

athrú

Elevating People,
Embracing Diversity



Coimisiún
na Meán

Contents

1.	Message from Executive Sponsors	2
2.	Endorsement from People Strategy Advisory Group	4
3.	Endorsement from CARE Forum	6
4.	Foreword From The Director Of People & Organisational Development	8
5.	Executive Summary	10
6.	Coimisiún na Meán – Our Story So Far	15
7.	Alignment with Public Service Transformation Strategy 2030	22
8.	Stakeholder Engagement	24
9.	People Strategy 3-Year Framework	27
10.	People Strategy Priorities	32

1. Message from Executive Sponsors

We would like to thank the People and Organisational Development (POD) team and the People Strategy Advisory Group for the excellent work on developing this People Strategy. Athrú is timely and reflective of the unique challenges Coimisiún na Meán faces, addressing significant organisational and sectoral change.

We are launching Athrú alongside our new Statement of Strategy and the 2025 Workplan, to reflect the fact that the single most important success factor for delivering our strategy is the expertise and commitment of the Coimisiún na Meán team.

The five Commissioners are fully committed to delivering Athrú; reflecting our commitment to investing in the talent and capability of our Coimisiún na Meán team; recruiting, developing and empowering our people so that we can all thrive in our organisation. We will provide and foster strategic leadership, so that our teams can take pride in having a positive impact on our strategic outcomes. We will also support the POD team in continually delivering professional people services.

Alongside the delivery of this people strategy, we are listening to the feedback from our culture audit and working to streamline some of our systems and processes to enable people to do their jobs more efficiently. As leaders, we will delegate more decisions, clarify decision-making processes and support our talented teams in delivering on our transformative agenda.

We welcome the focus in the People Strategy on the Coimisiún na Meán values, which we see reflected in the behaviours of our teams on a daily basis. We will ensure that we give recognition to this, embed a positive culture and, in the context of delivering on our People Strategy, ensure that “People Focus” has real meaning for our teams.

We also welcome the focus on Equality, Diversity and Inclusion (EDI), which is more important than ever for our work and also for our Commission decision-making model. The diversity in our teams adds huge strength to our organisation. We want to ensure that everyone has a positive experience with us in Coimisiún na Meán – Athrú will play a big role in ensuring this.



Jeremy Godfrey



Aoife MacEvilly



Rónán Ó Domhnaill



John Evans



Niamh Hodnett



Left to right: Rónán Ó Domhnaill (Media Development Commissioner), Niamh Hodnett (Online Safety Commissioner), Jeremy Godfrey (Executive Chairperson), Aoife MacEvilly (Broadcasting and Video-on-Demand Commissioner), John Evans (Digital Services Commissioner).

2. Endorsement from People Strategy Advisory Group

The success of our organisation relies on the talent, commitment and energy of our people. As members of the People Strategy Advisory Group, we are proud to have contributed to the development of Coimisiún na Meán's first People Strategy. This document represents a significant step forward in shaping a positive and impactful workplace culture here at An Coimisiún.

This strategy is more than just a set of goals and objectives; it is a commitment to our people, and we all need to be committed to bringing it to life in our day-to-day work. By prioritising talent, leadership, culture, and professional people services, we aim to create an exceptional work environment where everyone feels valued, empowered, and inspired. This strategy will also provide opportunities for staff to develop skills, create confidence to try new ways of working, voice ideas, and work cross-divisionally on passion projects.

The alignment of this strategy with our core values – People Focused, Integrity, Impact, Trust, Independence, and Courage – reinforces our dedication to building a high-performing organisation. We believe that by investing in our people, we are investing in the future of Coimisiún na Meán.

This strategy is about all of us, and all of our work each and every day. As senior leaders, we are dedicated to the successful implementation of the strategy and pledge to lead by example, but everyone at Coimisiún na Meán has a role to play. We look forward to working together with all of you to implement this strategy and realise its full potential for all of us as individuals, and for our organisation, and by extension, the media landscape as a whole.



Left: Bríd Munnelly, Agata Senkara, Michelle Coughlan

Centre: Declan McLoughlin

Right: Tiernan Kenny, Angela McCourt, Katie Mulroy,
Andrew Byrne

Missing from picture: Rafaela Knapper, Carmel Kearns

3. Endorsement from CARE Forum

The CARE Forum is delighted to endorse and support the new People Strategy. The Forum is positioned as a key stakeholder in driving the implementation of the People Strategy by actively contributing to the development and reinforcement of An Coimisiún's culture. It supports and champions the employee voice within the organisation. It ensures that employees have a platform to share innovative ideas and raise concerns, which helps in shaping policies and practices that align with the organisation's values and goals.

