



State Boards – Making a Difference

With Shirley Comerford, Public Appointments
Service

Breakfast and Evening Briefings Series: Kindly sponsored by
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Where we started



- Programme for Government (2011) commitment on **openness & transparency** in the selection of appointee's to State Boards.



- **34%** representation of women on State Boards.



- **New Guidelines developed** and came into effect in late November 2014



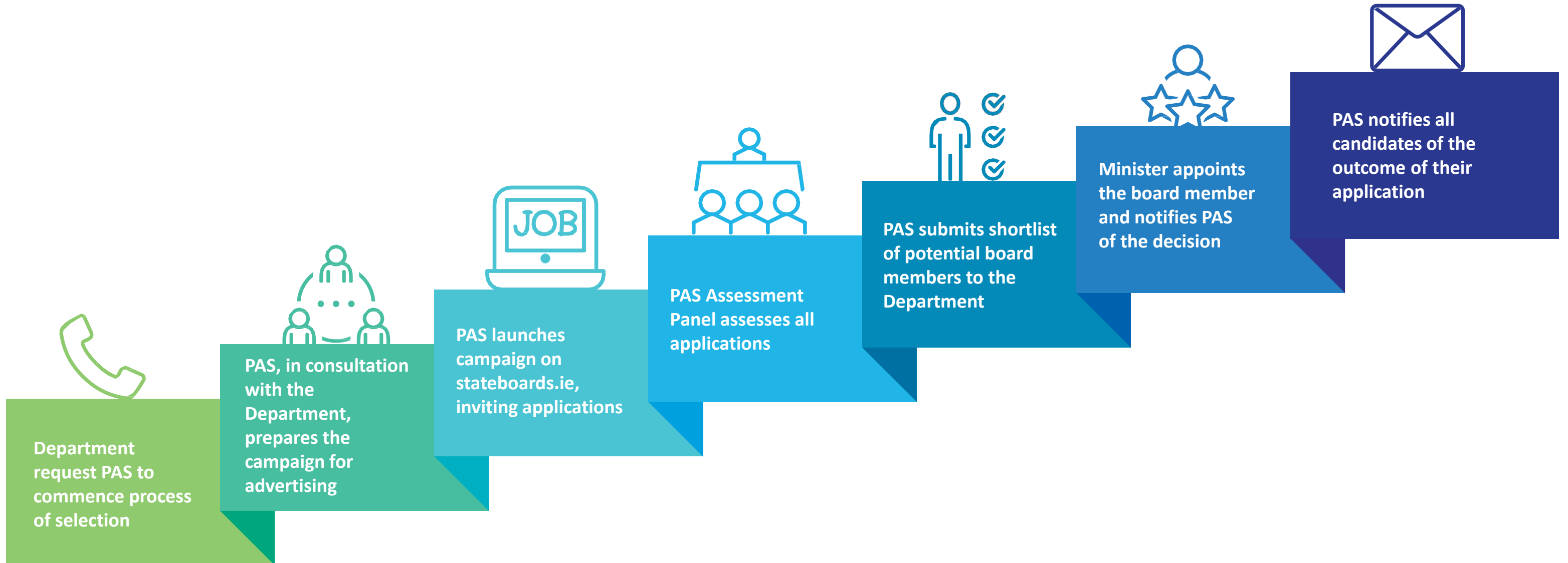
- **Key objectives of the Guidelines:**
 - To **increase access and widen** pool of potential appointees.
 - To strengthen State Boards by **enhancing the calibre and quality** of appointments.
 - To secure a **high degree of transparency** in the selection of candidates for appointment.

Target:

40% representation
of women and men
on State Boards.









25% of appointments to
State Boards come
through **stateboards.ie**
(others – nominations / re-appointments etc)

Our Process



Skills in Demand

Sectors include

-  Transport
-  Tourism
-  Arts
-  Business
-  Science & Tech
-  Regulatory
-  Health
-  Education



A word cloud of skills in demand, with words arranged in various sizes and orientations. The most prominent words are 'FINANCE', 'STRATEGY', 'LEGAL', 'R&D', 'MARKETING', 'GENERAL MANAGEMENT', 'COMMERCIAL/BUSINESS', 'SECTORAL EXPERTISE', 'CORPORATE GOVERNANCE', 'HR', and 'COMMUNITY ENGAGEMENT'. The words are in shades of blue and green.

