TÚSLA

An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

Tusla People Strategy
2025 to 2027

"People are our Strategy"

" *Each one of us must come to care about everyone else's children. We must come to recognise that the welfare of our children and grandchildren is intimately linked to the welfare of all other people's children. After all, when one of our children needs life saving surgery, someone else's child will perform it. If one of our children is threatened or harmed by violence, someone else's children will be responsible for the violent act. The good life for our own children can only be secured only if a good life is secured for all other people's children.* "

Lilian Katz

Our CEO sets the context

With over 5,000 staff, working with children and families all over Ireland, Tusla is, at its heart, a people led organisation. Despite all the advances in technology and systems, our people remain our greatest asset, and the most vital part of our organisation. We simply could not do the work we do without the people who make up our skilled and committed workforce.

Working with you every day, seeing the incredible work that is being delivered by teams across the organisation, and getting to meet you and hear what you have to say, has strengthened my belief that together we will deliver our Integrated Reform Programme, promoting the Agency is a first choice employer for all our staff, and ensuring that children and families have access to local integrated services, that enable positive outcomes, that the public trust, and staff have pride in.

This Strategy commits the leadership team at Tusla to creating a workplace where all our staff are respected, trusted, treated with kindness and empathy, supported and empowered to embrace and adopt the changes that will continue to deliver better outcomes, and a better experience for all that engage in our services.

As we embark on this journey together, we will continue to listen to you, respond and improve the way that we do things at Tusla and deliver for all of our staff and all of the people with whom we work every day.

Kate Duggan
Chief Executive Officer

This Strategy is endorsed and owned collectively by the Executive Management Team of Tusla

Outlining the People Strategy

Tusla is the dedicated State Agency responsible for improving wellbeing and outcomes for children in the State. Employing over 5,500 dedicated professionals, we operate under the Child and Family Agency Act 2013, a progressive piece of legislation with children at its heart and families viewed as the foundation of a strong healthy community where children can flourish.

Together, we have embarked on an ambitious programme of reform and change that is designed to increase our ability to deliver for our service users. We will have challenges along the journey, and we can build on our Agency's success when we work together. In the next two years we will be take up that challenge to achieve our new Corporate Plan underpinned by a Reform Programme to address the challenges of providing best in class social care services to children in the State.

At Tusla, our Vision for Change is both a challenge and an opportunity. Put simply we aim to ensure that:

'That children, young people, families and adult service users have timely and equitable access to integrated services, that enable positive outcomes, that the public trust and that staff feel supported by and have trust in.'

It's all about our People

We said that 'People are our strategy' and we have embarked on a range of initiative designed to improve Tusla as a place for talented professionals to work. We have been consulting and listening to you as part of our last People Strategy and taken on board much of what we have heard. With this in mind we have revised and updated our People Strategy to reflect the challenges and opportunities ahead. At Tusla, we are well aware that we need to continue to develop opportunities to promote the critical work that we do with our service users and building wider trust in the Agency to deliver equitable and integrated services. Whilst the majority of our People want to stay, we need to continue our work to make Tusla a place where the contribution of every team member is valued and appreciated. We are committed to building a culture of health within the agency at the same time as we embark on our ambitious reform programme to ensure colleagues want to stay and build a successful career and ensure no one in our teams is left behind.

We know too that, without the skills, professionalism, expertise, commitment and dedication from all of our people, Tusla would be unable to deliver our vision and the great services on which so many children, young people and their families rely.

Developing our Future Together

In the last two years, Tusla has embarked on a listening exercise with all of you through our staff surveys and engagement activities and also with our service users, stakeholders and other partners within the State. This work led to the development of a new Corporate Plan and the implementation of our Reform Programme. These plans are designed to respond to the key messages that we received from all of our stakeholders.

This renewed People Strategy is based on eight equal and linked themes that relate to Tusla as a workplace and to the lived experience of all our employees. We renew our commitment to building together a great place to work, where all our People can access the development and career opportunities to which they aspire so we can live out that passion for the care and protection of children and young adults in the State.

Once again, I want to thank all of you who took part in employee surveys, listening session or who have fed back your experiences and concerns in any way in the last two years. We have engaged with the Leadership and other senior leaders in the Agency on the operational and resource issues that they face, as well developing a response to the challenges of the Reform Programme.

The staff of People and Change Directorate at Tusla were very proud recipients of the CIPD People Team of the Year in 2024 and look forward to growing our positive impact across the Agency in the years ahead.

As we set out in the Corporate Plan, the heart of our People Strategy is designed to ensure that we can attract, retain, and grow a diverse workforce and promote a positive culture so that all our People can effectively respond to service users, feel supported and have pride in our services.

Our People Strategy retains the original eight core themes for action, and we have revised them to reflect that changed priorities and challenges that Tusla faces. With the support of the leadership and your support and engagement, we will work over the next two years to deliver on these aims.

Rosarii Mannion
National Director of People & Change

Developing our 2025 – 2027 People Strategy

Our People Strategy builds on the work that has been completed in recent times to set a strategic focus on Practice, Culture, and Structure and to develop clear goals for the Agency that inform and drive everything we do for children and their families. It will help us in our reform journey to be a truly 'change able' Organisation ready to adapt and respond to the changing social care environment and the needs and aspirations of all our People.

Our Corporate Plan

Tusla is now working actively towards the achievement of our new Corporate Plan 2024-2026. As part of this plan and the proposed reform Programme, we have recommitted to a set of values that run through everything that we do. These values apply equally to our approach to service users and every member of our team.

The Corporate Plan has three key pillars that underpin and influence our strategic direction and that provide a clear structure against which the updated People Strategy has been developed.

Our People are one such pillar with the Agency committing to developing our we attract, retain, and grow a diverse and capable workforce and how we promote a positive culture so that all our people can effectively respond to service users, and feel supported and valued as they do so.

Our Values & Behaviours

Trust

We will be honest, truthful and responsible when providing our services

We will respect privacy

We will seek and welcome feedback and use it to inform how we improve

We will follow through on our commitments

Respect

We will treat people with dignity and fairness

We will collaborate and work in partnership

We will be informed and influenced by opinions and experiences

We will listen to ensure we understand

We will communicate in a way that helps everyone to understand

Kindness

We will show care and compassion

We will help where we see the need

We will be sensitive when explaining decisions, particularly when the decision is difficult

Empowerment

We will have a supportive workplace where people can achieve their best

We will continuously learn and develop our knowledge and skills

We will collaborate so that we can work together effectively

We will recognise hard work and dedication

Figure 1. Tusla Values

Figure 2. Three Pillars in the Corporate Plan

Objective 6
Continue to have effective people, processes and systems in place to meet our statutory and regulatory requirements and embed a culture if continuous service improvement.

Objective 1
Strengthen recruitment and retention of a multidisciplinary workforce to better meet the needs of service users and provide a more supportive environment for staff

Objective 5
Strengthen visibility of Tusla Services in communities across Ireland and build trust and confidence in our services.

Objective 2
Ensure staff are supported, engaged, and capable to undertake their roles, implement the Reform Programme and better respond to service user needs.

Objective 4
Strengthen service integration both internally and externally to better meet the needs of service users.

Objective 3
Ensure our services are structured and delivered to provide consistent, quality and integrated responses to those who use them.

Public Confidence

People

Practice

We have incorporated the objectives of the People Pillar into the People Strategy for the next three years so that we create a working environment that supports every team member through a period of significant change.

New challenges and opportunities

"The rate of change in organisations has accelerated 183% since 2019 and 33% in just the last year. Change has never been this fast and will never be this slow again.**"** **Accenture**

As we look forward over the next three years there are some key challenges and opportunities for our Agency's development in line with the Corporate Plan. These include:

Delivery of the Tusla Reform Programme

We are developing new range of services that will involve much higher levels of multi-disciplinary working across the Agency. These new services will enable us to better respond to the needs that we find in communities across the country. These developments often require new ways of working and team structures. We have already started our new consultation and engagement sessions on our revised Local Integrated Practice Model for example.

Talking together about such changes and incorporating your feedback into the implementation of change is a strong model for how we will operate during the roll out of the Reform programme. This element will become a key component of our ability to be even more Change Able as an organisation. This work will be supported by the Partnership Engagement Team.

Increased digitisation of the workplace

The increased and effective use of IT solutions and tools, many built using cloud-based technology and AI models will be another key characteristic of the journey ahead. While our primary work relies on human relationships. we want to develop the use of technology to enable more flexible working patterns, leaner and less time consuming time-consuming internal processes to get our work done, to make locally delivered services more bespoke and to automate the administrative content of roles at Tusla to leave our professionals even freer to work directly with service users. Technological advances in the Agency will be implemented having considered the need to positively impact on a work culture of health for all Tusla employees.

Matrix management

New service delivery models and the need to respond to the feedback from our service users in respect of the delivery of 'joined up' services from Tusla, will result in the need for new models of management and decision making within the Agency. The development and implementation of matrix style management will increase collaboration and involve a new mindset and new ways for working for all of us. We remain cognisant of the fact that both managers and the teams that they manage need to be supported through this change to ensure that the benefits of this organisational structure can be fully realised.

Increasing the attractiveness of Social Work and Social Care as a career

As the State's population grows we are required to provide new and integrated services to a wider range of service users. At the same time the whole sector faces a challenge in increasing the numbers of people going into Social Work and Social Care as a career to become the workforce of the future. Tusla remains committed to taking an active role with other employers and partners across the sector to develop the attractiveness of Social Work and Social Care as professional careers. We are also focussed internally on implementing change that will enable Tulsa to significantly improve staff retention rates within the Agency and to enable us to recruit new team members where they are most needed. This will include the adoption of the principle of a 'culture of health' as the basis for a working environment at Tusla, new roles within the Agency that support new ways of working and that enable our teams of Social Workers to spend more of their time focussed on the needs of service users.

Our People Strategy

The People Strategy will improve our ability to strategically attract, develop and retain the best staff, and create an environment in which they flourish and succeed through the delivery of integrated, impactful services for children, young adults and their families.

Alignment to our mission and vision	Strategic priority	Our ambition
This priority focusses on building together a culture where all our People are proud to work for Tusla and where all our People find a home no matter their discipline, role or background. It is built on our values of Trust and Respect.	Building a Great Place to Work Together	People have a great work experience here, are proud to work at Tusla and build their careers. Colleagues and managers from across the Agency work together to deliver great services for children and young adults. Our People are enabled to actively contribute to building a caring and compassionate culture that inspires innovation, creativity and service excellence throughout the Agency.
This priority focusses on a structured approach to future staffing of the Agency aligned with our Corporate Plan and Reform programme. It is built on the value of Empowerment.	Aligning Our Workforce Planning	Our commitment to delivering the Corporate Plan and the Reform Programme is reflected in our workforce planning and in the further development of collaborative and agile ways of working that best deliver the agency's service. Services are appropriately and equitably staffed to deal with current workloads and the move to integrated services. Workforce planning activity delivers an engaged, sustainable and capable workforce to deliver current and future high quality, integrated services.
This priority reflects the ongoing need to improve the staffing levels within the Agency in line with our Corporate Plan. It reflects our value of Empowerment.	Recruiting our People	Our Recruitment Service is highly skilled, responsive and tailored to meet the needs of Tusla Service Managers and stakeholders and our workforce plan. The team research and implement the use of the latest recruitment tools and techniques to improve the Agency's recruitment successes. The Agency is represented everywhere that relevant candidates (geographically and online). We make it easy for a wide range of candidates to interact with us and apply for our roles.
This priority focusses on creating the right structures and culture to encourage our people to stay with us. It is built on our values of Trust and Respect.	Retaining our People	Develop an organisational culture that ensures that staff are supported, engaged, and capable to undertake their roles, implement the Reform Programme and better respond to service user need. We develop innovative and collaborative ways of working will support collaboration and cooperation across the whole agency and with key external stakeholders to deliver on our promises to provide service users with equitable access to integrated services.
This priority focusses on expertise based productivity and the need to build capability in the Agency and to offer development opportunities. It is built on our values of Empowerment and Respect.	Developing our Skills and Capabilities	We proactively provide personal and professional development opportunities for all our staff to build their expertise and deliver at the required standard every time. We have a strong performance and accountability culture, that supports the development of high quality, integrated service delivery, the achievement of our Reform programme and the aspiration of our Corporate Plan.
This priority focusses on the development of a compassionate and delivery focussed leadership team now and for the future. It relies on our values of Trust, Respect, Kindness, and Empowerment.	Leading our Teams	Our leaders are highly visible, capable, compassionate, confident, and enthusiastic leaders, who exemplify Tusla values. Our leaders demonstrate and promote collaborative working to achieve a service user focussed common purpose, create a caring and compassionate culture and to inspire innovation, and excellence throughout the Agency.
This priority focusses on a work environment that supports the wellbeing of all our staff to in their day-to-day challenges. It's about our values of Kindness and Empowerment.	Creating a Culture of Health at Work	Our people are safe, healthy, and well both physically and psychologically. We have a culture of health at Tusla that informs how we change and adapt our ways of working to deliver the agreed service standards. We see our employees as whole people aspiring to achieve our goals and dealing with their own life challenges. Health and wellbeing are not just a single initiative or policy but is built into the fabric of how we do things at Tusla.
We are building a productive and inclusive work environment that improves our capacity to respond to the changing world and, in particular, the changing needs and expectations of our service users. It builds on our values of Respect and Empowerment	Being 'Change Able' and Delivering Reform	Our Corporate Plan focuses on delivering integrated and equitable services responding to the needs of our service users in a changing social care landscape. Our Reform programme sets out the developments in Practice, Structure, and Culture that will deliver the Corporate Plan. Leaders create the conditions for culture change and the implementation of workplace technologies and practices that promote efficient and effective service delivery, appropriate innovation and that structure work in a balanced way preventing professional burn out and high levels of staff turnover. We work collaboratively to transform our services and sustain service improvements.