In particular, the Forum views itself as significantly well-placed to play an influential role in overseeing and supporting the delivery of the many actions outlined in the 'Culture & Values' Priority Area of the new strategy. Here the actions and objectives align strongly with the work and mandate of the Forum in areas including employee wellbeing, recognition, EDI and fostering workplace relationships.

Moreover, the CARE Forum plays a crucial role in maintaining clear and transparent communication during periods of transformation and growth, reducing uncertainty and promoting stability among employees. It provides structured channels for feedback, which are essential for understanding and addressing employee needs. This active engagement helps build awareness of the organisation's mission, work, and values, ensuring that everyone is aligned with the organisational goals. Through these efforts, the CARE Forum is empowered to actively contribute to the successful delivery of both the Organisational and People Strategies.

The Forum looks forward to working closely in collaboration with POD and the wider organisation to ensure the success of the new People Strategy.



Front from Left: John Evans, Flore Bouhey Dwan,
Roger Woods, Barbara O'Connor

Middle from Left: Aishling Buckley, Leanne Caufield,
Calum Fabb, Dineo Mashego

Back from Left: Radoslaw Kuberski, Alan O'Hare,
Alison Macdonald.

Missing from picture: Elspeth Payne, Martina Mimmagh, Laura
Forsythe, Colm Coyne and Ann Brennan

4. Foreword From The Director Of People & Organisational Development

As we move into our third year, I am proud to introduce Athrú—our first People Strategy—under the banner “Elevating People, Embracing Diversity.” Change (Athrú) is not only a unifying theme of this strategy but the essence of our evolution as an organisation. It reflects our commitment to transforming how we work, lead, and support our people while ensuring we live up to the values that define us: Trust, Impact, Independence, Courage, People Focused, and Integrity.

The People & Organisational Development function sits at the heart of this transformation. As custodians of the organisation’s culture, POD defines itself as a strategic partner to the entire organisation—its leaders, employees, and stakeholders. Our mission is to enable Coimisiún na Meán to thrive by creating a workplace that values its people, fosters a positive and inclusive environment, and builds capacity to achieve its objectives. We aim to be seen as trusted advisors and advocates for growth, fairness, and collaboration, ensuring that our approach is both strategic and human-centered.

This role has never been more important. In the context of rapid transformation and growth—expanding from a smaller legacy organisation to a regulatory body with over 200 employees—the strength of our relationships with senior leaders, employees, and external stakeholders is vital. As Ireland’s new media regulator and media development agency, our success depends on fostering a strong, values-led culture that enables us to adapt to our expanding remit, innovate in a fast-paced environment, and support our people in delivering excellence.

Athrú is a critical enabler of Coimisiún na Meán’s overall organisational strategy. By embedding Equality, Diversity, and Inclusion and enhancing the Employee Experience into the core of our work, this strategy ensures that our workforce reflects modern Ireland and is equipped to navigate future challenges. These pillars influence everything we do—recruitment, leadership, culture, and professional people services—creating a foundation for collaboration, innovation, and inclusivity.

At the core of Athrú is a vision of unlocking the potential of our people. We aim to embed continuous learning into our daily work, encouraging self-leadership and providing tools and opportunities for growth. This deliberate and structured approach builds an environment where wellbeing, career development, and a sense of purpose are integral priorities. Through this, we foster equity, belonging, and progress—both personal and organisational—ensuring our values are sustained and our future is secured.

Together, through Athrú, we will shape a workplace where every contribution is valued, where people flourish, and where change strengthens us for the challenges ahead.



Michelle Coughlan,
April 2025

5. Executive Summary

At Coimisiún na Meán, our people are our most valuable asset, and our People Strategy reflects this commitment. Anchored by the principles of Equality, Diversity, and Inclusion (EDI) and a focus on enhancing the Employee Experience, this strategy is designed to build a thriving, diverse, creative, safe, and trusted media landscape. These two key drivers underpin our strategic priorities, ensuring that every employee feels valued, empowered, and equipped to contribute their best.

Our four strategic priorities



“Investing in People
and Teams”

We aim to attract, retain, and develop talented individuals who reflect the diversity of the society we serve and align with our culture. Providing an exceptional candidate and employee experience, combined with a commitment to continuous learning, ensures we build a workforce capable of achieving our objectives while fostering equity and inclusion.



“Collectively Leading
Through Change”

Our leaders at all levels will work collaboratively towards a shared purpose, fostering a culture of care, compassion, and innovation. By focusing on developing capable and inclusive leaders, encouraging creativity through passion projects, and embracing change, we equip our teams to adapt and thrive in a dynamic environment.

