



**Appointment as Chairperson to the Board of An Post**

**Closing Date: 15:00 on Friday 2<sup>nd</sup> April 2021**

**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](http://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 of An Post

<b>Location:</b>	Virtual or An Post Headquarters D1
<b>Number of Vacancies:</b>	1
<b>Remuneration:</b>	€31,500
<b>Time Requirements:</b>	4-6 days per month including attendance at Board meetings and relevant sub-committees of the Board. A more extensive time commitment may be necessary in the initial induction period.

Candidates' attention is also drawn to the provisions of the Code in relation to Audit and Risk Committee membership which can be found [here](#).

### 1. Background

The Public Appointments Service ("PAS") in conjunction with NewERA (a business unit of the National Treasury Management Agency ("NTMA")<sup>1</sup> wish to identify suitable candidates for consideration for appointment as Chairperson of An Post by the Minister for the Environment, Climate and Communications ("Minister") 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.

An Post was established on foot of the [Postal and Telecommunications Services Act, 1983](#) (the "Act") to provide a national postal service. The company is one of the largest employers in the state, with an average full time equivalent staffing complement of over 9,000 staff employed in mails and parcels processing, retail, financial services and management and operational support activities. An Post also has a number of subsidiary companies and investments. An Post has a central role in Irish life and the economy, it is transitioning from an old mails world to a new world of e-commerce and is increasingly adding new product and service offerings for the public.

For more information on An Post, please see the company website - <http://www.anpost.ie>.

As the company is established under statute, candidates should also note that the principal relationship and governance arrangements between the State and An Post and its subsidiaries (the Group) are set out in legislation, with relevant Ministers given various functions in relation to the Group.

The Board consists of fifteen directors including, the Chairperson, the CEO, five employee directors, one postmaster director and seven non-executive directors.

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<sup>1</sup> 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 National Treasury Management Agency (Amendment) Act 2014, "the appointment of the chairperson, members, directors or chief executive of the designated body", with An Post being one of the designated bodies. Further detail on NewERA's activities is set out in Part 3 of the National Treasury Management Agency (Amendment) Act 2014 and in the annual reports of the NTMA ([www.ntma.ie](http://www.ntma.ie)).

In response to structural changes in the postal sector such as the impact of digital technologies, the An Post Board developed and is implementing a strategy which aims to harness existing strengths, such as the trusted brand and reach in the community, to develop new lines of business in both the mails and post office divisions. Implementation of the strategy will see An Post transition from a traditional mails company to a leading e-commerce business. In implementing the strategy, An Post has partially offset the global decline in core mail volumes by growth in the highly competitive parcels market. It is also expanding its reach in the financial services sector.

An Post's annual report can be found [here](#) and further information on An Post can be found on their company website [here](#).

## **2. Functions of the Board**

The Board of An Post is responsible for the long term success of An Post and has reserved key decisions including, inter alia, the following for its own consideration:

- Setting and overseeing implementation of Group strategy and approving an annual budget and medium-term projections; offer strategy scenarios to the shareholder;
- Reviewing operational and financial performance;
- Approving major capital expenditure;
- Reviewing the Group's systems of financial control and risk management;
- Ensuring that appropriate management development and succession plans are in place;
- Reviewing the environmental, health and safety performance of the Group;
- Approving the appointment of the Chief Executive Officer and of the Company Secretary;
- Maintaining satisfactory communication with the shareholding Ministers.

The "Code of Practice for the Governance of State Bodies" of 2016 provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies, and sets out information on boards and directors.

The Board is assisted in the discharge of its responsibilities by a number of sub-committees of the Board, which include:

- Audit and Risk;
- Health, Safety and Security;
- Strategy; and
- Remuneration.

The successful candidate will be expected to participate in one or more of these sub-Committees.

The Chairperson is responsible for the leadership of the Board. The Chairperson is responsible for organising the business of the Board, ensuring its effectiveness and setting its agenda.

The Chairperson facilitates the effective contribution of all directors and constructive relations between the executive directors and the other directors and ensures that directors receive relevant, accurate and timely information. In addition, the Chairperson should promote a

culture of openness and debate by facilitating the effective contribution of key management and all Board members.

The Chairperson has specific responsibility for managing the Group's relationship with the Minister and providing detailed reporting to the Minister as required, including reporting in relation to the system of Internal Control. The Chairperson should ensure that an appropriate skills mix is maintained on the Board.

The current composition of the board:

<b>Name</b>	<b>First Appointed</b>	<b>Reappointed</b>	<b>Expiry Date</b>	<b>Position type</b>
Carol Bolger	29/05/2017		10/05/2022	Board Member
David McRedmond	03/10/2016		02/10/2023	CEO
Deirdre Burns	30/08/2017		10/05/2022	Board Member
Vacancy				Chair
James Wrynn	15/09/2011	15/09/2016	14/09/2021	Member
Martina O'Connell	01/11/2012	01/11/2020	31/10/2024	Board Member (Employee Member)
Frank Burke	01/11/2020		31/10/2024	Board Member (Employee Member)
Anthony McCrave	01/11/2020		31/10/2024	Board Member (Employee Member)
Padraig McNamara	01/01/2019		31/12/2021	Board Member (Postmaster Member)
Gerry Sexton	01/11/2020		31/10/2024	Board Member (Employee Member)
William Mooney	01/11/2012	01/11/2020	31/10/2024	Board Member (Employee Member)
Mary O'Donovan	31/10/2018		30/10/2023	Board Member
Kieran Mulvey	16/09/2019		15/09/2024	Board Member
Áine Flanagan	22/10/2020		21/10/2025	Board Member
Peter Coyne	31/10/2018		30/10/2023	Board Member

### 3. Person Specification

The Minister for Environment, Climate and Communications invites applications from suitably qualified candidates for consideration for appointment to the role of Chairperson of An Post.

