



Mental Health Reform

Promoting Improved Mental Health Services

COMPETITION BOOKLET AND APPLICATION DOCUMENTS
PLEASE READ CAREFULLY

Mental Health Reform intends to hold a competition for the purpose of recommending a person for appointment to the position of

**CHIEF EXECUTIVE
MENTAL HEALTH REFORM**

Mental Health Reform is committed to a policy of equal opportunity, and will run this campaign taking account of best practice recruitment processes including as applied by the Commission for Public Service Appointments and CIPD Human Resources practitioners.

MENTAL HEALTH REFORM
COLERAINE HOUSE, COLERAINE STREET, DUBLIN 7

CHIEF EXECUTIVE
Mental Health Reform

Title: Chief Executive

Office: Mental Health Reform

Location: Coleraine House, Coleraine Street, Dublin 7

Background and Context

Mental Health Reform (MHR) is the leading national coalition on mental health in Ireland and is recognised in the sector as a champion for progressive reform and an authoritative voice on the mental health system. It has over 70 member organisations, representing a broad range of interests, including housing, disability, children's rights, human rights, ethnic minorities and many others.

Notwithstanding the ongoing work of MHR, significant challenges remain to achieve MHR's vision of an Ireland where everyone can have the support they need to achieve their best possible mental health. Despite growing demand for mental health supports, at all levels of the system, services continue to struggle to operate within existing resources. The number of referrals to child and adolescent mental health services (CAMHS) increased by over 40% from approx. 12,800 in 2011 to 18,100 in 2019.¹ Moreover, as of December 2018, the total number of children and young people on the CAMHS waiting list was 2,517, of which 314 were waiting more than a year for an appointment.² Waiting lists for primary care psychology are also rising, with an increase of 5% between 2017 and 2018 alone.

With regard to civil rights, The Mental Health Act, 2001, which is the primary piece of civil legislation related to mental health in Ireland, is outdated, out of compliance with international human rights law, and does not adequately protect the rights of adults and children when they go into hospital for mental health treatment. In addition, the absence of a mental health information system to underpin transparent reporting on inputs, outputs and outcomes of the mental health services is an ongoing concern.

Key policy developments such as the refresh of A Vision for Change which is due for publication and completion of heads of bill for legislation to revise the Mental Health Act, 2001 provide opportunities for MHR to shape future service provision and continue to raise the profile of mental health in the public space by making the problems with Ireland's mental health system and the impact on individuals' lives visible.

Within this context, and given MHR's unique role in the field of mental health in Ireland, the Board now seeks a CEO who has the knowledge, skills and experience to build on MHR's current reputation as an authoritative, consensus voice, and work with the Board to advance the advocacy programme and mobilise public and political support for a step change in the government's and HSE's response to current failings in the mental health system.

¹ Houses of the Oireachtas. (13th March 2019). Child and Adolescents Mental Health Services. Dáil Éireann Debate.

² HSE. (2019). Performance Profile October-December 2018 Quarterly Report. HSE: Dublin

Mental Health Reform

MHR envisions an Ireland where everyone can access the support they need in their community to achieve their best possible mental health.

To advance this mission, MHR's activities consist of

- **Coordination & Policy Development:**
 - Drawing on the expertise and experience, and coordinating the views of member organisations.
 - Representing the sector in public forums.
 - Preparing policy submissions on behalf of member organisations, informed by Grassroots Forum and other advisory groups.
- **Research & Innovation:**
 - Consulting with people who use services and family members, reporting their experiences to Government and its agencies.
 - Conducting research to identify unmet needs and good practice solutions.
 - Supporting and demonstrating innovation in the way that mental health supports are provided.
 - Developing good practice guidelines and policy recommendations based on consultation and research.
- **Accountability & Advocacy:**
 - Monitoring progress on Government commitments and holding the Government and its agencies to account for delivery.
 - Mobilising membership and the wider supporter network to make the support for a better mental health system publicly visible

MHR membership value:

- MHR's public profile, holding the Government and HSE to account
- The way that MHR develops progressive consensus through consultation with its membership and advisory groups
- MHR's high quality, evidence-informed solutions, based on desk and empirical research
- MHR's active engagement with its members and wider network; the organisation's reputation for compassionate listening to all stakeholders' views
- MHR's strategic approach to advocacy
- MHR's added value of capacity-building for the sector in areas of mental health policy, law and collective advocacy

Further information about MHR's role and activities at <https://www.mentalhealthreform.ie/about-us/>

Job Description

Reporting to the Chairperson and working closely with the Board, the Chief Executive Officer leads the delivery of the overall strategic and operational plan of MHR, implements the organisation's strategy to influence reform of the mental health system in Ireland and advises the Board on the strategic development of the organisation.