Strategic Priority 1
- Building a great place
to work together

Our ambition:

People have a great work experience here, are proud to work at Tusla and build their careers. Colleagues and managers from across the Agency work together to deliver great services for the children that we work with. Our People are enabled to actively contribute to building a caring and compassionate culture that inspires innovation, creativity and service excellence throughout the Agency.

Stage	Key steps
Year 1 – Evolve our practices	The review of the results of the last people Strategy, the Corporate Plan and the Reform Programme, leads us to commit to listen, respond, and improve to build a **positive employee experience at the Agency**. In particular, our culture and the experience of our staff will be rooted in **our Values and Behaviours**.
	Focus on the Employee Brand and development of HR systems and processes that encourage and enable positive engagement with all staff in the Agency.
	Continue a programme of Feedback Forums, Engagement Sessions and other employee feedback initiatives lead by members of the management team and aligned with the Reform Programme and other Corporate initiatives. Such initiatives designed to embed a culture where all our People have a strong voice on matters linked to their work and workplace and where the Agency reflects and acts on their feedback.
	Design and deliver support interventions for our staff as they learn about, adopt and implement new ways of working and/or new reporting structures with the aim of maximising retention of current employees.
	Support collaborative practice through investment in team working, team leadership and shared learning to deliver stronger multidisciplinary teams, matrix management and integrated quality care supported by Partnership Engagement Team.
	Embrace the power and creativity of our people to drive and sustain change by equipping staff with the tools of Lean, in a supportive culture of learning and continuous improvement.
	Promote Diversity, Inclusion and Equality across the Agency valuing different perspectives, depth of experience and the strengths and potential of individuals and teams.

Year 2 & 3 Adapt to a changing world	Build on and scale the annual staff awards that recognise service excellence and innovation.
	Embark on process for Tusla's entry into the Great Place To Work annual awards.
	Design, develop and implement an approach to staff advocacy channels that fits the culture of the Agency and positively impacts on how staff can contribute their voice to the identification of service needs and service delivery and to the achievement of a health focussed organisational culture.
	Review, revise and develop meaningful career paths that enable our People to grow their careers, deploy their expertise and meet their aspirations in delivery for our service users.
	Develop employee experience branding messages and success stories using a range of media and publication sites including the Tusla Careers webpage to promote Tusla as a great place to work and to build public trust in our ability to delivery excellent services for our stakeholders.
	Developing a Continuous Professional Development structure and programme at all levels within the Agency to promote best professional practice and linked into our career paths.

We will know that we have it right when:

- Staff satisfaction surveys report sustained increases in the measures in our staff surveys around optimism and a clear sense that Tusla cares for the wellbeing of all staff.
- Staff proactively recommend working at Tusla to friends and family.
- Feedback from our engagement and consultation processes around the implementation of the reform programme shows a positive reception and adoption of changed ways of working.
- Inclusive policies and working practices produce a workforce that is representative of the communities that we serve.
- Staff that receive Lean training apply the tools, methods, and approaches they have learned to other work processes on their own initiative.
- Our social media presence tells powerful stories about Tusla, its people and its work and we have a bank of qualified candidates actively looking to join the Agency.
- Our people proactively nominate their colleagues for peer awards.
- We are nationally recognised as a great place to work.

We will measure success through:

- Our turnover in all teams tracking below 8% by end 2026.
- Staff survey take up rate to be 70% or above by end 2027.
- Staff surveys show 'optimism' scores at 60% or above and 'pride' score at 60% or above by end 2026.
- Collaboration with external bodies to generate a 14% increase in the supply of qualified staff available to work in Tusla.
- 100% up take and completion of the UStart Induction programme.
- Average length of service rising from 8 years to 13 years by end 2027.
- 100% of staff participate in training in new practice approaches aligned with Reform Programme.
- Reduction in WRC referrals by 5% in 2025, 10% in 2026, 15% in 2027.
- Utilisation of internal mediation services at 15% by end 2026.

Strategic Priority 2
– Aligning our workforce planning

Our ambition:

Our commitment to delivering the Corporate Plan and the Reform Programme is reflected in our workforce planning and in the further development of collaborative and agile ways of working. Our average WTE is currently 5,473 and our turnover in 2024 was 93%. Our headcount will increase to 5, 658 by the end of 2026. We have more to do internally and with external partners to enable flexibility across the whole organisation, and to continue to develop and grow the sector's workforce to the required level. Workforce planning activities delivers an engaged, sustainable and capable workforce to deliver against the Corporate Plan.

Stage	Key steps
Year 1 – Evolve our practices	Workforce planning must be focussed on a **data driven approach** towards the **identification of the skills, expertise and working styles** that will be required to achieve the commitments in the Corporate Plan to increase staffing levels **linked to integrated and equitable service delivery**.
	Continue to work with the Social Work All Employers Forum to ensure that the Agency is proactive in developing a longer term increased number of qualified candidates from which to recruit.
	Review current workforce planning capability within the Agency and create partnerships where needed to provide research, data, and other planning tools that strengthen our workforce planning activities.
	Undertake organisational design activities aligned with the Corporate Plan within the management team that identify key gaps and deliver revised team structures and role contents that will support the achievement of the Corporate Plan and Reform Programme and the move towards increased levels of integration of our services.
	Develop our demand forecasting capability in collaboration with the ICT Team to ensure that recruitment programmes are designed and timed to deliver the necessary level of staffing, and the necessary skills at the right time.
	Address supply side challenges through continued engagement with the DOE and the DFHERIS to increase the number of social work and social care courses.
	Co-design and implement a plan to deliver the required roles and levels of expertise needed to roll out our Digital Transformation Programme.
	Develop and expand relationships with internal and external stakeholders, to ensure a robust and accurate workforce plan is delivered, with all points of view considered.
	Employ an integrated approach to Workforce Planning to align our people strategy with our business strategy. Scale up on an integrated approach to workforce planning to enable the Agency to be more agile and prepared for the future. Further develop regional and service Workforce Plans in collaboration with HR, Operations, Finance, ICT, WLD and PMO.
	Create custom Workforce dashboards to track and ensure our workforce plans remain well-informed in real-time and agile enough to adapt and act upon findings. Use these dashboards for future workforce forecasting, predicting and planning.

Year 2 & 3 Adapt to a changing world	Review and strengthen our succession planning activities to build the required capabilities for future service integration and for the leadership of the Agency in a period of rapid change.
	Create flexibility within the workforce planning approach and activities to ensure equitable resource distribution across all disciplines and all regions within the Agency.
	Research and design approaches to workforce planning that will increase the opportunity for the Agency to engage with and attract People with the relevant skills, experience and expertise from overseas that fit with the commitment to implement the Reform programme.
	Research, design and implement alternative approaches to workforce planning to fill identified gaps that have less reliance on people for the delivery of specific organisational functions and that enable likely limited resources to be focussed on employee led service delivery.
	• Strengthen the use of digital platforms and technology to enhance workforce planning and data analytics.
	• Classify relevant key metrics and develop supporting dashboards to provide analysis and inform decision making with regard skills, expertise and working styles.
	• Form a workgroup with key stakeholders (include representation from HR, Operations, Finance, ICT, WLD and PMO) to design an integrated plan for 2025 for each region/service.
	• Create an increased understanding of how workforce planning integrates into service planning, service delivery, financial planning, talent and leadership development, and capacity building.
	Build on cross-sectoral engagement to support strategic workforce planning for the sustainability of social care workforce, focusing on graduate supply, education and practice placements, working with relevant employers and educators.
	• Implement KPI's that identify the relationship and impact between employees and business performance within Tusla.
	• Implement Predictive Reports on future headcount, grades and structure of the Workforce within Tusla.
	• Gain proficiency and capacity in the use of people analytics and develop the necessary skills at the appropriate levels across the Agency.
	• Use multiple sources of information (qualitative/quantitative) to create people data and improve the added value of 'people analytics' to address service challenges.

We will know that we have it right when:

- We use relevant and reliable data to inform workforce planning decisions.

- We have a detailed workforce plan in place that sets out concrete measures internally and with external partners across the State to ensure that the Agency can be fully and appropriately staffed in future years, including scenario planning to enable the Agency to respond flexibly to changing labour market conditions and the changing demands on our services.

- We have an improved ability to work collaboratively and delivery equitable access to integrated social care services.

- We have a plan for using technology, AI and other methodologies for developing a more productive Agency and enabling us to focus financial resources on employees involved in service delivery.

- We have appropriate succession plans in place for mission critical roles.

- Recruitment data and analytics informing Estates Strategy in relation to new work locations.

We will measure success through:

- Our ability to fill newly created roles (within funded targets) with candidates who meet the knowledge, competency and experience requirements is at 90% by 2026.

- Average time to hire recruitment within the target of eight weeks is at 95% by end 2026.

- Open funded vacancy rate in all teams reduced to below 5% of headcount by end 2027.

- Our ability to utilise the proportion of our newly approved workforce budget spent on service delivery/front line roles is at 90% by 2026.

- An internal mobility rate of 70% by 2025 demonstrating successful promotions, secondments, departmental transfer to achieve Reform Programme objectives.

Strategic Priority 3 – Recruiting our people

Our ambition:

Our Recruitment Service is highly skilled, responsive and tailored to meet the needs of Tusla Service Managers and stakeholders and our workforce plan. The team research and implement the use of the latest recruitment tools and techniques to improve the Agency's recruitment successes. The Agency is represented everywhere that relevant candidates are to be found (geographically and online). We make it easy for a wide range of candidates to interact with us and apply for our roles. We deliver against the increased headcount needs that are required to deal with current staffing shortages and future needs.

