

Appointment as Chairperson of the Board of daa plc.

Closing Date: 15:00 on Thursday 25th January 2018

**State Boards Division
Public Appointments Service
Chapter House, 26 – 30 Abbey Street Upper, Dublin 1**

Telephone Number: 353 1 858 7441

Email: info@stateboards.ie

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 daa plc.

Location:	Dublin Airport and on occasion Cork Airport
Number of Vacancies:	1
Remuneration:	€31,500. (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 & subsistence is payable at appropriate civil service rates.
Time Requirements:	approximately 10 meetings per annum. The chairperson will be expected to chair/become a member of certain sub committees As would be expected of a Chairperson of a company of this scale and complexity, a significant time commitment is required which may vary depending on the individual; however, commitment will require regular engagement with company business.

1. Background

daa plc is an Irish plc, incorporated under the Companies Act 2014 and 100% beneficially owned by the Minister for Public Expenditure and Reform. The company is subject to the provisions of the Air Navigation and Transport Acts 1936 to 1998, as amended (the "ANT") and the State Airports Act 2004, as amended (the "2004 Act"). Originally incorporated under the name "Aer Rianta cpt" in April 1937, the company name was changed to "Dublin Airport Authority plc" in December 2004 and subsequently to "daa plc" in November 2014. daa's registered and head office is at Dublin Airport.

The Group's core activity comprises airport management and operation and related activities. daa owns and operates Dublin and Cork airports and it has global reach through its wholly owned subsidiaries - Aer Rianta International ("ARI") and daa International ("daal") which operate airport retailing and airport management contracts internationally. In 2012, Shannon airport was separated from daa and is now a separate state-owned airport under the Shannon Group plc. The Group has a commercial mandate and investments are funded from a combination of own resources and debt.

Dublin airport is the largest of the airports owned by daa, handling 27.9 million passengers in the year ended 31 December 2016. Cork airport had over 2.2 million passengers in the same period. ARI has direct and indirect interests in airport retailing/joint ventures and/or management contracts in Europe, the Middle East, New Zealand, Canada and Barbados and investments in Düsseldorf, Larnaca and Paphos airports. daal has a contract to manage and operate the new Terminal 5 facility at Saudi Arabia's KKIA in Riyadh.

Airport charges at Dublin airport are regulated by the Commission for Aviation Regulation ("CAR")

Further information about the daa Group including its Annual Reports can be found on the company website www.daa.ie

2. Functions of the Board

Members of the Board are appointed by the Minister for Transport, Tourism and Sport with the consent of the Minister for Public Expenditure and Reform in accordance with Section 27 of the Air Navigation and Transport (Amendment) Act, 1998 as amended by the State Airports Act 2004 and the State Airports (Shannon Group) Act, 2014.

The Board comprises up to 13 members; 4 of the directors are appointed following a staff election process as provided for under the Worker Participation (State Enterprises) Acts, 1977 to 2001. The CEO is an ex officio member of the Board in accordance with section 29(5) of the Air Navigation and Transport (Amendment) Act, 1998.

All Board members are afforded the opportunity to fully contribute to Board deliberations, and where necessary to provide constructive challenge, while excessive influence on Board decision-making by one or more individual member is guarded against.

The Board's role is to provide leadership and direction of the company within a framework of prudent and effective controls which enables opportunities and risks to be assessed and managed. In fulfilling its role, the Board has regard to the Shareholder's Expectations and Objectives. There is a division of responsibilities between the running of the Board and the executive responsibility for the running of the business.

From time to time, the Board may establish such committees as are necessary to assist it in the performance of its duties. At present the Board has established the following sub-board committees: Audit and Risk, Health, Safety, Security & Environment, Finance and Strategic Infrastructure.

Current membership of the Board:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Barry Nevin	24/03/2005	09/01/2014		Board Member	Employee Representative
Colm McCarthy		24/04/2017	23/04/2020	Board Member	
Denis Smyth	09/01/2014			Board Member	Employee Representative
Des Mullally	09/01/2014			Board Member	Employee Representative
Eric Nolan	09/01/2014			Board Member	Employee Representative
Gerry Walsh	03/02/2012	02/07/2015	01/07/2018	Board Member	
Niall Greene	02/07/2012	02/07/2015	01/07/2018	Board Member	
Patricia King	02/07/2012	02/07/2015	01/07/2018	Board Member	
Paul Schütz	02/07/2012	02/07/2015	01/07/2018	Board Member	
Pádraig Ó Ríordáin	19/01/2012	19/07/2016	18/01/2018	Chair	

3. Person Specification

The Minister for Transport, Tourism & Sport now invites applications for the role as Chairperson of the Board of daa plc.

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.

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

- Leading the Board and ensuring the Board operates effectively
- Ensuring the effective management of the Board agenda and adequate discussion of matters at meetings
- Ensuring that there is proper governance and thorough oversight, effective and informed decision making, full participation, evaluation, challenge and open discussion and Board cohesiveness
- Leading communications with the Minister/Shareholder and ensuring there is appropriate and timely communication based on mutual understanding of objectives
- Advising the CEO, monitoring his/her performance and overseeing succession planning and/or the process of the appointing a CEO
- Ensuring there is an effective Board sub-committee structure and chairing and participating in sub-committees as appropriate
- Engaging with and supporting individual Board members to enhance Board activities and discussions
- Empowering all members of the Board to challenge issues openly while preventing unnecessary or acrimonious conflict
- Encouraging and managing vigorous debate while achieving closure on issues
- Advising the Shareholder on the appropriate balance of skills, experience, independence and knowledge required on the Board.

The Chairperson of the Board is expected to display high standards of integrity and probity and set expectations regarding the Group's culture, values and behaviours and the style and tone of Board discussions.

Essential

The successful candidate must demonstrate in their application, evidence of:-

- proven experience of serving in positions of leadership at senior executive level
- proven experience in areas of strategy, performance, accountability and people engagement
- the confidence and resilience to lead the Board of Directors of a complex and high profile organisation
- ability to provide strategic leadership to the Board of a large commercial/international organisation with multiple stakeholders and businesses
- outstanding judgement in areas of business opportunities and risk, governance, customer and stakeholder interactions

- an objective approach to decision making with outstanding business judgement and commercial acumen
- 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
- excellent communication and stakeholder management skills including the ability to listen sensitively to the views of others both inside and outside the Board
- to be independent in character and judgement, generating trust among Board colleagues

Desirable

Knowledge of corporate governance requirements.

4. Term of Appointment

Appointments to the Board will be for an initial period of 3 years with an option to extend the term of engagement for a second term of 3 years, subject to:

- 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.
- The roles and responsibilities of Board Members are described in the Revised Code of Practice for the Governance of State Bodies 2016 which is available on the website of the Department of Finance [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.

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 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 arise if appointed to this board.

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 application. 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.

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 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
 - Meeting¹/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.

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.

¹ The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.

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

8. Data Protection Acts 1988 & 2003

Should your name be forwarded to a Minister for consideration, please note that your cover letter and curriculum vitae will be forwarded to the State Board Liaison Officer in the relevant department and may be retained for up to one year.

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.
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.