



Chief Operations Officer

Organisation Overview



Teagasc Head Office, Oak Park, Carlow, R93 XE12

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About Teagasc

Teagasc is the Irish Agriculture and Food Development Authority, a national body providing integrated research, advisory and training services to the Irish agri-food sector and circular bioeconomy. Teagasc has a statutory remit under the Agriculture (Research, Training and Advice) Act 1988 to support the knowledge and technology needs of the food chain from production to consumption. We provide integrated research, advisory and education services to deliver the innovation support necessary to create and maintain value for Ireland's agri-food sector. With a presence in 26 counties and 56 locations in the Republic of Ireland, and collaborations in over 40 countries internationally, Teagasc combines an important national sector support footprint with a strong international network to strive towards its vision, deliver on its mission, while grounded in Teagasc's core values.

Our Teagasc Statement of Strategy 2025-2028 "**Innovating for Impact: Improving competitiveness and resilience in the agri-food sector**", is focused on supporting a competitive and climate-resilient agri-food system through scientific leadership, expert knowledge and innovation support. Our future success depends on attracting and identifying the best people and, to help achieve this, our employment policies and practices are of the highest standard. We are committed to ensuring that our recruitment and selection practices are fair, consistent and in line with legislative requirements and that they follow best practice. All appointments are made on merit and through fair and transparent recruitment processes.

Teagasc aims to be an employer of choice and offers a wide-range of challenging career opportunities, merit-based promotions, excellent learning and development programmes, and a wealth of e-learning courses on our bespoke learning management system, to assist staff members to achieve their full potential. We offer a range of flexible working options, tuition reimbursement, on-site training courses to enhance job-related skills, access to job-related conferences and seminars and accredited customised Leadership Development and Management Development Programmes.

Across all levels in Teagasc, we are committed to advancing a culture of gender equality and to fostering an open and inclusive workplace that respects all individuals and values diverse perspectives, for the benefit of the organisation as a whole. This commitment is underpinned by our core values of Respect, Excellence and Integrity.

Our new People Strategy (2025-2028) is currently in the design phase and will set a clear direction for strengthening organisational capability, leadership and skills development, advancing operational excellence, and other key initiatives supporting the delivery of Teagasc's Statement of Strategy 2025-2028.



functions cover a wide range of activities and play a central role in driving operational excellence as a core enabling priority under the organisation's Statement of Strategy.

Finance Department

The Finance Department is responsible for ensuring the timely, accurate, and transparent reporting of the financial position of Teagasc, and for maintaining robust financial systems, controls, and governance arrangements. The Department plays a key role in supporting the Teagasc Authority and Teagasc leadership through the provision of high-quality financial insights, enabling effective decision-making and contributing to the organisation's focus on operational excellence and value for money.

The Finance team comprises 37 staff, of which 16 are professionally qualified accountants, who work closely with stakeholders and external service providers in areas such as taxation, research grants administration support and accounts payable transaction processing. The Department comprises three specialist units:

Financial Accounting is responsible for providing statutory and financial reporting, including the preparation of financial statements, management accounts and liaison with the Controller and Auditor General. The unit manages banking and cash flow, ensures compliance with taxation and regulatory requirements, and maintains the organisation's financial systems and reporting framework.

Management Accounting is responsible for the development of budgets and forecasts, financial monitoring and performance analysis. The unit partners with Departments and Programmes to support budget management, variance analysis and informed decision-making. It also provides financial oversight of research activity, including grant budgeting, claims and ongoing project monitoring.

Financial Operations is responsible for core transactional and support services, including accounts payable and receivable, payroll, fixed assets, travel and subsistence, and cash management. The unit ensures timely payments in line with prompt payment legislation, it provides billing and debt collection services, and the accurate recording and control of assets.