Main responsibilities:

Organisational development

- Work with the Board to grow and sustain Mental Health Reform as a national coalition on mental health
- Manage Mental Health Reform's programme of work
- Act as chief strategist and advisor to the Board on the long-term strategic plan for MHR
- Develop and implement campaigns and operational plans to ensure delivery of the strategic plan
- Sustain and grow MHR's membership base and activist network, and oversee MHR's membership structure

Campaigns and representation

- Oversee and advance the development and implementation of effective lobbying and campaigns programme to achieve the objectives of MHR
- Establish and maintain influencing relationships with key targets and allies
- Act as the primary spokesperson and lead public relations for MHR with responsibility for building its image, profile and reputation in line with Board policy
- Oversee the development and updating of policy positions on behalf of MHR
- Represent MHR at external forums and on Government committees

Management

- Develop annual operational plans and budget linked to MHR's Business Plan 2014-2016 and agree KPIs with the Board
- Ensure adequate measurement systems are in place so that KPIs can be monitored and reported on accurately on a timely basis at Board meetings
- Support the preparation of the agenda and board papers for Board meetings
- Be responsible for the prudent fiscal management of MHR's operational budget and fulfilment of the organisation's accounting policies (the Financial Procedures Manual)
- Oversee procedures to fulfil regulatory and funder contractual requirements, including fulfilment of the Charities Regulator's governance code
- Manage the recruitment and performance of staff and externally contracted resources in line with good practice and legal requirements
- Communicate, motivate and develop staff through regular performance reviews including annual reviews, involvement in target setting and through routine exchanges in free and accurate information
- Be responsible for health and safety of employees. This includes ensuring that adequate policies, procedures and training are in place throughout MHR. The Director is responsible for ensuring that all employees adhere to these standards/procedures.

Fundraising

- Lead the organisation in developing and implementing a fundraising strategy
- With the support of the Board, grow and maintain relationships with major donors and funders
- Identify grant opportunities and submit grant applications

Personal Requirements

Essential

The successful candidate will have:

- Proven track record of successful leadership and management of an organisation and team
- Proven record in implementing and delivering on strategic vision and goals of an organisation
- Proven leadership, decision making, and advocacy skills
- Proven ability to engage with a range of audiences and to build effective relationships with political, public sector, media, funder, service user and professional groups
- Proven capacity for innovation, strategic thinking and decision making
- Strong analytical skills, sound judgement and the capacity to operate in a complex and challenging legal environment

Desirable

The successful candidate will be expected to have:

- Commitment to the vision and values of MHR with the passion and ability to mobilise members and activists at local and national level to influence mental health reform
- Knowledge of the policy environment in health, social change or related areas
- Ability to persuade funders/donors to fund MHR's work, including grant-writing ability
- Self-starter with demonstrable flexibility to lead a small, dynamic organisation
- Experience of overseeing budgets and expenditure to a scale relevant to MHR
- Relevant tertiary qualification
- Strong results focus and track record of significant achievement at senior level in a challenging environment, in either the private or public sector
- Knowledge of the charity sector regulatory environment
- A career record that demonstrates continuous professional development

Key competencies for effective performance

The following competency framework identifies key individual competencies associated with effective performance. The full competency framework with behavioural statements is set out in appendix IV.

- Drive & Commitment to MHR Values
- Judgment & Decision Making
- Leadership & Strategic Direction
- Building Relationships & Communication
- Management & Delivery of Results
- Specialist Knowledge, Expertise and Self Development

THE SELECTION PROCESS

How to Apply

Applications must be made by submitting:

- a) A comprehensive CV clearly showing your relevant achievements and experience in your career to date. Please see CV Guidance Note at Appendix I.
- b) The 'Key Achievements Form' at Appendix II. Please copy and save format in a separate document.
- c) An organisation chart indicating your current position within the Senior Management team (or if not currently employed, in your most recent employment), see Appendix III.
- d) A short (i.e. no more than 2 pages) cover letter/ personal statement outlining why you wish to be considered for the post and where you believe your skills and experience meet the requirements of position as Chief Executive, MHR.

The completed application including all accompanying documents should be submitted via email to Mr. Paddy Collins, Torc Consulting at p.collins@torc.ie. Queries can be directed to Paddy Collins via email or via telephone at 01 662-3020.

Candidates should submit their completed application documents as soon as possible. Formal interviews are anticipated to take place towards the middle of December.

