The Health Information and Quality Authority (HIQA) is undertaking a competition for the purpose of identifying suitable candidates for appointment to the position of:

**Director of Regulation**  
**Health Information and Quality Authority**

**CLOSING DATE for receipt of completed applications:**  
**5.00pm on Friday 4th September 2015**
Director of Regulation – HIQA
Incorporating the Role of Chief Inspector of Social Services

Reporting to: Chief Executive
Grade: Director
Location: Based in Dublin or Cork with a requirement to travel
Assignment: Regulation Directorate

1. Background Information

The Health Information and Quality Authority (HIQA) is an independent State body with the legal power and responsibility for improving the quality, safety and value of health and social care services (excluding mental health) in Ireland. HIQA has responsibility for setting standards, monitoring and inspecting the quality and safety of service provision, providing guidance on health information and carrying out health technology assessments. The Authority currently employs 178 employees with further headcount growth planned in 2015/2016. There are currently 137 staff employed in regulatory activities in the organisation.

The Director of Regulation is an Executive Director position within the Authority, will reporting directly to the Chief Executive. The Director will also be a key member of the Executive Management Team.

The post holder will be responsible for the development, implementation and delivery of all health and social care regulatory activity in the organisation. The regulatory remit for HIQA is expanding over the next three years which brings exciting opportunities for a strong, proven leader. Currently, the regulatory functions include the monitoring of healthcare providers against existing standards developed by HIQA, regulation of designated centres for older and dependent people and designated centres for children and adults with a disability. The Authority also has responsibility for monitoring of a range of children’s services.

The post holder will also have responsibility for engagement with relevant Government departments in respect of health and social care regulatory reform and expansion. This includes development of regulatory regimes in respect of, private healthcare providers, licensing of healthcare, services regulation of homcare services and extension of HIQA’s remit to the regulation of private and voluntary children’s residential centres.

The post holder will therefore be required to strategically lead and operationally manage the current regulatory activity and the development, design and implementation of substantial new functions within a challenging fiscal and economic environment whilst always focusing on enabling continuous improvement in the quality and safety of services through our approach to regulation.

2. Purpose of the role:

The post holder will have overall accountability and responsibility for the effective planning, design, implementation and delivery of the Authority’s designated regulatory functions across health and social care. The main purpose of the role is to provide excellent vision, direction and leadership in order to effectively deliver high quality and person-centred regulation of health and social care providers and services in Ireland. This will be done in accordance with relevant legislation (including the Health Act 2007), regulations and standards set by the Authority.

This post will also be responsible for leading and driving continuous improvement in the Authority’s regulatory model to ensure that it is risk-based, proportionate and responsive and makes the best use of resources and regulatory interventions. This is particularly important with the Authority’s regulatory functions continuing to develop and expand in the coming years.
The post holder will be appointed as Chief Inspector of Social Services will be authorised as such.

The role demands the capability to successfully lead and manage the Authority’s current regulatory operational functions. Developing people, building capacity and capability, understanding and influencing regulatory policy and working with and influencing the most senior decision makers in the health and social care system are all intrinsic to the role.

This is a senior leadership role in the Irish health system and combines high level senior management and complex technical/specialist responsibilities. The role demands comprehensive and proven experience in successfully regulating health and/or social care systems, strong aptitude in managing a diverse senior team, a detailed knowledge of health and social care systems and the ability to work with and influence a wide range of stakeholders.

3. **Key Responsibilities:**

### 3.1 Corporate, Leadership and Management

- As part of the Authority’s Executive Team, have shared leadership and corporate accountability in the high quality delivery of all of the functions of the Authority. Provide advice to the Executive Management Team and Board in relation to the regulatory functions of the Authority and account for the effective strategic and operational delivery of the function and the management of the respective budgets.
- Undertake the role of Chief Inspector of Social Services as set out in the Health Act 2007 (as amended).
- Represent the Authority in an informed, professional and credible manner. Represent the Irish health system where required, in its engagement with a diverse range of stakeholders including the public, service users, providers, Government, Oireachtas and senior civil servants.
- Further develop and periodically review the Regulatory Strategy for the Authority to support the delivery of the Authority’s corporate plan.
- Undertake proactive engagement with, and leadership and advice to, the respective Departments of Health and Children and Youth Affairs. To ensure that the relevant programme is appropriate and that the necessary resources are secured and phased for the operational delivery of the regulatory programme prior to any commencements.
- Develop strong and effective relationships with key stakeholders and other regulatory bodies both within Ireland and internationally.
- Deputise for the Chief Executive as required.

