationships with Social Work Services, Residential Services, Health, Education, An Garda Síochána and external providers.
- Represent the service at operational and strategic meetings.
- Support integrated working across multidisciplinary teams.

#### **Change & Transformation**

- Lead organisational change programmes that improve operational effectiveness.
- Support digital transformation initiatives relating to placement and capacity management.
- Develop innovative approaches to maximise residential capacity.
- Embed continuous improvement methodologies across services.

#### **Teamwork, Leadership & Building and Maintaining Relations**

- Share information with the wider team as appropriate.
- Be accountable for own work and that of others as appropriate.
- Work on own initiative as well as part of a wider team.
- Co-operate and work in harmony with other teams and disciplines.
- Lead by example, motivate and encourage others, build team commitment.
- Deal with under performance in a timely and constructive manner.

#### **Commitment to providing a quality service**

- Be flexible and adaptable in his / her approach to work, embrace change and adapt work practices accordingly.
- Promote and maintain a quality customer-focused environment.
- Monitor efficiency within own area of responsibility and take remedial action or notify supervisor as appropriate.
- Continuously seek to improve systems / processes.

#### **Education & Training**

- Maintain standards of practice and levels of professional knowledge by participating in continuous professional development initiatives and attendance at courses as appropriate.
- Engage in career and professional development planning.
- Oversee the provision of a framework for the promotion of staff development and training by making recommendations with regard to the ongoing education, mentoring, training and in-service needs of the inspection and monitoring team.
- Pursue continuous professional development in order to develop professional knowledge and keep updated with current and relevant HR legislation.
- Provide training with the team and region to share knowledge of relevant HR Procedures/ Processes.

#### **Health & Safety**

- Comply with and contribute to the development of policies, procedures, guidelines and safe professional practice and adhere to relevant legislation, regulations and standards.
- Have a working knowledge of the Health Information and Quality Authority (HIQA)

	<p>Standards as they apply to the service for example National Standards for Child Protection and Care and comply with associated Tusla – Child and Family Agency protocols for implementing and maintaining these standards as appropriate to the role.</p> <ul style="list-style-type: none"> <li>• To support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.</li> </ul> <p><b>The above Job Description is not intended to be a 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.</b></p> <p><i>As this is the first filling of this post, this Job Description is subject to review and amendment particularly over the first year and during the probationary period</i></p>
<p><b>Eligibility Criteria Qualifications and / or Experience</b></p>	<p><b>Applicants must by the closing date of application have the following:</b></p> <ul style="list-style-type: none"> <li>• Have a third level qualification as relevant to the role</li> <li>• Have a minimum of 3 years’ senior operational management experience within health or social care.</li> <li>• Proven experience managing complex services in high-pressure environments.</li> <li>• Extensive experience in capacity planning, resource allocation and operational decision-making.</li> <li>• Strong knowledge of governance, quality assurance and risk management.</li> <li>• Experience leading multidisciplinary teams.</li> <li>• Demonstrated success in service redesign and continuous improvement.</li> <li>• Experience using performance information, performance management, KPIs and operational data to improve services.</li> <li>• Excellent communication, influencing and stakeholder management skills.</li> <li>• Strong financial and workforce planning experience.</li> <li>• Ability to manage competing priorities while maintaining quality and safety.</li> <li>• Experience leading change management and service transformation initiatives.</li> <li>• Have the requisite knowledge and ability (including a high standard of suitability and management ability) for the proper discharge of the duties of the office.</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>Skills, competencies and/or knowledge</b></p>	<p><u><a href="#">Tusla Leadership Competency Framework</a></u></p> <p>The <u><a href="#">Tusla Leadership Competency Framework</a></u> describes the behaviours that are key to Tusla colleagues being effective in the execution of their role at all levels within the Agency. The</p>

	<p>competencies and associated behavioural descriptors capture the transversal knowledge, skills, abilities and other characteristics that will enable colleagues, regardless of role or rank, to be effective in their work.</p> <p>The Tusla Leadership Framework relevant for this role is <a href="#">Leading the Service</a></p> <p>Please access this link <a href="#">Leading the Service</a> to fully familiarise yourself with the impact of this <b>Leading the Service</b> proficiency for Tusla.</p> <p><b>The Competency of Professional Knowledge is specifically linked to the duties, responsibilities and criteria for this role.</b></p>
<b>Other requirements of the role</b>	<ul style="list-style-type: none"> <li>• The post holder will require access to appropriate transport as the post may involve travel.</li> <li>• Have awareness of children and young people’s participatory practice</li> </ul>
<p><b>Application Process</b></p> <p><b>Campaign Specific Selection Process</b></p> <p><b>Shortlisting / Interview</b></p>	<p>The online application system has a time out facility, this is in order to protect the privacy of the user. This time out facility activates if the application has been ‘dormant’ for over 60 minutes. Any work not saved will be lost if the system times out due to lack of activity. As such please ensure to save your application as you work on it, any lost data cannot be recovered. It might be an idea for candidates to work on their applications outside of the system and copy and paste their answers into the online application forms once they are fully complete and submit then. Once your application is fully submitted you will receive a confirmation email to your profile. If you do not receive this email, your application HAS NOT been submitted and received and you should log back on to submit fully.</p> <p>AI generated content must not be used in your application. Tusla reserves the right to assess if content in applications is likely created by AI in part or in whole. Use of AI may result in disqualification and exclusion from the recruitment process.</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 shortlisting stage of this process (where applied) will be called forward to interview.</p>
<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 - 2018 and the Freedom of Information Act 2014</p>
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**The Integrated Reform Programme is a significant initiative being undertaken by Tusla to improve the way in which we deliver our services to children and families.**

