



Department of Children & Youth Affairs Framework of Assignments

Assignment of responsibilities by the Secretary General for the performance of functions under Section 4(1) of the Public Service Management Act 1997

Version 1.2 (Revised 3rd March 2016)

PART ONE

Public Service Management Act

Under the Public Service Management Act 1997 (No.27 of 1997), the Secretary General of the Department has the following responsibilities:

- managing the business generally of the Department;
- implementing Government policies appropriate to the Department;
- monitoring Government policies that affect the Department;
- delivering outputs as determined by the Minister;
- providing policy advice to the Minister on all matters within the remit of the Department;
- preparing Statements of Strategy for submission to the Minister;
- providing progress reports to the Minister on the implementation of the Statement of Strategy;
- ensuring proper use of resources and the provision of cost-effective public services;
- preparing an outline of how specific responsibilities are to be assigned to other officers in the Department; and
- managing matters relating to appointments, performance, discipline and dismissal of civil servants below the grade of Principal or its equivalent.

Section 4(1) of the Act empowers the Secretary General to assign to other officers of the Department (or grade or grades of officer) responsibility for the performance of his or her functions. The framework, as set out in this document, constitutes a consolidated statement as at October 2015 of all assignments under the Act by the Secretary General of the Department of Children and Youth Affairs.

Interpretation of this document and the assignments herein should have due regard to the factors which from time to time affect the distribution and discharge of responsibilities across the Department. This includes the exigencies of work in a particular area, the alignment of activities spanning or involving more than one area, and the co-ordination of shared or related responsibilities. It should also have regard to the assignment of functions in respect of appointments, performance and discipline of personnel under the Civil Service Regulation Acts 1956-2005 which are made from time to time by the Secretary General under separate regulations.

Part 3 of this framework document shows the assignment of responsibility for the performance of functions to each individual officer down to and including Principal level. The responsibilities so assigned are articulated through the Department's system of Divisional business plans to reflect the priorities and objectives of the Department, as set out in its Statement of Strategy. The assignment of responsibility for the performance of functions by individual officers, or grade or grades of officer, below Principal level shall be handled administratively on the basis of the personal (or team) work objectives identified under or associated with the Department's Divisional business plans. The latter, which are reviewed and updated on an annual basis to keep pace with changing needs and priorities, are informed both by the Department's Statement of Strategy and by its Performance Management and Development System. They provide a practical means of prioritising and managing the day-to-day work of the Department at unit, team and individual level.

Subject to overall budgetary provisions, officers to whom responsibilities have been assigned under this framework will receive the appropriate resources and infrastructural support to enable them to

fulfil their obligations under the Act.

Assignments under Section 4(1) of the Public Service Management Act, as specified in this framework document, will continue to be amended from time to time, in writing, by the Secretary General and the framework will be deemed to have been updated accordingly.

The Department's Mission

As stated in the Department's *Statement of Strategy 2015-2017*, the Department has a mandate to put in place a unified framework of policy, legislation and service provision across Government for children and young people. The Department's mission is:

'to lead the effort to improve the outcomes for children and young people in Ireland'.

PART TWO

Structure of the Department

The Department comprises the Management Board, the Office of the Minister, and four Divisions. Many activities are carried out on a co-operative basis by two or more Divisions.

Children and Family Division is responsible for policy and legislative developments relating to child welfare and protection, alternative care, family support and related issues of children's rights. It also has responsibility for leading cross-government working and policy innovation in respect of children's services through the implementation of Better Outcomes Brighter Futures; the Area Based Childhood Programme (ABC) and the development of the Children and Young People's Services Committees (CYPSCs) interagency structures. It has a strong cross-government focus and in addition to the above leads a number of cross-departmental initiatives including (i) Ireland's engagement with the UN Committee on the Rights of the Child; (ii) cross-sectoral implementation of child welfare and protection guidelines and legislation, and (iii) collaboration with Department of Health on issues relating to child health and wellbeing.

Governance and Performance Division is responsible for expenditure and HR policy advice to support optimum resource allocation for the Department and agencies under its remit; evaluating and monitoring the quality, performance, governance and reform agendas in Tusla; and the corporate support function of the Department.

