



Public Appointments Service
Management Board – Terms of Reference
(As at April 2016)

1. Purpose of the Management Board

The purpose of the Management Board is to ensure delivery on the organisation's strategy and to ensure that effective management structures, including corporate governance structures, are in place and are working effectively. The Management Board is responsible for ensuring the effective use of all PAS Resources and for ensuring that PAS has the capability to deliver on its legislative remit.

2. Membership of the Management Board

The Management Board is constituted as follows:

- Fiona Tierney, Chief Executive (Chair)
- Margaret McCabe, Principal Officer (Head of Recruitment and Selection)
- Lisa Keyes, Principal Officer (Head of Internal Operations)
- Michelle Noone, Principal Officer (Head of Executive Search)
- Vacancy, Principal Officer, Head of Corporate Services & State Boards
- Niall Leavy, Principal Psychologist, Head of Strategic Projects
- Aine Gray, Senior Psychologist, Head of Assessment Services
- Mary Flynn, Assistant Principal, Head of Justice Group Recruitment

Other members of PAS management may attend a Management Board meeting at the request of the Management Board when matters relevant to their areas of responsibility are the subject of discussion.

3. Frequency of meetings

Generally, the Management Board meets fortnightly on a Wednesday. Outside of this schedule, additional meeting may be scheduled as the need arises or as particular circumstances might dictate.

4. Quorum

The Quorum for Management Board meetings is 5 members and there will be no facility to send substitutes.



5. Relationship with the Board of PAS

The Management Board reports to the Board of PAS, through the Chief Executive. (Further detail on the role and functioning of the PAS Board and its governance relationship with the Chief Executive is given in Chapter 2 of the PAS Governance Framework.)

6. Matters which are dealt with by the Management Board

The Management Board is responsible for the following matters – this list is not exhaustive:

- (i) Agreeing the Strategy Statement (prior to approval by the PAS Board)
- (ii) Approval of annual Strategic Business Plan and monitoring its implementation.
- (iii) Agreement and monitoring of all operational business plans
- (iv) Active review of the Corporate Risk Register
- (v) Decisions with regard to major strategic challenges facing PAS and strategies affecting the long term interests of PAS (including IT, financial and human resource strategies)
- (vi) Ensuring that cross-cutting and longer term issues are fully accounted for in resource planning and policy formulation
- (vii) Budget allocation, Vote management and performance monitoring
- (viii) Ensuring effective communication throughout the organisation, including dissemination of information on the role and decisions of the Management Board (where appropriate), and driving positive engagement with PAS staff
- (ix) Driving engagement and communication with all external stakeholders
- (x) Considering and debating major issues and wider external issues of significance to the functions of PAS
- (xi) Ensuring that opportunities to further exploit technology and service-delivery innovations are embraced
- (xii) Deciding on appropriate benchmarking activities and ensuring that learning from these activities is implemented
- (xiii) Monitoring compliance with internal audit recommendations, compliance requirements and procurement guidelines, and
- (xiv) Ensuring effective corporate governance structures and frameworks are in place.

7. Information for meetings:

The Management Board considers the following information at its meetings:

- Progress of spending against profile (monthly)
- Corporate Risk Register (every second month)



- Progress and status of strategic projects set out in the Strategic Business Plan (monthly)
- Risk Management Business Plan (annually)
- Review of Annual Report prior to publication (annually)

8. Roles on the Management Board

Chair: The role of the Chair includes:

- (i) Scheduling and chairing meetings every second week or as required;
- (ii) Ensuring the Management Board monitors, and has oversight of, all relevant matters that relate to the efficient and effective delivery of PAS services and functions both currently and in the longer term,
- (iii) Ensuring the Management Board considers any significant resource and/or risk issues which could impact on the capacity and capability of PAS to delivery on its objectives and that appropriate mitigating actions are taken in a timely manner.

When the Chief Executive is absent, the Chair role is taken by another nominated member of the Management Board.

Members: The role of the members of the Management Board include:

- (i) Giving regular attendance and active participation at meetings of the Management Board;
- (ii) Taking specific responsibility arising from their individual roles (i.e. responsibility for delivering on their parts of the Corporate and Operational Business Plans and implementing actions agreed at previous meetings);
- (iii) Participating proactively in the overall management of PAS, providing leadership and strategic direction, and driving and overseeing the implementation of PAS strategies;
- (iv) Using their experience and knowledge to challenge and critically examine items under discussion by the Management Board;
- (v) Notifying the Management Board of any matters that threaten the propriety or value for money with which PAS carries out its business;
- (vi) Notifying the Management Board of any significant issues which may impact on PAS's medium terms capacity and capability or significant risks to delivery of its objectives, together with details of mitigations actions proposed or taken.
- (vii) Acting with probity, maintaining appropriate confidentiality and observing Civil Service values.



9. Senior Management Groups

Two standing Senior Management Groups support the work of the Management Board. These generally meet on alternate Tuesdays and each is chaired by the Chief Executive.

The purpose of both these Groups is to ensure that the work of PAS is progressed efficiently and that any issues impacting on performance are addressed. The Senior Management Groups are used to share information on critical issues and to progress the implementation of organisational policies and quality/process improvement.

There is no Quorum for the Senior Management Groups and there is no facility to send substitutes. Minutes of these meetings are prepared and circulated at the next meeting of each Group.

The two Groups are:

Recruitment & Selection Group

This Group consists of the Management Board plus the Assistant Principal-level managers responsible for recruitment and selection.

- Considering progress on recruitment activity
- Considering progress on assessment services activity
- Deciding on issues in relation to the current recruitment work programme and new projects/activities
- Ensuring implementation of actions from the Customer Action Plan and all Action Plans put in place to address organisational issues
- Monitoring the implementation of the strategic objectives and ensuring this is a priority for all teams in their areas
- Evaluation of training every six months and contributing to the annual learning needs analysis
- Considering progress on specific strategic projects
- Considering progress on the implementation of Quality Projects and embedding these in their areas

Corporate Services Group

This Group consists of the Management Board plus the Assistant Principal-level managers responsible HR and Governance, IT and Finance.

- Considering progress on IT related activity
- Considering progress on HR



- Monitoring compliance with the budget and considering all financial related issues
- Considering progress on operational support related activity
- Considering progress on compliance related issues
- Ensuring effective business continuity plans are in place in their areas
- Ensuring implementation of actions from the Customer Action Plan and all Action Plans put in place to address organisational issues
- Monitoring the implementation of the strategic objectives and ensuring this is a priority for all teams in their areas
- Evaluation of training every six months and contributing to the annual learning needs analysis
- Considering progress on specific strategic projects
- Considering progress on the implementation of Quality Projects and embedding these in their areas

10. Risk Management Group

Details of the Risk Management Group are included in Chapter 4 of this Governance Framework.

11. Performance and Evaluation

An annual review will be conducted to assess the performance of the Management Board in delivering on its leadership, oversight and governance remits. This review will also involve assessing the continued relevance of these Terms of Reference.

12. Support to the Management Board

A member of PAS staff at HEO level will act as Secretary to the Management Board and will assist the Head of Corporate Services and Governance in ensuring that the Board is properly supported, that relevant records are maintained, that required actions are tracked and that decisions are implemented. The Secretary will also assist with monitoring the compliance of the Management Board with its own terms of reference and advising the Chairperson of any issues arising.

Date these Terms of Reference adopted: 6th April 2016

Review Date: 5th April 2017