The Finance Department uses the Integra Financial System and the PeopleXD HR and Payroll system and prepares financial accounts in accordance with FRS 102. It regularly reviews and streamlines its processes to replace manual tasks with automated solutions and strengthen workflows, while continuing to evolve its approaches to budgeting, forecasting and performance reporting. It is also continuously adopting new methodologies and tools, such as Power BI and AI, to enhance efficiency, improve processes and the reporting of key performance indicators related to budgetary and project management.

Human Resources Department

The Human Resources (HR) Department comprises 22 staff organised across a number of specialist functions. The HR Department plays a central role in supporting organisational performance by developing workforce capability, fostering a positive and inclusive culture, and ensuring that Teagasc has the skills and capacity required to deliver on its strategic objectives.

The **HR Business Partnering** team provide strategic HR support to Directorates, with HR Business Partners embedded within leadership teams to support the delivery of organisational priorities. The team lead on workforce planning and staffing strategies, they develop forward-thinking resourcing solutions and support senior managers in building organisational capability through performance management, succession planning, and targeted development initiatives. HR Business Partners provide expert advice on people management practices and have a key role in employee relations, organisational change and the delivery of broader HR strategic initiatives. They also have a role in monitoring governance and compliance, ensuring alignment with public sector standards, employment legislation and organisational policies.

The **HR Pay & Pensions** team manage and provide support for the PeopleXD system, including working time-recording and reporting, and have overall responsibility for the management and development of HR information systems. The team conduct HR quality and audit checks for the Department of Agriculture, Food and the Marine and for internal and external auditors. They also have responsibility for ensuring compliance with the Delegated Sanction staffing arrangements, and for statistical analysis and reporting on staffing data. Additionally, the team have responsibility for proactive management of statutory and non-statutory leaves, student placements, and for leading the development, management and delivery of pension services to approx. 1,760 pensioners and 1,550 serving staff.

The **Recruitment** team lead the management and delivery of Teagasc's recruitment and promotions programme, ensuring efficiency and compliance with DAFM and Delegated Sanction requirements, as well as employment legislation. The team is responsible for developing innovative talent attraction and selection strategies, managing programme performance, budget and risks, and leveraging technology (including TOPJobs and PeopleXD) and data analytics to drive continuous improvement. Working closely with HR Business Partners and stakeholders, the team contribute to and implement workforce plans, manage governance and programme reporting, and ensure a high-quality candidate experience and effective engagement with internal and external stakeholders.

The **Employee Relations & Staff Engagement** team is responsible for the management and administration of all employee relations and employment law matters. This includes responsibility for case management, the development and review of HR policies and procedures, leading staff engagement and well-being initiatives, overseeing internal communications, leading the design and implementation of Teagasc's EDI strategy, and providing expert advice on employee relations matters. The team manage relationships with staff representatives and trade unions, represent Teagasc at third party forums (e.g. WRC, Labour Court), ensure compliance with legislation and governance requirements, and supports organisational development, change initiatives, and a positive workplace culture across Teagasc.

The **Learning & Development** team is responsible for delivering the Teagasc L&D strategy, which aims to build a culture of learning across the organisation. The team deliver development initiatives based on the 70:20:10 model of Experience, Exposure, and Education, creating opportunities for staff to learn through practical experience, mentoring and structured learning. The team also deliver a comprehensive training programme covering leadership, management, skills development, and health and safety. In addition, the team supports talent management and succession planning,

manages the training budget, develops and promotes e-learning through the Learning Management System (T-Learn), and collaborates across the organisation to embed learning in daily practice.

HR is currently developing a new **People Strategy**, a key initiative in Teagasc's Statement of Strategy 2025-2028. This Strategy will span four years and will focus on organisational capability, leadership, skills development, operational excellence and other important priorities. Pages 28-29 of the Teagasc Statement of Strategy highlight some of the priorities that will help shape its development.

Information Communications Technology Department

The ICT Department comprises 34 permanent staff, supported by a network of strategic service providers. It is responsible for the delivery and governance of all ICT services across Teagasc, including infrastructure, applications, data, cybersecurity, and digital innovation. The function works in close partnership with business units to design, deliver, and continuously improve digital solutions supporting research, advisory, education, and corporate operations.

