

State Boards - Making a Difference

with Shirley Comerford, Public Appointments Service, and Michelle
Noone, Public Appointments Service

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STATE BOARDS

MAKING A DIFFERENCE

SHIRLEY COMERFORD & MICHELLE NOONE

16 JUNE 2022



NUA 2020 - 2023

Our mission

Recruiting a diversity of people for the public service with the talent, character & commitment to deliver for Ireland



Our vision

Recognised as the centre of excellence in recruitment, trusted by those we serve

ED&I Strategy 2021-2023

Change Area 1



Greater knowledge and understanding of diversity in the recruitment market and the Irish Public sector

Change Area 2

Recruitment and selection processes encourage and enable access to candidates from diverse backgrounds



Change Area 3

Our culture models best practice in ED&I and we support our clients in building inclusive workplaces



An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service



publicjobs.ie



Where it started

Key objectives of the Guidelines:

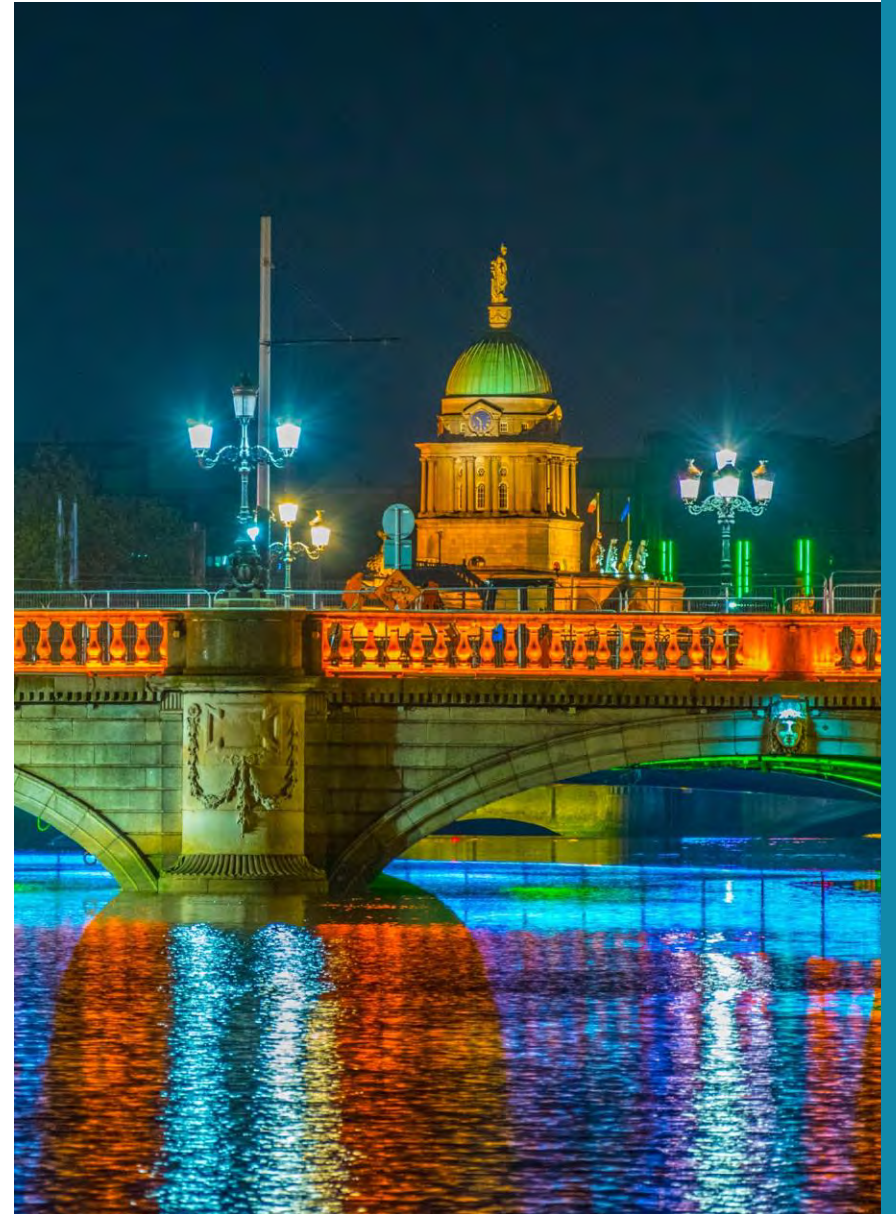
- To **increase access and widen** pool of potential appointees
- To strengthen State Boards by **enhancing the calibre and quality** of appointments
- To secure a **high degree of transparency** in the selection of candidates for appointment

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)