Stage	Key steps
Year 1 – Evolve our practices	Recruitment of the right people at the right time remains one of our biggest People and Change challenges. We will act **to maximise the success of our recruitment programmes** both in terms of numbers appointed and in terms of the extent to which new staff reflect our Values.
	Development of best in class candidate communications and marketing activities that build our reputation in the market and publicise our career success stories and promote Tusla as a great place to work and build a career.
	Review and build on Tusla's interaction with educational bodies and other third party partners to create strong and well publicised paths for students and other candidates into social care careers within the Agency.
	Review and remap the recruitment journey into Tusla identifying gaps, blocks to recruitment and process experiences that may deter suitable candidates. Identify and implement process improvements that will deliver a best in class recruitment process.
	Research, design and implement a range of recruitment tools that extend the Agency's reach with appropriate candidates and make it even easier for them to interact with us.
	Complete the process of devolving recruitment to 6 Chief Officers with appropriate guidelines and delegations in place.
Year 2 & 3 – Adapt to a changing world	Build on our work with overseas partners to attract and secure Social Workers from qualification-comparable territories overseas. Working with CORU, Department of Business & Enterprise to streamline this initiative under the critical skills visa procedure.
	Build on Tusla's Graduate Social Work Programme to provide students with the tools and ease of application and interview with Tusla.
	Analyse and build on the results of the commissioned research into 'pathways to social work'. Identify and implement changes that will improve the Agency's candidate reach beyond traditional candidate sources.
	Identify pathways and processes to attract other professions and technical experts for emerging roles in Tusla.
	Design and implement recruitment tools that enable recruiting managers to identify candidates with values that are shared with our Agency values to ensure best fit of a candidate with the working environment at Tusla.
	Support our 'Return to Tusla' campaign through the development of an alumni network keeping ex-staff up to date with our journey and retaining close contacts that make us the first choice for ex-employees as they consider the next steps in their careers.

We will know that we have it right when:

- Increased numbers of qualified candidates (90%) positively interact with us and apply for roles.
- We have a bank of 'good fit' candidates proactively looking to join or rejoin the Agency.
- We have an active uptake of our staff referral scheme.
- We track and analyse recruitment source effectiveness so that recruitment Agency fees are focussed on our best routes to candidates.
- We have established an internal search and selection team who proactively source candidates.
- Our Transition Year Programme is generating pools of applicants applying for Social Work Tertiary Degree.

We will measure success through:

- Increasing the rate of qualified applicants per vacancy to 90% by 2027.
- The average time to hire recruitment rate reduced to below eight weeks by end 2027.
- The open funded vacancy rate in all teams reduced to below 10% of headcount by end 2026.
- Reduce the number of new hires leaving in first 2 years by 30% In 2024, 35% in 2025 and 40% in 2026.
- Cost per hire is reduced by 10% by end 2025, 12% 2026 and 15% 2027 through the use of enabling technology and modern recruitment practices.
- Collaboration with external bodies generates a 14% increase in the supply of qualified staff available to work in Tusla.

Strategic Priority 4
– Retaining our people

Our ambition:

We will. develop an organisational culture that ensures that staff are supported, engaged, and capable to undertake their roles, implement the Reform Programme and better respond to service user need. We develop innovative and collaborative ways of working will support collaboration and cooperation across the whole Agency and with key external stakeholders to deliver on our promises to provide service users with equitable access to integrated services.

Stage	Key steps
Year 1 – Evolve our practices	We implement retention interventions that have at their core our desire to **ensure that staff are supported, engaged, and capable to undertake their roles in a context of fast change and reform.**
	Implement the recommendations of the most recent employee surveys action plans across the Agency to create a consistent and positive employee experience at Tusla.
	Engage with staff [be it through Lean training or coaching] and recognising excellence and innovation across many of our teams to confidently deliver, problem solve and innovate better solutions/quality service for children and families.
	Review and revise our performance processes to ensure that they are positive and aligned with our Values.
	Ensure alignment with best practice and fair procedure in implementing Policy.
	Develop a vision of and framework for new ways of multi-disciplinary working and integrated practice, supported by guidelines, resources and targeted learning interventions.
	Implement the new performance processes linking them to the Reform programme changes and the role of our change champions across the regions.
	Utilise Partnership Engagement Team to support positive culture across the Agency.
	Build on work to develop agile and flexible working practices, including the implementation of new and revised IT systems, the implementation of the 'compressed working week', that balance the service delivery needs of the Agency with a 'whole person' approach to the needs, concerns and challenges faced by our People in their daily lives.
	Create and implement Career Paths with associated learning and development interventions that provide exciting career opportunities and job variety for the majority of our people.
	Identify opportunities for internal staff transfers, shadowing and individual development that retain staff who are committed to the Tusla vision.

Year 2 & 3 – Adapt to a changing world	Build on the success of our UStart induction programme through the design and implementation of team and cross team onboarding programmes that are tailored to the need to settle new employees in the Agency and create stronger collaborative working practices.
	Develop and implement induction and onboarding processes that support and embed multidisciplinary working throughout the Agency.
	Build resilience amongst our People to enable them to progress and flourish in a period of significant change including ensuring that no team member is left behind and that there are effective change communication practices in every team in the Agency.
	Increase visibility and roll out of the Visible Values Project and support the regional Values Champions in their work in all parts of the Agency.
	Identify and publicly celebrate the successes generated through our Reform and other change programmes.
	Implement our Tusla Competency Framework across the whole Agency.
	Enhancement of Tusla's ICT infrastructure and ICT services so that all our People have access to modern technology to deliver their roles.

We will know that we have it right when:

- Active career progression in place for all grades of staff including access to sponsorships and apprenticeship programmes in Social work and Social Care.
- Staff have clear options about their working patterns and work life balance.
- Career development opportunities are being actively taken up by current staff.
- Staff feel their opinions, feedback and proposals for service improvement areas is heard and utilised to innovate better solutions/quality service for children and families as reflected in survey results.
- Analytics from exit, entry and stay interviews informing retention initiatives and future planning.

We will measure success through:

- Staff satisfaction surveys report engagement and work satisfaction to be at 60% 2025, 65% 2026, 70% 2027 for all teams.
- Total staff turnover in all teams across the Agency is below 6% by end 2027.
- Our retention rate improved from 90% to 93% by end 2025, 94% by 2026, 95% by 2027.
- There is an increase in average length of service across the Agency from 8 years to 10 year by end 2025, 11 years 2026 and 13 years 2027.
- An internal mobility rate (demonstrating successful promotions, secondments, departmental transfer and mentorship) rising from 10% to 15% by end 2026.

Strategic Priority 5
– Developing our skills and capabilities

Our ambition:

We proactively provide personal and professional development opportunities for all our staff to build their expertise and deliver at the required standard every time. We have a strong learning, performance and accountability culture, that supports the development of high quality, integrated service delivery, the achievement of our Reform programme and the aspiration of our Corporate Plan.

Stage	Key steps
Year 1 – Evolve our practices	Reform and change require **further development of internal capability and capacity** amongst our teams, supported by sound **performance and accountability assessment** linked to a) the further development of employee experience at the Agency, b) the delivery of the Corporate Plan, and c) the delivery of the Reform Programme.
	Assess and develop the capability and capacity of all current staff roles against future service requirements, anticipated challenges and agreed competencies.
	Increase the focus on multi-disciplinary/integrated service development activities to enhance the service user experience, support team working/collaborative practices and bring about evidence based integrated service improvements.
	Review and enhance our systems and processes for identifying and responding to learning and development needs across the agency.
	Commit to having an agreed and adequately resourced Learning and Development plan to support implementation of all Tusla Strategies, through early engagement with WLD.
	Engage with third level and further education providers to leverage opportunities for staff development in line with Tusla service needs, across all grades of staff.
	Implement our **Tusla Framework and Guide for Supporting Performance and Development** which sets out the process by which Tusla strives to cultivate a high performing and motivated workforce.
	Ensure personal development planning and staff supervision are core management practices focusing on the competencies, knowledge and behaviours of staff.
	Commit to high quality planning and implementation across all Tusla directorates through the adoption of programmatic approaches to support successful and consistent implementation of Tusla's Integrated Reform Programme across all service areas.
	Staff embark on their Lean training journey part-taking in Lean training in Tusla through a Lean-and-do approach applying their learnings to a specific process delivering quantifiable benefits for children and families.
Year 2 & 3 – Adapt to a changing world	Through the Workforce, Learning and Development Training Needs Analysis process, engage with staff and managers across the Agency to develop a strategic Learning and Development (L&D) Plan with an agreed funding stream that builds individual and organisation capacity to meet current and strategic requirements.
	Focus on the development of change management skills and interventions to support the delivery of the Reform programme, matrix management structures and a well-integrated service offering.
	WLD will continue to ensure that our learning and development provision supports high performance of individuals and teams.
	Ensure that our learning and development offering can bridge the skills and experience gaps identified in the Workplace Plan and enable the Agency to recruit and retain staff who may need fast track skill development once appointed to support the delivery of the Reform Programme.
	Develop a Tusla Reform Network supported by our Partnership and Engagement Team with 150 change champions identified and trained across each region in support of the Reform programme.
	Lean training is an opportunity to recognise excellence and innovation in many of our teams, staff members will have evidence-based ways to demonstrate their accomplishments on their biannual performance reviews, demonstrating how they are accomplishing more with less.

We will know that we have it right when:

- There is an active people development plan in place for all teams that is properly funded with broad training and development annual spend running at 5% of annual salary costs.

- Our predominant culture is one of learning and continual improvement focussed on direct work with children and families.

- Our training and development planned is specifically linked to the future skills and capability requirements identified by the Agency.

- All our staff have an annual performance support and development plan.

- All agency strategies and initiatives have an accompanying learning and development plan with appropriate resourcing agreed.

- Action plans for all internal and external regulatory reports include appropriate learning and development interventions.

- We have established an active change network across the Agency championing changes planned as part of the Reform Programme.

- Our people are recognised nationally and internationally for their expertise and outstanding contribution to child welfare and social care services.

- Time to being fully engaged and delivering in new role is established and reduced supporting effective team delivery.

- Staff that receive Lean training apply the tools, methods, and approaches they have learned to other work processes on their own initiatives.

- Our Tusla Leadership Academy supporting collective leadership models in the Agency.

We will measure success through:

- Our performance process completion rate over 70% by end 2026, 90% end 2027.

- Our ability to demonstrate and report that the performance process drives valuable development activity for our people is available.

- Net promoter scores for all external and qualification linked training interventions to be above +30 by end 2025.

- By end 2026 quantifiable outcomes in terms of increases in efficiency resultant from cohorts having received lean training in their field of expertise. Productivity increased by 15 and complaints from service users reduced by 10%.

- Team coaching available to all teams.

- Evidence of a coaching culture supporting implementation of Reform Programme.

Strategic Priority 6
– Leading our teams

Our ambition:

Our leaders are highly visible, capable, compassionate, confident, and enthusiastic leaders, who exemplify Tusla values. Our leaders develop inspiring visions of our future that are put into practice across the Agency. They practice high quality people leadership techniques. They demonstrate and promote collaborative working to achieve a service user focussed common purpose, create a caring and compassionate culture and to inspire innovation, service performance and excellence throughout the Agency.

Stage	Key steps
Year 1 – Evolve our practices	The Agency, through WLD, will continue to focus on Leadership Development with the aim of supporting collaboration between the Leadership Team and our People and supporting leadership styles in line with our Values and designed to deliver against our Corporate plan.
	Provide managers with access to high quality leadership training that builds their expertise and enables the Agency to hold them to account in delivering a working culture and environment that matches our Values.
	Continued roll out of the Leadership and Management Academy to practice based leaders across the Agency to ensure the development of leadership standards, practice leadership and succession management. This can be achieved through the development of additional learning and development activities to help embed an ongoing culture of learning and skill acquisition.
	Ensure that the Leadership Competency tool is embedded within the Leadership development programmes offered by the Agency. Workforce Learning and Development will enable the embedding of this through the Coaching and Mentoring strategies.
	Develop leadership capacity to direct and engage team members in positive and produced performance recognition and development processes to support the successful roll out of the Talent Development and Performance Accountability Framework to all teams.
	Continue to develop and implement models of compassionate and distributed leadership that nurtures a strong culture of engagement and valuing the health and satisfaction of all our staff at all levels in the delivery of high quality and safe services.
	Support our leadership to effectively plan, implement and monitor impact of organisation reform through continuing to invest in our Programme Management Office as a shared service.