The ICT department is organised into a number of units including **Applications & Digital Solutions, Service Delivery, Infrastructure & Cloud Platforms, Cybersecurity & Continuity, Data & Analytics, and Research & Innovation**, reflecting a cloud-first, service-oriented operating model. ICT operates a retained layer organisation model, with internal staff responsible for governance, architecture, security, supplier management, and service integration, while leveraging external partners for commodity and scalable services.

Overall, the ICT department is responsible for the delivery and continuous improvement of technology services across Teagasc, including ICT governance, procurement, project and programme delivery, business analysis, change management, service quality, and communications infrastructure. The department is increasingly adopting Agile, DevOps and product-based delivery approaches to support continuous improvement and innovation. The ICT estate comprises approximately 3,000 user devices, 330 servers, and 360 network switches across 70 networked locations and two datacentres. It supports 40 business-critical applications and over 1,000 software packages. Microsoft 365 and Azure underpin the organisation's modern workplace and collaborative digital services strategy, alongside hybrid infrastructure, enhanced cybersecurity capabilities, and emerging data and AI platforms.

The department aligns with Government ICT policies in areas such as public service digital transformation, cloud adoption, and open data, and maintains high standards of compliance, audit, risk management, and data protection (GDPR). The current ICT strategy (2022–2025) focuses on key priorities including digital advisory services, blended learning, research data, enterprise platforms, cybersecurity, data and AI, positioning ICT as a critical enabler of Teagasc's strategic objectives. A new ICT strategy is planned for development in 2026, which will build on these foundations and further accelerate Teagasc's digital transformation, data, and AI capabilities.

Corporate Services Department

The Corporate Services Department comprises a multidisciplinary team of 16 staff responsible for the delivery of a range of corporate, operational and governance functions across Teagasc. The Department has responsibility for procurement, property and legal affairs, insurance, health and safety, capital projects and head office services. The Department also supports a number of

organisation-wide functions including energy management, sustainability, compliance with the Official Languages Act and corporate governance requirements.

The **Procurement** team is responsible for the development and implementation of procurement policies, procedures and controls across Teagasc. The team manages high value and complex procurement competitions, supports locations and programmes in conducting procurement activities, manages centralised contracts and procurement systems, and monitors compliance with public procurement requirements. The function also supports supplier and contract management activities and provides procurement reporting and governance oversight.

The **Property & Legal Affairs** team is responsible for the management of Teagasc's property portfolio and related legal matters. Responsibilities include the management of leases, licences, wayleaves, easements, acquisitions and disposals, together with the coordination of legal services relating to contracts, property transactions and other organisational matters. The function provides advice and support on property related issues and ensures that appropriate governance arrangements are applied to property transactions and developments.

The **Insurance** team is responsible for ensuring that appropriate insurance arrangements are maintained across the organisation. This includes the management of insurance policies, liaison with insurers and brokers, oversight of claims management processes and the provision of advice on insurance-related matters. The function also supports the management of organisational risk exposures and the resolution of insurance and liability claims.

The **Health & Safety** team is responsible for the development and implementation of health and safety policies, procedures and guidance across Teagasc. The team provides specialist advice and support to managers and locations, monitors compliance with health and safety legislation, supports risk assessment and incident management processes, and coordinates health and safety training and awareness initiatives.

The **Building Services** team provides technical advice and support to locations and line managers in relation to building projects, infrastructure developments and property related works across the Teagasc estate. The function supports the planning, design, specification, procurement and governance of building projects and provides guidance on statutory approvals, tendering and contract management requirements. The team also develops policies and procedures relating to building projects and capital expenditure and oversees the Minor Capital Programme.

The **Corporate Services Department** also has responsibility for a number of organisation wide functions including the management of Head Office facilities and services, energy management, sustainability initiatives, compliance with the Official Languages Act and the implementation of corporate governance policies and requirements. The Department coordinates activities in these areas and supports compliance with applicable statutory, regulatory and public sector obligations.

