

# **State Boards Positions: Recruitment Advice and Guidance** with Margaret McCabe, Public Appointments Service, and Michelle Noone, Public Appointments Service

IoD Ireland Briefings Series: Sponsored by Accenture



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# Publicjobs.ie - centralised recruiter for the civil and public sectors



## In 2022....



## Irish Public Sector Workforce



Total workforce: 356,000 (15.6% of the labour force)  
Institute of Public Administration, [Public Sector Trends 2021](#)

# 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

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## Our mission

*To recruit a diverse range of people with the talent, ability & commitment to deliver for Ireland*

## Our vision

*To be recognised as the centre of excellence in recruitment, trusted by those we serve*



First PAS ED&I strategy (2021-23)  
March 2021

# ED&I Strategy

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## Change Area 1

- Increased our knowledge about the recruitment landscape and candidate profiles
- Increased our targeted and informed outreach and engagement



## Change Area 2

- Quality assured our recruitment and selection processes
- Achieved greater clarity about expectations and standards



## Change Area 3

- Modelled ED&I best practice in our culture
- Facilitated a stronger, more visible ED&I culture within the broader civil and public service

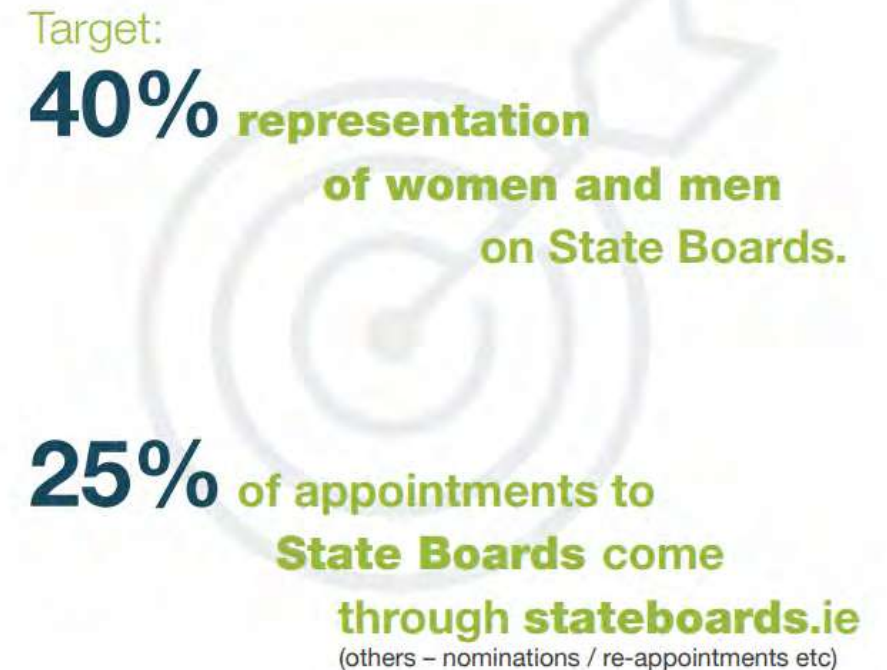


# Where it started

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## 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

A graphic of a target with a central bullseye and a cursor arrow pointing towards the center. The text is overlaid on the target.