Selection Process

The Selection Process will include:

- shortlisting of candidates, on the basis of the information contained in their application;
- a competitive preliminary interview; and
- a competitive final interview which will include a presentation and may involve psychometric testing.

Short-listing

In the event of a short-listing exercise being employed an expert board will examine the information provided in your application forms and assess it against pre-determined criteria based on the requirements of the position and associated competency framework.

It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience in your application.

Preliminary Interview

The Preliminary Interview will be largely structured style and based on the Competency Framework set out in Appendix IV, the job description and the person specification. It will focus primarily on career history to date.

Final Interview

The final round interview will be competency based and will have a future and strategic focus. This exercise will open with an 8-minute presentation by the candidate. The topic for the presentation will be provided to candidates invited to this stage. Some insights into the work of MHR and the sector generally will be expected.

Canvassing will Disqualify

References

We would appreciate it if you would start considering names of people who you think would be suitable referees that we might consult (2 - 3 names and contact details). The referees listed here do not have to include your current employer, but should be in a position to provide a reference for you. Please be assured that we will only collect the details and contact referees should you come under consideration after preliminary interview stage.

Other important information

MHR will not be responsible for refunding any expenses incurred by candidates.

The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that MHR is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

Prior to recommending any candidate for appointment to this position, you should be aware that MHR will make all such enquiries that are deemed necessary to determine the suitability of that candidate. The submission of an application will be taken as consent for any necessary enquiries which will be undertaken with care, tact and discretion. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made. Should the person recommended for appointment decline, or having accepted it, relinquish it, MHR may at its discretion, select and recommend another person for appointment based on the results of this selection process.

The importance of Confidentiality

MHR would like to assure you that protecting confidentiality is a high priority matter. 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.

Principal Conditions of Service

Pay

A competitive salary will be offered commensurate with skills and experience.

Tenure

This is a fixed-term contract position for 5 years subject to funding and completion of a probationary period. There will be an option for renewal subject to agreement with Board and Funding.

Functions, Powers and Duties

The key responsibility of the person appointed will be to lead and manage the business of Mental Health Reform and the development and implementation of strategy. S/he may not engage in private practice or be connected with any outside business which would interfere with the performance of official duties or conflict in any way with the position of Chief Executive.

Headquarters

The headquarters of the MHR is currently in Coleraine House, Coleraine Street, Dublin 7. When absent from home and headquarters on official duty an officer may be paid appropriate travelling expenses and subsistence allowances in accordance with MHR Policy.

Hours of attendance

This is a full time position. Flexibility is required regarding hours as some weekend and evening work will be necessary. Travel and significant out of office work will also be a feature of the role.

Annual Leave

In addition to the usual public holidays, annual leave will be applicable to this post in line with Mental Health Reform's annual leave policy.

Sick Pay

Sick pay will be provided in line with internal employee policy.

Superannuation and Retirement

The successful candidate will be offered the appropriate pension terms and retirement age conditions at the time of being offered an appointment.

IMPORTANT NOTICE

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.

Requests for Feedback

Feedback in relation to the selection process will be available on request. There are no specific timeframes set for the provision of feedback.

Candidates Obligations:

Candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned
- Be suitable on the grounds of character
- Be suitable in all other relevant respects for appointment to the post concerned;

and if successful, they will not be appointed to the post unless they:

- Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed
- Be fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

Candidates in the recruitment process must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- interfere with or compromise the process in any way

A third party must not impersonate a candidate at any stage of the process

A candidate who is found to have contravened these provisions will be excluded from the process.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. When you submit an application for a competition, a computer record in your name will be created. Information submitted with a job application will be used in processing your application. Should the services of a third party be used in processing your application, it may be necessary to provide them with certain elements of information. However all necessary precautions will be taken to ensure the security of your data. If you are successful in the recruitment and selection competition, your application may be made available to key individuals on MHR Staff or Board. To make a request to access your personal data please submit your request in writing to: Finance and Operations Manager, Mental Health Reform, Coleraine House, Coleraine Street, Dublin 7 or by email to info@mentalhealthreform.ie ensuring that you describe the records you seek in the greatest possible detail to facilitate identification of the relevant record(s). Information in relation to a candidate's personal data held by the MHR is set out on the Privacy Policy page of <https://www.mentalhealthreform.ie/privacy-policy/>

Appendix I

Guidance Note on the Curriculum Vitae

Your CV should be no longer than **4-5-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.