Business Delivery Unit

The Business Delivery unit comprises seven staff members and is responsible for business planning, risk management, data sharing, quality customer service, corporate reporting, and Authority Affairs. Additionally, the Project Management Office sits under the remit of the Business Delivery unit and has

responsibility for improving, co-ordinating and standardising project management approaches within Teagasc, and for overseeing major change programmes.

Authority Affairs

The Office of the Chief Operations Officer also supports the Teagasc Authority. Comprising an 11-member Board appointed by the Minister for Agriculture, Food & the Marine, the Teagasc Authority consists of representatives from the farming organisations, the food industry, the universities, and the Department of Agriculture, Food & the Marine. More information on the members of the Teagasc Authority can be found in the [Authority information section](#) on the Teagasc website (www.teagasc.ie).

The Authority also has five committees, which together provide a strong governance framework to ensure accountability, transparency, and effectiveness across all aspect of the organisation.

The Chief Operations Officer acts as Secretary to the Authority and assists with ensuring compliance with the Code of Practice for the Governance of State Bodies as well as advising the Authority on matters relating to the Teagasc Act, 1988.

The Operations Directorate supports the goals and activities of the Knowledge Transfer and Research Directorates.

Knowledge Transfer Directorate

The mission of the Knowledge Transfer (KT) Directorate is to strengthen the competitiveness, sustainability and resilience of Irish agriculture and the wider land-based sector by providing science-based advisory and education services that support innovation, capability building and practice adoption. Through Teagasc's integrated model of research, advisory and education, the Directorate works across the Agricultural Knowledge and Innovation System (AKIS) to help farmers, learners and industry stakeholders identify priorities, evaluate options and implement solutions that deliver economic, environmental and social sustainability. In practice, this role extends beyond knowledge transfer alone to innovation support, capacity building and the facilitation of change across farming systems and rural communities.

KT Programme Structure and Objectives

The Teagasc Knowledge Transfer Directorate supports innovation, resource management and skills development through two major programmes – the Regional Advisory Programme and the Education Programme – supported by a small head office function and by specialist knowledge transfer and development teams. These specialist teams act as the conduits between research and frontline advisory and teaching staff, helping to coordinate national programmes, staff development, events, communications and targeted initiatives across sectors including dairy, drystock, tillage, environment, Signpost, farm management, forestry, horticulture and pigs.

Advisory Programme

The Advisory Programme is delivered through 13 regional advisory units and, in 2025, comprised almost 300 permanent advisory staff, plus additional administrative and management staff. Teagasc provided contracted advisory services to 42,448 clients, with front-line advisors supporting farmers through one-to-one engagement, office and phone consultations, farm visits, discussion groups, technical events, webinars and public communications. Advisory work now encompasses substantial support for schemes, sustainability planning and compliance, while also maintaining a strong focus on technical performance, farm viability, climate action, water quality and generational renewal. Increasingly, advisory delivery is centred on helping farmers prioritise and implement actions through farm sustainability planning and through collaboration with other actors in the AKIS.

Objectives:

The strategic objectives of the Advisory Programme are:

1. To engage the widest possible range of farmers and land-based stakeholders in a way that improves farm technical performance, viability, resilience and sustainability.
2. To prioritise the quality, reach and impact of technical, business development and sustainability advisory services, including climate, water quality, biodiversity, soil fertility and diversification actions.

3. To retain high-quality support for schemes and compliance while protecting advisory time and capacity for technical improvement, innovation and practice adoption on farms.
4. To integrate regional advisory delivery with targeted national programmes and tools, including Signpost, ASSAP, Better Farming for Water, AgNav, PastureBase Ireland, profit monitoring and farm sustainability planning.
5. To extend the public-good role of Teagasc by strengthening events, communications, digital channels and collaboration across the AKIS.
6. To develop a modern, efficient and client-centred service through digitalisation, staff development, sustainable workloads and clear pathways for specialisation and leadership.