Why EDI and Employee Experience are central

Our commitment to EDI reflects our ambition to create a workforce that mirrors the society we serve. A diverse and inclusive organisation fosters innovation, strengthens collaboration, and ensures decisions are informed by a wide range of perspectives. Meanwhile, enhancing the Employee Experience ensures every team member feels connected to their work, valued for their contributions, and supported in their professional growth.

Looking ahead

Through these strategic priorities and foundational drivers, Coimisiún na Meán is creating an environment where employees are engaged, empowered, and aligned with our mission. By weaving inclusivity and continuous improvement into our culture, we are not just building an organisation but a community where everyone thrives.



Culture & Values

“Build a Culture People Care About”

Through the definition and embedding of our core values, we strive to cultivate a supportive and innovative workplace culture. We prioritise health and well-being, champion diversity and inclusion, enhance employee voice, and make recognition and feedback integral to our operations. These efforts ensure a sense of belonging and inclusivity for every employee.



Professional HR Services

“Strategically Driven, People Focused”

Our people services will align strategically with organisational priorities, focusing on responsiveness and competence. Leveraging data-driven decision-making, fostering strong relationships, and optimising processes through technology will enable us to meet evolving needs. We remain committed to creating adaptable and innovative practices that empower our workforce and enhance organisational efficiency.

Alignment of the people strategy with Coimisiún Na Meán values

Our People Strategy is firmly grounded in the core values of Coimisiún na Meán, shaping every aspect of our approach to people management and organisational development. These values—People Focus, Integrity, Impact, Trust, Independence, and Courage—serve as a compass for our strategy, ensuring that our priorities are not only reflective of these principles but actively reinforce them in practice. By embedding these values into our strategic framework, we cultivate an organisational culture that promotes inclusivity, transparency, and innovation while driving the meaningful impact we aspire to achieve as a regulator and employer.



Our People Strategy is built around the principle of putting people first. This aligns directly with our People Focused value, which emphasises the importance of supporting, developing, and engaging our workforce. The strategy prioritises talent management, leadership development, and a supportive work environment to ensure that every employee feels valued and empowered. By investing in our people, we create a culture where employees are motivated to contribute to the success of Coimisiún na Meán.



Integrity is central to all of our people practices and policies. The People Strategy upholds this value by promoting transparency, fairness, and ethical behaviour in all people-related processes, from recruitment and performance management to professional development and employee relations. We are committed to maintaining a work environment where integrity guides decision-making and interactions, ensuring that our actions align with our words and that we consistently demonstrate honesty and accountability.



Impact

Our People Strategy is designed to maximize the impact of our workforce on the achievement of Coimisiún na Meán's mission. By aligning our people priorities with the broader organisational goals, we ensure that all employee's contributions are directly linked to our success as a media regulator. The strategy supports high performance by providing the necessary tools, resources, and environment for our people to excel and make meaningful contributions to the organisation and society.



Trust

Trust is a cornerstone of the relationships we build within our organisation. The People Strategy fosters a culture of trust by promoting open communication, collaboration, and mutual respect. By creating a workplace where employees feel trusted and valued, we encourage innovation and the sharing of ideas, all of which are essential for a dynamic and forward-thinking organisation like Coimisiún na Meán.



Independence

The value of Independence is reflected in our commitment to fostering a workforce that is capable of critical thinking and confident in making decisions that support Coimisiún na Meán's regulatory mandate. The People Strategy supports this by encouraging professional development and continuous learning, ensuring that our employees have the knowledge and skills needed to operate independently and effectively in their roles. We empower our people to act with autonomy while maintaining alignment with our organisational objectives.



Courage

Courage is about taking bold steps to drive change and innovation, even in the face of challenges. Our People Strategy embodies this value by promoting leadership and change management as key priorities. We encourage our leaders and employees to be courageous in their thinking, to embrace new ideas, and to challenge the status quo when necessary. This approach ensures that Coimisiún na Meán remains resilient, adaptable, and forward-looking in an ever-evolving media landscape.

In summary, our People Strategy is not just aligned with Coimisiún na Meán values—it is a manifestation of them. By integrating these values into the core of our strategy, we ensure that our approach to people management not only supports the achievement of our organisational goals but also strengthens the very foundation of who we are and what we stand for as an organisation.



6. Coimisiún na Meán – Our Story So Far

Our journey and progress since establishment

Coimisiún na Meán was established in 2023 under the **Online Safety and Media Regulation Act 2022**, which amended the Broadcasting Act 2009 and dissolved the Broadcasting Authority of Ireland (BAI). This significant transformation marked the beginning of a new chapter for media regulation in Ireland, expanding our remit to include new and complex regulatory functions.