Candidate's attention is drawn to the general details of the role of Chairperson as set out on page 18 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.

The appointed candidate will:

- Chair the Board of a company that is adapting to fundamental transformation in demand for its key products and services, while continuing to meet customers' needs for reliable, affordable postal services and a sustainable Post Office network;
- Possess the leadership experience required to ensure that the Board guides, challenges and supports the CEO and executive management while also holding them to account;
- Determining the Board agenda;
- Ensure the Board's effectiveness in decision making and facilitating full participation and open discussion in the Board;
- Ensuring that directors receive relevant, accurate and timely information;
- Play a central role in the direction, leadership and corporate governance of An Post and its subsidiaries (the "Group");
- Develop a positive relationship with the CEO to facilitate the conduct of good governance;
- Maintain and grow constructive relationships with the company's shareholders, including the Minister for the Environment, Climate and Communications, the Minister for Public Expenditure and Reform, their respective Departments and with NewERA; and
- Ensure the ongoing maintenance of constructive relationships with other key stakeholders including ComReg, An Post Trades Unions, Postmasters and communities served by the Group.

### **Essential Criteria:**

Applications are invited from candidates who consider they possess the skills and experience, at an appropriately senior level, necessary to chair the Board of An Post.

Specifically, candidates must demonstrate in their application, evidence of:

- Significant Chair/Board level experience in a large, complex organisation;
- Proven strategic leadership capability in an organisation of a similar scale to An Post, with a particular focus on having led the business through significant transformation and cultural change;
- A successful executive career, at an appropriately senior level, in large scale and multi-business commercial enterprises;
- Strong commercial and financial acumen in ensuring long term financial sustainability through alignment of an enterprise's cost base to its business needs; and in appraising investments to support adaptation to rapidly evolving industry trends;
- An understanding of the importance of State-owned enterprises demonstrating leadership in the transition to a low carbon environment;
- Strong stakeholder management skills;
- Independence of thought, possessing sound judgement;
- A strong public service ethos and values aligned to those of the company's shareholders;
- Strong communications and interpersonal skills with an ability to build strong relationships between Board members and executive management; and
- An understanding of good governance practices in large state-owned commercial enterprises.

It is also desirable that candidates demonstrate evidence in their application of:

- Strategic leadership and financial/accounting experience at an appropriately senior level (ideally including at board level) in large complex organisations;
- Knowledge of applicable Irish and EU policy;
- Understanding of the regulatory environments in which An Post operates.

The Minister shall have regard to the desirability for gender balance, diversity and inclusion on the Board as the Minister considers appropriate and determines from time to time when making appointments, in line with the updated Code.

In order to qualify for appointment a person must not have any legal impediment or conflicts of interest likely to interfere with his/her ability to assume the role Chairperson of the Board. Please give careful consideration to the possibility of any potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration

#### **4. Term of Appointment**

Under the Act and the Code, appointments to the Board will be for an initial period of 5 years and may (with Ministerial approval) be renewed for a further period, to a maximum of 8 years in total, subject to:

- The membership of any member of the Board may be terminated by the Minister at any time, with the consent of the Minister for Public Expenditure and Reform.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.
- Members of the Board shall, subject to the provisions of this Schedule, 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 here [Code of Practice for the Governance of State Bodies](#).
- A board member shall cease to be a member of the board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or as a representative in the European Parliament, elected to the European Parliament, or becomes a member of a local authority.

#### **Important Notes:**

- The role will require the successful candidate to be approved by the Central Bank as meeting regulatory requirements for Fitness and Probity prior to being formally

appointed. Guidance as to the Central Bank requirements is available [here](#). All candidates should consider this guidance prior to expressing an interest in this role.

- Members of the An Post Board, and their immediate family members and close associates, are deemed to be “Politically Exposed Persons” (“**PEPs**”) under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 (as amended). This legislation places a requirement on “designated persons” (e.g. credit institutions) to undertake “Enhanced Customer Due Diligence” on those clients who are classified as a PEPs. Further information is available [here](#).

## 5. Submitting your Application

Before submitting your application, please review the self-assessment questionnaire which can be found [here](#). This questionnaire is designed to help you in considering whether to submit an application - 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.

Your submission should be made via the following link [www.stateboards.ie](http://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 Authority 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](mailto: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
  - Meeting/conference call; and/or
  - Referee checks; and/or
  - Any other selection or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- arrive at a shortlist of the most suitably qualified candidates (based on the information provided by the candidate) to be sent forward for consideration by the Minister.

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.

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

## **7. Confidentiality**

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

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

## **8. 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. 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. If appointed, NewERA may retain your information for the duration of your appointment. 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](#).

## **Departments**

Your c.v. and cover letter (and any additional supplementary information requested as part of the application process), may 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.

If appointed, the Department of Environment, Climate and Communications will retain your information for the duration of your appointment.

For further information on Data Protection please follow the [link](#).

## APPENDIX 1

### Submitting your application:

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

1. Go to [www.stateboards.ie](http://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](http://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.