Youth Justice, Adoption and Legal Division is responsible for leading and driving reform in the youth justice area; developing policies and legislation in the area of adoption; and legislative reform.

Early Years, Education, Youth, Participation and Research Division is responsible for policy and legislative developments relating to early years care and education, including various childcare programmes, youth services and education welfare. In addition this division is responsible for the research, evaluation and information function of the Department, including the Growing Up in Ireland Study. The Division also has responsibility for ensuring that the voice of children and young people is heard in decision making.

Each Division consists of a number of Units, each headed by a Principal Officer or Principal Officer equivalent.

PART THREE

Assignments

Under the powers vested in me as Secretary General under Section 4 (1) of the Public Service Management Act 1997, I hereby make or confirm, as appropriate, the following assignments:

Management Board

The function of the Management Board (MB) is to advise the Secretary General on the overall management of the Department.

The Management Board shall comprise:

- Secretary General (Chair)
- All Assistant Secretaries and Directors.

Heads of Division

Overall management of Children and Family Division	Elizabeth Canavan Assistant Secretary
Overall management of Governance and Performance Division	Dermot Ryan Assistant Secretary
Overall management of Youth Justice, Adoption and Legal Division	Michelle Shannon Director
Overall management of Early Years, Education, Youth, Participation and Research Division	Bernie McNally Assistant Secretary

Overall management of each Division shall comprise:

- managing the business generally of the Division;
- managing and monitoring the overall performance of the Division;
- providing policy advice to the MB, Secretary General, Minister or the Government, as appropriate;
- ensuring the implementation of Government policies appropriate to the Division;
- monitoring Government policies, appropriate to the Division, which affect the Department;
- ensuring delivery (within the limits of resources provided) of the outputs determined by the Minister and the Secretary General;
- managing the Division's work in implementing the relevant elements of the Statement of Strategy and overseeing the provision of progress reports to the MB, the Secretary General and the Minister thereon;
- providing policy advice to the Secretary General and the Minister on all matters within the remit of the Department which are appropriate to the Division;

- ensuring the effective management of risk within the Division;
- ensuring the proper use of Division resources, including effective financial management, and the provision of cost-effective public services appropriate to the Division;
- overseeing the assignment of specific responsibilities to individual officers or groups or grades of officer within the Division;
- managing matters relating to the appointment, performance and discipline of staff; and
- ensuring the appropriate co-ordination of the Division's activities with those of other Divisions.

Division & Unit Assignments

Assistant Secretaries and Directors

Responsibility at Assistant Secretary and Director level shall comprise:

- the achievement of objectives relevant to the area (as specified in the Department's *Statement of Strategy 2015-2017* and its successors) and managing work to that end;
- overseeing the day-to-day management of the business of the area;
- advising Departmental Management and the Minister/Government on strategic direction, the formulation of policy and the implementation generally of relevant Government policies;
- managing the overall performance of the area, including implementation of the Performance Management and Development System in the area;
- the general management of staff in the area;
- preparing the relevant elements of the Statement of Strategy and associated progress reports for approval by Departmental Management and the Minister;
- strategic planning for the Assistant Secretary/Director area in line with the strategic objectives of the Division and the Department;
- contributing to dialogue with other Departments, representative bodies (including the social partners) and interested organisations, as well as at EU and international forums, on economic and social matters and strategic developments;
- ensuring the proper use of resources in the area, including effective financial management, and the provision of cost-effective public services appropriate to the area;
- overseeing the assignment of specific responsibilities to individual officers or groups of officer within the area;
- ensuring the maintenance of appropriate systems and structures to support the work of the area;
- taking appropriate steps to ensure the effective management of risk in the area;
- ensuring the co-ordination and alignment of the area's activities with those of other areas within the Division and between Divisions, as appropriate and
- participation on the MB and other internal management groups.

