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
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 February 2018 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 2016-2019, 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 is comprised of the Management Board (MB), the Office of the Minister, and four Divisions. Many activities are carried out on a co-operative basis by two or more Divisions.

Early Years Care and Education Division, is responsible for ensuring access to high quality and affordable early years and school age childcare. This includes the development of policy and legislation; the administration of a range of childcare schemes and the associated budgetary, governance and compliance functions; regulation of the childcare sector; and a number of initiatives to develop the childcare workforce and improve the quality of services.

The Division is responsible for preparing a major 10-year cross-Government Strategy on Early Years, covering the wide-ranging needs of babies and children up to 5, and their families.

Corporate and Business Support Division is responsible for overall expenditure and HR policy advice (Internal & External) to support units in ensuring the optimisation of resource allocation for the Department and agencies under its remit and the corporate support function of the Department, through the mechanism of a business partner model.

In addition, this Division contributes to the policy objectives of the Department by assisting policy units in the programme of legislative reform. The Division further contributes to the research, evaluation and information functions of the Department, including through the Growing Up in Ireland Study.

The Division also assists in the co-ordination of reporting and governance responsibilities. As well as through the provision of legal advices. The Division is commencing the process of putting in place a dedicated modern ICT support infrastructure to further the objective of a more focussed IT solution for business needs.

Child Policy and Tusla Governance Division is responsible for operational standards and performance, policy and legislative developments relating to child welfare and protection, alternative care and related issues of children's rights. It also has responsibility for DCYA oversight of Tusla governance and performance, and support, including cross-government assistance, for the development of programmes within Tusla. The latter work encompasses parenting support, early intervention programmes and educational welfare.

It has responsibility for leading cross-government working in respect of children’s services
through oversight of 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 leads a number of other cross-departmental initiatives.

**Youth Justice, Adoption, Youth and Participation Division** is responsible for leading and driving reform in the youth justice service; developing policy and legislation in the area of adoption and the effective administration of youth service funding and the reform of youth funding programmes. The Division is also responsible for supporting the work of the Commission of Investigation into Mother and Baby Homes and for ensuring that the voice of children and young people is heard in decision making.

Each Division consists of a number of units, 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 Early Years Care and Education, Ms Bernie McNally
Mr. Dermot Ryan
Assistant Secretary General
Assistant Secretary General

Overall management of Corporate and Business Support Division, Ms Éimear Fisher
Ms Michelle Shannon
Assistant Secretary General
Director

Overall management of Child Policy and Tusla Governance Division

Overall management of Youth Justice, Adoption, Youth and Participation Division.

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 Secretary General, MB, 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 2016-2019 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 governance and financial management, and the provision of cost-effective public services appropriate to the area including the relevant agencies/bodies therein;
- 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 and contributing to the identification and management of corporate level risks;
- 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, including the Senior management that comprises all MB members and POs/Heads of Units.
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 2016 – 2019 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.
## Early Years Care and Education Division

<table>
<thead>
<tr>
<th>Function</th>
<th>Officer</th>
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<tbody>
<tr>
<td>Responsibility at Assistant Secretary level for operational, policy and legislative developments relating to improving access to high quality and affordable early years care and education and school age childcare.</td>
<td>Ms Bernie McNally, Assistant Secretary General</td>
</tr>
<tr>
<td>Responsibility at Principal Officer level for Early Years policy, including the forthcoming Early Years Strategy; Early Years Research and Data; and the oversight of an Independent Review on the Cost of Delivering Quality Childcare.</td>
<td>Dr. Anne-Marie Brooks, Principal Officer</td>
</tr>
<tr>
<td>Responsibility at Principal Officer level for overall budgetary management of the Early Years vote and for governance and compliance issues associated with the Department’s early years care and education programmes. Responsibility for management of the service delivered by Pobal and for the design and operation of Early Years capital schemes and the commissioning and oversight of an independent review of Early Years systems and structures.</td>
<td>Mr. Gordon Gaffney, Principal Officer</td>
</tr>
<tr>
<td>Responsibility at Principal Officer level for the design and introduction of the new Affordable Childcare Scheme including the Childcare Support Bill and the development of the associated IT system.</td>
<td>Ms Laura McGarrigle, Principal Officer</td>
</tr>
<tr>
<td>Responsibility at Principal Officer level for the planning and operation of the early years / childcare programmes, the management of relationships with stakeholders in the early years sector, parliamentary affairs, interdepartmental and EU liaison, data protection and records management for the early years area of DCYA.</td>
<td>Mr. Paul Fay, Principal Officer</td>
</tr>
<tr>
<td>Responsibility at Principal Officer level for quality development and regulation of the Early Years and School Age Childcare sector and for continued roll out and implementation of the Access Inclusion Model (AIM) preschool supports for children with a disability.</td>
<td>Mr. Toby Wolfe, Principal Officer</td>
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## Corporate and Business Support Division