Our purpose is clear: to **regulate, support, and develop a media landscape that underpins fundamental rights and fosters an open, democratic, and pluralistic society**. Building on the foundations laid by the BAI, Coimisiún na Meán has evolved into a dynamic organisation overseeing a wide-ranging suite of responsibilities:

- The **regulation of broadcasting** in Ireland, both commercial and community based.
- The introduction and supervision of a comprehensive **online safety regulatory framework**.
- Oversight of **television broadcasting, audiovisual on-demand services, and video-sharing platforms** under the Audiovisual Media Services Directive (AVMS Directive).
- Implementation of EU regulations, including the **Digital Services Act (DSA)** and the **EU Terrorist Content Online Regulation (TCOR)**.

The people at the heart of our progress

Over the past 18 months, Coimisiún na Meán has undergone rapid growth, reflecting both the scale of our remit and the transformation required to meet new challenges. We have:

- **Appointed five Commissioners**, one of whom is designated as the Executive Chairperson.
- **Recruited over 200 staff**, growing from a smaller legacy organisation into a vibrant, multidisciplinary team ready to deliver on our mission.

Our people are the driving force behind this transformation and the most significant enabler of our Organisational Strategy. Through their expertise, dedication, and passion, we have made tremendous strides, delivering impactful initiatives across all areas of our responsibility.

Our achievements to date

In a short time, Coimisiún na Meán has achieved remarkable progress. Key milestones include:

Online Safety and Platform Regulation

- Establishment of a **compliance framework** for online safety.
- Commencement of supervision of online platforms and intermediaries, including a **thematic review of Articles 12 and 16** of the Digital Services Act (DSA).
- Launch of an **accreditation process** for Trusted Flaggers.
- Development of a **certification process** for Out-of-Court Dispute Settlement Bodies, with one organisation certified to date.
- Publication of the **Online Safety Code** for designated video-sharing platforms and **designation of 10 platforms** under this framework.

Media Development and Education

- Production of **educational materials for secondary schools** to enhance online safety awareness.
- Establishment of a **Youth Advisory Committee** to ensure young voices inform our approach to online safety.
- Launch of our **Advice Centre** to provide guidance and support across key areas of regulation.

Broadcasting and Public Service Media

- Issuing of **two community broadcasting licences** and **14 commercial broadcasting licences** to support Ireland's vibrant broadcasting sector.
- Provision of **€17.4 million** in funding for **170 projects** under the Sound and Vision Scheme.
- Completion of **two Annual Reviews of Performance and Public Funding** of public service broadcasters, accompanied by advice to the Minister on funding.
- Establishment of a new, operationalised process for **handling broadcasting complaints**.

Supporting Journalism and Media Initiatives

- Launch of applications for new **Journalism Schemes** to support local democracy reporting and courts reporting.

Championing Gender, Equality, Diversity, and Inclusion (GEDI)

- Publication of our first **GEDI strategy**, reaffirming our commitment to fostering inclusivity and equality within the media landscape.

Legal and Governance Milestones

- Successful defence of **two judicial reviews**, ensuring the integrity of our regulatory decisions.

Our People Strategy: A catalyst for growth

The story of Coimisiún na Meán is one of transformation, growth, and innovation, but our success rests on our people. Our ability to deliver on this ambitious agenda—supporting a thriving, diverse, creative, and trusted media landscape—depends on fostering a workplace culture that prioritises inclusivity, collaboration, and continuous development.

Athrú, our first People Strategy, is a reflection of this commitment. As we grow and evolve, we remain focused on:

- **Investing in our people** to attract, develop, and retain talent that reflects the diversity of the society we serve.
- **Building a culture people care about**, where health, well-being, and recognition are central to our operations.
- **Equipping our teams** with the tools, leadership, and opportunities they need to thrive amidst change.

This narrative is a shared one—between our people, senior leadership, and the organisation as a whole. Together, we have already achieved so much, and through the People Strategy, we will ensure our workforce continues to lead the way as we deliver on our mission for Ireland’s media landscape.

Looking ahead

In just two quick years, Coimisiún na Meán has built strong foundations for regulatory excellence and innovation. As we move forward, we will continue to deliver on our ambitious goals, ensuring that our people remain at the centre of everything we do. Together, we will drive meaningful change, unlocking the full potential of our organisation as we serve the public and the ever-evolving media sector.