Key Challenges

- Driving up **standards of Corporate Governance**
 - Skills mix
 - Competence
 - Ethics
- Increase **Transparency & Trust** in the system
- Importance of the Public Interest – **Increase the voice of the Citizen** on State Boards
- Male dominated & lack of **Diversity**
- **De-Politicise** the process
- **Restore faith** in our national political and State institutions



Our Process



Competencies



Public Engagement – increasing access to opportunities



Public Engagement – increasing access to opportunities



Radio Advertisements



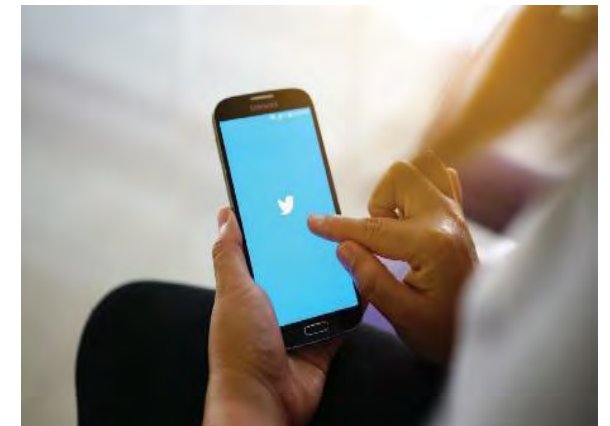
Public awareness meetings
Athlone, Cork, Galway, Dublin,
Kilkenny



Conferences & Events



8,990+
Registered
on StateBoards.ie



stateboards.ie – Insights 2021



71 campaigns
advertising **187**
vacancies p.a.



140
vacancies filled





14 applications
per vacancy

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



3 – 5 proposed names
to Minister

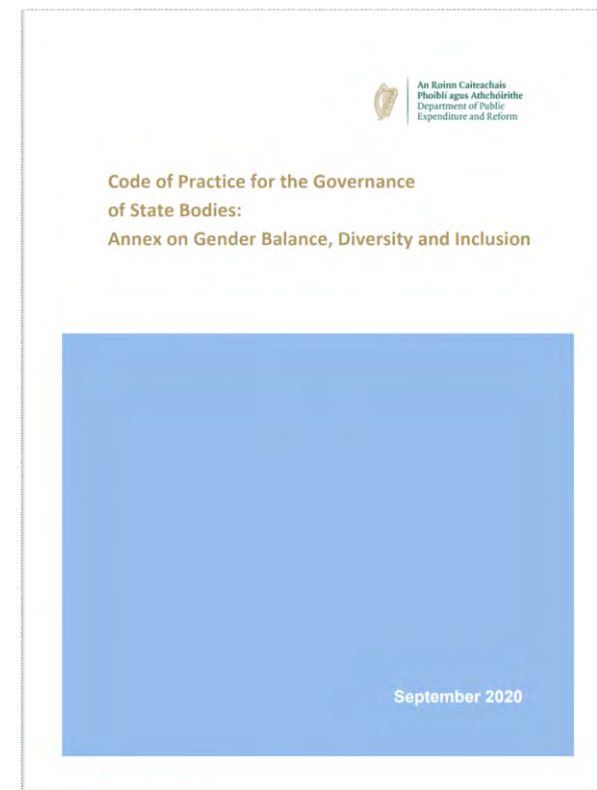
		
Registered on stateboards.ie	55%	45%
Applications to stateboards.ie	65%	35%
Appointments via stateboards.ie	45%	55%



45% female registered
on stateboards.ie

Recommendations

- “comprehensive report” : deal explicitly with progress on gender & diversity
- Before any appointment, Minister must be made aware of existing Board gender composition
- Board Annual Assessment Review specifically address performance on gender and diversity
- Avoid gender imbalances from being ‘locked in’ for long periods : 3/5 years (total 8 years)
- Annual Report address how State Body is promoting gender equality, diversity and inclusion



Reports

Balance *for* Better Business



fourth Report
November 2021



Rialtas na hÉireann
Government of Ireland

Business Working Together for Inclusion



Elevate
The Inclusive
Workplace Pledge

The Elevate Pledge 2022 Annual Report
Measuring Diversity to Drive Real Change

BUSINESS
IN THE
COMMUNITY
IRELAND





Breaking the Mould

**Bringing new, diverse & quality
perspectives to State Boards**

Siobhán Ní Ghadhra
Owner / Producer at Danú Media

CAREER

- Vast experience in international co-production in both live-action and animation.
- Ros na Rún
- Executive Producer
- Executive Manager
- Telegal
- COO
- Head of Production

QUALIFICATIONS

- Economics
- Law
- Comms, TV & Radio Production

STRENGTHS

- Bring your voice to the table
- Ask the questions
- To assist
- To hold people to account

INTERESTING INSIGHT

Importance of standing by the decision of the Board - must contribute fully to the debate - put forward your perspective - Boards need to reach consensus - make decisions - Need to 'move on'



Fun Fact
Can't make tea ...!!