Public Engagement – increasing access to opportunities



Public Engagement – increasing access to opportunities



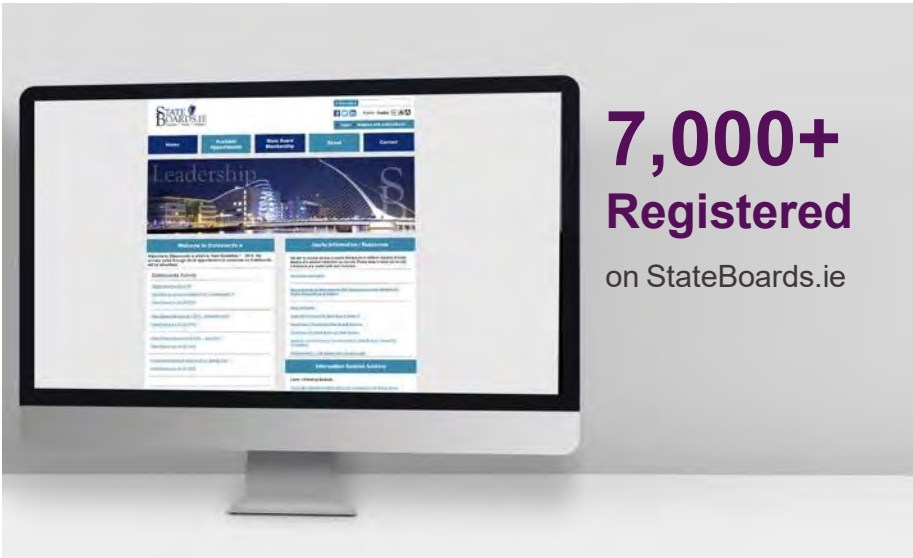
Radio Advertisements



Public awareness meetings
Athlone, Cork and Galway



Conferences & Events



stateboards.ie



LinkedIn



Twitter

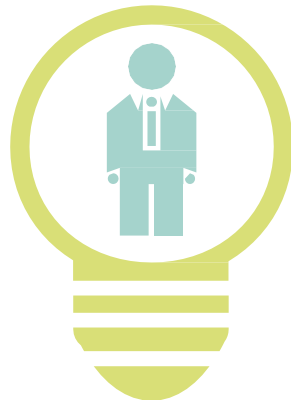
stateboards.ie - Insights



65 campaigns
advertising **240**
vacancies p.a.



14 applications
per vacancy



Around **200**
vacancies filled p.a.



63% Private sector  **37%** Public sector
(incl Medical, Education & Not for Profit)



3 – 5 proposed names
to Minister (was 10+
at beginning)

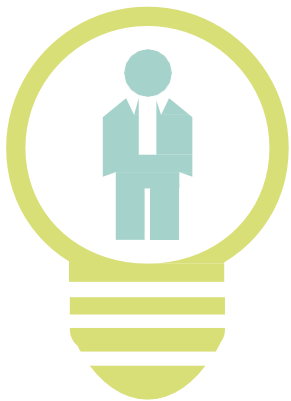


45% female registered
on stateboards.ie

		
Registered on stateboards.ie	55%	45%
Applications to stateboards.ie	65%	35%
Appointments via stateboards.ie	49%	51%

2018 - 2019
(to date)

