Candidate Information Booklet

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7227 Appointments as Ordinary Members to the Board of the National Gallery

Dublin

Minister for Culture, Communications and Sport

Closing Date: 15:00 on Tuesday 11th August 2026

State Boards Division
publicjobs

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.

publicjobs refers to Public Appointments Service established under the Public Service Management (Recruitment and Appointments) Acts 2004

publicjobs also has responsibility for providing an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, www.publicjobs.ie, is the channel through which publicjobs 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.

Contact: State Boards

publicjobs

Email: stateboards@publicjobs.ie

URL: www.publicjobs.ie

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 as Ordinary Members to the Board of the National Gallery

Location of Meetings:	National Gallery of Ireland, 89 Merrion Square West, Dublin 2
Number of Vacancies:	2 Ordinary Members
Remuneration:	Nil. Travel and subsistence is paid at appropriate Civil Service Rates. (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).
Time Requirements:	6 half day meetings per annum. One day of preparation is expected in advance of each Board meeting. The successful candidate will be expected to sit on at least one of the Board's Committees. Committees meet for 5/6 half day meetings per annum and half a day to review the Committee meeting papers in advance of the meetings is expected. Additional attendance at Gallery events and training sessions may be required.

Candidates' 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

The National Gallery of Ireland (the "Gallery") is Ireland's major national cultural institution devoted to the collection and care of fine art. The Gallery was established by an Act of Parliament in August 1854 (the "1854 Act"). The Gallery was established by the National Gallery of Ireland Act 1854. Since then, there have been a number of subsequent amending Acts providing for the administration of the institution and further defining its functions, namely, the National Gallery of Ireland Acts (1854-1963) and the National Cultural Institutions Acts (1997-2023). An autonomous National Cultural Institution, the Gallery operates under the aegis of the Department of Culture, Communications and Sport (the "Department").

The Gallery is the country's most popular free attraction, achieving over 1 million visitors in 2025. The Gallery won the Royal Institute of the Architects of Ireland Culture-Public Building award (2018) and was nominated for European Museum of the Year (2018). In recent years

the Gallery has received numerous accreditations, including Museums Standards Programme and SWiFT 3000 Accreditation.

The mission of the Gallery is to care for, interpret, develop and showcase art in a way that makes the Gallery an exciting place to encounter art. The Gallery employs more than 180 staff and provides free access to the public 361 days a year.

The Gallery's extensive collection includes masterpieces by many of the most celebrated figures in the history of western European art from the Middle Ages to the mid twentieth century, including the most representative collection of historic Irish art, as well as an extensive Library & Archive. Entry to the collection is free for all to enjoy, learn and be inspired. Further information on the Gallery can be found at https://www.nationalgallery.ie/

2. Functions of the Board

Administration of the Gallery is vested in the Board of Governors and Guardians (the "Board"). The Board meets at least six times a year and has several committees that meet regularly throughout the year, further details of which are provided below.

Board members' duties and obligations are wide-ranging and arise from statute, including the National Gallery of Ireland Acts (1854 to 1963), the National Cultural Institutions Acts (1997-2023), under its Byelaws, the Code and common law. Board members stand in a fiduciary relationship to the Gallery. As such, they are required to act in the best interests of the Gallery and must exercise due skill, care and diligence in carrying out their role.

With a growing focus on sustainability, Board Members will be required to have consideration for how the National Gallery of Ireland can build sustainable practices and principles into the way it works. Sustainability is most often defined as meeting the needs of the present without compromising the ability of future generations to meet theirs. It has three main pillars: economic, environmental, and social. These three pillars are informally referred to as people, planet and profits.

Key duties include:

- attendance at and contribution to regular Board meetings and committee meetings;
- approving the annual report and accounts of the Gallery;
- ensuring maintenance of a sound system of internal controls within the Gallery;
- monitoring the effectiveness of the Gallery's risk management processes and systems;
- approving annual budgets, items of major expenditure, borrowing facilities and the opening or closing of bank accounts;
- approving treasury, risk management and investment policy for the Gallery;
- approving strategy for the Gallery;
- approving loans, acquisitions and offers of gifts of works of art;
- making or amending the Gallery's Byelaws;
- appointing Board committees and approving their terms of reference;

• ensuring compliance with non-statutory obligations, including Government circulars and codes of practice for State bodies, statutory obligations and applicable legislation; and generally ensuring that the Gallery acts within its prescribed parameters.

The Board may establish committees to assist in the discharge of its functions, comprised of both Board members and external members.
There are currently 5 Board committees:

- The Acquisitions & Exhibitions Committee;
- The Audit, Risk & Finance Committee;
- The Development Committee;
- The Audience Committee; and
- The Governance & Strategy Committee.

The Chairperson of the Board is elected by the Board members. The Board comprises up to seventeen members, of whom ten are appointed by the Minister for Culture, Communications and Sport (the "Minister"), five are ex officio holders of the offices listed below, and two are nominated and appointed by the Royal Hibernian Academy pursuant to a power bestowed on them in the 1854 Act. Ex officio members serve terms of varying duration depending on the constitution of their organisation.