**Tusla has designed a consistent regional structure to ensure this equitable provision of services and as part of this design Tusla is moving from 17 areas to 30 networks. The initial assignment will be for Corporate/National. It is important to note that this is an initial assignment and maybe subject to change in line with the Integrated reform process. The Integrated Reform Programme may also impact on duties of this role as structures change, and you will be notified of same as the programme progresses as appropriate to this role.**

This job description is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned.

**Tusla values individual’s rights and freedoms in respect of privacy and fully complies with the requirements of the Data Protection Act 2018.**

**All roles within Tusla carry responsibility towards the protection of personal and sensitive data.**

<b>Tenure</b>	<p>The current vacancy available is a permanent contract and whole time</p> <p>The post is pensionable.</p> <p>A panel may be created from which permanent and specified purpose vacancies of full or part time duration will be filled. The tenure of these posts will be indicated at “expression of interest” stage for each individual post.</p> <p>The purpose of this campaign is to fill immediate urgent vacancies, and it is expected that panel placements will cease if expressions are not received within the appropriate processes.</p> <p>Appointment as an employee of the Child &amp; Family Agency is governed by the Child and Family Agency Act, 2013 and the Public Service Management (Recruitment and Appointments) Act 2004.</p>
<b>Remuneration</b>	<p>The Salary scale for the whole time equivalent of this post is:</p> <p><b>01/02/2026: €83,081, €83,827, €87,105, €90,397, €93,663, €96,943, €100,205</b></p> <p>LSIs (Long Service Increments) are represented by emboldened figures. 1st LSI is paid after 3 years on the max, the 2nd LSI after 3 years on LSI1, and the 3rd LSI after 3 years on the 2nd LSI (where applicable).</p>

	<p>The appointee shall commence on the first point of the salary scale. Incremental credit may be given on appointment for certain types of relevant experience- more information available in Appendix 5.</p> <p>Candidates should note that entry will be at the minimum point of the scale and will not be subject to negotiation, and the rate of remuneration may be adjusted from time to time in line with Government pay policy.</p> <p>Different terms and conditions may apply if the appointee is currently a serving civil or public servant.</p>
<b>Working Week</b>	The standard working week applying to the whole time equivalent of this post is: <b>35 hours.</b>
<b>Annual Leave</b>	The annual leave associated with the whole time equivalent of this post is <b>30 days</b> 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>	<p>A probation period of 39 weeks, or proportion of same for fixed term /specified purpose contracts, where applicable shall apply from the commencement of employment, during which the contract may be terminated by either party in accordance with this contract. The probationary period may be extended at the discretion of management by a further 9 weeks or proportion of same for fixed term/specified purpose contracts, where applicable. Confirmation of appointment as a permanent member of staff is subject to the successful completion of the probationary period, for permanent contracts.</p> <p>Where you have already completed a probationary period with the Child and Family Agency, Health Service Executive, Local Authority, and there is no break in service, no period of probation applies.</p>
<b>Responsibilities under Children First National Guidance for the Protection and Welfare of Children (2017)</b>	The safety and welfare of children and young people is a key priority for Tusla – Child and Family Agency. All employees of Tusla are required to be vigilant to any concerns regarding the protection and welfare of children and to bring them to the attention of the Tusla Designated Person in a timely manner, in keeping with the Tusla – Child and Family Agency Child Protection policies.
<b>National Standards for Children and Family Services</b>	<p>Employees must have a working knowledge of HIQA Standards (<a href="https://www.hiqa.ie/areas-we-work/childrens-services">https://www.hiqa.ie/areas-we-work/childrens-services</a>) and / or the Adoption Authority of Ireland Standards as they apply to the role.</p> <p>All Employees must be aware of their responsibilities under Children First National Guidance for the Protection and Welfare of Children (2017)</p>
<b>Ethics in Public Office 1995 and 2001</b>  <b>Positions remunerated at or</b>	Positions remunerated at or above the minimum point of the Grade VIII salary scale 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.

**above the minimum point of the Grade VIII salary scale**

**NOTE**

**THIS SECTION REFERS TO POSTS AT €83,081 PLUS**

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.

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 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/>