



**Public Appointments Service**  
**Management Board – Terms of Reference**  
(As at January 2019)

**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:

- Shirley Comerford, Chief Executive (Chair)
- Margaret McCabe, Principal Officer, Head of Recruitment and Selection
- Lisa Keyes, Principal Officer, Head of Internal Operations and Client Relations
- Michelle Noone, Principal Officer, Head of Executive Search, Marketing & Communications, and State Boards
- John Keegan, Principal Officer, Head of Corporate Services and Press Officer
- 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
- Catherine Dobbins, HR and Compliance Manager
- Rosemarie O'Mahony, Head of Project Services Unit

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. The quorum may not apply in an emergency or business continuity situation where decisions will be made by those members of the management board present at the time (subject to at least three members of the management board attending in person or by way of an incorporeal meeting involving at least three members of the management board).

#### **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 and the provision of assurance to the Board of PAS on the management of risk
- (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) Approving budget allocation and management of the PAS vote
- (viii) Monitoring of performance delivery against published performance targets, output measures and other KPIs
- (ix) Reviewing the management of significant HR issues in the organisation
- (x) 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
- (xi) Driving engagement and communication with all external stakeholders
- (xii) Considering and debating major issues and wider external issues of significance to the functions of PAS



- (xiii) Ensuring that opportunities to further exploit technology and service-delivery innovations are embraced and implemented
- (xiv) Deciding on appropriate benchmarking activities and ensuring that learning from these activities is implemented
- (xv) Monitoring compliance with internal audit recommendations, compliance requirements and procurement guidelines, and
- (xvi) Ensuring effective corporate governance structures and frameworks are in place.

## **7. Information for meetings:**

The Management Board operates to a planned calendar of events in addition to addressing issues as they arise. On a planned basis, the following information is considered at meetings:

- Progress of spending against profile (monthly)
- Corporate Risk Register (quarterly)
- Progress and status of strategic projects set out in the Strategic Business Plan (monthly)
- Risk Management Business Plan (annually)
- Operational, resourcing and compliance matters (as required for discussion, information, decision)
- In-depth discussion on a key strategic / policy areas (every second month)

A managed agenda applies with all required reading material circulated the Friday in advance of the meeting.

## **8. Roles on the Management Board**

**Chair:** The role of the Chair includes:

- (i) 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,
- (ii) 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, where necessary, that appropriate mitigating actions are taken in a timely manner
- (iii) Updating the Management Board on external stakeholder engagement, and
- (iv) Scheduling and chairing meetings every second week or as required.

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 (and punctual) 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) Promoting Civil Service values and demonstrating the specific values of PAS in their work and in their interpersonal relationships;
- (iv) Participating proactively in the overall management of PAS, providing leadership and strategic direction, and driving and overseeing the implementation of PAS strategies;
- (v) Using their experience and knowledge to challenge and critically examine items under discussion by the Management Board and familiarising themselves with all required material in advance in order to actively participate and add value;
- (vi) Notifying the Management Board of any matters that threaten the propriety or value for money with which PAS carries out its business, its assets and its other resources;
- (vii) 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.
- (viii) Acting with probity and maintaining appropriate confidentiality as to matters discussed;
- (ix) Briefing direct reports on relevant areas and actions from meetings and contributing to the briefing note for wider circulation.

## **9. Senior Management Group**

The Senior Management Group supports the work of the Management Board, and generally meets on alternate Wednesdays. It is chaired by a member of the Management Board on a rotational basis.

The purpose of this Group/meeting is to ensure that the work of PAS is progressed efficiently and that any issues impacting on performance are addressed. The Senior Management Group plays a key role in the planning and managing of operations, in the sharing of information on critical issues, and in progressing the implementation of organisational policies and quality/process improvement.



There is no Quorum for the Senior Management meeting and there is no facility to send substitutes.

The agenda is circulated in advance by the Chair and the papers are circulated on the previous Friday.

Minutes of these meetings are prepared (to an agreed template) and circulated within five days by the note taker (this role is rotated amongst members of the Group). Decisions, actions and agreed timescales are recorded. Decisions are communicated by attending managers to their own direct reports on the day of the meeting where possible or as soon as possible thereafter.

Areas for discussion include:

- Key highlights and issues arising in their particular areas
- Achievement or progress on agreed KPIs
- Information sharing
- Key strategic / policy issue (every quarter).

#### **10. Risk Management Group**

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

Date these Terms of Reference adopted: 18 December 2018

Review Date: 18 December 2019