



ST. MICHAEL'S HOUSE Services For People With Disabilities

ST. MICHAEL'S HOUSE

INFORMATION BOOKLET FOR APPLICANTS FOR POSITION OF:

DIRECTOR OF ADULT SERVICES, FIXED TERM CONTRACT

Closing date: 5pm on Friday, 13th January 2025

Summary:

St. Michaels House provides a comprehensive, efficient, and innovative service to people with disabilities. It is a high quality, community-based service, based on identified individualised needs, enabling service users to reach their fullest potential. The organisation is looking for staff that are committed to supporting people with disabilities and their families, in a person centred, community based, socially inclusive manner in accordance with its mission and national standards, underpinned by quality, best practice and research.

Advert

DIRECTOR OF ADULT SERVICES

St. Michael's House is seeking to appoint a Director of Adult Services to lead the organisation in a challenging environment, steering its strategic development and implementing its progressive vision for individualised, rights-based, integrated service delivery in the community. This position is offered as a permanent contract, reporting to the Chief Executive Officer.

The Director of Adult Services initially will be allocated the Director of Adult Services initially will be allocated in Service Area 2 which includes 30 designated centres and 30 day services in the greater Dublin area. The post may be reconfigured to include other service areas, or to adult residential services or to adult day services depending on the needs of the organisation and the ongoing review of the organisational structure.

The Director of Adult Services offers an exciting opportunity to be part of a dynamic Executive Management Team (EMT) of the largest Health, Social Care, Education and Training service for people with disabilities in Dublin. The EMT comprise of highly challenging and demanding posts which require exceptional strategic vision and outstanding leadership and management abilities.

The successful applicant will have a proven record of success at senior level and must demonstrate that he/she has delivered significant performance management programmes, achieved major organisational change, and has led innovation and service improvement initiatives within budget within a complex and diverse organisation.

Essential Requirements

Qualifications

Essential Criteria

- Honours Degree (Level 8) in relevant professional or health management discipline

Desirable Criteria

- A post graduate qualification in a relevant discipline.

Experience

Essential Experience

- At least four years-experience of managing a substantial service within the health or social care fields, at a senior grade.
- Experience of managing a large team.
- Experienced budget holder.
- Change management.
- Project management.

Desirable Experience

- Experience at both practitioner and management levels of work.
- Regulatory experience.

Knowledge and Experience:

- Sector strategic issues and trends.
- Public Sector macro – economic environment and implications for the organisation.
- Governance and standards – Legal, Regulatory, Statutory and Governance Management Procedures, systems, and processes.
- Resource Management.
- Knowledge of Organisation Structure, Systems Roles, Processes.
- Large Workforce Change Management.
- Service planning and development.
- Sector structures, representational systems, and key stakeholders.

St. Michael's House Profile:

St. Michael's House (SMH) is a leading organisation in the field of disability in Ireland and has a turnover of almost €133M; a staff complement of over 1,800 employees and delivers services to over 2,300 children and adults, their families, and carers in over 200 locations across the greater Dublin area.

St. Michael's House has a research partnership with UCD and runs QQI accredited programmes of education up to and including Honours Degree Level through its Open Training College.

St. Michael's House provides the following comprehensive suite of services:

- **Children:** Early Services, Pre-school, Mainstream National Schools, Special Schools, Specialised Special Schools i.e., Autism and Physical Disability, Mental Health, and Medical Services.
- **Adult:** Day Services, Local Centres, Vocational Centres, Training Centres, Supported Employment, Individualised Services, Services for the Older Persons, Mental Health and Medical Services.
- **Respite:** Formal Respite Services, Link, Community Respite, In-Home Support, Host

Families, and Individualised Respite.