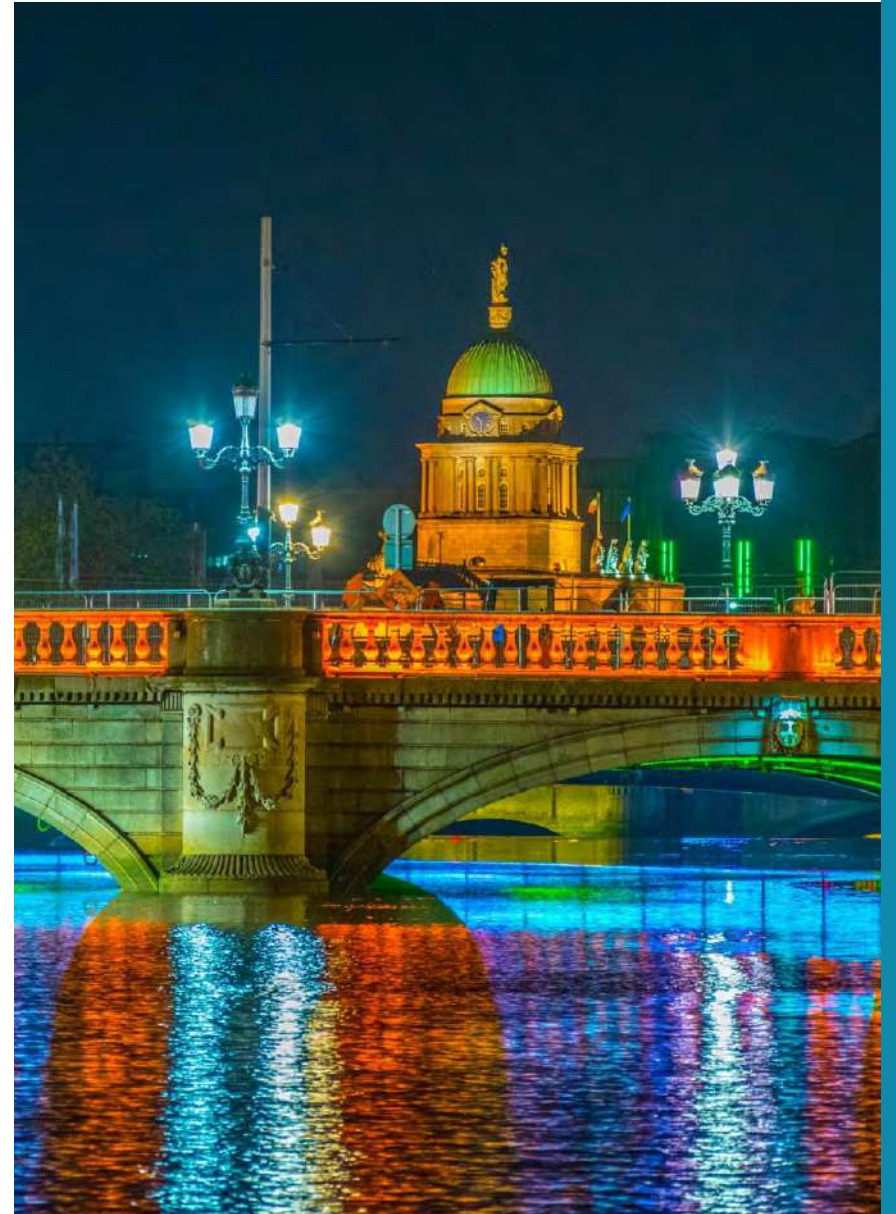
Target:  
**40%** **representation**  
**of women and men**  
**on State Boards.**

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

# Key Challenges

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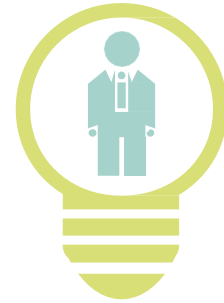
- Driving up **standards of Corporate Governance**
  - Skills mix
  - Competence
  - Ethics
- Increase **Transparency & Trust** in the system
- Importance of the Public Interest – **Increase the voice of the Citizen** on State Boards
- Male dominated & lack of **Diversity**
- **De-Politicise** the process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



# stateboards.ie - Insights



**77** campaigns advertising **314** vacancies p.a.



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





**14** applications per vacancy

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



**3 – 5** proposed names to Minister

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



**45%** female registered on stateboards.ie



# Our Process

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# Competencies

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# Public Engagement – increasing access to opportunities

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# Public Engagement – increasing access to opportunities

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Radio Advertisements



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



Conferences & Events



**8,990+**  
**Registered**  
on StateBoards.ie



# Reports

**Balance**  
*for* **Better**  
**Business**

*fifb* Report November 2022



Rialtas na hÉireann  
Government of 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



## 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



## What I love about Boards

- Bus Eireann - 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

## 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



**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.

## Expertise

Treasury, financial, management and statutory accounting reporting

## 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

## Something that might surprise you

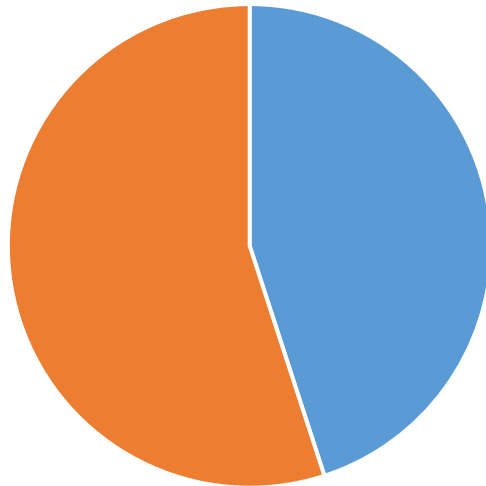
I write songs! Depending on 'the mood' I'll write ballads, jazz or even rock. I record them all and store them with the great plan to do something with them when the kids are a bit older. The last one I wrote was about 2 weeks ago.