Year 2 & 3 – Adapt to a changing world	Develop processes for identifying, nurturing, developing, and training leaders for future requirements or replacement of the existing leaders to continue the trend of dependable leadership in the Agency.
	Use appropriate development interventions to strengthen leadership capacity to lead and manage transformational change and reform with a particular focus on matrix management and change management.
	Develop further engagement interventions involving leaders asking for and listening to staff feedback, focusing on delivering on the improvements set out in the Corporate Plan and Reform programme.

We will know that we have it right when:

- We have improved collaborative team working and our ability to deliver integrated services for children and families engaging with the Agency.
- We have successfully implemented matrix management structures enabling the Reform Programme.
- All managers have completed 4 leadership development modules.

We will measure success through:

- Over 60% of our people express high levels of satisfaction with management in the annual satisfaction surveys by 2025, 65% by 2026 and 70% by 2027.
- Delivery of the four leadership development programmes (Everyday Personal Effectiveness programme, First Time Leaders and Managers Programme, Senior Management Programme and Executive Development to at least 30% of staff by end 2025, 60% by 2026 and 80% by 2027.
- Staff survey results on alignment show that 65% or more respondents endorse Tusla's strategy and direction by 2026.
- Staff survey results reflect that 50% of respondents value the culture at Tusla by 2025.
- Rollout of project specific project management training for team leads, (Lean) in order to continuously improve our business process, achieve efficiencies and maximise our staffing resources at 40% by 2026.

Strategic Priority 7
– Creating a culture of health at work

Our ambition:

Our people are safe, healthy, and well both physically and psychologically. We have a culture of health at Tusla that informs how we change and adapt our ways of working to deliver the agreed service standards. We see our employees as whole people aspiring to achieve our goals and dealing with their own life challenges. Health and wellbeing are not just a single initiative or policy but is built into the fabric of how we do things at Tusla.

Stage	Key steps
Year 1 – Evolve our practices	Our evolution as an organisation where the health and wellbeing of our People is a core aim of our workplace; we will **identify successful approaches and interventions** that would increase the Agency's proactive engagement in developing a culture of health and significantly **improve the employee satisfaction rating** in our surveys.
	In line with our commitment to build a culture of health at Tusla, commission research looking at successful wellbeing approaches, including those that are designed to prevent or alleviate professional burn out in the social care and wider healthcare sector to generate ideas and options for consideration at Tusla.
	Develop and implement a Culture of Health strategy for Tusla, demonstrating a joined up approach to staff wellbeing and the building of a supportive work environment that builds our capacity to deliver services consistency and over the long term.
	Continue to develop our recruitment and retention initiatives as set out in the People Strategy and the People and Change risk register in order to ensure equitable workloads and minimise burn out amongst our staff.
	Identify, design and implement people management practices and supports that enable the timely identification of those staff members who physical or psychological health is adversely impacted creating lower levels of absenteeism, reduce presenteeism at work and that enable us to act early to help facilitate and support a return to high performance working.
	Create a trauma sensitive work culture that supports and informs the engagement of staff with children and families in crisis.
	Leadership to share a common cause in championing our People internally and with key external partners to develop a shared sense amongst our staff of professional respect and feeling valued.
	Targeted training and learning activities continue to develop a workplace where our people will have the autonomy, skills and management support to work to their full potential.

Year 2 & 3 – Adapt to a changing world	Develop organisational resilience through implementing further interventions for staff to receive psychological and emotional support, skills training to develop a sense of caring for our people after critical and/or traumatic events, and a clear culture of health across the Agency.
	Develop a deeper understanding of the future of work in the social care sector and of how work influences health. Reimagine the working environment, facilities and suite of benefits for staff at work to ensure that the priority is having a healthy workforce and that this is built into our work structures and environment.
	Develop and implement appropriate policies and working practices to set new work boundaries and avoid the overload and burn out caused by the acceleration of 'borderless' working.

We will know that we have it right when:

- There are high levels of engagement in our annual wellbeing programme.

- Impact on staff wellbeing and their health at work will be a factor designed into all proposed change implementation programmes.

- Our network of change champions/wellbeing ambassadors is proactively and positively engaging with the relevant teams.

- All staff have an annual risk assessment aligned with performance management process.

- All our people have an annual wellbeing conversation as part of Performance Framework.

We will measure success through:

- Staff survey results on wellbeing significantly increased to 60% or more by end 2026.

- Reduction in lost time at work due to ill health results from average of 6.7% to 5.0% by end of 2027.

- Review EAP implementation and brand to increase EAP scheme utilisation by 20% by end 2026.

- Increase in the number of respondents intending to be with the Agency in 2 years' time to 80%+ by end 2026.

- Absence levels across the agency are reduced to below 5% by end 2027.

- Reducing the number of staff reporting they are leaving due to unhealthy working environments to 1% by end 2026.

Strategic Priority 8 – Being 'change able' and delivering reform

Our ambition:

Our Corporate Plan focuses on delivering integrated and equitable services responding to the needs of our service users in a changing social care landscape. Our Reform programme sets out how we intend to develop our practice, structure and culture to deliver the Corporate Plan. Our leaders create the conditions for culture change and the implementation of workplace technologies and practices that promote efficient and effective service delivery, appropriate innovation and that structure work in a balanced way preventing professional burn out and high levels of staff turnover.

Stage	Key steps
Year 1 – Evolve our practices	Through implementation of our People Strategy deliver positive change through our leadership presence, strategy, culture and accountability.
	Deliver change through compassionate leadership and care.
	We focus on the **technology and working practice changes** required to achieve our Corporate Plan. We develop outstanding **management team change delivery capability** through recruitment, through learning and development, and through **updated management and team structures** designed to deliver the Corporate Plan.
	Provide dedicated support to enable positive culture change and reform through the people and Change partnership and Engagement Team.
	Contribute to and support the work of the relevant Working Group to improve communication on the goals and expected outcomes of the Reform programme to develop clearer support and understanding of the need for change across all our teams.
	Further develop the change management capability the of the Agency including the further strengthening of the reform/change champions programme to ensure that change initiatives are developed and implemented in a methodical way that avoids staff burn out and change overload.
	Develop effective matrix management structures that enable and empower staff to work collaboratively, the implement changes withing agreed parameters and to deliver fully integrated services for our service users.
	Mitigate the risk of the Agency failing to improve in the area of equitable and integrated service delivery through the development and embedding of effective changes management processes and feedback.
	Develop the technological understanding and familiarity of all our People to embrace and fully utilise the ICT and other technology changes proposed in our Corporate Plan and to support the further development of flexible and other working practices.

Year 2 & 3 – Adapt to a changing world	Improve leadership capability for change by integrating the effective change management techniques and principles into the Leadership Academy programmes proposed in Priority 6.
	Learn from best practice in the social care and healthcare sectors to identify and implement innovative ways of working that support service integration and also deliver flexible working that appeals to employees and candidates alike.
	Continue to develop locally based Change and Improvement Networks supported by our Change Champions to deliver improved outcomes aligned to the Corporate Plan and informed by local priorities.
	Implementation of integrated and intuitive internal and external HR IT systems and solutions with support from the ICT Team.
	Ensure that the implementation of new and/or improved IT systems to automate and streamline the work of our frontline people is supported by appropriate training and success stories to maximise adoption of new systems.
	Development of the Employee/Team Innovation Awards to contribute to the celebration of success across the Agency.
	Lead the communication of change interventions and action plans relating to the Corporate Plan and the Reform programme across the Agency.

We will know that we have it right when:

- The Agency is implementing change in an effective way and able to respond constructively to the challenges emerging from workplace change.

- We have a revised and detailed workforce plan in place that sets out concrete measures to ensure that the Agency can be fully and appropriately staffed in future years, including scenario planning to enable the Agency to respond flexibly to changing labour market conditions and changing service user needs.

- We have data to demonstrate that we are taking our people with us rather than losing them during the change process.

- Successful change is recognised and celebrated in the Agency.

- The continued and integrated approach to change is owned by all staff and embedded into the fabric of the Agency.

We will measure success through:

- The use of staff surveys to track the extent to which we have a clearly understood purpose and direction for change within the Agency based on the goals of the Corporate Plan/Reform Programme.

- The reduction in the risk assessment from staff attrition due to ongoing change implementation within Tusla.

- There is an increase in average length of service across the Agency from eight years to 13 years by end 2026.

- 100% implementation of new HR IT systems by end 2027 (Recruitment System/2025).

- The timely delivery of Tusla's progress against the Reform Programme (in particular the HR deliverables and milestones in the reform Workstreams and delivered.

- The extent to which we build connections and positive engagement with our staff and service users.

- The design and implementation of a flexible/matrix organisational structure.

- Effective utilisation of Change Champion network to enable change at Network level.

- Partnership OD team delivering appropriate diagnostics and follow up with Regions/Networks delivering change.

- 100% implementation of action plan following staff survey across all Networks/Regions.

- Culture of health evident through visible values programme and wellbeing ambassadors as measured through all staff survey.

Implementation

This document outlines the People Strategy framework, priorities, intended outcomes and high level actions. The strategy is supported by an Action Plan that sets out the details, key lead responsible for the plan, key performance indicators and timeframes needed to implement the People Strategy. The Action Plan targets will be recalibrated on an annual basis to take into account progress and impact of Reform Programme.

Given the level of interdependency between the actions in this People Strategy, implementing it will require leaders across Tusla to work together. People will be responsible both individually and as team members to deliver on the actions. It is critical that the needs of service managers and frontline staff are prioritised. Engaging with staff and their representative bodies will be central to the implementation process. This will enable our people services to meet the complex and future requirements for children and family services across the country.

The plan for 2025 - 2027 is detailed with the key actions under all eight strategic aims set out across the year. After 24 months, there will be a review of progress against the plan and an opportunity to update the plan in line with organisational changes that may take place.

The Programme Management Office will continue to deploy best practice programme management supports to ensure our priority change programmes are fully scoped, planned, implemented and progressed, which is a critical support in an organisation where our leadership must retain its focus on front line child protection services.

A research project to understand the impact of our People Strategy is ongoing with our academic partner UCD (2022 – 2026).

> " *Each one of us must come to care about everyone else's children. We must come to recognise that the welfare of our children and grandchildren is intimately linked to the welfare of all other people's children. After all, when one of our children needs life saving surgery, someone else's child will perform it. If one of our children is threatened or harmed by violence, someone else's children will be responsible for the violent act. The good life for our own children can only be secured only if a good life is secured for all other people's children.* "

Our values & behaviours

Trust
We will be honest, truthful and responsible when providing our services

We will respect privacy

We will seek your feedback and use it to inform how we improve

We will follow through on our commitments

Respect
We will treat people with dignity and fairness

We will collaborate and work in partnership with others

We will be informed and influenced by the opinions and experiences of others

We will communicate in a way that helps others to understand and we will listen to ensure we understand