- **Residential:** Community Houses, High Dependency Nursing Houses, Alzheimer's Centre, Independent Living, Challenging Behaviour, Individualised Residential Services.
- **Ancillary Services:** Leisure Centre and Recreational Programme.
- **Clinical Services:** Psychiatry, Medical, Psychology, Social Work, Physiotherapy, Occupational Therapy, Speech, and Language Therapy, Dietician, and Infection Control.
- **Through the Open Training College,** the provision of a range of Accredited Programmes for staff up to Honours Third Level Programmes.
- **Research Programmes** in Partnership with UCD.
- **Corporate/Administration Services:** Human Resources, Finance, IT, Training and Development, Health and Safety, Fundraising, Transport, Maintenance Technical Services and Property Development, Safeguarding and HIQA communications.

St. Michael's House is committed to offering services and supports that:

- Reflect the individual needs and choices of service users.
- Support individuals to develop meaningful relationships, to make a valued contribution and become active members of their community.
- Empower people to make choices about where they work, live, and socialise.
- Advocate for the improvement and development of services.
- Are cost-effective and accountable to service users, families, and funding authorities.

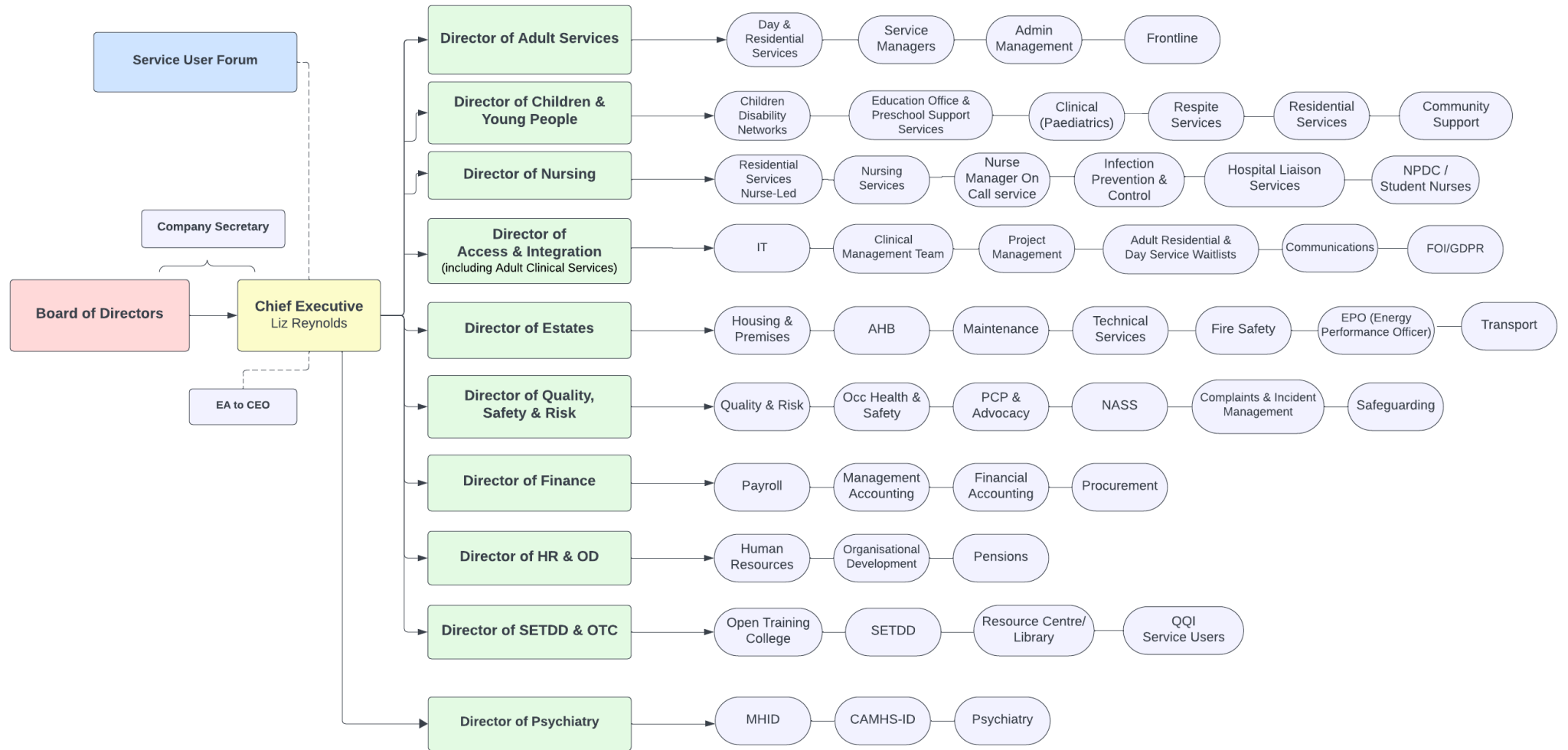
Boards of St Michael's House

- St Michael's House Group
- St Michael's House Service
- St Michael's House Properties
- St Michael's House Leisure Complex
- St. Michael's House Fundraising Foundation

Direct Reports to CEO

- Director of Finance
- Director of Human Resources & Organisational Development
- Director of Quality, Safety and Risk
- Director of Access and Integration (including Adult Clinical Services)
- Director of Estates
- Director of Psychiatry
- Directors of Adult Services X 2
- Director of Nursing
- Director of Children's and Young Person Services
- Director of OTC

Organisational Structure (December 2024)



Job Description and Person Specification

Reports to:	Chief Executive Officer, St Michael's House
Supervises:	Adult Services
Tenure:	Four-year fixed term contract
Remuneration:	HSE Grade General Manager pt.1: €83,233 to pt. 7: €103,533
Location:	Head Office, Ballymun Road, Dublin 9 or Coolock. Eligible to apply for hybrid / blended working. 3 days on site minimum when approved. During the probationary period the candidate is expected to attend onsite with some flexibility.
Mobility:	The movement of employees between locations is an essential component of St. Michael's House's strategy to ensure the appropriate and equitable allocation of human resources, skills, and experience. This mobility is a necessary requirement to meet the service requirements of this position effectively.

