

**Appointment as Chairperson to the Board of the Irish Aviation Authority**

**Closing Date: 15:00 on 1<sup>st</sup> June 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](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 to the Board of the Irish Aviation Authority

<b>Location:</b>	IAA, D'Olier Street, Dublin 2
<b>Number of Vacancies:</b>	1
<b>Remuneration:</b>	€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.
<b>Time Requirements:</b>	Approximately 8 half day meetings per annum with approximately one half day required for preparatory work in advance of meetings. The Chairperson may be required to sit on at least 2 committees: the Personnel Committee and the Finance Committee.

### 1. Background

The Irish Aviation Authority (IAA) is a wholly-owned state company established under the Irish Aviation Authority Act (1993). The Public Expenditure and Reform is the main shareholder in the company, holding all but one share in the company. The remaining share is held by the Minister for Transport, Tourism and Sport.

The IAA currently has three main functions:

- (i) the provision of air traffic management and related services in Irish controlled airspace;
- (ii) the safety regulation of the civil aviation industry in Ireland; and
- (iii) the oversight of civil aviation security in Ireland;

The IAA generates its revenues from charges and fees raised from its airline customers for the provision of air traffic management services and from regulated entities with respect to its aviation regulation activities which for example include licensing and certification of air crew, aircraft maintenance engineers, air traffic services personnel and aviation security personnel.

The company employs over 650 staff across its business divisions. Its turnover in 2017 was €193 million. The IAA's commitment to meeting the highest international standards in the safety and security oversight of civil aviation in Ireland, as well as in providing efficient and effective air navigation service provision to its airline customers is acknowledged internationally.

- In September 2007, the Government agreed to reform current arrangements for aviation regulation, which will impact on the future responsibilities and functions of

the IAA.<sup>1</sup> The implementation of this Government policy is being led by the Department of Transport, Tourism and Sport.

The Chairperson and the Board are expected to ensure the full cooperation of the Company in its timely and effective implementation,.

Further information about the IAA including its Annual Reports can be found on the company website [www.iaa.ie](http://www.iaa.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 17 of the Irish Aviation Authority Act, 1993.

The board is responsible for the proper management of the IAA. It takes the major strategic decisions and retains full and effective control, while allowing the chief executive and his senior management team sufficient flexibility to run the business efficiently and effectively within a centralised reporting framework.

The board has reserved certain items for its review, including safety and security oversight; the approval of the annual financial statements; budgets; the corporate plan; management accounts; significant contracts; significant capital expenditure and senior management appointments.

The chairman leads the board in the determination of its strategy and in the achievement of its objectives. The chairman determines the agenda of the board, ensuring its effectiveness, and facilitates the effective contribution of each director.

The specific skills, expertise and experience of the board are harnessed by matching these skill sets to the board's consideration of strategic and operational issues, where individual board members bring their specific competencies to bear, and also to the requirements of each board committee and the determination of the membership of those committees. The chairman and management maintain effective communication with the shareholder. The roles of the chairman and chief executive are separate.

Board meetings take approximately half a day (i.e. 4 – 5 hours). The board papers are sent out one week in advance. The Chairperson decides the agenda in consultation with the Chief Executive and chairs the meeting.

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, Finance, Personnel, Appointments and Remuneration, and Investment Planning.

It has been the normal practice for the Chairperson to sit on the finance and personnel committees.

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<sup>1</sup> National Policy Statement of Airport Charges Regulation, (September 2017)  
<http://www.dttas.ie/sites/default/files/publications/aviation/english/national-policy-statement-airport-charges-regulation/nps-airport-charges-regulations-amended-oct-6.pdf>

Current membership of the Board:

<b>Name</b>	<b>First Appointed</b>	<b>Reappointed</b>	<b>Expiry Date</b>	<b>Position type</b>
Anne Nolan	13/06/2006	13/06/2014	12/06/2018	Chair
Basil Geoghegan		20/05/2017	19/05/2021	Board Member
Ernie Donnelly	24/05/2012	24/10/2016	23/10/2020	Board Member
Geoffrey O'Byrne-White	10/12/2010	23/04/2015	22/05/2019	Board Member
Marie Bradley	13/06/2014		12/06/2018	Board Member
Michael A. Norton	06/10/2011	05/10/2015	04/10/2019	Board Member
Pascal Fitzgerald	01/08/2014		31/07/2018	Board Member

### **3. Person Specification**

The Minister for Transport, Tourism and Sport now invites applications for the role as Chairperson of the Board of the Irish Aviation Authority.

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, 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 appointing the 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 culture, values and behaviours and the style and tone of Board discussions.

### **Essential**

The successful candidate must clearly demonstrate in her/his application evidence of experience of:

- serving in positions of leadership at an appropriately senior level;
- track record of delivering innovative solutions and commercial initiatives in their field;
- a career history which would demonstrate an awareness of the importance of a strong corporate governance ethos within a company;
- proven ability to challenge management and demand accountability;
- demonstrable understanding of a regulatory environment and the importance of safety.

Evidence of active involvement, or a leading role in a private sector or commercial enterprise would be highly desirable.

It is also desirable that applicants have significant financial skills/experience, inclusive of risk management. Previous experience in the aviation industry is not essential.

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

A nominated Chairperson is required to meet with the relevant Oireachtas Committee, before an appointment can be confirmed. It is also a statutory requirement to obtain the consent of the Minister for Public Expenditure and Reform in relation to any appointment and it has been the practice that such appointments are noted by Government.

Appointments to the Board will be for 4 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 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](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 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<sup>2</sup>/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.

## **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 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](#)

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



## 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.
8. If there is a supplementary question, ensure that your response complies with the word limit and that it does not contain any special characters (i.e. %, & etc) or you may receive an error message and will be unable to submit your application.
9. Click on "continue".
10. 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.
11. 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.