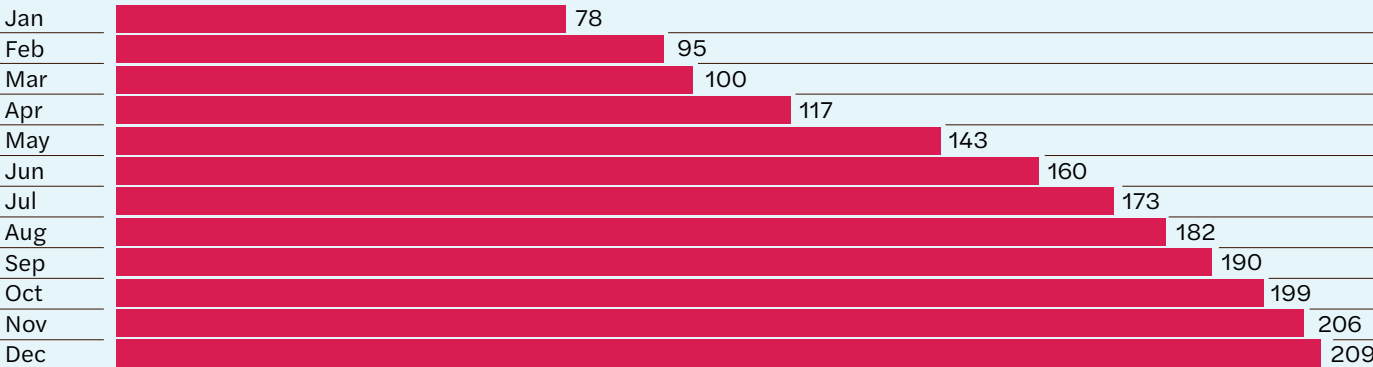
15 March - 31 December 2023

Headcount +67% Growth



1 January - 31 December 2024

Headcount +168% Growth



Divisional Structure

Supervision & Investigations	Media Landscape	Policy, Research & Strategy
Major Platform Supervision 1	Funding Schemes	Research
Major Platform Supervision 2	Media Development	Codes & Rules
Major Platform Supervision 3	Broadcast Licencing & VOD	Children & Vulnerable Adults
Major Platform Supervision: Other Platforms	Public Service Media	Online Safety & Illegal Content
Regulatory Operations	Broadcasting & VOD Compliance & Co	Democracy & Fundamental Rights
User Complaints		
Investigations		

Communications & User Support	Corporate	Data & Technology	Legal
User Education & Media Literacy	International Affairs	Data Governance	Media Landscape & Corporate
User Experience & Advice Centre	Governance	Technology Insights	Legal Services - PS&I and Data & Tech
Communications	Finance	Digital Forensics	Legal Services - Policy, Research & Strategy, Comms & User Sup
	Commission Secretariat	ICT	
	People & Organisational Development		

7. Alignment with Public Service Transformation Strategy 2030

Our People Strategy is closely aligned with the current public sector transformation strategy, known as the Public Service Transformation Framework 2030. This framework, succeeding the Our Public Service 2020 program, serves as a blueprint for strategic reform within the Public Service, building upon past achievements while charting a course for future progress.

Aligned with the vision of the Public Service Transformation Framework, our People Strategy aims to contribute to the overarching goals of creating an inclusive, high-quality, and integrated Public Service that enhances the lives of the people of Ireland. Specifically, our strategy aligns with the three central themes of the framework:

- **Digital and Innovation at Scale:** Our People Strategy recognises the importance of leveraging digital technologies and fostering innovation to enhance service delivery and efficiency within Coimisiún na Meán.
- **Workforce and Organisation of the Future:** We understand the significance of building a dynamic and adaptable workforce that is equipped to meet the evolving needs of our organisation and the public. Our strategy prioritises initiatives aimed at developing skills, fostering collaboration, and promoting a culture of continuous improvement.
- **Evidence-Informed Policies and Services Designed for and with our Public:** Our People Strategy emphasises the importance of data-driven decision-making and engaging with stakeholders to co-design policies and services that are responsive to the needs of the public.

By aligning our People Strategy with the themes outlined in the Public Service Transformation Framework, we are committed to driving meaningful change and contributing to the broader reform agenda of the Public Service. Through collaborative efforts and strategic initiatives, we aim to create a more efficient, innovative, and responsive Public Service that delivers tangible benefits to the people of Ireland.



8. Stakeholder Engagement

The importance of stakeholder engagement

Stakeholder engagement is crucial for the success of the People Strategy, ensuring it is informed by diverse perspectives, aligned with organisational goals, and reflective of broader societal expectations. Collaboration with stakeholders helps build trust, enhances decision-making, and drives alignment with organisational and external priorities. It ensures that the strategy is not just a theoretical document but a practical and impactful framework that resonates with and serves the interests of all parties involved.

Key internal stakeholders

The Commission & Senior Management Team: Leadership buy-in is essential for embedding the strategy into organisational priorities, securing resources, and driving accountability for its success. Their support ensures the strategy's alignment with Coimisiún na Meán's vision and strategic goals.

CARE Forum: This employee engagement platform ensures the strategy reflects the workforce's needs, promotes inclusivity, and strengthens the connection between employees and organisational objectives.