Chairpersons



28%

Chairpersons appointed were
CEOs



28%

Chairpersons appointed were
female





Board Members

31% CEOs

3% Human Resources



10% Finance Directors

4.5% Marketing & Communications Directors



Terms of Reference

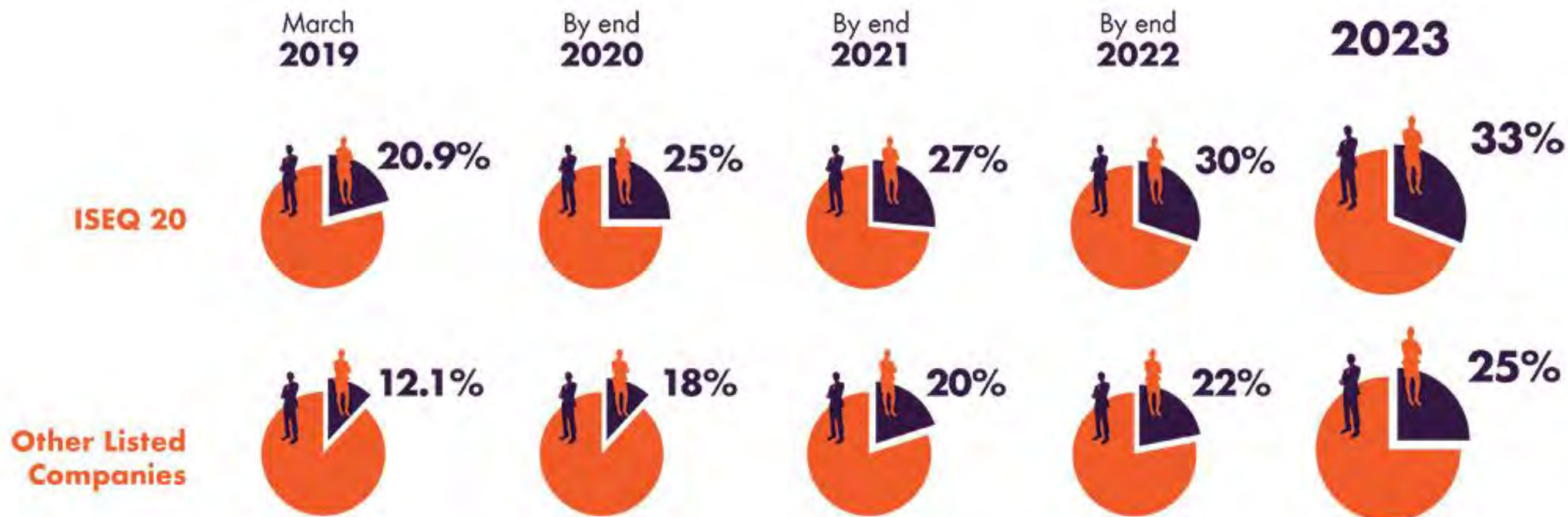
- **Examine** current position re gender balance on boards/senior management of companies in Ireland
- **Set** progressive targets to 2023
- **Consider** initiatives to support companies to move towards targets
- **Engage** with relevant companies
- **Report** findings and recommendations to Minister by March 2019 and annually thereafter

The Power of Parity

- Gender balanced leadership leads to enhanced decision-making which ultimately impacts positively on financial results for businesses
 - Access to the entire pool of talent
 - Diversity of thinking
 - Increased responsiveness to consumer requirements
 - Improved governance



Targets for Women on Boards





Recommendations include

- Annual Reporting
- Proactive measures to meet gender balance target
- Proactive targeting of recent retirees (Public & Private)
- Shorten Tenure
- Promote D&I Cultures
- Mentoring & Shadowing Programmes

Chairpersons of State Boards Survey



79%

satisfaction with the assessment process – useful feedback received on how we can further enhance the process.



79%

satisfaction with the number of applications received

89%

would be willing to apply again for another State Board



84%

satisfaction with the calibre of applications



55%

know of people who chose not to apply – reasons provided were concern about the process, time and volume of work involved and the low level of remuneration provided.

84%

felt appointees
through the PAS
process have had a
positive impact on
the performance of
the board

'they also challenge
the existing
consensus that has
developed amongst
existing board
members'

'very impressed with
the breadth and
appropriateness of
the experience
of all members of
the board'

'it makes
the job... so
much easier
when you
have the
right people
in place'

'we were able to
access high calibre
well qualified board
appointees'

'refreshing change
of dynamic'



Thinking about a State Board appointment?

- Know your Strengths
- Know the Organisation
- Look at the requirements – where can you ‘add value’
- Be selective – what Boards are of real interest to you?
- Tailor your CV – to speak to the specific requirements;
- The letter is important – Clear, concise, use examples;
- Don’t presume the board will know you by reputation;
- Consider the time commitment;
- Believe in yourself, stay true to your values.



Closing thoughts

- Strong Commitment to Government Policy on Gender Balance
- Progress being made, lots more to do
- More use of stateboards.ie
- Keep an open mind – bring in Diversity / New Perspectives
- Register on stateboards.ie today





THANK YOU