### 3.2 Operations Management

- Lead and manage the high quality, effective and person-centred operational design, development and delivery of all of the regulatory functions of the Authority across health and social care services and in accordance with all relevant legislation, regulations and standards set by the Authority.
- Ensure that the Directorate is organised and managed to fulfill the breadth of regulatory responsibilities (including monitoring compliance, registration/licensing, enforcement, inquiries and investigations) in a fit for purpose manner that incorporates the effective behaviours, decision-making, systems and processes and learning requirements to drive a high quality regulatory model.
• Establish and maintain the appropriate systems for measuring and monitoring the key components of high performing regulatory activities with clear articulation of the required objectives, targets and key performance indicators at Directorate, departmental, team and individual levels.

• Work closely with other Directors and Directorates within the organisation to ensure a seamless and integrated approach to regulation, business partnering and other functions within the Authority.

• Ensure that the Directorate activities contribute to, and are compliant with, the organisational requirements for quality management, health and safety, relevant legislation and the general duty of care.

• Maintain awareness and knowledge of contemporary operational development theory and methods and provide suitable interpretation to directors, managers and staff within the organisation.

• Ensure the effective and successful management of a diverse and distributed workforce with a style that supports and enables people through strong performance management, active communication and personal development.

• Lead the effective management and delivery of organizational change programmers, and organisational re-design as appropriate, for staff within the Directorate and corporately as a member of the Executive Team.

3.3 Information, Complaints and Adverse Incident Reporting

• Ensure that appropriate systems and processes are in place to engage with and respond to individuals who express concerns (and or complaints) in an informative, public-friendly and respectful manner, and that the management of complaints by providers is effectively regulated.

• In conjunction with the Business Intelligence Team in the Authority, ensure that each regulatory programme establishes effective means of engaging with providers and holders of national information systems, specifically in order to receive and appropriately consider reports of adverse incidents.

3.4 Leading and Influencing Regulatory Policy

• Provide strong leadership in the development and implementation of internal regulatory policy.

• Provide strong thought leadership and advice to the respective Departments of Health and Children and Youth Affairs, and other key stakeholders, in the development of effective regulatory policy, regulatory strategy and programmes across the health and social care system.
4. Key Competencies for Effective Performance at Director level:

Candidates should be capable of demonstrating the key competencies that have been developed for use by the Top Level Appointments Committee (TLAC) for posts at this level.

“Public Service Values” underpin four key competency areas, two of which have sub-elements. Each of the key competencies in the new model is supported as set out in Appendix II.
Role specific competencies and experience which are required for the role are outlined below.

- Educated to level (post graduate level 9) in a relevant discipline.
- Executive level experience of strategically leading and operationally managing health and social care services.
- Strong and demonstrable understanding of the health and social care sectors and of current government policy in relation to its regulation.
- Demonstrable experience of working with health and social care professionals, stakeholders and senior decision makers in government.
- Demonstrable experience in the effective design, development, governance and execution of regulatory operational programmes.
- Strong and demonstrable experience in the development and use of performance management systems and techniques.
- Comprehensive understanding of the levers and drivers that build sustainable improvement in health and social care reform.

This job description is not intended to be an exhaustive list of duties and the post holder may be required to undertake any additional work that the Chief Executive deems appropriate. The role will evolve in line with the changing functions and development of the Authority.
Principal Conditions of Service

Probation:

A probationary period of six months applies to this position.

Pay:

As per current Government pay policy, the starting pay for this position will be at the minimum point of the Director Salary scale (€133,089pa). Please note the rate of remuneration may be adjusted from time to time in line with Government pay policy.

The salary scale for this position is as follows:

€133,089, this rate will apply where the appointee is an existing civil or public servant appointed on or after 6th April 1995 or is newly recruited to the Civil Service and is required to make a personal pension contribution.

