

Appointment as Chairperson to the Board of Coillte

Closing Date: 15:00 on Friday 7th December 2018

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

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

Membership of State Boards

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

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

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

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

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

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

Appointment as Chairperson to the Board of Coillte

Location:	Newtownmountkennedy, Co. Wicklow
Number of Vacancies:	1 Chairperson
Remuneration:	€21,600. (It should be noted that in line with the 'One Person One Salary' principle, no public servant will be entitled to receive remuneration in the form of board fees, save for situations that are statutorily provided for e.g. Worker Directors). Travel and subsistence is payable at appropriate Civil Service rates.
Time Requirements:	10 half-day Board meetings per annum. In addition, approximately 2 days per month would be required for preparatory work and attendance at sub-committees.

1. Background

The Public Appointments Service (“**PAS**”) in conjunction with NewERA (a business unit of the National Treasury Management Agency (“**NTMA**”)¹), wishes to identify suitable candidates to be presented to the Minister for Agriculture, Food and the Marine (the “**Minister**”) for consideration for appointment as Chairperson to the Board of Coillte CGA, with the consent of the Minister for Public Expenditure and Reform.

Expressions of interest are now sought from suitably qualified candidates for consideration as part of this process.

Coillte CGA is a designated activity company established under the Forestry Act 1988 (the “**Act**”). It is the commercial State body responsible for the management of the State’s forestry assets. The Act provides *inter alia* that a principal object of the company is to carry on the business of forestry and related activities on a commercial basis and in accordance with efficient silvicultural practices.

One ordinary share is held by the Minister for Agriculture, Food and the Marine with the remainder of the issued share capital held by the Minister for Public Expenditure and Reform. There is a Board of Directors, the members of which are appointed by the Minister for Agriculture, Food and the Marine with the consent of the Minister for Public Expenditure and Reform. Coillte is one of the commercial state bodies under the remit of NewERA.

Coillte currently operates forestry, land management, panel products and renewable energy businesses. The Group manages c. 442,000 hectares of land, which equates to 7% of the land cover of Ireland, the bulk of which is under forestry. The Group consists of:

¹ The role of NewERA is to provide independent commercial and financial advice to the relevant Ministers in relation to the exercise of specific functions, including, pursuant to Section 19 of the NTMA (Amendment) Act 2014 “the appointment of the chairperson, members, directors or chief executive of the designated body”, with Coillte CGA being one of the designated bodies. Further detail on NewERA’s activities is set out in Part 3 of the NTMA (Amendment) Act 2014 and in the annual reports of the NTMA (www.ntma.ie).

- 'Coillte Forest' which manages all aspects of the Group's forestry business, including the establishment, management and protection of forests.
- 'Medite Smartply' which encompasses the Group's two main subsidiaries – namely Smartply Europe DAC, which manufactures Oriented Strand Board (OSB), under the SmartPly brand in Waterford, and Medite Europe DAC, which manufactures Medium Density Fibreboard (MDF), under the Medite brand in Clonmel.
- 'Land Solutions' the venturing arm of the Coillte Group, which seeks to identify new business opportunities and to extract value from the Group's broad asset base. It comprises the Group's interests in renewable energy, wind, biomass and development.

For more information on Coillte, please see the company website www.coillte.ie.

2. Functions of the Board

The Board is collectively responsible for the long term success of Coillte. Its role is to provide leadership, to oversee management, to provide effective corporate governance, to fulfill their fiduciary and statutory duties as directors, to act in the best interests of the State as shareholder and to ensure that the Company provides its shareholders and other stakeholders with a balanced and understandable assessment of the current position and prospects.

The Board meets formally on a monthly basis. It has a schedule of matters specifically reserved to it for decision to ensure that it is satisfied that the direction and control of the Group is firmly in its hands. The Group's annual budget and rolling five year plan are reviewed and approved by the Board. The Board receives monthly management accounts promptly with detailed comparison of actual to budget. The presentation of management accounts is supported by detailed presentations by senior management to the Board on a regular basis. All significant contracts, major investments and capital expenditure are also subject to review by the Board. Each non-executive Director brings an independent judgement to bear on all matters dealt with by the Board including those relating to strategy, performance, resources and standards of conduct.

All members of the Board have access to the Company Secretary and the Company's professional advisors as required. This ensures that Board procedures are followed and that applicable rules and regulations are complied with. Each Director receives appropriate briefing on being appointed to the Board.

The Board uses two main committees to assist in the effective discharge of its responsibilities, namely the Audit Committee and the Remuneration Committee. Depending on a successful candidate's specific area of expertise, he/she may be expected to participate in one or more of these sub-Committees.

Current membership of the Board can be found [here](#).

3. Person Specification

Having due regard to the expectations of the State as shareholder, the Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.