- Royal Hibernian Academy (RHA): President
- Royal Dublin Society (RDS): President and Vice President
- Royal Irish Academy (RIA): President
- Office of Public Works (OPW): Chairperson

Current composition of the Board:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Adrian O' Carroll	18/01/2023		17/01/2028	Chairperson	publicjobs Process
Caroline Grant	16/04/2024		15/04/2029	Board Member	publicjobs Process
Rachel Joynt	14/07/2026		13/07/2029	Board Member	RHA Nominee - National Gallery of Ireland Act,1854 Section XII

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Dr. Ciarán O'Carroll	16/04/2024		15/04/2029	Board Member	publicjobs Process
Dr. Martina Byrne	25/09/2024		24/09/2029	Board Member	publicjobs Process
Flor Madden	28/05/2026			Board Member	Ex Officio – RDS Vice President
Hilary Hough	08/12/2022			Board Member	Ex-officio - RDS President. First appointed to the Board as Ex Officio - RDS Vice President on 08/12/22. Subsequently appointed to the Board on 28/05/26 as Ex Officio – RDS President.
John Conlon	22/04/2024			Board Member	Ex Officio - Chair of OPW
John O'Doherty	19/09/2019	19/09/2024	18/09/2026	Board Member	publicjobs Process
Margie McCarthy	18/01/2023		17/01/2028	Board Member	publicjobs Process
Michael Quane	01/01/2025		31/12/2027	Board Member	RHA Nominee - National Gallery of Ireland Act 1854 Section XII
Michelle D. Cullen	18/01/2023		17/01/2028	Board Member	publicjobs Process

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Prof. Daniel Carey	16/03/2026			Board Member	Ex Officio - President of RIA National Gallery of Ireland Act 1854, Section XII
Sandra Collins	18/01/2023		17/01/2028	Board Member	publicjobs Process
Sinéad Ní Mhaonaigh	13/10/2025			Board Member	Ex Officio - President RHA
Terence McCrann	16/04/2024		15/04/2029	Board Member	publicjobs Process

3. Person Specification

The Minister for Culture, Communications and Sport invites applications from suitably qualified candidates to fill two Ordinary Member positions on the Board of the National Gallery.

Candidates' attention is drawn to the provisions of the Code of Practice for the Governance of State Bodies 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 of Practice for the Governance of State Bodies which can be found here.

Candidates wishing to apply must demonstrate in their application evidence of experience at the appropriately senior level in one or more of the following areas:

Capital Projects

Essential

Candidates wishing to apply must demonstrate in their application evidence of experience at the appropriately senior level in one or more of the following areas:

- Experience of large-scale capital project delivery and project management within the Irish planning system;
- Expertise in at least two of the following phases of infrastructure development: planning and design; project financing; procurement; construction; and/or operations and maintenance;
- Experience in a multi-stakeholder and complex regulatory environment.

Desirable

It is also desirable that candidates demonstrate evidence of experience in the following:

- Knowledge of sustainable development practice and principles;
- Practical experience in risk management within capital projects, beyond governance oversight, including the management of complex organisational or project risks;
- Strategic oversight of major capital projects, including urban regeneration, residential or infrastructure developments, with experience of public sector delivery frameworks, (including the Public Spending Code / Infrastructure Guidelines and the Capital Works Management Framework);
- Senior experience in property development, land management or urban regeneration, including development viability, phasing, lifecycle asset management and engagement with planning and statutory authorities;
- Senior experience in finance, audit, risk management or governance, including oversight of audit and risk functions, capital or development finance, and financial control and assurance frameworks;
- Senior experience in public sector governance and stakeholder engagement, including a strong understanding of State body accountability, Ministerial oversight and engagement with Government Departments and public agencies.

Philanthropy

Essential

Candidates wishing to apply must demonstrate in their application evidence of experience at the appropriately senior level in one or more of the following areas:

- Philanthropy in the cultural, education or the wider non-profit sector;
- Donor relations, advocacy and fundraising communications experience;
- Developing fundraising strategies, including major gift / major capital campaigns.

Desirable

It is also desirable that candidates demonstrate evidence of experience in the following:

- Experience in philanthropy, including peer-to-peer fundraising, major gift solicitation, trusts & foundations, and/or donor networks;
- A track record in fundraising strategy (for example leading major capital campaigns

and large project-based fundraising);
- Understanding of donor and sponsor stewardship, including relationship management, and long-term engagement;
- Knowledge of the Irish philanthropic landscape, including high-net-worth donors and corporate giving;
- Experience supporting membership models, visitor engagement and diaspora relations;
- Ability to contribute to strategic reviews of revenue diversification and non-exchequer funding streams.