Teagasc Better Farming for Water Campaign

In 2025, advisors delivered 140,577 client visits and consultations, facilitated 495 discussion groups and 3,084 discussion group meetings, completed 1,748 profit monitors and supported 146,429 scheme and regulatory interactions. Discussion groups remain a core knowledge transfer mechanism, with 7,783 farmers participating across KT and non-KT groups, including growing numbers of young farmer and women-only groups. Climate and sustainability engagement also continues to grow through Signpost, AgNav, ASSAP and Better Farming for Water initiatives.

Education Programme

Teagasc is the primary education provider for the land-based sector in Ireland and is distinctive in combining research, advisory and education within one organisation. The Teagasc Education Strategy 2025-2030 reaffirms its role as the land-based sector educator of choice, delivering practical, science-based education and training that equips learners with the skills and knowledge for a profitable, sustainable and resilient future. Education is delivered through four main streams: full-time further education, part-time and distance education, apprenticeships, and Teagasc-supported higher education programmes. In 2025, Teagasc education programmes recorded 1,994 enrolments, 1,381 graduates and 3,339 QQI awards (including components), while apprenticeship activity continued to expand with 150 enrolments and 47 graduates. Delivery through Teagasc colleges, private agricultural colleges and regional education centres (within advisory regions) extends national reach and progression opportunities, while recent priorities include curriculum renewal, strengthened learner

supports, closer alignment with the wider further education & training (FET) and tertiary education system, and deeper collaboration with private colleges and higher education partners.



Teagasc College of Amenity Horticulture, National Botanic Gardens, Dublin

The strategic objectives of the Education Programme are:

1. To deliver high-quality, science-based and practically focused education and training programmes that meet the evolving needs of the land-based sector.
2. To update and revalidate curricula and strengthen progression pathways across further education, apprenticeships, higher education and tertiary routes.
3. To maintain strong capacity for trained farmer status, generational renewal and early-career skills development across agriculture and the wider land-based sector.
4. To provide accessible, inclusive and well-supported learning environments, including enhanced supports for learners with diverse needs.
5. To develop a more coherent framework for lifelong learning, continuous professional development, micro-credentials and targeted industry skills provision.
6. To strengthen operational partnerships with private agricultural colleges, higher education institutions and wider education stakeholders.
7. To enhance digitalisation, innovation and flexible delivery while protecting the strong practical element that is central to the Teagasc education model.
8. To invest in the capability, leadership and professional development of education staff and to promote the attractiveness of land-based careers and Teagasc programmes.

Research Directorate

The Research Directorate has a key role in contributing to Teagasc's mission to empower the Irish agri-food sector through scientific leadership, expert knowledge and innovation support, with a strong focus on enhancing the competitiveness and resilience of the sector in line with its Statement of Strategy 2025-2028.

Research is delivered through four integrated programme areas: Animal and Grassland Research and Innovation; Crops, Environment and Land Use; Food; and Rural Economy and Development. These programmes are closely aligned with Teagasc's strategic priorities of productivity, environmental sustainability, attractiveness and innovation, ensuring that research outputs are relevant, impact-focused and responsive to sectoral and policy needs.

Each of these programmes comprises research, development and knowledge transfer/industry development departments. Research is conducted at 6 dedicated locations (7 research centres), while knowledge transfer professionals (specialists and specialised advisers) are located throughout the country. The research programmes are supported by a Research Development and Walsh Scholarships Department; the Research Support Office which supports staff with external funding applications; and Engage@Teagasc, our Technology Transfer and Commercialisation Office, which manages Teagasc's commercialisation, industry engagement and entrepreneurship activities.

A key priority for the Research Directorate is to ensure that research delivers measurable impact. This is achieved through close collaboration with farmers, industry, policymakers, and research partners, as well as through Teagasc's integrated model of research, advisory and education services, which supports the adoption of innovation and the delivery of sectoral outcomes.