Superannuation:

Pensionable public servants (new joiners) recruited on or after 1 January 2013 will be members of the Single Public Service Pension Scheme. Please note that the Single Public Service Pension Scheme applies to all pensionable first-time entrants to the public service, as well as to former public servants returning to the public service after a break of more than 26 weeks. In certain circumstances, e.g. where the public servant was on secondment or approved leave or remains on the same contract of employment, the 26-week rule does not apply. The legislation giving effect to the Scheme is the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

For those who are not subject to the Single Public Service Pension Scheme (e.g. those transferring from other public service employment where the break in service, if any, is less than 26 weeks), the terms of the Health Information and Quality Authority Superannuation Scheme will apply.

Annual Leave:

Annual leave is 30 days.
Selection Procedure

Selection Method:

The selection process will run in accordance with best recruitment practices. The approach employed may include:

- Short listing of candidates on the basis of the information contained in their application and CV to reduce the list of candidates to a more manageable number for interview;
- An initial /preliminary interview which may include the completion of a questionnaire and/or presentation by the candidate
- A competitive interview, for those successful at preliminary interview, which may also include a presentation or other exercise by the candidate.

**Note:** In the event of a short-listing exercise being employed the Authority will examine the applications and assess them against pre-determined criteria based on the requirements of the position. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience.

How to Apply:

An information booklet and application form are available for download at www.hiqa.ie/careers

An application should be made by submitting an application form and a detailed CV in a single e-mail to careers@hiqa.ie. Please reference Appendix 1 for guidance.

Closing Date:

The completed application document must be submitted by 5.00pm on Friday 4\textsuperscript{th} September 2015.

Late applications will not be accepted.

Confidentiality:

Subject to the provisions of the Freedom of Information Act, 1997 applications will be treated in strict confidence.

We would like to assure you that protecting confidentiality is our number one priority. You can expect, and we guarantee, that all enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Interview Dates:

The onus is on all applicants who are shortlisted for interview to ensure they are available for interview on the identified date.
General Information

Interview Expenses:
The Health Information and Quality Authority will not be responsible for any expense, including travelling expenses that applicants may incur in connection with their application for this post.

Candidates Obligations:
Candidates should note that canvassing will disqualify and will result in their exclusion from the process.

Candidates must not:
- knowingly or recklessly provide false information;
- canvass any person with or without inducements;
- impersonate a candidate at any stage of the process;
- Interfere with or compromise the process in any way.

Where a candidate is found guilty of canvassing or in breach of any of the above, then:
- where he/she has not been appointed to a post, he/she will be disqualified as a candidate; or
- where he/she has been appointed to a post, he/she shall forfeit that appointment.

Deeming of Candidature to be withdrawn:
Candidates who do not attend for interview when and where required by the Health Information and Quality Authority, or who do not, when requested, furnish such evidence as the Health Information and Quality Authority require in regard to any matter relevant to their candidature, will have no further claim for consideration.

Quality Customer Service:
The Health Information and Quality Authority aims to provide an excellent quality service to all our customers. If, for whatever reason, an applicant is unhappy with any aspect of the service received, we urge applicants to bring this to the attention of the unit or staff member concerned. This is important as it ensures that we are aware of the problem and can take the appropriate steps to resolve it.

The Importance of Confidentiality:
We would like to assure applicants that protecting confidentiality is our number one priority. Applicants can expect, and we guarantee, that all enquiries, applications and all aspects of the proceedings to the extent that they are managed by the Health Information and Quality Authority are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process. Applicants should note that all application material will be made available to the Health Information and Quality Authority.

Data Protection Acts 1988 and 2003:
When an application form is received, we create a record in the applicant’s name, which contains much of the personal information supplied. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 and 2003. To make a request under the Data Protection Acts 1988 and 2003, please submit a request in writing to: The Data Protection Officer, Health Information and Quality Authority, George’s Court, George’s Lane, Dublin 7, ensuring that you describe the records sought in the greatest possible detail to enable us to identify the relevant record. A fee of €6.35 must accompany any request. Payment should be made by way of bank draft, money order, or personal cheque, made payable to the ‘Health Information and Quality Authority’. Certain items of information, not specific to any individual, are extracted from records for general statistical purposes.
Equality: The Health Information and Quality Authority is committed to a policy of Equal Opportunity.
Guidelines for Dealing with Appeals/Requests for Review

The Health Information and Quality Authority will consider requests for review in accordance with the provisions of the codes of practice published by the Commission for Public Service Appointments (CPSA). Where a candidate is unhappy with an action or decision in relation to their application he/she can seek a review under Section 7 of the Code of Practice governing the recruitment process by a person in the recruiting body (initial reviewer). Where a candidate remains dissatisfied following this initial review, he/she may seek to have the conduct of the initial review examined by a "decision arbitrator".