General Desirable

- Knowledge of matters relating to Equality, Diversity and Inclusion (EDI), such as advocating for greater diversity and inclusion in public services, or the delivery of programmes and/or projects, with participation of, for example, multicultural, minority and disadvantaged groups in mind;
- Understanding of the main issues facing the Gallery and National Cultural Institutions and the context under which they operate;
- A keen interest in, and/or knowledge of Ireland's national art collection
- Interest in community engagement;
- Knowledge of risk management and compliance;
- Previous experience of leadership in a cultural or other relevant institution, or in a setting where the experience is of benefit to the Gallery;
- Knowledge of the Irish Language;
- An informed appreciation of how AI can responsibly support innovation, access, and stewardship within cultural and arts institutions;
- Knowledge and/or experience of social media campaigns in respect of Cultural/Arts Institutions, their exhibitions and/or projects.

The Minister encourages applications from diverse, qualified candidates to ensure the Board is a true reflection of Irish society and shall have regard to the desirability for gender balance, diversity and inclusion on the Board as the Minister considers appropriate and determines from time to time when making appointments, in line with the updated Code of Practice for the Governance of State Bodies 2016.

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 Ordinary 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

Appointments to the Board will be for an initial period of 5 years with an option to extend the term of engagement for a second term, subject to:

- 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.

- 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 hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation, from time to time determine.

- The roles and responsibilities of Board Members are described in the Code of Practice for the Governance of State Bodies 2016 which is available here Code of Practice for the Governance of State Bodies.

- 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 or elected to the European Parliament.

5. Submitting your Application

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.

Your submission should be made via the following link www.publicjobs.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:

i. *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*

ii. *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 stateboards@publicjobs.ie.

6. Assessment Process

An Assessment Panel (the "Panel") will be convened by publicjobs to consider and assess the applications received by publicjobs. The Panel will:

1. review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
2. 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/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 the most suitably qualified candidates (based on the information provided by the candidate) to be sent forward for consideration by the Minister.

Please note that publicjobs 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 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. Protected Disclosures

The publicjobs Protected Disclosures Policy (including Reporting Options for all those covered by the Policy) is available here

9. Data Protection

The Data Protection Act 2018 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 publicjobs 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 publicjobs.

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

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

1. Go to www.publicjobs.ie.
2. On the bar at the top of the page navigate to State Boards and click on ‘Available Appointments’ on the dropdown menu.
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’ button in the top right or at the bottom of the page.
5. Clicking ‘Apply’ will bring you to the registration page of our recruitment platform.

   (a) If you are accessing our recruitment platform for the first time you must register to create a new profile. Follow the instructions under ‘Register’ and click ‘Submit Registration’ to register your profile. You will have to complete an email verification step to complete your registration. Follow the link sent to the email address associated with your new account to verify your email. You can now login to your new account as detailed below.

   (b) If you already have an account, please select the 'Login' button in the top right-hand corner or the ‘Login’ link at the bottom of the registration page.
6. Clicking ‘Login’ will redirect you to the login page. Follow the instructions to login to your account. Your username will be the email address associated with your account, and your username and password are case sensitive.
7. Once you login a form will appear on your screen. Follow the instructions on each page and answer all required questions (marked with an asterisk ‘*’). If you have submitted an application through the platform before, some text boxes will be populated with the information you entered on your most recent application.
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. You will be required to upload your CV and Cover Letter under the section titled ‘Additional Documents’. These are required documents, and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the ‘Save and Continue’ button at the bottom of the page.
10. Once you have completed your application please press ‘Submit’ on the final page. The system will highlight any areas which require updating if there are any errors.

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.

Please visit the Help Centre if you have questions or encounter technical difficulties navigating the site or making your application.

publicjobs will primarily send communication through your publicjobs candidate portal and email. Please check your candidate portal on a regular basis as email notifications of updates on the campaign issued to your candidate portal may sometimes be filtered into your Junk/Spam email folders (or 'Promotions' in the case of Gmail).

The onus is on each applicant to ensure that they are in receipt of all communication from publicjobs. publicjobs accepts no responsibility for communication not accessed or received by an applicant. It is strongly recommended that you do not change your email address or mobile phone number during the course of this campaign, as any email/text message notification will be sent to the email address/telephone number originally supplied by you.

Register to be notified about future Board vacancies:

If you are interested in hearing about future board vacancies, you can keep up to date by using the job alert feature to be notified when new roles become available. To set up a job alert for appointments to State Boards and other Board vacancies follow the steps below:

- Log in or create an account (see Appendix 1 for instructions on registering a new account).
- Once you have logged in, navigate to your profile settings which can be found by clicking your name in the top righthand corner of your screen.
- Under the 'Profile Options' menu select the 'Alert Centre' option.
- Click 'Create New Job Alert'
- Name your job alert in the 'Alert Title' field. This can help you keep track of your alerts should you set up more than one.
- To direct the system to notify you when new State Board and other board roles become available select the following options under 'Category': 'Membership of a State Board' and ''Membership of a Board'.
- Select the preferred length of time you would like to receive the job alert for under 'Time Limit' field. Please note that a job alert cannot be set up indefinitely and will need to be renewed once your selected time limit has elapsed.
- Click 'Save' to begin receiving your job alert.

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publicjobs,
Chapter House,
26/30 Upper Abbey Street,
Dublin 1.
Eircode: D01 C7W6.
Phone: 01 858 7400

You can also keep up to date on **publicjobs.ie** and follow us on our social platforms: