Minutes of meeting of the Board of the Public Appointments Service held on Teams on 3rd December 2025 at 9.30am

Present (Board): Mr. Tom Moran (Chairperson), Ms. Mary Connaughton, Ms. Valerie Lawlor, Ms. Fiona Quinn, Ms. Sinead Burns, Ms. Anne Marie Hoey, Ms. Yvonne Furey, Mr. Colin Menton.

Ms. Catherine Dobbins (Secretary).

Apologies: Ms. Margaret McCabe

Board Evaluation

Indecon joined the meeting to present their initial findings from the Board survey and to workshop these findings.

Eilis O'Connell made the presentation and was joined by two colleagues from Indecon.

The Board identified a small number of areas which could be enhanced and provided feedback on the key areas as presented:

- Some external training on the general role of board members, their responsibilities and ongoing governance changes in this area, and some additional training on any statutory obligations would be welcome.
- In addition to the induction for new members conducted by the Secretary, consider a short induction process at the Board itself on how the Board operates and how the Board work together as a group.
- The Board agreed to respond to all future such board assessment and evaluation surveys.
- The Board agreed there should be an ongoing standing item in relation to their roles and responsibilities and to review the Board Code annually when being updated.
- The Board suggested that when filling future vacancies consideration be given to the private sector make-up, particular as this is our key target audience, and that consideration be given to diversity in terms of nationality/ethnicity.
- The Board were satisfied with the comprehensive board papers and the CEO's updates.
- It was agreed that if Board members could have copies of their evaluation responses in the future it might be helpful (but it was noted that it may not be possible due to anonymity).
- The Board struggled to see how some of the responses (negative) reflected how the board operated in practice and agreed that they can all contact the Chair at any time if they have any concerns.
- It was noted that the Board covers risks a lot, but it's not always labeled as such, and this may need to be considered.
- The Board agreed that the presentations and updates from the Executive are of a high standard but would like feedback from the Executive as to whether the Board adds value and is supportive of them in their roles.
- The Board noted that the relationship with DPER appears to work well.
- The Board agreed that the positive tone and culture is reflected throughout the organisation and that the organisation lives its values and that this comes across at meetings.

- The Board agreed that in future surveys there should be additional free text responses to give more information where there are negative responses.
- The Board agreed that the environment at meetings is positive, it is easy to raise questions and that members are listened to and the organisation is willing to explore new ways of doing things.
- The Board were very satisfied with the Audit Committee and how internal audit operates.