# Diversity 2022 : Appointments

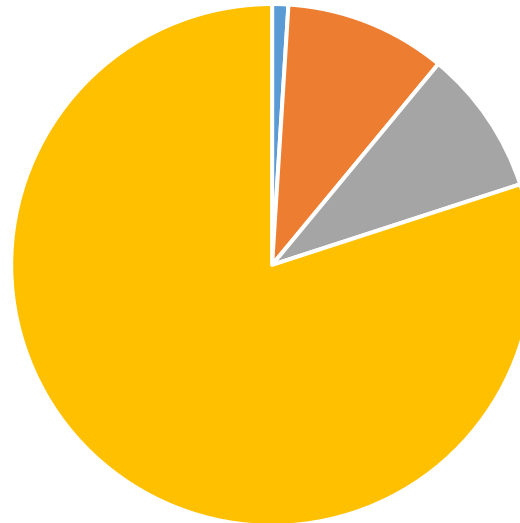
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Gender



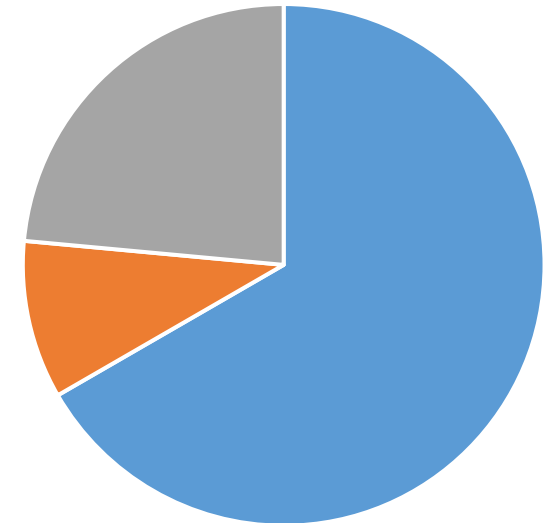
■ Male ■ Female

Age



■ 31-35 yrs ■ 36 - 45 yrs ■ Did not disclose ■ 45-77 yrs

Ethnicity



■ Irish White ■ International ■ Did not disclose

# What our Chairperson's say

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**100%** satisfaction with the assessment process

**72%** used executive search



**90%** Executive search enhanced the calibre of candidates



**81%** satisfied with calibre of candidates



**86%** Enhanced diversity of board members



**94%** Would themselves apply for another state board

## What our Chairperson's say

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**94%**

felt  
appointments  
through the  
State Boards  
process made  
a positive  
impact on the  
performance  
of the board



# State Boards website

## An Bord Bia/The Food Board

[All Boards – Department of Agriculture, Food and the Marine – An Bord Bia](#)

Legal basis: [An Bord Bia Act 1994, s. 6](#)

Maximum Number of Positions: 15

Gender Balance Numbers: Female (3), Male (10)

Gender Balance Percentage: Female (23%), Male (77%)

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Dan MacSweeney	01/03/2018	01/03/2021	28/02/2024	Chair	Nomination of the Minister
Jim Woulfe	28/08/2022		27/08/2025	Board Member	PAS Process
Karen Kerrigan	16/06/2021		15/06/2024	Board Member	Appointed by the Minister, Horticulture Representative
Lorraine Allen	22/01/2019	22/01/2022	21/01/2025	Board Member	PAS Process
Michael Cronin	22/01/2019	22/01/2022	21/01/2025	Board Member	PAS Process



## What we do?



An open and transparent recruitment process



High quality governance and accountability



Quality talent pipelines



A Commitment to reflect the diversity of the society we serve on State Boards



# Why serve on a State Board?

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*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





# Upcoming Appointments

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Fís Éireann  
Screen Ireland



Banc Ceannais na hÉireann  
Central Bank of Ireland

Eurosystem



Beaumont Hospital  
Ospidéal Beaumont



An Garda Síochána  
Ireland's National Police and Security Service



Iascach Intíre Éireann  
Inland Fisheries Ireland



Fáilte Ireland

# Thinking about a State Board appointment?

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- 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.



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