

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

**Closing Date: Midnight on 20<sup>th</sup> July 2015**

**State Boards Division  
Public Appointments Service  
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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.

## Chairperson Board of An Post

**Entity:** An Post

**Location:** Meetings will normally be in Dublin at An Post GPO Headquarters

**Number of Vacancies:** 1

**Remuneration:** €31,500 per annum

(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 provided for under statute, for example appointment of Worker Directors.)

**Time Requirements:** An average of c4-6 days per month including attendance at Board meetings, relevant sub committees, initial induction period and keeping updated on relevant developments in the industry.

### 1. Background

The Public Appointments Service ("PAS") wishes to identify suitable candidates to be presented to the Minister for Communications, Energy and Natural Resources for consideration for appointment by the Minister as Chairperson of An Post.

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

An Post was established on foot of the Postal and Telecommunications Services Act, 1983 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 10,000, employed in mails processing, collection and delivery, retail and customer services and management and operational supervision and support activities. An Post also has a number of subsidiary companies and investments.

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.

### 2. Functions of the Board

The board of An Post (the "**Board**") 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 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; and
- maintaining satisfactory communication with the shareholding Ministers.

In addition to the foregoing, the "Code of Practice for the Governance of State Bodies" of May 2009 <http://govacc.per.gov.ie/files/2012/03/codepractstatebod09.pdf> provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies and also sets out information on the duties and responsibilities of Boards and directors of State companies.

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 and
- Remuneration

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

### **3. Vacancy Details**

The key roles and responsibilities of the Chairperson include the following:

- Leading the Board;
- Leading on performance management – for the Group overall, for the CEO and for the Board;
- Leading in the continued application of best practice corporate governance principles;
- Determining the Board agenda;
- Ensuring 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;
- Ensuring timely communication with the Group's owners and stakeholders; and
- Ensuring that the expectations of the shareholder, i.e., the Minister for Communications, Energy and Natural Resources, are fully met.

### **4. Person Specification**

The Chairperson should have significant and extensive experience gained at a senior level position in a large complex organisation(s) and should be able to clearly demonstrate evidence of the following:

- Evidence of a successful career history at executive and/or non-executive director level in a complex organisation of scale;
- Significant senior leadership experience that demonstrates an ability to chair a board of an organisation that is engaged in transformational change;

- Evidence of the ability to ensure that the Board guides, challenges and supports the CEO and executive management team to deliver upon the organisation's strategy and plans whilst holding them to account in doing so;
- Experience in managing diverse stakeholder interests;
- Evidence of an objective approach to decision-making and evidence of the confidence and resilience required to operate in a complex and high profile organisation;
- Experience in chairing a board(s) of directors, and/or significant experience at board level in a large complex organisation; and
- Experience in comparable industries such as (non-exhaustive list): logistics/transportation, retail, financial services, telecommunications.

In addition to the foregoing, finance and/or accounting experience at a senior management level (ideally including at board level) in large complex organisations or companies is desirable.

The Chairperson should also possess the following core competencies:

- The ability to work effectively and cohesively with others in leading a team;
- A strong sense of ethics and integrity;
- Sound business judgment;
- Excellent communication skills;
- Proven ability to critically analyse information and constructively challenge; and
- An understanding of good governance practices.

**Important Note:** This role will require that the appointee 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.

## 5. Term of Appointment

- Appointments to the Board will be for an initial period of up to 5 years, with an option to extend the term of engagement for a second term of up to 5 years.
- The offer of appointment is subject to receiving the Central Bank's prior approval in writing in respect of compliance with Fitness and Probity Standards.
- The membership of any member of the Board may be terminated by the Minister at any time, on the basis of reasons to be stated by the Minister.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.
- Members of the Board shall, 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.
- 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.

- As mentioned earlier, additional detail on the roles and responsibilities of Board members of State companies are described in the Code of Practice for the Governance of State Bodies.

## 6. Submitting your expression of interest

If you are interested in this position, please review the self-assessment questionnaire which can be found on [www.stateboards.ie](http://www.stateboards.ie). Please note that the 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 Section 4 - Person Specification in this booklet.

If you decide that you wish to be considered for appointment, we welcome you submitting your expression of interest via the following link [www.stateboards.ie](http://www.stateboards.ie) together with your detailed Curriculum Vitae and a cover letter (see Appendix 1 of this booklet for help with the online process).

The advertised campaign will be complemented by an executive search 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.*

## 7. Assessment Process

An Assessment Panel (the "Panel") will be convened by PAS to consider and assess the expressions of interest received by the PAS via [www.stateboards.ie](http://www.stateboards.ie). The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role;
- assess potential appointees 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;
- Any other selection method deemed appropriate.
- compile a list of people deemed suitable for appointment which will then be sent forward for consideration by the Minister.

If you have any questions regarding the application process please email [info@stateboards.ie](mailto:info@stateboards.ie).

#### **8. Data Protection Acts 1988 & 2003**

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

***The Public Appointments Service thanks you for your interest in State Board appointments***

## APPENDIX 1

### Submitting your expression of interest

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

- i. Go to [www.stateboards.ie](http://www.stateboards.ie).
- ii. On the bar at the top of the page click on "Available Appointments".
- iii. 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).
- iv. On the relevant page please click on the "apply for position" button at the bottom of the page
- v. 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.
- vi. 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.
- vii. 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".
- viii. 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.
- ix. 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.