Principal Duties & Responsibilities

Management of the Region:

Adult Services Management Team:

The Director of Adult Services is accountable to the CEO and is responsible for maintaining and developing a management team with the necessary skills, competence, and motivation to deliver and develop Adult Services to the highest standards of quality, efficiency, and effectiveness.

- To establish and implement an effective system for supporting and developing each team member.
- To establish a high level of cohesiveness, collaboration, and support among members of the team to ensure that the work of the team is appropriately integrated, enabling it to operate as an effective team and to maximise service delivery.
- To ensure that the leadership, communication, and people management styles of the team members are appropriate to the goals of developing equitable, high quality, accountable and individualised services.

Service Delivery:

Within resources, to ensure the delivery of high-quality services to all adult service users within the remit. These services must be as individualised as possible, and to become more so, as services develop.

- To put in place systems to support and effectively monitor the delivery of the above.
- To develop systems and processes to enable service users and their families to contribute to the planning and delivery of services at individual levels.
- To develop the necessary plans to ensure that needs will be met in a timely and appropriate manner.
- To ensure that in addition to individual service plans, centres and other services develop co-ordinated plans as appropriate.

Service Development:

The Director of Adult Services will have responsibility for the strategic leadership and development of adult services as specified in the brief. This development must be in line with the expressed needs of service users and their families / carer, the organisation's values, the objectives as set out in its Strategic Plan, national policies and the Service Arrangement (SA) with the HSE.

- To review the required structures necessary for the appropriate functioning of adult services.
- To develop systems, work processes and roles required to implement a client centred, individualised model of service delivery.

Quality and Risk Management:

The Director of Adult Services has responsibility for ensuring that the delivery of services and supports and the achievement of outcomes for adult service users are to the highest possible standards of quality and risk management. The overall strategic / organisational responsibility for Quality and Risk Management will rest with the Director of Quality, Safety and Risk.

