



**Appointments to the Board of Enterprise Ireland**

**Closing Date: 15:00 on Thursday 19<sup>th</sup> August 2021**

**State Boards Division  
Public Appointments Service  
Chapter House, 26 – 30 Abbey Street Upper, Dublin 1**

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stateboards.ie operates under the auspices of the Public Appointments Service and is committed to a policy of equal opportunity.

The Public Appointments Service (PAS), established under statute in 2004, provides an independent shared service in recruitment, assessment and selection to organisations across the Civil and Public Services. On 30 September 2014, the Government decided that the PAS should also be given responsibility for putting in place an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, [www.stateboards.ie](http://www.stateboards.ie), is the channel through which the PAS advertises vacancies on State Boards. It is also the means through which accomplished, experienced and qualified people, including people who might not previously have been identified as available for appointment, can then apply to be considered for particular vacancies.

## Membership of State Boards

High standards of corporate governance in all State Agencies, whether in the commercial or non-commercial sphere, are critical to ensuring a positive contribution to the State's overall social and economic development.

Members of State Boards are appointed to act on behalf of the citizen to oversee the running of the affairs of state bodies. State bodies must serve the interests of the taxpayer, pursue value for money in their endeavours (including managing risk appropriately), and act transparently as public entities. Members of State Boards, and the relevant management team, are accountable for the proper management of the organisation.

Board members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the State body, subject to the objectives set by Government. In that regard and in accordance with 13.2 of the Guidelines on Appointments to State Boards, "it is advisable that no member of a State Board should serve more than two full terms of appointment or should hold appointments to more than two State Boards."

The [Code of Practice for the Governance of State Bodies 2016](#) (the Code) provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

In order to be an effective contributor on a State Board it is recommended that members should:

- bring independent and objective scrutiny to the oversight of the organisation;
- be prepared to be challenging when necessary while being supportive to the delivery of organisational strategy and objectives;
- be equipped to offer considered advice on the basis of sound judgement and experience;
- be prepared to make a time commitment to their work commensurate with their role.

## Appointments to the Board of Enterprise Ireland

- Location:** The Plaza, East Point Business Park, Dublin D03 E5R6
- Number of Vacancies:** Two
- Remuneration:** €11,970 per annum. (It should be noted that in line with the 'One Person One Salary' principle, no public servant will be entitled to receive remuneration in the form of Board fees, save for situations that are statutorily provided for e.g. Worker Directors). Travel and subsistence is payable at appropriate civil service rates.
- Time Requirements:** Approximately 20 days per annum to include preparatory work and 12 half day meetings. Board members may be appointed by the Chairman to the Board sub-committees.

Candidate's attention is also drawn to the provisions of the Code in relation to Audit and Risk Committee membership which can be found [here](#).

### 1. Background

Enterprise Ireland (EI) is a body corporate established under the Industrial Development (Enterprise Ireland) Act, 1998. As a statutory body, it is endowed with a separate legal personality and perpetual succession. The members of the Board of Enterprise Ireland constitute the members of the agency. The agency operates in accordance with the provisions of the Industrial Development Acts 1986-2009 and under the aegis of the Minister for Enterprise, Trade & Employment, who is empowered to provide funds to the agency to enable it to discharge its obligations, to issue general policy directives and to seek information on the agency's activities.

Enterprise Ireland's mission is to deliver a major improvement in the international strength of Irish enterprise across all regions by transforming the innovation and competitive capabilities of Irish companies.

2020 was a very challenging year for Irish enterprise due to the dual threats of Covid-19 and Brexit. Our client companies, which employ over 220,000 people, showed resilience and sustained their businesses and jobs throughout the pandemic.

Job creation closely matched the performance in 2019, with 16,496 new jobs created in Enterprise Ireland backed companies last year. However, job losses increased to 17,368 which resulted in net job losses of 872.

Enterprise Ireland client companies in some sectors saw significant growth in 2020, including Life Sciences (6.8% employment growth), Cleantech (6% employment growth) and Construction (4.7% employment growth), while some saw overall job losses, for example clients in the food sector (-1.5%). It is important to note that there has been significant disruption to all workers throughout the year.

Following the introduction of new liquidity measures from Government in April and in the July Jobs Stimulus, our priority was to help Irish companies to survive and sustain jobs.

This was achieved through a range of initiatives, the most important of which was the Sustaining Enterprise Fund, under which we approved €124m to ensure that viable companies could access the funding they needed to reset and recover from the impact of Covid-19.

The Sustaining Enterprise Fund helped sustain 418 companies and 17,710 jobs across the country.

In total, €142m in funding was provided to 1,919 companies under a range of Covid-19 funding initiatives introduced in response to the pandemic, including €11.8m under the Online Retail Scheme. There was also €8.2m approved under the Enterprise Centres Fund. In addition, 8,650 companies were supported through Enterprise Ireland's Covid-19 information hub, online support and helpline.

Enterprise Ireland also continued its focus on assisting Irish businesses to prepare for Brexit in 2020 and approved €7.6m to support 1,000 customs roles to help Irish exporters to the UK to strengthen their capability to comply with new customs rules arising from Brexit.

The EI strategic priorities for 2021 set out ambitions to sustain and increase employment to 222,000, support a recovery in exports, with a continued focus on market diversification, in particular to the Eurozone, and to increase the level of R&D investment by Irish companies to €1.25bn.

The new plan is based on three core pillars:

1. Strengthening Irish enterprise to respond to Covid-19 and Brexit
2. Driving transformational change, through accelerating the pace of innovation, digitalisation and the transition to a low carbon economy;
3. Scaling and growing the export and start-up base, across regions, sectors and companies of all sizes.

## **2. Functions of the Board**

The Board of Enterprise Ireland is responsible for setting the broad strategy and policies of the organisation. It is responsible for the system of internal financial control and for putting in place processes and procedures for the purpose of ensuring that the system is effective. The Board also has oversight responsibility for the activities of the organisation. It delegates to management and sub-committees the responsibility for their implementation. The Board has statutory authority to approve funding up to the levels set out in the Industrial Development Act, 1986, as amended, and the Science and Technology Act, 1987 and to make recommendations to Government on funding support above these levels. The Board of Enterprise Ireland and its relevant committees have the authority to purchase shares (ordinary and preference) in client companies.

The Code of Practice for Governance of State Bodies 2016 provides that the Board is responsible for compliance with statutory obligations of the Agency.

The Board have established 6 sub-committees as follows:

- (i) Board Advisory sub-committee
- (ii) Audit and Risk Committee

- (iii) Investment Portfolio Review Committee
- (iv) Performance and Resource Planning Committee
- (v) Strategy and Policy Committee
- (vi) Strategic Resource Review Committee

Further information on Enterprise Ireland can be found at [www.enterprise-ireland.com](http://www.enterprise-ireland.com) .

**The current composition of the Board is as follows:**

<b>Name</b>	<b>First Appointed</b>	<b>Reappointed</b>	<b>Position type</b>	<b>Basis of appointment</b>
Terence O'Rourke	29/08/2013	01/08/2018	Chair	Ministerial
Leo Clancy	31/05/2021		Board Member	CEO Ex officio
Colum Horgan	15/10/2012	26/06/2020	Board Member	Ministerial
David Shanahan	23/10/2015	08/07/2019	Board Member	PAS process
Declan Hughes	04/09/2017		Board Member	Departmental Representative
Geoff Meagher	15/10/2012	26/06/2020	Board Member	Ministerial
Helen Ryan	26/03/2014	10/07/2017	Board Member	Ministerial
John McMahon	26/03/2014	10/07/2017	Board Member	PAS process
Lisa Dillon	17/11/2015	18/07/2019	Board Member	PAS process
Elaine Coughlan	12/05/2014	03/01/2019	Board Member	PAS Process
Conor Hanley	03/01/2019		Board Member	PAS Process
Clodagh Cavanagh	03/01/2019		Board Member	PAS Process

### **3. Person Specification**

The Tánaiste and Minister for Enterprise, Trade and Employment invites expressions of interest from applicants who consider they possess the skills and experience necessary to join the Board of Enterprise Ireland.

Candidate's attention is drawn to the provisions of the Code in relation to the role of a Board member, where the principle states:

- Each State body should be headed by an effective Board which is collectively responsible for the long-term sustainability of the body.
- Non-executive Board members should bring an independent judgement to bear on issues of strategy, performance, resources, key appointments and standard of

conduct.

Details on the role of Board Members can be found in Section 3 of the Code which can be found [here](#).

### **Essential**

Candidates must have significant senior level management experience in **one or more** of the following:

- a) Extensive experience, at an appropriately senior level and knowledge of the Food Sector in Ireland to include the following.**
  - Experience growing and scaling companies in overseas markets
  - Commercial and financial acumen
  
- b) Extensive experience, at an appropriately senior level in Audit and Risk Management to include the following:**
  - Experience of managing organisational risk
  - Previous experience as a member of an Audit & Risk Committee
  - Relevant qualification in Accounting, Auditing or Risk Management
  
- c) Extensive experience, at an appropriately senior level, in sustainability, environmental or clean technologies, or climate change action related activities and technologies.**

### **Desirable:**

In addition to the above, expertise in one or more of the following fields is desirable:

- Digital Transformation
- Innovation and R&D
- Corporate Governance
- Change Management
- Regional Development
- Strategy Development

The Tánaiste shall have regard to the desirability for gender balance, diversity and inclusion on the Board in line with the updated Code.

In order to qualify for appointment a person must not have any legal impediment or conflicts of interest likely to interfere with his/her ability to assume the role of a member of the Board. Please give careful consideration to the possibility of any potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration.

## **4. Term of Appointment**

Under the Industrial Development (Enterprise Ireland) Act:

- Each member of the Board shall hold office on such terms (other than the payment of remuneration and allowances for expenses) as the Minister determines at the time of his or her appointment.