Kindness
We will show care and compassion with those who need our help

We will help where we see others that require assistance

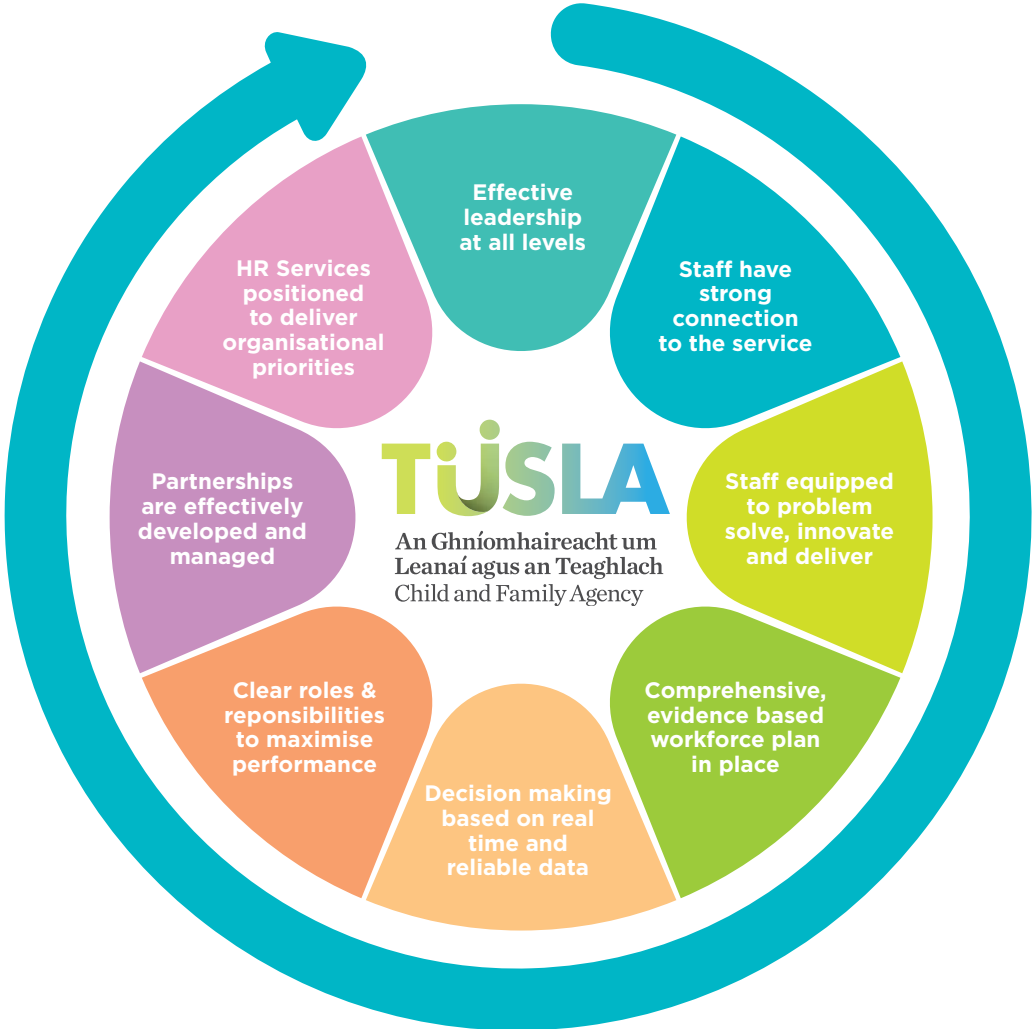We will be compassionate in explaining decisions even when the decision is difficult

Empowerment
We will work hard to go the extra mile to help someone achieve their best

We will ensure we continuously learn and develop our knowledge and skills

We will work collectively with our stakeholders to achieve our collective goals

We will work hard with others to find solutions that work

Circular diagram segments:
- Effective leadership at all levels
- Staff have strong connection to the service
- Staff equipped to problem solve, innovate and deliver
- Comprehensive, evidence based workforce plan in place
- Decision making based on real time and reliable data
- Clear roles & reponsibilities to maximise performance
- Partnerships are effectively developed and managed
- HR Services positioned to deliver organisational priorities

TUSLA
An Ghníomhaireacht um Leanaí agus an Teaghlach
Child and Family Agency

Leading our teams

Leaders in Tusla are secure in themselves they aim to support team members in managing themselves.

Leaders ensure that team members understand and are aligned with the overarching team goals.

Leaders in Tusla welcome feedback from team members. They have a "growth mindset" - focused equally on their own development and that of the team.

They care - both about the team goals, but also about each of the team members as individuals. They make time for human interaction.

They are aware that they, too, are a work in progress and they are fully comfortable with that perception.

Leaders in Tusla live our values of trust, respect, kindness and empowerment everyday.

Appendix one

People & Change Plan

Project Start Date	01 Jan 2025
Project End Date	31 Dec 2025
Project Lead	Rosarii Mannion

	TASK	TARGET
1. Building a great place to work together		
1.1	**Social work and the employer brand - external**	
1.1.1	Continue involvement in and leadership of the Social Work All Employer's Forum (AEF) - in their events and influencing activities, and in particular in respect of the transformation of the public perception of Social Work as a career.	Increase supply by 30%.
1.1.2	Contribute to, support and help design and implement the AEF Communication Strategy to foster support from Government, educational bodies, other partners and stakeholders across the state.	Publish Comms Strategy for AEF.
1.1.3	Ensure that Tusla takes an active lead role in the promotion of social work as a rewarding career including in the provision of placement opportunities, further education and qualification in the field of social work and in promoting social work as a career within the State.	Placements available to all SW students.
1.2	**Social work and the employer brand - internal**	
1.2.1	Identify a project team including an external branding partner to support the transformation of Tusla's Employer brand.	Project team established with clear KPI's and TOR.
1.2.2	Agree a brief for the employer brand change project and share with the project team.	Optimise the integration of quality, service and culture improvement initiatives by ensuring alignment, connectivity.
1.2.3	Interview/survey cross section of the Agency including new joiners, graduate programme, regional based staff and external graduates and potential candidates on current perceptions of the Employer Brand.	Complete entry interviews and stay interviews with 10% of staff.
1.2.4	Develop and propose recommendations on clarity of the Employee Value Proposition (EVP), updated branding collateral and content, and changes to recruitment marketing and communications process.	Create the conditions for people and culture change and a workplace environment that promotes growth, innovation and knowledge sharing.
1.2.5	Proposal for EMT to review advances on employer brand and any further gaps that need addressing to enable Agency to launch the improved Employer Brand.	As above.
1.2.6	Draw on work on the Employee Survey and from involvement with partners and stakeholders across the sector to inform to areas to address in the Employer Brand.	Implement People Strategy to set direction, deliver public value with an emphasis on connectivity, integration and relevance across the delivery system.
1.2.7	Develop employee experience branding messages, success stories and events using a range of media and publication sites including the Tusla Careers webpage to promote understanding and engagement amongst candidates about what Tusla has to offer long term for those seeking Social Work/Social Care careers.	Achieve retention rates of 93%.
1.2.8	Link in with branding team/partner to ensure brand consistency.	Work with comms to implement new branding.
1.2.9	Branding collateral focused on positive employee experiences for use in recruitment and internal comms including the promotion of the EVP and the development of total reward messages.	95% of posts filled at first advertisement.
1.2.10	Branding collateral for use in recruitment and internal comms including EVP related comms plan for 2025.	95% of posts filled at first advertisement.
1.2.11	Seek EMT sign off on updated Employer Brand and Employee Value Proposition.	EMTaligned, sign off and support for implementation.
1.2	**Planned and structured internal staff communications**	
1.2.1	Establish an agreed internal staff marketing and engagement plan that sets out a programme of engagement and feedback events aligned to the Reform Programme (Change, coaching and performance events).	Calender of staff events agreed and available on hub with 90% uptake.
1.2.2	Publicise a programme of Feedback Forums, Engagement Sessions and other employee feedback initiatives lead by members of the EMT and aligned with the Reform Programme and other Corporate initiatives.	10 staff engagement/listening sessions held during 2025 with 98% uptake.
1.2.3	Create distinct branding for each strategic aim within the HR strategy to enable communications on these topics to be easily identified by staff and to give a sense of purposeful change within the Agency.	Each lead to finalise banding plan and materials with comms.
1.2.4	Publicise staff and organisational success stories and cultural improvements that link to the Reform programme and advances in the People Strategy.	Monthly staff stories shared and published setting out the many positives of the employee experience at Tusla.
1.2.5	Building on the Excellence Awards create new and meaningful ways to celebrate success within the Agency.	Local events aligned with Excellence Awards celebrating positive work and innovation.
1.3	**Resilience in times of change**	
1.3.1	Develop a plan alongside the roll out of the Reform Programme that is designed to ensure that our people have additional supports as they seek to adopt new ways of working and new reporting structures.	OD Partnership Team established and to design plan by Network.
1.3.2	Boost Employee Assistance Programme publicity and activity ensuring that staff are aware of access to confidential support and advice. Reporting available.	Monthly communication on hub promoting awareness, employee lifecycle interventions, incorporated in performance conversations, leadership programmes.
1.3.3	Alongside the input of our Change Champions Implement an annual programme of wellbeing events designed to promote the idea of the Tusla community of staff and support the development of a culture of health at work.	Culture of health calender of events available.
1.3.4	Review and adjust where necessary, the Tusla Leadership Academy Programme to include the development of a shared management style that is highly supportive of people through change.	Review and ensure alignment of Leadership Academy offerings that are agile and meet Agency needs.

1.4 Delivery multidisciplinary working practices

1.4.1	Develop a Tusla team model with clear success factors for the development and implementation of multidisciplinary working.	Model agreed and published with supporting activities by OD partnership team.
1.4.2	Develop revised team working and decision making processes to enable the successful operation of multidisciplinary teams and multidisciplinary team working.	Work and align with delivery leads on TIRP.
1.4.3	Design and roll out staff information workshops on adopting a multidisciplinary team model.	Work with delivery leads on TIRP to support implementation of new work model underpinned by Tusla Change Framework.
1.4.4	Identify appropriate Lean training resources to support the implementation of multidisciplinary working practices and the Agency's supportive and learning based culture.	Training and OD support available to each Network.
1.4.5	Ensure the implementation of resolution procedures to deal with and resolve issues, IT and other challenges and cultural barriers, arising from the implementation of new ways of working.	Agree an overarching framework to manage disputes in relation to Reform Programme.
1.4.6	Implement bite size learning sessions to give staff from across relevant disciplines to learn about the work that they do and how this can be combined to deliver improved outcomes for service users.	Monthly themed webinars and supports available to all staff.

1.5 Promote diversity, equity. inclusion and equality across the Agency

1.5.1	Review and refresh the annual programme highlighting equality, diversity and inclusion within the Agency.	Calender of events supporting diversity, equity and inclusion in the Agency published.
1.5.2	Ensure that staff engagement, recruitment and retention collateral and events reflect the wide diversity of our people within the Agency.	Become an ASIAm friendly employer. Increase NTRIS Programme participants by 10%.
1.5.3	Inter cultural awareness training for all involved in selection.	

2. Aligning our workforce planning

2.1 Workforce planning capability

2.1.1	Develop and implement an integrated approach to Workforce Planning including specific steps to scale up on an integrated approach to workforce planning to enable the Agency to be more agile and prepared for the future.	Support regional HR managers to finalise work force plans by Region.
2.1.2	Further develop the format of and implement at pace specific regional and service Workforce Plans that deliver the required local workforce in line with the agreed service delivery plans.	Nurture talent, attract graduates and benefit from a multi-generational workforce.
2.1.3	Work with identified senior managers to review and agree the current and future staffing, requirements to support the establishment of fully staffed multidisciplinary teams.	Implement resource allocation model for Tusla Integrated Reform Programme.
2.1.4	Identify gaps and progress to appropriate recruitment processes.	Implement regional workforce plans.
2.1.5	Develop our demand forecasting capability in collaboration with the ICT Team to ensure that recruitment programmes are designed and timed to deliver the necessary level of staffing, and the necessary skills, expertise and qualification at the right time.	Partner with ICT to ensure real time dashboards in place and available to management to support eworkforce planning.
2.1.6	Create data based custom dashboards to enable HR and management to track workforce planning results and to ensure that action is taken when required to deliver the agreed levels of workforce and the required skillbase to support the growth of the Agency.	Build capacity for a technology enhanced future and digital services by adopting new technology, reinforcing the benefits of using data, improving digital competency.
2.1.7	Consult on and roll out the new dashboards ensuring that management understand and trust the data presented and how they inform business decisions that positively impact upon outcomes and performance.	Develop an integrated and reliable data set to add value and progress the use of real-time data, integrated data analysis and predictive modelling to help understand "our people" and plan for future needs.
2.1.8	Procure and implement a Recruitment IT solution that digitises and streamlines the recruitment and on boarding processes, ensuring process and time line efficiencies and eliminating errors.	Partner with ICT to procure eRecruitment system.
	Undertake an analysis of our recruitment challenges and black spots to ensure that we have appropriate information and data to propose effective changes to how we attract and recruit future candidates.	Analyse 2024 data to better understand where we can target applicants and influence Estates Strategy in relation to location of new services.
2.1.9	Develop and implement a flight risk register supporting Succession Planning across the Agency that provides data on employee loss risk and that focusses management on developing interventions to reduce employee churn in key roles.	Develop a minimum data set in relation to HR data integrating data gathering and analytics in order to support pay bill management and workforce planning. Succession Plans in place for hard to fill posts.