- To influence and develop a culture required to ensure high quality, equitable, accountable, and individualised service delivery.
- To ensure that every service user has a completed and updated person-centred plan that is appropriately individualised.
- To ensure that there are systems in place to maintain individual and aggregate data in relation to these plans, and to service plans for centres and services and to ensure that these data are analysed and reported on to inform the development of plans and to improve service quality and risk management.
- To ensure that the Adult Residential Services meet HIQA standards for residential and respite services and national and/or organisational quality standards for services other than residential and respite.
- To ensure that individual houses implement quality improvements as recommended.

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- To ensure that risk management takes place at senior management, cluster, unit, and individual levels, and is in accordance with quality standards and development, and is implemented through an approach that has positive outcomes for the wishes and needs of service users.

Budget Planning and Management:

The Director of Adult Services will work closely with the Directors of Finance and HR and will be accountable for all finances within the designated brief.

- To ensure an annual planned and balanced budget based on the overall organisational budget as allocated.
- To ensure that systems are in place to control expenditure and meet savings targets agreed for Adult Services.
- With the agreement of the CEO and Director of Finance, to amend and change the services budget as necessary to maximise efficiency and effectiveness in continuing to meet the needs of service users.
- To actively source additional funding opportunities, in consultation with the CEO.
- Input and provide the CEO with assurances as required in relation to the department accountability portion of the HSE SA.
- Ensure that the area is in compliance with all requirements from HR and / or financial systems, e.g. HRIS.

Staffing:

Within budget and complement, to plan for the numbers, grades and calibre of staff required to deliver a quality service to adult service users, working closely with the Director of HR & OD.

- To ensure that effective systems are in place and are implemented to achieve the highest possible quality of staff. These will include planning, recruitment and selection, training, and performance management.
- To maintain accurate and appropriate data on staffing levels and skills and ensure efficient deployment of staff, in accordance with an agreed complement.
- To monitor and proactively manage staff absenteeism.
- To update the profile of numbers, grades and calibre of staff as required to maintain and develop the level and quality of service provided, with due reference to existing Human Resources Policies, the potential impact on other regions, the required business case processes and the relevant scheduled of the SA with the HSE.
- To maintain and improve staff morale and provide leadership in this regard.
- To ensure appropriate recruitment, vetting, training, assignment, management, support, and monitoring of volunteers. This must be done in line with the organisation's policy and quality standards and in conjunction with the Volunteer Co-Ordinator.

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- In partnership with the Director of the OTC, to ensure that necessary and appropriate training and development programmes are provided, and that there is a high level of collaboration with the Staff Training and Education Department.

Health and Safety:

The Director of Adult Services has responsibility for the Safety Management System, the Safety Statement document, and the organisation's Fire Safety Policy as it pertains to the Adult Services brief.

- To ensure that systems, processes, and resources, necessary to manage safety, health, and welfare, are in place in all locations within adult services.
- To take account of the advice and recommendations of the Health and Safety Department in addressing relevant issues.

Communication:

In line with the position of the organisation, ensure an effective communication strategy is in place, taking account of the differing needs of service users, their families, and staff.

- To provide leadership on communication with all the above-mentioned groups.
- To ensure that all groups are kept fully informed of any changes, developments or proposals that will have an impact on adult services.
- To liaise with any representative service user groups to ensure that communication is appropriate and effective.

Corporate Role

Main Responsibilities:

The Director of Adult Services initially will be allocated in Service Area 2 which includes 30 designated centres and 30-day services in the greater Dublin area. The post may be reconfigured to include other service areas, or to adult residential services or to adult day services depending on the needs of the organisation and the ongoing review of the organisational structure.

Executive Management Team:

To play a key role as part of the St. Michael's House Executive Management Team in the leadership, development, and management of the overall services.

- To advise and support the CEO.
- To actively contribute to the development of corporate strategies, policies, and plans.
- To take a leadership role in and responsibility for organisational projects and initiatives as requested by the CEO.
- To work with and support Board of Directors' sub committees, as required.
- To attend Board meetings as required and submit all relevant documentation in advance.