As an alternative to the above, it is open to a candidate to seek to have the matter resolved on an informal basis, as set out below. If a candidate remains dissatisfied following any such discussion it is open to him/her to seek a formal review.

Informal process:
- The candidate can avail of the informal review within 5 working days of notification of the initial decision, and should normally take place between the candidate and the person who communicated the decision (or relevant person).
- Where the decision being conveyed relates to an interim stage of a selection process, the request for informal review must be received within 2 working days of the date of receipt of the decision.
- Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.
- If the candidate wishes the matter to be dealt with by way of a formal review, he/she must do so within 2 working days of the notification of the outcome of the informal review.

Formal process: Initial review:
- The candidate must address his/her concerns in relation to the process in writing to the Chief Executive, setting out those aspects of the action or decision in relation to his/her candidature that he/she wishes to have reviewed.
- A request for review must be made within 10 working days of the notification of the initial decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.
- The outcome must generally be notified to the candidate within 20 working days of receipt of the complaint or request for review. The candidate will receive the outcome of the review by means of a written report.
- Should a candidate be dissatisfied with the outcome of the initial review, he/she may request a review by a decision arbitrator of the conduct of the initial review.

Review by the decision arbitrator:
The decision arbitrator is appointed by the Chief Executive. The decision arbitrator is unconnected with the selection process and he/she will adjudicate on requests for review in cases where a candidate is not satisfied with the outcome of the initial review. The decision of the decision arbitrator in relation to such matters is final.

- A request made to the decision arbitrator must be received within 7 working days of the notification of the outcome of the initial review;
- The outcome of the investigation must be notified to the candidate in the form of a written report within 10 working days.

Where a candidate believes that an aspect of the process breached the CPSA’s Code of Practice, he/she can have it investigated under Section 8 of the Code of Practice.
Informal process:
- The CPSA recommends that the candidate avail of the informal process to try to resolve the matter with the recruiting body. If the candidate is still dissatisfied he/she may resort to the formal process within 2 working days of receiving notification of the informal process.

Formal process:
- If you are requesting a formal review you must write to the licence holder providing details of the breach of the code of practice and enclosing any relevant documentation that might support the allegation.
- The outcome must generally be notified to the candidate within 20 working days of receipt of the complaint or request for review. If a decision cannot be made within this timeframe, the reviewer will keep the candidate informed of the status of the review.
- Should a candidate be dissatisfied with the outcome of this review, he/she may request a further review by referring the matter to the Commission for Public Service Appointments in the form of an appeal of the review of the licence holder. He/She must write to the Commission for Public Service Appointments within 10 working days of receiving the outcome of the licence Holder’s review.

The codes of practice are available on the website of the Commission for Public Service Appointments, www.cpsa-online.ie.
Appendix I

Guidance Note on the Curriculum Vitae
for Senior Executive Recruitment Campaigns

Your CV should be no longer than 3-4 pages in length and should clearly state your relevant achievements and experience in your career to date. A sample CV is attached below for reference. Please note this is only a guidance note and does not intend to prescribe what format is required.

An expert board will examine the CV’s and assess them against the requirements of the position. It is therefore in your own interest to ensure your CV clearly and accurately reflects your track record of achievement in areas such as people, change and budget management as well as your track record in delivering on key strategic projects.

Your career history is best presented in reverse chronological order so that the most recent roles appear first. Please ensure you cover the last 10-15 years work experience or last 3 or 4 roles in some level of detail depending on what you have done. For each position, please ensure you clearly indicate your Management Level, the Budget you were responsible for and the Number of Staff reporting to you. You are also asked to include an indication of your salary level.

Positions held more than 15 years ago require only a summary description.

Education Details: Please specify status of award if not complete. Should you come under consideration for appointment, you may be required to provide evidence of any qualifications awarded.

At the end you may want to briefly note other achievements that you feel may be relevant to the particular role, for example - other roles you may hold (e.g. Board Member); Key Presentations; Language Skills (including level of fluency); Industry/sectoral recognitions; Publications etc.