- The term of appointment shall be five years subject to legislative compliance.
- On the anniversary of the establishment day (23<sup>rd</sup> July 1998) and thereafter on each anniversary of the establishment day, two of the members of the Board (other than the chairperson and the chief executive officer) shall retire from office. The members to retire in any year shall be those who have been longest in office since their last appointment.
- A Member of the Board shall not serve for more than two consecutive terms
- A Member of the Board whose period of membership expires by the effluxion of time shall be eligible for re-appointment as a member of the Board.
- The membership of any member of the Board may be terminated by the Minister at any time, on the basis of reasons to be stated by the Minister.

**Appointments are subject to:**

- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.
- Members of the Board shall, subject to the provisions of this Schedule, hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Public Expenditure and Reform, from time to time determine.
- A Board member shall cease to be a member of the Board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or as a representative in the European Parliament, elected to the European Parliament, or becomes a member of a local authority.

## **5. Submitting your Application**

Before submitting your expression of interest, please review the self-assessment questionnaire which can be found [here](#). This questionnaire is designed to help you in considering whether to submit an expression of interest - you are not required to submit the questionnaire as part of the application process.

Having considered the general suitability criteria for membership of a State Board, you should consider carefully how your background and experience fits with the specific appointment criteria set out in the Person Specification section in this booklet.

**Please give careful consideration to the possibility of any potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration.**

Your submission should be made via the following link [www.stateboards.ie](http://www.stateboards.ie) together with your **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process).

### IMPORTANT NOTE

Please take care when submitting your expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which you submit, it is most important that you do the following:

1. *Ensure your Cover Letter (and supporting CV) clearly specifies how your particular background and experience meets the requirements of the Authority position(s) specified in this booklet, and*
2. *That you fully answer any supplementary questions which are presented to you as part of our online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for your candidature and why you believe you are a person who could potentially be appointed to this State Board. **Please only include information that is directly relevant to the particular role for which you are applying.**

If you have any questions regarding the application process, please email [info@stateboards.ie](mailto:info@stateboards.ie).

## 6. Assessment Process

An Assessment Panel (the “Panel”) will be convened by PAS to consider and assess the applications received by PAS. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
  - Consideration of the written applications; and/or
  - Meeting<sup>1</sup>/conference call; and/or
  - Referee checks; and/or
  - Any other selection or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- arrive at a shortlist of suitable candidates to be sent forward for consideration by the Minister.

Please note that the Public Appointments Service will not be responsible for any expenses incurred by candidates as part of our selection process.

## 7. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated

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<sup>1</sup> The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.

in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

## **8. Data Protection**

The Data Protection Bill provides that the processing of personal data shall be lawful where such processing is necessary for the performance of a statutory function of a controller. PAS is mandated by statute under the Public Service Management (Recruitment and Appointments) Act, 2004 to act as the centralised assessment and selection body for the civil service and to carry out all the procedures necessary to undertake the recruitment, assessment and selection of suitable candidates for appointment. By submitting your personal data (including your name, address, contact details and details of your education and work history contained in your curriculum vitae and cover letter) via publicjobs.ie, you acknowledge that such data may be used by the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the Boards of State bodies. The information contained in your publicjobs profile is yours to manage, amend, update or delete as appropriate. For more detailed information on our Data Protection Policy, please see our [Code of Practice for the Protection of Personal Data in the Public Appointments Service](#).

If your application is assessed and you are considered to be suitable for appointment your c.v. and cover letter (and any additional supplementary information requested as part of the application process), will be forwarded to the State Board Liaison Officer in the relevant Department. Once it obtains your personal data, the Department will act as data controller of such data and will retain it for up to one year following the appointment/s. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/roles that arise for a period of up to one year for this Board.

## APPENDIX 1

### Submitting your application:

In order to submit your application, you should take the following steps:

1. Go to [www.stateboards.ie](http://www.stateboards.ie).
2. On the bar at the top of the page click on "Available Appointments".
3. This brings you to a page with all our advertised vacancies. Select whichever position you would like to apply for (you are welcome to apply for more than one position if you wish).
4. On the relevant page please click on the "apply for position" button at the bottom of the page
5. This will bring you to a page on [www.publicjobs.ie](http://www.publicjobs.ie) and, if you already have a publicjobs.ie account, will prompt you for your username and password. If you do not have an account, you will be asked to create one.
6. Once you input your details you will be brought to a page where there is a prompt in the middle of the page which says "apply here". Click on the link to the online application form beside it.
7. A form will appear on your screen, some of the text boxes will be populated with information from your publicjobs.ie profile (Name, address etc.). You will need to complete the rest of the fields and enter your name and the date at the bottom of the form.
8. If there is a supplementary question, ensure that your response complies with the word limit and that it does not contain any special characters (i.e. %, & etc.) or you may receive an error message and will be unable to submit your application.
9. Click on "continue".
10. You will then be brought to a screen where you should upload your CV and Cover Letter. These are required documents and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the "submit" button at the bottom of the page.
11. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.

You must confirm that you do not have any conflicts of interest or legal impediment which would be likely to interfere with your ability to play a full part on the Board. You must also confirm that you can make yourself available to attend meetings and to carry out the duties of a Board member.