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<tr>
<td>Responsibility at Assistant Secretary level for overall expenditure and HR policy advice (Internal and External) to support units in ensuring the optimisation of resource allocation for the Department and agencies under its remit and the corporate support function of the Department through a business partner model.</td>
<td>Mr. Dermot Ryan, Assistant Secretary General</td>
</tr>
<tr>
<td>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 Board; 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.</td>
<td>Mr. Denis O'Sullivan, Principal Officer</td>
</tr>
<tr>
<td>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.</td>
<td>Mr. Gerard Hughes, Principal Officer</td>
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<tr>
<td>Responsibility at Principal Officer level for the development of Internal ICT resources and the overarching strategy and also for ongoing engagement with the Department’s critical external ICT projects which are under development across a range of agencies.</td>
<td>Dr. Raymond O’Neill, Principal Officer</td>
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<tr>
<td>Responsibility at Principal Officer level for managing the HR function inclusive of the Project Office / Business Support Unit.</td>
<td>Ms Vera McGrath, Principal Officer (Personnel Officer)</td>
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<tr>
<td>Responsibility at Principal Officer level (External HR) for high level HR engagement with Department’s four bodies: Tusla, OCDC, AAI and OCO and relevant sectors. Strategic monitoring and implementation of Government policies to support HR practice in the Department’s agencies and to encourage and support reforms in the various sectors including provision of policies in relation to numbers employed, pay, pensions and other HR related items such as conditions of employment. Implementation of Public Service Agreements as they relate to the Department’s agencies including external HR and IR aspects of reform.</td>
<td>Mr. Simon Conry, Principal Officer</td>
</tr>
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</table>
Lead on high level workforce planning in the Department’s agencies in partnership with the agencies. Drive HR aspects of the forthcoming Public Service Reform Programme and Our Public Service 2020; Development and Innovation Framework. Lead as the single point of contact with DPER on all agency/sectoral external HR issues.

Support the wider Department as external facing HR issues arise in policy areas directly related to the functions of the department which support the agreed business objectives of the Department.

Responsibility at Principal Officer level (Head of Research and Evaluation) for the research, evaluation and data functions in the Department, including the Growing Up in Ireland Study; the delivery of the Department’s evaluation programme; the development and implementation of a number of data related initiatives including the development of the Department’s data infrastructure to support planning and evaluation; and the development of an indicator set for Better Outcomes, Brighter Futures.

Responsibility at Principal Officer level for the management of the Legislation Unit with a view to ensuring that DCYA’s legislative priorities are delivered within agreed timeframes.