A short guidance note on presenting a current / recent Organisation chart is also included.
Sample Curriculum Vitae Layout

For Senior Executive Recruitment Campaigns

Name:
Contact details: *ie Address, Telephone (landline & mobile) & email address*

Career History

<table>
<thead>
<tr>
<th>Current Position</th>
<th>Job Title</th>
<th>Company</th>
<th>Dates: from-to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
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<td></td>
<td>• Key Accountabilities</td>
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<td>• Key Achievements</td>
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<td></td>
<td>• Budget Responsibility</td>
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<td></td>
<td>• Number of Staff</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Previous Position 1</th>
<th>Job Title</th>
<th>Company</th>
<th>Dates: from-to</th>
</tr>
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<tbody>
<tr>
<td>Salary</td>
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<td>• Key Accountabilities</td>
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Education Details:

- Institution  Award *(e.g. BA, MBA etc)*  Subject  Year Awarded
- ...  ...  ..........  ...................  .................

Other Training:

- Subject  Training Body  Year Completed
- ........................................  ..................................  ....................

Professional Memberships etc:

- Level of Membership  Professional Body / Association
- ........................................  ..................................

Additional Information:

- ..........................................................
Guidance Note on the Organisation Chart

For Senior Executive Recruitment Campaigns

We would appreciate it if you would forward a copy of an organisation chart indicating your current (or most recent) position within the Senior Management team in your organisation/company.

There is no fixed requirement here in terms of format, and we will accept whatever format is convenient for yourself (e.g. an existing published chart from your organisation's website/annual report), but we would emphasise that the selection panel have requested this to help them understand your level within your current / most recent organisation and your positioning relative to other senior managers.

If you are within a complex organisational / business structure, please do your best to communicate your position within the reporting structure / Business / overall organisational structure.

If you do not have access to a corporate chart you may find the template below useful.

It you are independent or have not been part of an organisation recently, a chart is not necessary.

Sample Organisation Chart Template
Appendix II

Description of Key Competencies for Effective Performance

Exemplifies Public Service Values:

Effective Performance is:

- Serving the Government and people of Ireland
- Acting at all times with integrity
- Treating others with respect
- Being responsible for own actions
- Operating with professionalism and probity

Strategic Thinking

Effective Performance is:

- Creating a vision for the organisation & sector and anticipating the requirements to deliver it
- Analysing complex issues quickly and anticipating knock-on consequences
- Taking a system-wide approach and seeing connections, risks and the potential for innovation in the wider environment
- Leading on the implementation of risk assessment practices and engaging in balanced risk taking
- Showing courage in making difficult decisions

Delivery Focus:

High Performance and Delivering Results

Effective Performance is:

- Assuming accountability for own actions and decisions
- Ensuring the full range of management disciplines are used to deliver quality services at pace and within budget
- Challenging processes to improve organisational capacity, responsiveness and citizen focus
- Ensuring successful implementation through a range of delivery methods, including use of external parties
- Focusing effort on priority tasks to maximise results
- Ensuring a strong feedback loop between policy development and operations

Delivery Focus:

Drive and Resilience

Effective Performance is:

- Showing initiative and sustaining high levels of personal drive and energy
- Leading and managing multiple complex priorities effectively
- Speaking own mind with confidence and conviction
- Keeping perspective and utilizing personal support strategies to help maintain focus and bounce back from disappointments
- Staying positive and professional in the face of difficult situations
Managing Relationships: 
Leads People 
**Effective Performance is:**
- Being a visible and energetic leader who fully engages others
- Building and supporting cross functional and interdepartmental teams
- Delegating responsibility and ensuring accountability in others
- Setting challenging goals and implementing effective performance management
- Coaching and supporting others to optimise their contribution and development

Managing Relationships: 
Collaborates and Communicates with Conviction 
**Effective Performance is:**
- Building and maintaining effective working relationships with key stakeholders
- Communicating professionally and credibly, managing the expectations of others
- Anticipating political sensitivities and complexities and responding in an informed and constructive manner
- Facilitating collaboration, partnerships and networks internally and externally to achieve common goals

Specialist Expertise and Self-Development 
**Effective Performance is:**
- Being regarded as an expert in own area(s) of specialism
- Continuously updating and demonstrating expertise in relevant areas
- Being self aware and seeking opportunities to act on areas for own development
- Seeking feedback and reviewing own practices and behaviours