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- To deputise for the CEO as required and participate in the EMT roster, as required. This requirement is subject to change.
- To accept temporary assignments and Directorate relocation, as required and according to the needs of the organisation.

Strategic Planning:

To play a key role as a member of the Executive Management Team.

- To contribute to the development and implementation of the organisation's Strategic Plan.
- To ensure the enactment of the strategies contained in the plan, both at organisational and adult services level.
- To participate fully in the making of all strategic decisions necessary for the ongoing functioning of service delivery and for the development of new forms of service.
- To ensure the implementation of all National Strategic Objectives.

Corporate External Contacts and Relationships:

In partnership with the CEO, to build effective, productive, and positive relationships with relevant external bodies, i.e., Government Departments, the HSE, HIQA, the Federation of Voluntary Bodies, and other national and local bodies.

- To represent St. Michael's House on committees, working groups etc., of any national or regional bodies as required.
- To represent St. Michael's House at conferences, seminars etc.

Person Specification

Qualifications:

Essential Criteria

- Honours Degree (Level 8) in relevant professional or health management discipline

Desirable Criteria

- A post graduate management or business qualification in a relevant discipline.

Experience

Essential Experience

- At least four years-experience of managing a substantial service within the health or social care fields, at a senior grade.
- Experience of managing a large team.
- Experienced budget holder.
- Change management.
- Project management.

Desirable Experience

- Experience at both practitioner and management levels of work.

- Regulatory experience.

Knowledge and Experience:

- Sector strategic issues and trends.
- Public Sector macro – economic environment and implications for the organisation.
- Governance and standards - Legal, Regulatory, Statutory and Governance Management Procedures, systems, and processes.
- Resource Management.
- Knowledge of Organisation Structure, Systems Roles, Processes.
- Large Workforce Change Management.
- Service planning and development.
- Sector structures, representational systems, and key stakeholders.

The post holder may be required to perform other duties as appropriate to the post, which may be assigned to him/her from time to time and to contribute to the development of the post while in office. This job description will be subject to review in the light of changing circumstances. is a guide to the general range of duties assigned to the post holder. It is not intended to be exhaustive but should be regarded as providing guideline within which individuals work. neither definitive nor restrictive and is subject to periodic review with the employee concerned.

Key Competencies:

Competencies essential for the post of Director of Adult Services:

Overall Management of Services:

The Director of Adult Services must operate a systematic management process that plans, monitors, supports and evaluates the delivery of quality services that support and meet the needs and aspirations of service users and their families.

Leadership and Standards:

The Director of Adult Services is the key representational role for the service. In times of change and uncertainty, it is critical that the Director of Adult Services gives strongly positive and affirming leadership that engenders the commitment and engagement of staff, service users and other stakeholders, in line with the organisational strategy, the recommendations of the EMT and the decisions of the CEO. While each individual has their own personal style, the Director of Adult Services requires highly visible and sustained leadership behaviour.

Judgement and Decision Making:

The Director of Adult Services must evaluate many complex and sensitive issues or situations, size these up in a comprehensive and well-balanced manner and determine an appropriate course of action in conjunction with other EMT Directors as appropriate.

Managing and Developing Staff Performance:

The Director of Adult Services has the overall responsibility for the quality of services in their assigned service area. Key to this is the management and development of staff performance at all levels in the region. The Director of Adult Services must develop a systemic approach to managing and developing performance for the region as a whole system, but also directly to manage and develop the performance of key senior staff.

Managing Yourself and Resilience:

The Director of Adult Services works in a fast paced, busy work environment. He/she must be well organised, able to deal with intermittent and sustained demand levels, and be conscious of the overall demand versus support climate in the service.

Personal Growth, Motivation and Development:

The individual needs to have strong motivation that is aligned with the CEO and the demands and responsibilities of the role. The individual needs to be reasonably reflective and good at learning from experience. They should also be aware of their specific support and development needs on taking up the role.