Industrial Relations Stakeholders: Constructive engagement with unions and employee representatives fosters trust, mitigates resistance, and facilitates smoother implementation of policies and initiatives.

Our Employees: At the heart of the People Strategy, our employees are the driving force behind organisational success. Their feedback, collaboration, and commitment are vital to shaping and sustaining an inclusive, innovative, and supportive workplace culture. Engaging with employees at all levels ensures their voices are heard, their contributions are valued, and their professional growth is prioritised, enabling them to thrive and excel in their roles.

Key external stakeholders

Department of Tourism, Arts, An Gaeltacht, Sport & Media: Our primary oversight body ensures alignment with governmental priorities and secures policy support.

Department of Public Expenditure, NDP Delivery, and Reform (DPENDR): Critical for securing approval for staffing, resources, and policy implementation.

EU Regulatory Bodies: Enhances credibility, ensures compliance with European directives, and aligns Coimisiún na Meán's approach with international standards.

Other Regulatory Bodies in Ireland: Collaborative learning and benchmarking help ensure Coimisiún na Meán is both innovative and consistent within the regulatory landscape.

Relevant Sectoral Groups: Collaboration with sectoral organisations, industry bodies, and professional associations provides valuable insights and fosters alignment with best practices. Engaging with these groups ensures that Coimisiún na Meán remains responsive to workforce trends, skills development needs, and emerging challenges within the regulatory and media landscape.

Civic Society: Engaging with civil society organisations strengthens Coimisiún na Meán's ability to remain responsive to public concerns, foster inclusivity, and build trust. This collaboration ensures the perspectives of diverse communities are considered, supporting our mission to underpin fundamental rights and promote a democratic and pluralistic society.

Why identifying key external stakeholders matters

Proactively identifying external stakeholders ensures the strategy anticipates and integrates broader socio-economic and legislative contexts. Engaging external stakeholders fosters collaboration, strengthens Coimisiún na Meán's reputation, and aligns its people strategy with national and EU priorities. For example, partnerships with other regulatory bodies or EU counterparts can enhance learning, while engagement with government departments ensures access to necessary resources and policy support.

By embedding stakeholder engagement into the People Strategy, Coimisiún na Meán ensures that its framework is not only actionable and relevant but also supported by those who are integral to its success. This approach promotes a shared vision and collective accountability for achieving organisational excellence.

9. People Strategy 3-Year Framework

The People Strategy 3-Year Framework has been crafted to underpin and strengthen our organisational strategy, ensuring our people are central to achieving our goals.

It serves as a cornerstone of our organisational approach, clearly articulating our unwavering commitment to our people and the essential culture required to drive excellence and innovation across all areas of our operations.

This strategy outlines how An Coimisiún values and supports its workforce, aiming to create an environment where everyone can do their best work.

To ensure the effective implementation of the People Strategy, a structured approach will be adopted, underpinned by a series of annual action plans spanning the three-year period. These action plans, to commence in 2025, will serve as dynamic roadmaps, continuously evolving to adapt to the changing landscape of the organisation and the external environment. Each action plan will be agile and responsive, informed by ongoing review processes and data-driven insights, enabling swift adjustments to be made in response to emerging needs and priorities. This iterative approach will ensure that the People Strategy remains relevant and impactful, driving positive outcomes for both the organisation and its employees.

Governance & accountability

We are committed to robust governance and accountability, holding ourselves to the highest standards set by the Commission and our employees. To ensure transparency and effectiveness, we will develop a series of annual action plans over the three-year period of this strategy.

Our goals, objectives, and their impacts will be clearly defined, and we will provide quarterly updates on our progress. These updates will be submitted to the Commission and published on our People Portal for full transparency.

We will be accountable to our employee forum and our Advisory Group, actively seeking feedback and input from our employees each year as we develop each action plan. Our performance against these goals and objectives will be rigorously reviewed, interrogated, and reflected upon, using data-driven insights to measure impact on our organisational strategic objectives. Through this commitment to governance and accountability, we aim to foster a culture of continuous improvement and sustained excellence.

People Strategy – vision:

The People Strategy is central to Coimisiún na Meán's vision of fostering a thriving, diverse, creative, safe, and trusted media landscape. It provides a framework for empowering our people to succeed and thrive in a values-driven, inclusive, and innovative workplace.

Guided by our core values—Trust, Impact, Independence, Courage, People Focused, and Integrity—the strategy positions the People & Organisational Development function as a trusted enabler of success, shaping a culture where employees feel valued, supported, and inspired.

Amidst significant growth and transformation, the strategy equips Coimisiún na Meán to navigate change, attract and develop talent, and build leadership capability. It aligns our people-focused initiatives with organisational priorities, ensuring that our workplace reflects the vibrant and creative diversity of the society we serve.