2.2 Organisational design

2.2.1	Co-design and implement a revised organisational structure to deliver the required roles and levels of expertise needed to roll out the new services delivered through multidisciplinary teams.	Partnership OD team to work with TIRP and EMT to ensure smooth transition to Network Structure.
2.2.2	In line with the activities of the Social Work All Employer's Forum and Social Care Employers Forum review and further develop a programme of secondments and work experience within the Agency and partner with appropriate bodies and educational institutions to widen the pool of suitable candidates in the longer term.	Complete workforce plans. Recruitment to finalise Secondment Policy.
2.2.3	Review and develop current staffing initiatives including our Return to Social Work and Return to Tusla programme and the development of an alumni network to build future candidate pools. Engage Coaching and Mentoring panel to support returners.	Expand the Tusla Bridging Model and make available online to support delivery of recruitment targets.

2.3	External partner network activity	
2.3.1	Develop our role further on the Social Work All Employers Forum to develop better communications, awareness and influencing on behalf of the sector.	Finalise Strategy for the Social Work All Employers Forum to grow impact and visibility.
2.3.2	Identify new external partners that could can bring additional value to the growth of structured workforce planning within the Agency.	WoRk with DCEDIY and where necessary contract external resources to support WFP in the Agency.
2.3.3	Identify and act on ways to reach out, connect with and develop relationships with an expanded range of external stakeholders.	Deliver a Workforce Planning Programme to ensure the right teams are available with the right skills and competencies.
2.3.4	Continue to develop our network beyond the State to develop links to candidate pools in other jurisdictions.	Work with Quality Directorate, Chief Social Worker to share resources and information exchange to practively recruit and retain staff.

Embrace diversity through targeted campaigns (NTRIS) to enable a more inclusive environment reflecting the society we serve. |

3. Recruiting our people

3.1	Evolve our recruitment processes	
3.1.1	Evolving marketing driven recruitment practices that focus on the development of best in class candidate communications and marketing activities that build our reputation in the market and publicise our career success stories and promote Tusla as a great place to work and build a career.	Strengthen and improve the use of technology and digital platforms to support recruitment and retention.
3.1.2	Review and update the careers section of the Tusla website to facilitate ease of access and to provide an engaging and inspiring story about the work of our People that are attractive to tech savvy new entrants into the sector as well as those returning to our sector.	Continue to implement ethical recruitment practices based on legislative and regulatory requirements and standards.
3.1.3	Highlight the Employee Value proposition in the Career section of the Tusla website and in other recruitment collateral and events and ensure that this is marketing across a wide range of media.	Develop a dynamic and strategic approach to staff retention that builds the Agency's brand, culture and values.
3.1.4	Commission research into improving the range and effectiveness of our recruitment tools that extend the Agency's reach with appropriate candidates and make it even easier for them to interact with us.	Develop an Agency approach that enables implementation of the Reform Programme and delivers successfully in a competitive jobs market.
3.1.5	Identify and implement updated recruitment tools and techniques based on the research results.	Deliver best practice recruitment that is subject of external audit and accreditation.
3.1.6	Complete the automation of basic recruitment tasks to enable the design and implementation recruitment communications processes that are personalised to the candidate and create a best in class candidate experience.	Implement eRecruitment System.
3.1.7	Continue to build on our relationship with CORU to understand and potentially target overseas qualifications that are recognised for CORU registration.	Quarterly engagement with CORU monitoring activity, timelines.

3.2	Graduate programmes in the Agency	
3.2.1	Review and build on Tusla's interaction with educational bodies and other third party partners to create strong and well publicised paths for students and other candidates into careers within the Agency.	Review and expand Gradlink in 2025 (Recruit 12 Graduates to enabling services in 2025) recruit 90% of available Social Work graduates and 30% of Social Care Graduates.
3.2.2	Launch Social Care Worker Graduate Programme including success metrics for review of the programme.	Recruit 30% of available graduates.
3.2.3	Identify appropriate educational partners for launch and progression.	Link with Social Care All employers Forum to identify academic partners.
3.2.4	Develop and agree Open Day programme and attendance at any 'milk round' events to reach a wide range of potential candidates for this programme.	Exhibit 12 events in 2025.
3.2.5	Identify recruitment of graduates for comparison with success metrics.	As per available funding and workforce plans.
3.2.6	Review and realign the programme where required.	Monthly review.
3.2.7	Engage with Operational system to secure and mandate graduate social care placements in line with Graduate Programme.	Identify schedule of placements for Social Care Students.

3.3	Recruitment data	
3.3.1	Review the current recruitment data points in use in the Agency and update the data requirements to enable better analysis of recruitment results and future activity.	Organise biannual recruitment activities for knowledge sharing and information.
3.3.2	Liaise with IT and/or system providers to ensure that the updated recruitment data can be accessed in an automated way and added to the recruitment/HR dashboard.	Use multiple sources of information to create "people data" and improve added value of "people analytics" to address service challenges.

3.4	Apprentices	
3.4.1	Expand the number of Apprentice in Social Work Programme.	Grow numbers to 70 + in 2025.
3.4.2	Introduce a Social Care Apprentice Programme.	Launch programme for 25 Apprentices in 2025.
3.4.3	Examine the potential introduce apprentices in ICT/HR/ Data Analytics/Finance.	Work with DPENDR on Public Sector Apprentice Programme.

4	Retaining our people	
4.1	**Building on our staff survey results**	
4.1.1	Create a structured approach to the implementation of the recommendations of the most recent employee surveys action plans across the Agency to create a consistent and positive employee experience at Tusla.	Ensure People and Change is anticipating service needs and responding in a timely and supportive manner.
4.1.2	Establish a close and productive link with the Organisational Development Partnership team to support the further development of a positive coaching culture across the Agency.	
4.1.3	Identify ways to measure the impact and success of changes implemented arising from surveys to be able to inform communications with our People on how their voice is positively developing the Agency.	Harness data from the SAP HR and other sources to support people analytics and intelligence.
4.2	**Developing our performance management framework**	
4.2.1	Introduce an electronic Performance Support and Development System that is meaningful for all staff and is aligned with our corporate objectives, agency values and competencies.	Design a talent development framework that focuses on lifelong learning , supports staff to develop both personally and professionally as individuals and team members throughout their careers.
4.2.2	Ensure alignment with Corporate Plan and Reform Programme.	Build capacity and competence to support business planning in the Agency.
4.2.3	Ensure the inclusion of the voice of our People in the design of the Supported Performance and Development Framework.	Successful implementation with 60% of staff.
4.2.4	Design and deliver the roll out programme to managers and staff to develop a shared understanding of how performance management processes will be completed and positively impact on the Agency.	Build expertise in relation to performance arrangements in matrix arrangements and networked teams.
4.2.5	Design and implement data driven reporting to be shared with managers and our people demonstrating and celebrating success stories that arise from the performance management framework.	Develop analytics skills in collaboration with other parts of the Agency to bring more joined up working.
4.3	**Evolving our working practices**	
4.3.1	Identify options for working practices that will support the creation of multidisciplinary teams and the evolution of more flexible ways of working that create a culture of health at work. Implementing and integrating professional supervision.	Review hybrid and flexible working options and impact on multi team working. Review JD's.
4.3.2	Build on the roll out of hybrid, remote and compressed week working aligned to the goal of creating effective multidisciplinary teams.	As above.
4.3.3	Create a HR policy development checklist that ensures that review of current HR policies and the adoption of new policies are in line with best practice and the goal of a culture of health at work.	Review all HR Policies in 2025 to ensure wellbeing at core.
4.3.4	Design and implement a policy development and implementation process to ensure they and are communicated in a streamlined and consistent way.	10 sessions delivered on policy understanding and implementation.

4.3.5	Design and implement a framework to enable proactive staff transfer, staff shadowing and individual development processes to support the retention of staff across the Agency.	Promote succession management to ensure knowledge and experience is maintained and support consistency in serce delivery. Regional workforce plans available.
4.3.6	Agree and implement a plan for an office environment review over the two year period of the People Strategy to ensure that the physical working environment is aligned to the cultural environment and creates welcoming, engaging space where people are proud to work and in line with Child and Youth Participation strategy to ensure work places and places we meet children and families are conducive to positive engagement and participation.	All staff seek relevant support when needed particularly staff with differing abilities.

5. Developing our skills and capabilities		
5.1	**Capability and capacity analysis**	
5.1.1	Collaborate with managers to assess and develop the capability and capacity of all current staff roles against future service requirements,key competencies, anticipated challenges and agreed competencies. The focus will be on critical teams facing the most significant change activities first. Consult on and implement a stronger process for the identification of and response to team and individual learning needs across the Agency.	Through Leadership Academy create the conditions for people and culture change and a workplace environment that promotes innovation, knowledge sharing enabling leaders to deliver reform and transform services. TNA Completed.
5.1.2	Co create learning and development plans for each team reviewed to include learning interventions that build capability, resilience and collaboration to support the implementation of multidisciplinary teams and the Reform Programme.	Tusla Leadership Academy Programmes available.
5.1.3	Identify and create a learning library of learning and development resources that support the establishment of multidisciplinary teams including learning materials in a wide range of formats.	iLearnatTusla elearning resources developed.
5.1.4	Build networks and partnerships with third level education bodies to develop further opportunities for staff development in line with our service needs.	Participation at cross sectoral working groups.
5.1.5	Work with PMO to Identify and commission best practice in the area of Lean with particular focus on delivering results in large organisations.	Lean Programmes available and implemented in 10 teams.
5.1.6	Agree Lean KPIs on a team and/or organisational level against which the success of the Lean programme can be assessed.	PMO to engage and deliver as above.
5.1.7	Commence roll out of the Lean programme across the Agency starting in high priority teams/regions.	PMO to engage and deliver as above.
5.1.8	Pilot the development of a learning library of resources that support internal and external practice and skill development across the range of specialisms within the agency.	WLD to progress elearning materials.

5.1.9	Develop and offer standardised in-house learning opportunities in core, mandatory and elective topics, through collaboration of L&D, practice leads and external expertise where required, through a range of learning modes.	
5.2	**Multidisciplinary and matrix working**	
5.2.1	Create and implement a Tusla model for the development and embedding of the required multidisciplinary teams.	WLD to produce guide and supporting implementation resources.
5.2.2	Create success factors for the successful operation of multidisciplinary teams including building cross discipline understanding and collaboration.	
5.2.3	Ensure that the development of effective matrix management styles and techniques is incorporated into future versions of the Tusla Leadership Academy approach.	
5.3	**Performance management**	
5.3.1	Publicise and implement our Talent Framework and Guide for Talent Development & Performance Support which sets out the process by which Tusla strives to cultivate a high performing and motivated workforce.	Use performance process roll out to build capacity and model technology enhanced future.
5.3.2	Roll out of the revised performance management framework with the goal of all staff having 50% of staff through one cycle by the end of 2026.	Online system available.
5.3.3	Co-create effective team and personal development plans arising out of the performance management framework activity to increase the capability of the organisation and to provide explicit links between performance management activity, staff learning and access to career pathways and career development.	WLD to progress accessible and flexible learning approaches recognising the mobility and transitions of people in the workplace.

6. Leading our teams

6.1	**Multidisciplinary leadership**	
6.1.1	Work with managers to ensure that each manager has a relevant and active personal development plan by the end of 2025.	
6.1.2	Continue the roll out of the Leadership and Management Academy Programmes to all managers and leaders across the Agency to ensure the development of leadership competencies, standards, practice leadership and succession management.	Strategic approach to individual, team and organisational capability needs in place.
6.1.3	Review the content of the Leadership Academy and other management training proposals to ensure that delivery of the training plan at this level supports the development of effective matrix management techniques.	Develop whole system evaluation methods for leadership and talent development programmes that address system impact (added value at team, organisational and service user levels).
6.2	**Leadership competency framework**	
6.2.1	Ensure that the Leadership Competency tool is embedded within the Leadership development programmes offered by the Agency.	Ensure competency framework underpinning all leadership programmes.
	Complete the roll out of the leadership competency framework ensuring that management behaviours include significant focus on behaviours that support the procedural and emotional requirements of significant change management arising from the Reform programme.	Ensure competency framework underpinning all leadership programmes.

6.2.2	Create a learning library of resources that encourage and enable managers and leaders to think about the whole person approach when creating the culture and structures in their teams.	Accessible and flexible elearning modules available on iLearnatTusla.

7. Designing a culture of health at work

7.1	**Research and best practice**	
7.1.1	Commission research looking at successful wellbeing approaches, including those that are designed to prevent or alleviate professional burn out in the social care and wider healthcare sector to generate ideas and options for consideration at Tusla.	Work with Quality Division to commission research in relation to impact of people Strategy on staff.
7.1.2	Through all staff survey complete an assessment of the health of work culture present in the Agency identifying areas of best practice and gaps that present further opportunities for Tusla.	
7.1.3	Identify and report on options and recommendations for EMT approval.	Model our shared values by creating a culture that is reflective, values relationships and differing perspectives and support Agency strengths.
7.2	**Building health into our culture**	
7.2.1	Introduce a programme of well-being events throughout the year that encourage staff to focus on their physical health, learn techniques that support their mental health and create a sense of supportive community within the Agency.	Optimise initiatives focused on staff health and wellbeing. Use Employee LifeCycle model to target interventions.
7.2.2	Consult on and design a trauma senstive work culture that supports the engagement of our staff with children and families in crisis.	Use WHO Health Workplace Framework to support employee wellness.
7.2.3	Adapt the employee surveys to enable the measurement progress in respect of our developing health at work culture.	Introduce a Policy on the Prevention and Management of Stress in the Workplace.
7.2.4	Review and update the EAP programme and the range of mental and physical health advice and services that are available to all our People.	Develop and implement a Mental Health Strategy for staff.
7.2.5	Continue to develop a workplace through our Leadership Academy activity where our People are not micromanaged but have the autonomy and the management support to succeed in their roles.	Implement Performance Management Process with supporting PDP.
	Through Well Being Ambassadors and Change Champions embed and prioritise Well Being amongst staff and teams.	Work with staff to take personal and professional responsibility for their own physical and psychological health and well being through self-care.
	Embed Employee Well-being as a priority across all management processes, performance conversations and supervision.	Support employees to take responsibility to ensure a work environment in which dignity, respect and inclusion is actioned.
7.2.6	Develop a learning library of training and other resources that enable staff to learn and develop self-care practices and how to incorporate these into their working life.	Finalise programme of webinars and online resources for access by all staff. Integrate all supporting services at regional and Network level.

7.2.5	Review and update our policies that support work life balance for all our People ensuring that staff in every team across the agency have some work life options that positively impact on their working lives.	Implement flexible working arrangements, coaching available to all staff, follow up on exit interviews ensuring feedback is addressed.
7.3	**Fair work allocation**	
7.3.1	Through the Reform Programme support equitable allocation of resources and ensure recruitment focus is prioritised towards areas of greatest need. Review how our workforce and resource planning and other policies to ensure we allocate work in a fair and equitable way to support multidisciplinary teams and minimise the risk of long term sickness absence and burn out.	Demonstrate our commitment to evidence based resource allocation through implementation of Regional Workforce Plans. Enable leaders to co-design person centred services and develop sustainable models of service delivery that optimise the full talent pool and enable integrated care pathways.

8. Being 'change able' and delivering reform

8.1	**Delivering the reform programme**	
8.1.1	Contribute to and support the work of the Reform Programme to improve communication on the goals and expected outcomes and develop clearer support and understanding of the need for change across all our teams.	PMO supporting Comms and Engagement Plan and workstream TIRP.
8.1.2	Provide increased capacity to enable Reform through the work of Organisational Development Partnership Team to enable measurable delivery of culture change across the Agency.	PMO allocate a PM to develop comms plan.
8.1.3	Review the current work and capability of our change champions and develop the communication skills and other skills required to maximise the positive impact of our reform/change champion network within in the Agency.	Quarterly engagement with Change Champions supporting alignment, development and growth. Change Champions tasked with supporting uptake of All Staff Survey and follow up when results available.
8.1.4	Ensure proactive engagement and communication with Trade Union partners to enable smooth implementation of new initiatives and structures.	Monthly engagement with feedback to inform collective leadership in relation to staff engagement and change initiatives that can be scaled across the Agency.
8.1.5	Support Tusla adoption of a programmatic approach to ensure successful delivery of the Tusla Org Reform programme, through the assignment of requisite PMO resources and deployment of best practice programme planning, implementation and reporting approaches.	
8.2	**People and Change**	
8.2.1	Highlight the impact of the emotional journey of our people through change processes and implement a programme of Schwartz Rounds in Residential Services to minimise burnout.	Deliver 10 Schwartz Rounds across the Agency and measure impact on retention.
8.2.2	Use our feedback and employee voice initiatives to develop a deeper understanding of the emotional challenges faced by our People through the roll out of the Reform programme and identify and propose relevant interventions to provide emotional support.	Use the employee life cycle as a methodology to sign post staff to key supports in the system and to improve the employee experience.

8.2.3	Co create with the ICT team learning interventions to support the implementation of new or revised ICT systems that support the delivery of multidisciplinary teams and the Reform Programme.	Further develop the "Tusla Leadership Academy" to co-ordinate and optimise approaches for elearning within the Agency.
8.2.4	Link to the proposed flight risk register activity to feed into the work developing interventions to support our people through a period of significant change.	Use performance system to ensure all staff have a PDP that is needs led and supporting delivery of Reform Programme.
8.3	**Digital first strategy**	
8.3.1	E-enable all HR Forms and supporting workflow processes.	Develop internal capacity and expertise to lever online opportunities and develop appropriate online solutions.
8.3.2	Support implementation of paperless offices.	Develop greater alignment of people data between HR analytics, ICT and other business analytics functions to bring a more integrated approach to use of data and assess impact on the Agency.
8.3.3	Collaborate with ICT to implement the Tusla Digital Strategy.	Develop minimum data set in relation to HR data, supporting predictive modelling.
8.3.4	Implement eVetting processes.	Work with ICT to digitise vetting processes.
8.3.5	Implement eLearning systems. Implement eRecruitment systems. Further develop and connect Sharepoint applications to eliminate duplication of effort and enhance efficiencies.	Build on iLearnAtTusla to enable online learning systems and reporting for staff in the Agency. Work with ICT to implement e learning system. Ensure greater alignment of existing systems that streamline data gathering and increase easy and timely access to relevant people related information.

Appendix one

People & Change Plan

Project Start Date	01 Jan 2026
Project End Date	31 Dec 2026
Project Lead	Rosarii Mannion

TASK		TARGET
1. Building a great place to work together		
1.1	**Social work and the employee brand - external**	
1.1.1	Identify the requirements for entering the Great Place to Work Awards and work towards accreditation.	
1.1.2	Identify a project team who can lead, draft and complete the accreditation process for the Agency.	
1.1.3	Complete the programme of evidence compilation and other requirements to submit a high quality entry for external accreditation.	
1.2	**Social work and the employee brand - internal**	
1.2.1	Review the annual staff awards and identify improved structures and process to support a wider scope of service excellence and innovation.	
1.2.2	Consult on and implement the revised staff awards structure with focus at Regional level.	
1.2.3	Build elements into the staff awards process that recognise and celebrate success in the areas of change critical to the Reform Programme.	
1.2.4	Publicise, nominations and host awards.	
1.2.5	Continue work on current work on career pathways and ensure that scope to grow the expertise and career aspirations is clearly communicated across the Agency.	
1.2.6	Ensure that the development of brand success stories includes stories about the successful development of careers within the Agency. Use this work to inform other aspects of this strategy.	
1.2.7	Review and propose positive amendments to the current CPD processes within the Agency.	
1.2.8	Implement appropriate changes to the Agency's CPD processes and ensure that these are clearly communicated across the Agency.	
1.3	**Importance of the employee voice**	
1.3.1	Design, develop and implement an approach to staff advocacy channels that fits the culture of the Agency and reflects best practice in the workplace.	
1.3.2	Review the success of current channels for staff voice and advocacy and make proposals for further strengthening these channels within the Agency.	
1.3.3	identify the most relevant changes to the advocacy channels and implement agreed amendments.	
1.3.4	Ensure that any changes to staff feedback and advocacy channels are highlighted through internal staff comms.	
1.3.5	Use the feedback and results from employee information and consultation exercises to influence and inform other elements of the implementation of this strategy.	

TASK		TARGET
1.3.6	Ensure that there is a clearly communicated 'you said, we did' response across the year to highlight the positive impact that such staff advocacy is having within the Agency.	
1.4	**Further development of career pathways**	
1.4.1	Establish senior manager champion and project team/panel for the career pathway programme.	
1.4.2	Review current career pathways and processes within the Agency.	
1.4.3	Cross reference the Career pathways options to the future skills audit and the identification of service delivery critical skills and knowledge gaps.	
1.1.4	Create Career Pathway framework and processes linked to the Agency's Succession Planning models to ensure that learning and development spend and activity supports the future skills and leadership needs of the Agency.	
2. Aligning our workforce planning		
2.1	**Succession planning**	
2.1.1	Review and strengthen our succession planning activities working with managers across the agency to update our succession plans in light of the implementation of the Reform Programme.	
2.1.2	Complete the Succession Planning process for the Agency to meet future skills and experience needs.	
2.1.3	Update current Succession Planning Model for key Operational Teams and seek EMT approval.	
2.2	**Workforce flexibility**	
2.2.1	Create flexibility within the workforce planning approach and activities to ensure equitable resource distribution across all disciplines and all regions within the Agency.	
2.2.2	Ensure that the new model of multidisciplinary working is built into our workforce planning approach.	
2.2.3	Update our data on workforce location and availability to include the work on the Social Workers/Social Care All Employers Forum and other initiatives to develop improved resourcing for the Agency.	
2.3	**Research and develop workforce planning expertise**	
2.3.1	Identify the elements of the Reform Programme and Corporate Plan that will have a significant impact on the sourcing, and retention of people with appropriate qualifications and experience for the future structure and operation of the Agency.	
2.3.2	Identify, and embed the use of digital platforms and technology to enhance data based workforce planning and provide clear and accurate updates for the Agency on agreed workforce KPIs.	
2.3.3	Identify and implement relevant and key workforce metrics that feed into integrated dashboards to improve the level of informed workforce decision making.	

2.3.4	Implement agreed KPIs that identify the relationships and impact between employees and business performance in the Agency.	
2.3.5	Lead a workforce planning work group with key stakeholders and wide representation to design an integrated plan for each region/service.	
2.3.6	Design and implement Predictive Reports on future headcount, grades, structures of the workforce.	
2.3.7	Implement required changes to our workforce planning activities to support the goals of the Reform programme.	
2.3.8	Develop and implement a wider range of data sources to create relevant and more accurate people analytics and insights to address service challenges.	
2.3.9	Continue involvement in the Social Work All Employer's Forum in particular in respect of the transformation of the level of Social Work/Social Care graduates entering the workforce.	

3. Recruiting our people

3.1 Expanding our recruitment network

3.1.1	Identify further opportunities with new and existing overseas partners to attract and secure Social Workers/ Social Care Workers from qualification-comparable territories overseas.	
3.1.2	Build on Tusla's Graduate Social Work Programme, our Return to Tusla Programme etc, to provide candidates with an engaging route into social work.	
3.1.3	Identify pathways and processes to attract other professionals and technical experts into emerging roles at the Agency.	
3.1.4	Analyse and build on the results of the commissioned research into 'Pathways to Social Work'. Identify and implement changes that will improve the Agency's candidate reach beyond traditional candidate sources.	
3.1.5	Continue to engage with educational institutions, government departments and other relevant stakeholders to increase significantly the number of people entering or returning to the field of social work.	