Particulars of Office:

Tenure:	Fixed Term
Probation:	A probationary period of six months will apply. This may be extended subject to performance.
Salary Scale:	HSE Grade General Manager pt.1: €83,233 to pt. 7: €103,533
Working Week:	35 hours per week with some level of flexibility. There will be times when you will be required to work outside of the normal office hours.
Location:	Head Office, Ballymun Road, Dublin 9 or Coolock. Eligible to apply for hybrid / blended working. 3 days on site minimum when approved. During the probationary period the candidate is expected to attend onsite with some flexibility.
Mobility:	The movement of employees between locations is an essential component of St. Michael's House's strategy to ensure the appropriate and equitable allocation of human resources, skills, and experience. This mobility is a necessary requirement to meet the service requirements of this position effectively.

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Annual Leave: 30 days.

Training: St. Michael's House is committed to continuing education and lifelong learning, which enables staff to improve their performance and professional competence. In this regard, St. Michael's House encourages and supports staff to seek opportunities for their own development. St. Michael's House-Training Guidelines sets out the range of supports available for staff undertaking further education.

Character: Candidates for any position holding the office must be of good character.

Health: A candidate for and any person holding the office must be in a state of health as would indicate a reasonable prospect of ability to attend regular and efficient service.

The Selection Process

How to Apply:

All the below must be received, via Rezoomo only before the application is deemed complete:

- A comprehensive CV, detailing education, skills, career history, experience.
- A detailed cover letter outlining why you wish to be considered for the post and where you believe your skills, experience and values meet the requirements of the position of Director of Adult Services for St. Michael's House.
- If you have informal requires, please contact by email to suzanne.doherty@smh.ie, EA to the CEO.

Closing Date: 5pm, 24th January 2025

Selection Process:

The Selection Process may include:

- Short listing of candidates, based on the information contained in their application and assessment of competencies detailed in respect of the role.
- Competency based interview (face to face interview only).
- A presentation on a related topic may form the basis of a second stage interview process.

Interview Dates:

First round interviews will take place on the 3rd February 2025, with a second round interview on the 10th February 2025. The onus is on all applicants that are shortlisted for interview to ensure they are available for interview *in person*. Online interviews cannot be facilitated for Executive positions.

Please Note:

We endeavour to give as much notice as possible for interview dates etc. Candidates should make themselves available in person on the date(s) specified by St. Michael's House. Changes to interview dates can not be facilitated for Executive positions.

References:

It is the policy of St. Michael's House to collect two references, one of which must be from your most recent employment and person to whom you reported. Please be assured that we will only collect the details and contact referees should you come under consideration and with your agreement.

For informal enquiries, or to arrange an informal conversation with the CEO, please contact: suzanne.doherty@smh.ie, EA to the CEO, 01 8840206. Please note due to the seasonal holidays, all enquires will be answered after the 2nd January 2025.

Additional Information:

Confidentiality:

Subject to the provisions of the Freedom of Information Act, 2014 applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside of those directly involved in that aspect of the process. Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

GDPR:

When your application is received, we will create a record in your name, which contains the personal information you have supplied to support your application. This personal record is used solely for the purpose of processing your candidature and, should you be successful, certain information you provide will be maintained on file. This information held is subject to the rights and obligations set out under The GDPR and Data Protection Act 2018. To make a request under GDPR please submit your request in writing to:

The Data Protection Officer, St. Michael's House, Ballymun Road, Dublin 9. dpo@smh.ie

Deeming of candidature to be withdrawn:

Candidates who do not attend for interview or another test when and where required by St. Michael's House or who do not, when requested, furnish such evidence as is required regarding any matter relevant to their candidature, will have no further claim to consideration.

Feedback:

Feedback will be provided on written request.

Candidates should note that canvassing will disqualify.

St. Michael's House is an equal opportunities employer