By fostering well-being, collaboration, and professional growth, the People Strategy ensures our workforce is united in delivering on our mission to regulate, support, and develop a media landscape that upholds fundamental rights and fosters an open, democratic society.

People Strategy - mission:

We are committed to building and sustaining a progressive, inclusive, and innovative workplace that empowers our people to thrive and aligns with Coimisiún na Meán's mission to regulate, support, and develop a media landscape that underpins fundamental rights and fosters an open, democratic, and pluralistic society.

Our People Strategy prioritises a supportive and values-driven environment where every individual feels valued, heard, and equipped to contribute meaningfully. By actively addressing the needs of our employees and the public we serve, we foster a culture of excellence that enhances our capacity to meet regulatory and developmental responsibilities with integrity and impact.

Through this mission, we ensure that our workforce is united in its purpose and ready to drive success in an evolving and dynamic media landscape.

People Strategy drivers

Our strategy is underpinned by two drivers: our commitment to a diverse and inclusive workplace and improving the employee experience. These drivers are essential for driving innovation, creativity, and attracting and retaining a highly skilled workforce.

Equality, Diversity & Inclusion (EDI)

Equality, Diversity, and Inclusion (EDI) is at the heart of our People Strategy, serving as a foundation for our vision to attract, support, and retain exceptional talent. As a values-driven organisation, we recognise that building an inclusive and equitable workplace is not just integral to our mission—it is essential to fostering a thriving, engaged, and high-performing team. For Coimisiún na Meán, EDI is not only the right thing to do—it is the smart thing to do. A truly inclusive workplace fuels innovation, fosters collaboration, and enhances our ability to make a positive impact on the world.

A dedicated EDI strategy is a key deliverable of the People Strategy. This will ensure EDI principles are embedded across all aspects of how we work—from recruitment and onboarding to leadership development and staff engagement. By prioritising EDI now, we lay the groundwork for a future where inclusion and belonging are not initiatives, but standard practice.

Our approach will be intentional, and data driven. It will be focused on creating meaningful and lasting change, embedding inclusion into every aspect of our people practices and cultivating a workplace where everyone feels valued, respected, and empowered to contribute their best. This means listening to our people, learning from best practices, and creating targeted initiatives that align with our organisational goals while responding to the evolving needs of our industry and society. Incorporating EDI into our People Strategy isn't just about reflecting the diversity of the world we serve—it's about equipping our organisation to thrive in it. By fostering a culture of inclusion, we strengthen our ability to innovate, collaborate, and achieve sustainable success, ensuring Coimisiún na Meán is a place where people truly belong and grow.

Employee Experience

The employee experience is the heartbeat of our organisation's success. It defines how we attract, inspire, and retain the talented individuals who drive our mission forward. At Coimisiún na Meán, we are committed to creating an employee experience that is not just positive but transformative—a workplace where people feel energised, supported, and motivated to achieve their full potential.

This commitment is grounded in prioritising the long-term well-being of our people, recognising that a thriving, engaged workforce is our most valuable asset. By focusing on their growth, health, and sense of belonging, we unlock the potential for unparalleled creativity, innovation, and impact. A great employee experience isn't a "nice-to-have"—it's the foundation of our success.

We will deliver meaningful work that inspires purpose, empowering leadership that builds trust, and a culture of recognition that values every contribution. Growth opportunities are not just an offering; they are a promise to invest in our people, ensuring they have the tools and pathways to succeed. By actively listening, engaging, and adapting to the evolving needs of our team, we will create a workplace that is enriching and enduring.

10. People Strategy Priorities



“Investing in People
and Teams”

Vision

Identify, attract, and retain top talent by creating an exceptional candidate and employee experience, prioritising learning and development to ensure we have the capability and capacity to achieve our objectives.

How will we do this?

- Rigorous recruitment: Recruit people using rigorous, fair, and professional selection methods.
- Improve role fit: Match candidates’ capabilities, aptitude, and skills to the appropriate roles.
- Supportive induction and career support: Provide comprehensive induction and ongoing career support to give people the best possible start.
- Continuous development: Develop personal and professional skills throughout employees’ careers, offering support to help them achieve their full potential and own their future.
- Recognition and career progression: Recognise achievements and provide structured routes for career progression.
- Workforce planning: Utilise evidence-based workforce planning to build a sustainable workforce capable of meeting future service needs.

As individuals we are all expected to

Engage proactively with planning our team needs and support Coimisiún na Meán’s reputation as an employer of choice.

Actively participate in recruitment, onboarding, and mentoring to foster a supportive and inclusive environment.

Take ownership of our personal and professional development, embracing opportunities for growth and learning.

So all of us can

Thrive in well-resourced teams and benefit from diverse expertise and perspectives.

Experience continuous growth and support from effective leaders and colleagues.

Work in an environment where diversity, inclusion, and professional excellence are celebrated.

So An Coimisiún can

Confidently attract and retain top talent, ensuring a diverse and capable workforce.

Build a reputation for excellence in people management and leadership.

Achieve its strategic goals through a skilled, empowered, and committed workforce.



“Collectively Leading
Through Change”

Vision:

Leaders work together towards a shared purpose, creating a caring and compassionate culture, nurturing talent, and inspiring innovation and excellence.

How will we do this?

- Develop competent leaders: Ensure we have capable leaders who can effectively guide our employees.
- Encourage passion projects: Motivate staff to take on new projects they are passionate about, fostering innovation and engagement.
- Facilitate collaboration: Promote effective collaboration among leaders and employees at all levels.
- Enable effective decision-making: Empower leaders to make informed and impactful decisions.
- Build resilience: Strengthen resilience among leaders and employees to navigate challenges and change.

As individuals we are all expected to

Seize opportunities to enhance our leadership skills and embrace collaborative, respectful work practices.

Make well-informed, impactful decisions that drive the organisation forward.

Build resilience by utilising available resources and support services, ensuring we navigate change effectively.

So all of us can

Benefit from strong, effective leadership that inspires and guides us.

Foster a resilient, adaptable work culture that thrives on collective success and continuous improvement.

Develop leadership capabilities for current roles and future career growth.

So An Coimisiún can

Navigate change with confidence, backed by capable leaders and a resilient workforce.

Cultivate a dynamic, innovative culture that supports its long-term vision and goals.

Achieve strategic objectives through informed, effective decision-making.



“Build a culture people care about”

Vision

Define our values to create a culture where we support each other, champion innovation, prioritise the citizen, and celebrate both individual and organisational success.

How will we do this?

- Promote health and wellbeing: Provide an environment where health and wellbeing are actively promoted, and people feel engaged and valued for their contributions.
- Champion Equality, Diversity, and Inclusion: Create a culture where every individual feels a sense of belonging and is empowered to achieve their full potential.
- Enhance Employee Voice: Listen to our staff through purposeful engagement and increase staff influence by strengthening their voice.
- Foster workplace relationships: Create opportunities for staff to build strong workplace relationships and connections.
- Embed recognition and feedback: Implement frequent recognition and feedback at all levels to build a culture of appreciation throughout the organisation.
- Articulate and embed core values: Consistently articulate and embed the organisation’s core values in all aspects of our operations.

As individuals we are all expected to

Embody our organisational values in every action, fostering respect, inclusion, and appreciation.

Engage actively in wellbeing initiatives and contribute to a positive, supportive work environment.

Participate in engagement events and feedback opportunities to help shape and enhance our workplace culture.

So all of us can

Thrive in a diverse, inclusive culture that values and supports everyone.

Feel recognised and appreciated for our contributions, boosting morale and engagement.

Enjoy a workplace that prioritises mental and physical wellbeing, ensuring we perform at our best.

So An Coimisiún can

Demonstrate its commitment to living its values, fostering a strong, positive reputation.

Benefit from a diverse and inclusive workforce that drives innovation and excellence.

Achieve strategic objectives through a motivated, engaged, and well-supported team.



Professional HR Services

“Strategically driven,
people focused”

Vision

To focus on people and relationships by providing responsive, competent People services that are strategically aligned with organisational priorities.

How will we do this?

- Attract and develop people talent: Attract top talent and manage our People & Organisational Development team for high performance.
- Foster relationships and partnerships: Build strong relationships and align goals with business objectives.
- Optimise technology and agility: Streamline processes with technology and implement an agile team structure.
- Strategic planning and alignment: Ensure initiatives support priorities and align with business goals.
- Data-driven decision making: Use data insights for decisions and optimise resources through analysis.
- Innovative and adaptable practices: Encourage creativity and implement adaptable practices for evolving needs.

As individuals we are all expected to

Embrace and utilise new people systems to support a digital culture.

Lead by example, adhering to policies and fostering a collaborative, informed workplace.

Engage in ongoing professional development and communicate our needs for tailored support.

So all of us can

Experience streamlined people processes, reducing administrative tasks and improving efficiency.

Access accurate, real-time information for better decision-making and planning.

Enjoy a supportive, equitable workplace where everyone's rights and responsibilities are respected.

So An Coimisiún can

Improve operational efficiency and focus on strategic initiatives through streamlined processes.

Make informed, data-driven decisions to support effective people management and growth.

Foster a culture of innovation and continuous improvement, driving long-term success.

Contact Us

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