The appointed candidate will:

- Chair a Board that has implemented significant transformation and is now entering a new sustained strategic phase to 2030;
- Possess the leadership experience required to ensure that the Board guides, challenges and supports the CEO and Coillte management whilst also holding them to account;
- Play a central role in the direction, leadership and corporate governance of Coillte;
- Develop a positive relationship with the CEO to facilitate the conduct of good governance,
- Maintain and grow constructive relationships with stakeholders including the Minister for Agriculture, Food and the Marine, the Minister for Public Expenditure and Reform, their respective Departments and NewERA.

Candidate's attention is drawn to the general details of the role of Chairperson as set out on page 19 of the Code which can be found [here](#). The Principle states:-

- The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.
- The Chairperson should display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for the State body and for the tone of discussions at Board level.

Expressions of interest are now invited from applicants who consider they possess the skills and experience necessary to chair the Board. Specifically, candidates must demonstrate in their application, evidence of:-

- A successful career history at executive and/or non-executive level in a large complex organisation/company, ideally in the commercial business sector;
- Significant strategic leadership experience with a proven track record of organisational management and improvement;
- Significant Board level experience, with the confidence and resilience to lead the Board of a complex organisation;
- In the context of the expectations of the State acting in its role as shareholder, ability to ensure the Board guides, challenges and supports the CEO and executive team to deliver and sustain performance whilst holding them to account in doing so;
- Excellent communication skills and the ability to develop and maintain relationships with all relevant stakeholders.

Desirable

- Knowledge of the timber trade in Ireland and, ideally, internationally including supply chain to timber construction
- Understanding the dynamics of operating/developing businesses in rural Ireland
- Previous experience of chairing a Board or audit committee
- Experience in performance management and the presentation and interpretation of performance information
- International business development experience from a manufacturing business to business background
- Proven ability to critically analyse information and constructively challenge (in particular large capital expenditure proposals)

Relevant sectoral experience is not necessary but the candidate should be able to demonstrate successful leadership experience and success in an organisation or sector of an equivalent scope and scale as Coillte.

In order to qualify for appointment the person must not have any conflicts of interest likely to interfere with his/her ability to assume the role of Chairperson.

As outlined in the Guidelines for Appointments to State Boards, persons being proposed by Ministers for appointment as Chairpersons of State Bodies/Agencies are required to make themselves available to the appropriate Oireachtas Committee to discuss the approach which they will take to their role as chairperson and their views about the future contribution of the body or Board in question. In the case of Coillte, the relevant Oireachtas Committee is the Joint Committee on Agriculture, Food and the Marine.

4. Term of Appointment

Appointments to the Board may be for a period not exceeding five years and members shall be eligible for reappointment; it should also be noted:

- The Chairperson and other Directors may be removed from office by the Minister for Agriculture, Food and the Marine, with the consent of the Minister for Public Expenditure and Reform, and all such removals shall be effected by letter or other instrument in writing signed 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 Company and 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 and Reform, 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 on the website of the Department of Public Expenditure and Reform 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 to the European Parliament, or regarded as having been elected to the latter Parliament to fill a vacancy.

5. Submitting your Application

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

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

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

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

IMPORTANT NOTE

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

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

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

If you have any questions regarding the application process please email info@stateboards.ie.

6. Assessment Process

An Assessment Panel (the "Panel") will be convened by PAS in conjunction with NewERA to consider and assess the applications received by PAS. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
 - Consideration of the written applications; and/or
 - Meeting²/conference call; and/or
 - Referee checks; and/or
 - Any other selection or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- arrive at a shortlist of suitable candidates to be sent forward for consideration by the Minister.

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

² The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.

In undertaking its functions under section 19 of the NTMA (Amendment) Act 2014, NewERA may also identify candidates from other sources that meet the specific appointment criteria. These names will also be assessed by the Panel.

The outcome of the Panel's assessment will be forwarded by PAS to NewERA for the purposes of the advice to be provided by NewERA pursuant to Section 19 of the NTMA (Amendment) Act 2014.

7. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquiries, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

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

8. Data Protection

The Data Protection 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 the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the boards of State bodies and to the NTMA in connection with its statutory role under the NTMA (Amendment) Act 2014 to advise relevant Ministers in relation to appointments to the boards of relevant State bodies (as defined in that Act). The information contained in your publicjobs profile is yours to manage, amend, update or delete as appropriate. For more detailed information on our Data Protection Policy, please see our [Code of Practice for the Protection of Personal Data in the Public Appointments Service](#).

NewERA

In performing its statutory functions, the NTMA may disclose your personal data to relevant Ministers and Department staff, including the State Board Liaison Officer. Once it obtains your personal data, the NTMA will act as data controller of such data and will retain it for up to one year following completion of the appointment. 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 State Board. For further information in relation to how the NTMA processes personal data, including your various rights under data protection law and details of how to contact the NTMA, please refer to the NTMA Data Protection Statement policy which is available [here](#).

9. Departments

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

APPENDIX 1

Submitting your application:

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

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

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