Size and resourcing of the research programme: Our annual research portfolio comprises over 500 research projects carried out by 750 scientific, technical and other support staff and Walsh Scholar graduate students in our research centres throughout Ireland. The budget for the Research Directorate is €104m per annum which comes from grant-aid funding allocated by the Department of Agriculture, Food and the Marine (DAFM), and competitive funding awarded nationally by DAFM, Research Ireland, Enterprise Ireland and other funders, and from EU sources, principally Horizon Europe. Other earned funding comes from contracts with industry, producer levies and income from farm operations and laboratory services. In total, 48% of the budget comes from sources other than the core grant aid. We have invested in state-of-the-art research platforms, laboratories and equipment.

Research performance and outputs: In 2025, Teagasc published over 600 peer reviewed publications and in terms of citations, Teagasc publications are performing above the global average for similar publications. Over a five-year period, 61% of our scientific papers had international collaborators. Teagasc is highly successful in competing for funding both nationally and at EU level, with new competitive funding awards averaging €36.3m per year for the last four years. In terms of Horizon Europe funding in the area of food, bioeconomy, natural resources, agriculture and environment, Teagasc is ranked 17th across all institutions in the EU for total funding secured, and is the only Irish institution in the top 20.

Recent infrastructure developments In recent years, investments in research infrastructure include a €12.7m National Agricultural Sustainability Research and Innovation Centre at Johnstown Castle (pictured below), a €9m National Food Innovation Hub at Moorepark, a €10m investment in the National Prepared Consumer Foods Centre at Ashtown, and the €12.6m Pdraig Walshe Centre for Sustainable Animal and Grassland Research currently under construction at Moorepark.



NASRIC Building, Teagasc, Johnstown Castle, Wexford, Y35 HK54

The Walsh Scholars Programme: The Teagasc Walsh Scholars Programme supports postgraduate researchers undertaking projects aligned with Teagasc priorities in agriculture, food, environmental science and rural development. At the end of December 2025, the Programme supported 247 active scholars across 26 higher education institutions in Ireland and internationally (not including those on KT Masters programme). These scholars are predominantly based in Teagasc research centres. Expenditure on the programme was €7.7m in 2025. The scholars come from 43 countries and comprise 54% female, 46% male.

Industry engagement and commercialisation of research: In 2025, Engage@Teagasc supported activity which contributed €6.692 million in income to Teagasc. This comprised €3.08 million from collaborative research projects with industry, €2.44 million from technical services and consultancy activity, and €1.17 million in licensing income from intellectual property. In a national context, Teagasc performs strongly. It consistently generated approximately 16-17% of all industry-derived research expenditure between 2020 and 2024. It's licences, options and assignments (LOAs) represented 22% of all LOAs recorded nationally in 2024. Together, these indicators demonstrate

Teagasc’s strong capability to convert publicly funded research into tangible industry impact across the agri-food and bioeconomy sectors.

Collaboration and Partnerships: In order to maximise the impact of our research, Teagasc actively collaborates with research organisations across the world. This collaboration stretches from individual projects and publications right up to formal alliances and partnerships.

Commercial Services and Pilot Plants: Teagasc offers a number of specialist services to the Irish agri-food sector. Generally, these services would otherwise not be available in Ireland due to the sophisticated equipment or high-level expertise required. Teagasc also operates a number of pilot plants where food and beverage companies can rent time and facilities to carry out innovation trials at a pilot scale. The best established of these is Moorepark Technology Limited, a subsidiary of Teagasc, co-owned by the Irish Dairy industry. Teagasc also operates a meat processing pilot plant, a newly established Prepared Consumer Foods pilot-scale facility, and a National Centre for Brewing and Distilling. Teagasc is also a partner in the Bia Innovator located on the Teagasc campus in Athenry.

Additional information can be found on our website at www.teagasc.ie.



Teagasc Values