Sample Curriculum Vitae Layout

Name:

Address:

Contact details:

Telephone: *Note: Please include Land line & mobile*

Email Address:

Career History

*NOTE: 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.*

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

<u>Current Position:</u>	Job Title	Company	Dates: From-To	Salary
--------------------------	-----------	---------	----------------	--------

- Main Responsibilities & Achievements (please ensure to include sufficient relevant detail)
-
-

<u>Previous Position 1:</u>	Job Title	Company	Dates: From-To	Salary
-----------------------------	-----------	---------	----------------	--------

- Main Responsibilities & Achievements (please ensure to include sufficient relevant detail)
-
-

Education Details: *Note: 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.*

- | • 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 |
|-----------------------|---------------------------------|
| • | |

Other: Note: 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); Research/policy analysis skills, industry / sectoral recognitions: Publications etc.

Appendix II

Key Achievements

For each of the areas below, please briefly highlight specific achievements, contributions or expertise you have developed from your career to date which clearly demonstrate your suitability to meet the challenges of this role. Please restrict your answers to 300 words

Leadership & Strategic Direction (300 words)

Judgement & Decision Making (300 words)

Building Relationships & Communications (300 words)

Management & Delivery of Results (300 words)

Appendix III

Guidance Note on the Organisation Chart

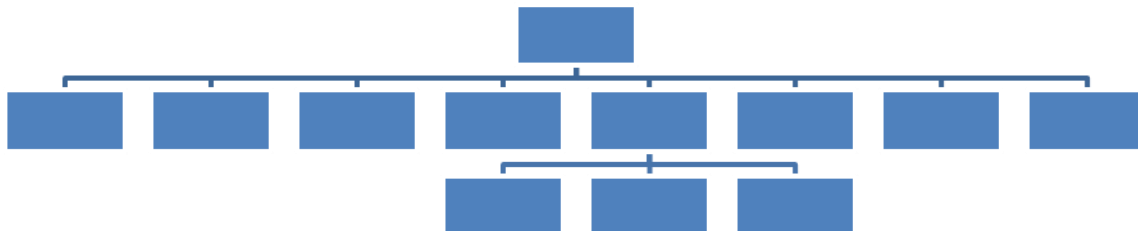
We would appreciate it if you would forward a copy of an organisation chart indicating your current position within the Senior Management team in your organisation/company.

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

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

Organisation Chart Template



Competency Framework - Chief Executive Officer, MHR					
Drive & Commitment to MHR Values	Judgment & Decision Making	Leadership & Strategic Direction	Building Relationships & Communication	Management & Delivery of Results	Specialist Knowledge, Expertise and Self Development
Consistently strives to perform at a high level	Identifies and focuses on core issues when dealing with complex information/situations	Leads the team, setting high standards, tackling any performance problems & facilitating high performance	Speaks and writes in a clear, articulate and impactful manner	Initiates and takes personal responsibility for delivering results for the organisation	Develops and maintains skills and expertise across a number of areas that are relevant to the organisation
Demonstrates commitment to the vision and values of MHR, maintaining determination and persistence while retaining a sense of balance and perspective	Assembles facts, considers key information and thinks through issues logically	Facilitates an open exchange of ideas and fosters and atmosphere of open communication	Actively listens, seeking to understand the perspective and position of others	Balances strategy and operational detail to meet business needs	Keeps up to date with key sectoral, national and international policies and economic, political and social trends that affect the organisation
Is personally trustworthy, honest and respectful, delivering on promises and commitments	Sees the relationships between issues and quickly grasp the high level and socio-political implications	Develops capability and capacity across the team through effective delegation	Manages and resolves conflicts/disagreements in a positive & constructive manner	Manages multiple agendas and tasks and reallocates resources to manage changes in focus	Maintains a strong focus on self-development, seeking feedback and opportunities for growth
Is resilient, maintaining composure even in adverse or challenging situations	Identifies coherent solutions to complex issues	Develops culture of learning & development, offering constructive & supportive feedback	Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives	Makes optimum use of resources and implements performance measures to deliver on objectives	Maintaining a sound knowledge of key financial and governance matters in particular knowledge of the charity sector regulatory environment
Promotes a culture that fosters the highest standards of ethics and integrity	Takes action, making decisions in a timely manner and following through	Contributes to the shaping of organisational strategy and policy	Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals	Ensures the optimal use of ICT and innovative approaches	
	Makes sound and well informed decisions with insight into their impact and implications	Anticipates and responds quickly to developments in the sector/broader environment	Proactively engages with colleagues at all levels of the organisation and across other Departments/Organisations and builds strong professional networks	Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements	
		Actively collaborates with key Departments, Organisations and Agencies	Makes opinions known when s/he feels it is right to do so	Instils the importance of efficiencies, value for money and meeting corporate governance requirements	
				Ensures team are focused and act on organisational priorities, even when faced with pressure	