Principal Officers

Responsibility at Principal level shall comprise:

- acting to achieve, as far as possible, objectives relevant to the Unit in accordance with Divisional business plans and the Department's *Statement of Strategy 2015 – 2017* and monitoring progress to that end;
- strategic planning for the Unit in line with the strategic objectives for the Division;

- the provision of policy advice to senior managers and the Minister;
- implementation by the Unit of relevant policies in accordance with Government/Ministerial guidelines and directives;
- managing the day-to-day business of the Unit;
- management of staff in the Unit;
- managing the overall performance of the Unit and promoting the effective performance of staff up to and including Assistant Principal, including through implementation of the Performance Management and Development System in the Unit;
- ensuring the proper development of staff in the Unit through formal training, coaching etc;
- ensuring the proper use of Unit-wide resources, including effective financial management, and the provision of cost-effective public services appropriate to the Unit;
- overseeing the assignment of specific responsibilities to individual officers or groups of officer within the Unit;
- the maintenance of appropriate systems and structures to support the work of the Unit;
- taking appropriate steps to ensure the effective management of risk in the Unit;
- co-ordinating the Unit's activities with those of other Units
- representing the Department on external committees/groups where required, and
- participation on internal management groups where required.

Child and Family Division

Function	Officer
<p>Responsibility at Assistant Secretary level for policy and legislative developments relating to child welfare and protection; alternative care; family support and related issues of children's rights; leading policy innovation and cross-sectoral working in the area of children services.</p>	<p>Elizabeth Canavan, Assistant Secretary</p>
<p>Responsibility at Principal Officer level for policy matters relating to child protection, including Children First.</p>	<p>Marie Kennedy, Principal Officer</p>
<p>Responsibility at Principal Officer level for policy matters relating to parent and family support; aspects of children's rights including Guardian ad litem provisions; corporal punishment; domestic, sexual and gender-based violence and the United Nations Committee on the Rights of the Child.</p>	<p>Colm Keenan, Principal Officer</p>
<p>Responsibility at Principal Officer level for the development of policy and legislation governing Alternative Care, Foster Care, Foster Care with Relatives, Residential Care, Special Care and Aftercare.</p>	<p>Albert O'Donoghue, Principal Officer</p>
<p>Responsibility at Principal Officer level for the implementation and oversight of <i>Better Outcomes, Brighter Futures</i>; <i>Area Based Childhood (ABC) Programme</i>, <i>Children and Young People's Services Committees Initiatives</i> (CYPSCs) and supporting key cross-government initiatives for children.</p>	<p>Conor Rowley, Principal Officer</p>
<p>Responsibility at Principal Officer level (Public Health Specialist) for supporting the Department in policy areas where evidence in relation to the health and wellbeing of children and young people is required. Leading on a health-related policies being developed by the Department.</p>	<p>Dr. Sean Denyer, Child Public Health Specialist</p>

Governance and Performance Division

Function	Officer
<p>Responsibility at Assistant Secretary level for expenditure and HR policy advice to support optimum resource allocation for the Department and agencies under its remit; evaluating and monitoring the quality, performance, governance and reform agendas in Tusla; the corporate support function of the Department.</p>	<p>Dermot Ryan, Assistant Secretary</p>
<p>Responsibility at Principal Officer level (Social Work Specialist) for monitoring and evaluating Tusla service performance; supporting and advising on future service direction including social work advice and support; liaising with NGOs; contributing to inter-department and inter-agency working and standards relating to services for vulnerable children.</p>	<p>Michele Clarke, Social Work Specialist</p>
<p>Responsibility at Principal Officer level for overseeing the Tusla performance with reference to business planning architecture; governance compliance with overall statutory and non-statutory; and overseeing delivery of an agreed programme of reform of children and family services.</p>	<p>Denis O’Sullivan, Principal Officer</p>
<p>Responsibility at Principal Officer level for the coordination of parliamentary affairs in the Department, including the Minister's, Secretary General's and Press Offices and secretarial support to the Management Advisory Committee; main point of contact on cross-departmental and international issues relevant to the Department; agency governance, risk management and the Department's governance relationship with the Ombudsman for Children's Office.</p>	<p>John Lohan, Principal Officer</p>
<p>Responsibility at Principal Officer level for the management and control of voted funds; managing the corporate services functions of the Department including procurement arrangements across the Department.</p>	<p>Paul Fay, Principal Officer</p>
<p>Responsibility at Principal Officer level for managing the HR function; monitoring Agency compliance with public sector HR policies and procedures; promoting and leading the HR elements of the public service modernisation programme (including the Civil Service Renewal Programme).</p>	<p>Gerard Hughes, Principal Officer (Personnel Officer)</p>