Dr. Claire Finn, Head of Research

Ms Mary Johnson, Principal Officer
### Child Policy and Tusla Governance Division

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<tr>
<td>Responsibility at Assistant Secretary level for (i) operational standards and performance, policy and legislative developments relating to child welfare and protection, alternative care, educational welfare services and related issues of children's rights; (ii) DCYA oversight of Tusla governance and performance, and support, including cross-government assistance, for the development of programmes within Tusla; (iii) leading policy innovation and cross-sectoral working in the area of children services.</td>
<td>Ms Éimear Fisher. Assistant Secretary General</td>
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<tr>
<td>Responsibility at Principal Officer level (Chief Social Worker) for monitoring and evaluating Tusla service performance; supporting and advising on future service direction including social work advice and support; contributing to inter-department and inter-agency working and standards relating to services for vulnerable children.</td>
<td>Ms Michele Clarke. Chief Social Worker</td>
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<tr>
<td>Responsibility at Principal Officer level for overseeing Tusla performance with reference to business planning architecture; co-ordination of DCYA governance of Tusla; compliance both statutory and non-statutory obligations; and overseeing delivery of an agreed programme of reform of children and family services.</td>
<td>Mr. John Lohan. Principal Officer</td>
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<tr>
<td>Responsibility at Principal Officer level for policy matters relating to child welfare and protection, including Children First.</td>
<td>Ms Grainne Morrissey. Principal Officer</td>
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<tr>
<td>Responsibility at Principal Officer level for leading the review and reform of Child Care legislation and for Children’s rights policy.</td>
<td>Ms Lara Hynes. Principal Officer</td>
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<tr>
<td>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.</td>
<td>Mr. Albert O’Donoghue. Principal Officer</td>
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<tr>
<td>Responsibility at Principal Officer level for supporting and facilitating the implementation and oversight of Better Outcomes, Brighter Futures; Area Based Childhood (ABC) Programme, Children and Young People's Services Committees Initiatives (CYPSCIs); driving and supporting Tusla programme development and supporting key cross-government initiatives for children.</td>
<td>Mr. Conor Rowley. Principal Officer</td>
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### Youth Justice, Adoption, Youth and Participation Division

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| Responsibility at Director level for leading and driving reform in youth justice services, developing policy and legislation in the area of adoption and the effective administration of youth service funding and the reform of youth funding programmes. | Ms Michelle Shannon.  
Director                                                      |
| The Division is also responsible for supporting the work of the Commission of Investigation into Mother and Baby Homes and also for ensuring that the voice of children and young people is heard in decision making.      |                                              |
| Responsibility at Principal Officer level for policy relating to Oberstown Children Detention Campus (OCDC) including the provision of safe and secure custody for children. | Ms Noreen Leahy.  
Principal Officer                                      |
| Responsibility at Principal Officer level for the development of standards and policy for the delivery of safe care for children in Oberstown and Youth Justice services. | Mr. Tony O’Donovan.  
Principal Officer  
Child Welfare Policy & Practice                          |
| 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. | Ms Marie Kennedy  
Principal Officer                                      |
| Responsibility at Principal Officer level for the legislative and operational arrangements relating to the statutory Commission of Investigation (Mother and Baby Homes and certain related Matters) and supporting cross-government responses to the findings and reports of the Commission. | Mr. James Gibbs.  
Principal Officer                                      |
| Responsibility at Principal Officer level for overseeing implementation of the National Strategy on Children and Young People’s Participation in decision making (2015-2020) and participation initiatives with children and young people. Responsibility also for designing and implementing reform measures of the youth funding programmes and for managing development and implementation of the National LGBTI & Youth Strategy. | Ms Olive McGovern.  
Principal Officer                                      |
Responsibility at Principal Officer level for the administration and financial oversight of youth service funding to support effective evidence-based services; ensure compliance with all governance requirements by funded organisations projects; the delivery of DCYA led actions in the National Youth Strategy; and the monitoring of the actions led by other Government Departments; EU youth policy and North & South Youth Programmes, including Peace 4 & NSETS; working with Gaisce in management of governance including Gaisce Council positions; oversight of Léargas administered programmes including Erasmus+, European Voluntary Service, forthcoming European Youth Solidarity Corps and the Causeway Programme.

Ms Clare McNamara,
Principal Officer

SIGNED:

[Signature]

Dr Fergal Lynch
Secretary General
Department of Children & Youth Affairs

DATE:
31 May, 2018