What's tough

- Finding time
- Huge amount happens in between meetings & making sure you are ready / well prepared
- Industry is small - you are privy to information that is not in public domain - must always be treated properly

Love about Boards
Meeting really
interesting people
Diverse Backgrounds

Emmy award
winning Producer
based in
Galway, Ireland.



Diarmuid Corry
CTO Réaltra Space Systems
Engineering



What I love about Boards

- Bus Éireann - Fascinating company/ large / complex / so much going on / optimistic about its future
- How much I'm really enjoying it - more interesting than I expected - learning a huge amount - Surprised at how much fun I'm having ..!

What's Tough

- Taking more time than expected
- Complexity of environment - getting up to speed / understanding company / environment
- Bringing 'all' stakeholders with you, takes time

CAREER

- AlarisPro IIc
 - Director of International Business Development
- ACRA CONTROL - Aviation & Aerospace
 - Vice-President
 - Co-founder and Director of Software Engineering
- BT - Executive Engineer

QUALIFICATIONS

Bachelors & Masters in Electronic
Engineering MBA

STRENGTHS

- Commercial nous
 - How are you going to make money
 - Best return for the Citizen
- Engineer - interested in data, in facts
 - Take complex things and make them simple
- Ask Questions
- Good Communicator
- Natural Optimist

Insight

Broke his back in a car
accident in Finland -
wheel chair user since
his mid-20's

Great memory

On stage in a packed
restaurant on a Sunday
afternoon 4 hours outside
San Paulo in Brazil - Irishman
in his wheelchair belting out
Paul Brady's 'The Island' !!



Fiona Ross
Chairperson, Board of CIE

Non Executive Director at
The Scottish Government

- Chair CIE
- Chair Mental Health Ireland
- HSE (pending legislation)
- Private Sector Boards
- UK Public & Private Sector Boards
- Seamus Heaney Estate
- Founding Director of EPIC
The Irish Emigration Museum

CAREER

- Stockbroker & Financial Services for 25 years - Dublin, London, Eastern Europe & US
- CEO of the National Library of Ireland (2 Terms)
- Serves on Boards in Public and Private Sectors in Ireland & the UK

QUALIFICATIONS

- Trinity College - MA English & History
- UCD - MBS International Marketing
- Queens University Belfast - Corporate Governance and Public Policy
- Fellowship in Governance George Washington University

STRENGTHS

- Strategy, Corporate Governance & Change Management
- Brings a strong commercial focus
- Very Pragmatic
- Asking the questions
- Very People and Stakeholder Focused

Good at ...

- Strategic Perspective
- Understanding context - scale, complexity, international practice
- Political awareness
- Tuning into the staff and customer perspectives

Interesting Fact

Recently completed an MSc
in Cyber Psychology in IADT

What's Tough

- Complexity of stakeholder environment
- No bottom line compared to Private sector
- Controlling Strategy in a complex public sector environment

CAREER

- Treasury Manager - CocaCola / Vodafone
- Group Treasury Accountant - CRH
- Reporting Accountant - O2 Ireland
- Accountant - Trintech / Oracle / Amdocs / Compaq /



Dimitris Karagiorgis

Treasury Accounting Manager, Shire Ltd
FCCA, Associate Director of Finance-Treasury,
Takeda Pharmaceuticals

RSA

Wicklow Port Company
2012 - 2016

QUALIFICATIONS

- BPP - ACCA Professional Accounting
- University of Surrey - Business Administration
- University of Bath - MSc in European Social Policy Analysis

STRENGTHS

- Financial reporting and analysis expertise
- Seeing Risks & understanding how they can be dealt with
- Analytical Focus
- Stakeholder Management & Engagement

What's Tough

- getting up to speed as quickly as possible
- develop a sense of trust with the rest of the board
- elaborate meaningfully on your contribution
- respect other opinions and majority ruling.

Why Boards

- I want to contribute to broader society
- Interested in working with different groups and committees eg Charities, School, voluntary roles on Boards e.g. Wicklow Port Company

Expertise

Treasury, financial,
management and
statutory accounting
reporting

Something that might surprise you

I write songs! Depending on 'the mood' I'll write ballads, jazz or even rock. I record them all and store them with the great plan to do something with them when the kids are a bit older. The last one I wrote was about 2 weeks ago.

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'**



State Boards website



Gaeilge | English



Login



Register

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State Boards Membership

Process

Info and Resource Hub

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Why serve on a State Board?

I am really enjoying my role on the Board of An Post, it is a business that is going through significant transformational change and being a member of the Board at this stage of the company's evolution is both interesting and challenging.

Carol Bolger
Member of An Post



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.



Upcoming Appointments



Bord na Móna

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