Youth Justice, Adoption and Legal Division

Function	Officer
<p>Responsibility at Director level for leading and driving reform in youth justice services; developing policies and legislation in the area of adoption; and responsibility for the Department's legislative reform area.</p>	Michelle Shannon, Director
<p>Responsibility at Principal Officer level for policy on the Children Detention Schools in Oberstown, Lusk, Co. Dublin. This includes the provision of safe and secure custody for children and the ending of practice of detaining children in adult prison facilities.</p>	Dan Kelleher, Principal Officer
<p>Responsibility at Principal Officer level (IYJS Child Welfare Advisor) for the development of standards and policy for the delivery of safe care within the Children Detention Schools.</p>	Tony O'Donovan, Child Welfare Advisor
<p>Responsibility at Principal Officer level for ensuring that adoption policies are developed strengthened and aligned with legislation, practice and resources to achieve optimum outcomes for adopted persons, birth parents and adoptive parents.</p>	Noreen Leahy, Principal Officer
<p>Responsibility at Principal Officer level for the preparation of the Children First Bill, Adoption Amendment Bill and the Adoption (Information and Tracing) Bill.</p>	Dolores Moran, Principal Officer
<p>Responsibility at Principal Officer level for the development of primary legislation regarding the Guardian ad litem reform proposals as well as for certain technical amendments to the Child and Family Agency Act 2013 to be effected as a component of the Child Care (Amendment) Bill 2015. In consultation with the Policy Unit, Mary's unit is also responsible for the commencement of the Children (Amendment) Act 2015.</p>	Mary Johnson, Principal Officer

Early Years, Education, Youth, Participation and Research Division

Function	Officer
<p>Responsibility at Assistant Secretary level for policy and legislative developments relating to early years care and education and other childcare programmes; youth services; education welfare services; enabling the participation of children and young people in decision making; research and evaluation, including the <i>Growing Up in Ireland Study</i>.</p>	<p>Bernie McNally, Assistant Secretary</p>
<p>Responsibility at Principal Officer level for setting out the strategic direction for early years and school-age childcare; improving the quality of early years and school-aged childcare; improving the regulation and inspection of early years and school-age childcare; and managing all national childcare programmes (i.e. Early Childhood Care and Education (ECCE), Training and Education Childcare (TEC) and Community Childcare Subvention (CCS).</p>	<p>Anne-Marie Brooks, Principal Officer</p>
<p>Responsibility at Principal Officer level for the operation and governance of the Department's early years care and education programmes, including implementation of policies and procedures, budgetary management, expansion of free pre-school and community childcare schemes; the management of relationships with early year's stakeholders; the quality agenda and management of the service delivered by Pobal. Laura also has responsibility for Early Years policy.</p>	<p>Laura Slevin, Principal Officer</p>
<p>Responsibility at Principal Officer level for the design and implementation of the new Single Affordable Childcare Programme; implementation of the new model of supports to ECCE children with a disability, a review of Early Years funding delivery and quality infrastructure; and assistance with the development of the Early Years Strategy.</p>	<p>Laura McGarrigle, Principal Officer</p>
<p>Responsibility at Principal Officer level (Head of Participation) for overseeing implementation of the National Strategy on Children and Young People's Participation in decision making (2015-2020); leading and supporting consultation and participation initiatives with children and young people; the effective development of <i>Comhairle na nÓg</i> and <i>Dail na nÓg</i>; the oversight of implementation of the National Play and Recreation Policies and integrating the voices of children and young people into cultural life in Ireland.</p>	<p>Anne O'Donnell, Head of Participation</p>
<p>Responsibility at Principal Officer level for the National Youth Strategy; EU youth policy; administration of youth service funding to support effective evidence based services; ensuring Tusla is supported in carrying out its responsibilities for Educational Welfare.</p>	<p>Catherine Hazlett, Principal Officer</p>

Responsibility at Principal Officer level (Head of Research) for the research function in the Department, including the *Growing Up in Ireland Study*; developing and delivering on an agreed evaluation programme; developing and delivering an indicator set for *Better Outcomes, Brighter Futures*.

Dr. Claire Finn, Head of Research

SIGNED:

Fergal Lynch
Secretary General
Department of Children & Youth Affairs

DATE:

4th March 2016