3.2 Designing recruitment tools

3.2.1	Design and implement recruitment tools that enable recruiting managers to identify candidates with values that are shared with our Agency values to ensure best fit of a candidate with the working environment at Tusla.	
3.2.2	Ensure that recruitment tools and techniques are rolled out to all recruiting Managers so that the Agency can ensure that the best fit candidates are identified and offered a place within Tusla.	
3.2.3	Develop an alumni network to both support initiatives such as the Return to Tusla campaign but also that bring the Agency into much closer contact with ex members of staff who have gone on to expand their knowledge and expertise in other organisations within the State.	

3.3 Tusla recruit

3.3.1	Develop an internal talent sourcing agency within the recruitment team to target hard to fill posts.	
3.3.3.	Expand a roll out Tusla Bridging Module to increase pools of applicants building on success of the Tusla TY Programme.	
3.3.4	Conduct open days, walk in interviews.	

4. Retaining our people

4.1 Local and multidisciplinary onboarding

4.1.1	Design and implement internal induction and onboarding programmes that are tailored to the need of multidisciplinary working and matrix management.	
4.1.2	Roll out the revised induction and onboarding processes and ensure that managers are fully briefed and take a full part in the new processes.	
4.1.3	Ensure that appropriate feedback on the induction and onboarding processes is collected and programmes amended to enhance the effectiveness.	

4.2 Strengthening a resilient culture at work

4.2.1	Identify and implement any required changes to the change management model at the Agency and update the Change Management Guide.	
4.2.2	Ensure continued roll out of learning interventions to develop the skills, expertise and behaviours required of our managers to support their teams through a period of significant change.	
4.2.3	Link work in this area to the work on the development of a Culture of Health within the agency to ensure that the needs and challenges of the 'whole person' are considered when designing and implementing the required changes under the Reform programme.	

4.3 Evolving our working practices

4.3.1	Update the programme supporting the Visible Values project and link with the completion of the roll out of the Agency's management and staff competency frameworks.	
4.3.2	Ensure that the values and competencies are worked into the performance management processes so that staff can see a link between work behaviours and great performance.	
4.3.3	Identify and build a common project plan with the ICT team to ensure that the roll out of new IT and technology is supported through adequate learning interventions to ensure that staff at the Agency reap the full benefits of these changes.	

5. Developing our skills and capabilities

5.1 Updated strategic learning and development plan

5.1.1	Engage with staff and managers across the Agency to develop, revise and update a strategic learning and development plan for the entire Agency.
5.1.2	Develop and agree a funding model aligned to the learning and development plan that supports the achievement of the Agency's current strategic requirements.
5.1.3	Continue the focus on the development of change management skills and interventions to support the delivery of the Reform Programme, matrix management structures and a well-integrated service offering.
5.1.4	Agree the L&D budget and engage with internal and external providers to ensure that the agreed plan is delivered across the year.
5.1.5	Continue to build a learning library/training directory highlighting key training and develop activities available and giving staff and managers access to a range of learning resources outside of traditional course based learning.
5.1.6	Balance job experiential learning with other forms of structured and online learning in the plan.
5.1.7	Identify and draft relevant KPI's to enable measurement of return on investment and support of Agency career pathways.

5.2 Delivering the reform programme

5.2.1	Ensure that the L&D activities help close the skills and experience gaps identified in the Workplace Plan and enable the Agency to recruit and retain staff who may need fast track skill development once appointed to support the delivery of the Reform Programme.
5.2.2	Complete the development of Lean training across the agency.
5.2.3	Provide high level feedback to management based on the agreed Lean KPIs to demonstrate return on investment.
5.2.4	Develop a Tusla Staff Engagement Forum supported by the OD Partnership Team with 200 change champions trained across the Agency.

6. Leading our teams

6.1 Leadership career pathways

6.1.1	Review and build on our processes for identifying, nurturing, developing, and training leaders for future requirements of the Agency.
6.1.2	Link to our Succession Plan and to the Leadership Academy to ensure that leaders are identified and appropriately developed within the agency.
6.1.3	Draft and present pilot leadership career pathway for EMT approval.

6.2 Leading reform and change programmes

6.2.1	Use appropriate development interventions to strengthen leadership capacity to lead and manage transformational change.
6.2.2	Ensure that the Leadership Academy programme and other leadership learning activities are focussed around the need for the Agency to develop its capability to be Change Able.
6.2.3	Review the culture of health needs for managers and leaders within the Agency and ensure that any additional, appropriate supports are in place to prevent management burn out.

7. Creating a culture of health at work

7.1 Culture of health framework

7.1.1	Continue to keep under review the measures and changes we are making to build a culture of health at work for staff and managers alike.
7.1.2	Use research and relationships with other similar organisations to identify and implement additional supports.

7.2 Supporting the whole person

7.2.1	Develop organisational resilience through implementing further interventions for staff to receive psychological and emotional support, skills training to develop a sense of caring for our people after critical and/or traumatic events, and a clear culture of health across the Agency.
7.2.2	Ensure that revised working practices and new policies at the Agency are designed with the health and wellbeing of our people as an explicit component of how we do things. Ensure managers are supported to roll out Employee Well-being as a priority across all management processes, performance conversations and supervision.

7.3 Future of work

7.3.1	Commission appropriate research and engage with appropriate networks to ensure that the Agency is aware of engages and responds to the needs of our current and future workforce.

8. Being 'change able' and delivering reform

8.1 Leadership of organisational change

8.1.1	Improve leadership capability for change by integrating the effective change management techniques and principles into the Leadership Academy programmes proposed in Priority 6.
8.1.2	Reflect on the results of research and other network activities to identify further longer term changes to the working environment at the Agency to ensure that it meets the current and future needs and aspirations of our workforce.

8.1.3	Co create with the ICT Team learning interventions that support the roll out of new technology to ensure that the Agency and its people reap the full benefits of these changes.	
8.2	**Delivering our reform programme**	
8.2.1	Strengthen engagement with staff across the directorates in the Agency to derive their input and ideas into the service delivery redesign.	
8.2.2	Continue to develop locally based Change and Improvement Networks supported by our Change Champions to deliver improved outcomes aligned to the Reform Programme.	
8.2.3	Identify the criteria and structure of a Team/Individual innovation award process as part of Excellence Awards to support the positive messages of change at the Agency.	
8.2.4	review and redesign the Excellence Awards and with communications publicise the initiative within the Agency.	
8.2.5	Host Excellence Awards.	
8.3	**Employee relations policy and process**	
8.3.1	Ensure proactive engagement and communication with Trade Union partners to enable smooth implementation of new initiatives and structures.	

Appendix two

Our Successes and Milestones People Strategy 2022-2024

In our previous People Strategy 2022-2024, we developed our eight linked strategic priorities. These are:

1. Creating a Great Place to Work
2. Future Planning
3. Recruiting Our People
4. Retaining Our People
5. Developing Skills and Capabilities
6. Leading
7. Wellbeing
8. Being Change Able

Each of our 8 priorities has equal importance, and it is our work together across all of them in the coming years that will continue to create a workplace of which we can all be proud.

While it makes sense that these strategic priorities continue to be our focus, we must also take cognisance of the new challenges we face when putting in place action plans for our People Strategy 2025-2027. Whilst we know that there is more to do, we also recognise that there have been some significant achievements and milestones in our journey. In particular:

Creating a great place to work and future planning

- Our Staff Surveys (Follow up Action Plan and Pulse Survey).
- Policy development and revision - including revision of Tusla's Dignity at Work policy, Grievance Policy, the review of contracts, our new Supervision Policy, the Blended Working practices and new suite of flexible working practices, we implemented and our new Guidelines on Effective Communication for Team Meetings.
- Tusla have partnered with AsIAm and are undergoing accreditation as an Autism friendly employer.
- The Visible Values Programme continued with Regional Values Champions leading on critical behaviours and supporting a variety of initiatives to bring values to life in team practices e.g. The Mayo Mile.
- We have developed a framework to support staff performance, ensuring that great performance is recognised and that individual support and learning needs are identified at an early stage.
- The Tusla Change Network has been established with 120 active Change Champions.

Developing skills and capabilities

- Introduction of the Apprentice in Social Work Programme.
- Ongoing development and delivery of diverse learning interventions in response to training needs identified by staff and management.
- Targeted WLD support for use of digital, online and virtual learning methodologies and e.g. webinar production, eLearning module design, TCM.
- Tusla launched its first Business Graduate Programme, including a confined campaign specifically for graduates with disabilities.
- Development and launch of our Leadership Academy with 4 programmes for all staff.
- Coaching strategy launched with coaching network and provision of coaching skills training.
- Mentor training provided and mentor network launched.
- Social Work sponsorship launched with Robert Gordon University.
- Learning and development plans developed to support implementation of Foster Care Strategy, Residential Care and other Tusla Strategies.
- Mediation Services – staff members trained and accredited with Mediation Institute of Ireland.

- Over 120 staff across our regional teams participated in project management training, giving them the technical knowledge and skills to support organisation reform projects.

Recruiting our people

- Tusla's People and Change Team has recently partnered with Ireland's leading career guidance website, Careersportal.ie, to develop and host information about careers with Tusla.
- Social Work All Employers Forum established including Probation, HSE, IASW, DCEDIY, Probation Services to support a collaborative approach to recruitment and retention of Social Workers.
- Research commissioned in partnership with DCEDIY regarding 'Pathways to Social Work'.
- A Transition Year programme commenced with school information sessions to provide accurate information to young people about the wide range of functions and responsibilities that the Agency has and about the crucial work that Tusla staff carry out to support children and families and keep children safe.

Retaining our people

- Tusla National Induction Policy launched in conjunction with an online resource (UStart) for all new employees.
- Induction support materials developed to assist managers' induction of new employees.
- Regional Induction workshops piloted in all regions including Residential Services and Corporate/National Teams.
- Welcome Days have been carried out in all regions to proactively engage with new starters and assist in with their orientation. The Welcome Days are soon to be incorporated into a Regional Induction Day which will provide a comprehensive welcome programme for all new starters to the Region/Service and form part of their overall induction.
- Retention Officers have actively engaged and supported roll out of the Buddy System, exit interviews, stay interviews, entry interviews.

Wellbeing

- Focused Trauma Informed Support & Postvention Support.
- Review and implementation of Visibility Project with CRS – 42 Houses Visited and training provided.
- Development and implementation of Reasonable Accommodations Policy for all staff.
- Implementation of Ergonomics programme to support staff through Blended Working.
- Increased support for staff affected by Violence Harassment and Aggression.
- Increased Wellbeing Ambassadors to 90 staff in 2024.
- Team Group supports provided across Tusla by HWEAP and supported by a Psychologist.
- Implementation and delivery of Peer Support Programme through CISM.

Leading

- Implementation of the Tusla Leadership Academy with a set of core leadership competencies that underpin the leadership academy framework. Four leadership programmes available to support our Tusla leadership strategy, presence, culture and accountability.
- Focus on leading and supporting staff at all stages of the Employee Lifecycle.
- Roll out of Tusla Graduate Programme.
- Implement coaching and mentoring supports.

Being change able

- Tusla Excellence & Innovation Awards launched.

- Tusla Project Management Office has supported leadership to deliver over 40 priority business change programmes, including new practice approaches, new legislative requirements or in responding to critical external pressures on the service.

- Tusla Project Management Office has facilitated a customised Lean Training pilot with measurable KPI's with the aims for participants to 1) adopt a lean mindset, evaluate workflows for efficiency, identify waste, reduce errors, and boost quality of our service, 2) ensure children, young people, families and communities receive a consistent, quality and integrated response from all our service.

"None should resist the plea that we unite to increase our concern for the welfare and future of our Children – the Rising Generation."

The Project Management Office will input expertise, track and support implementation.

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