

**Appointments to the Boards of Córas Iompair Éireann, Bus Átha Cliath (Dublin Bus),  
Bus Éireann and Iarnród Éireann (Irish Rail)**

**Closing Date: 3pm on Wednesday 9<sup>th</sup> January 2019**

**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 September 30, 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.

**Appointments as Members of the Boards of the Córas Iompair Éireann (CIÉ), Bus Átha Cliath (Dublin Bus), Bus Éireann and Iarnród Éireann (Irish Rail)**

<b>Location:</b>	Dublin
<b>Number of Vacancies:</b>	3 CIÉ; 3 Bus Átha Cliath; 3 Bus Éireann; 1 Iarnród Éireann

\*If further vacancies arise on the above Boards, which require the skills outlined in Section 2, they may be filled from this process.

<b>Remuneration:</b>	Córas Iompair Éireann - €15,750 Iarnród Éireann; Bus Éireann and Bus Átha Cliath Boards - €12,600. (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.
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<b>Time Requirements:</b>	Approximately 10 half-day meetings per annum. 1-2 days' preparation prior to meetings would be required.
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***Details of the current membership of the Boards can be found by clicking on the links below.***

[Córas Iompair Éireann](#)      [Bus Átha Cliath](#)      [Bus Éireann](#)      [Iarnród Éireann](#)

## **1. Background Information**

**Córas Iompair Éireann (CIÉ)** is a statutory corporation established pursuant to the Transport Act 1950, as amended.

Córas Iompair Éireann and its subsidiaries, Bus Átha Cliath, Iarnród Éireann, and Bus Éireann operate under the aegis of the Department of Transport, Tourism and Sport in relation to the provision of public transport. The terms of reference of CIÉ and each of the subsidiary companies are provided for in legislation and are as prescribed by the Minister and the Department of Transport, Tourism and Sport from time to time. The subsidiary companies are represented on the Board of CIÉ by their respective Chairpersons.

In addition, CIÉ operates CIÉ Tours International, which provides coach tour holidays.

Section 7 of the Transport Act 1958 states that it is the duty of CIÉ to -

*"... provide reasonable, efficient and economical transport services with due regard to safety of operation, the encouragement of national economic development and the maintenance of reasonable conditions of employment for its employees."*

The Board of CIÉ provides strategic leadership and direction for the Group, which, in 2017, was responsible for 263.5 million customer journeys, employed 10,098 staff and had operations revenue of €932 million.

**CIÉ Board** has 12 positions who are appointed by the Government under the provisions of the Transport Act 1950. The Board comprises the Chair, the 3 chairs of the subsidiary companies and 4 worker directors elected by relevant employees pursuant to the Worker Participation (State Enterprises) Act 1977. The current roles being advertised are for ordinary members of the Board

The Board's main roles are to approve the Group's strategic objectives and to review the operation of the Group against a series of key performance indicators.

The Board is particularly focused on:

- the financial sustainability of the CIÉ Group
- the effective management of the CIÉ Group's business and finances
- strengthening the productivity and effectiveness of the CIÉ Group.

The Group has a comprehensive process for reporting management information to the Board on a monthly basis.

**Bus Átha Cliath (Dublin Bus)** is a State commercial company established pursuant to the Transport (Re-Organisation of Córas Iompair Éireann) Act 1986 and formed and registered under the Companies Acts. The company is one of three subsidiary companies of Córas Iompair Éireann and is represented on the Board of the parent company by its Chairperson.

The principal activity of the company is the provision of a comprehensive bus service for the city of Dublin and its hinterland. It operates the Public Service Obligation network in the Greater Dublin Area under a contract of services with the National Transport Authority. Oversight of the management of income in relation to the public service obligation contract with the National Transport Authority is a critical aspect of the governance of the Board.

The Board provides strategic leadership and direction for the company that in 2017 provided 139 million passenger journeys and recorded operational revenue of €251.7 million.

**Dublin Bus** is controlled through its Board of directors. The Board consists of a maximum of 9 directors (including the Chairperson) and two of those directors must be persons appointed under the Worker Participation (State Enterprises) Act 1977.

The statutory duties of directors generally are set out in Part 5 of the Companies Act 2014, which applies to Dublin Bus as a company formed and registered under the Companies Acts.

The Board's main roles are to approve the company's strategic objectives and to review its operation against a series of key performance indicators.

**Bus Éireann** is a State commercial company established pursuant to the Transport (Re-Organisation of Córas Iompair Éireann) Act 1986 and formed and registered under the Companies Acts. The company is one of three subsidiary companies of Córas Iompair Éireann and is represented on the Board of the parent company by its Chairperson.

The principal activities of Bus Éireann are the provision of:

- Publicly subvented (PSO) bus services in regional cities and regions across the country
- Expressway commercial bus services and
- School transport services on behalf of the Minister for Education and Skills.

The Board provides strategic leadership and direction for the company that in 2017 provided 78.6 million passenger journeys (including school transport services) and recorded operating revenues of €309.3 million. Oversight of the management of income in relation to the public service obligation contract with the National Transport Authority is a critical aspect of the governance of the Board.

**Bus Éireann** is controlled through its Board of directors. The Board consists of a maximum of 9 directors (including the Chairperson) and two of those directors must be persons appointed under the Worker Participation (State Enterprises) Act 1977.

The statutory duties of directors generally are set out in Part 5 of the Companies Act 2014, which applies to Bus Éireann as a company formed and registered under the Companies Acts.

The Board's main roles are to approve Bus Éireann's strategic objectives and to review the operation of the Company against a series of key performance indicators.

**Iarnród Éireann** is a State commercial company established pursuant to the Transport (Re-Organisation of Córas Iompair Éireann) Act 1986 and formed and registered under the Companies Acts. The company is one of three subsidiary companies of Córas Iompair Éireann and is represented on the Board of the parent company by its Chairperson.

The principal objective of Iarnród Éireann is to provide, within the State and between the State and places outside the State, a railway service and a freight service and for those purposes to exercise functions in that regard conferred on CIÉ by the Transport Act 1950.

As well as the rail network, Irish Rail is also responsible for the operation of the Europort at Rosslare.

The Board provides strategic leadership and direction for the company that in 2017 provided 45.5 million passenger journeys and recorded operational revenue of €264.8 million. Oversight of the management of income in relation to the public service obligation contract with the National Transport Authority is a critical aspect of the governance of the Board.

**Irish Rail** is controlled through its Board of directors. The Board consists of a maximum of 9 directors (including the Chairperson) and two of those directors must be persons appointed under the Worker Participation (State Enterprises) Act 1977.

The statutory duties of directors generally are set out in Part 5 of the Companies Act 2014, which applies to Iarnród Éireann as a company formed and registered under the Companies Acts.

The Board's main roles are to approve the company's strategic objectives and to review its operation against a series of key performance indicators.

All 4 Boards have a schedule of matters reserved for its approval, these include:

- approval of the annual financial statements
- budgets
- corporate planning
- property acquisitions and disposals
- investments
- significant capital expenditure
- senior management appointments
- major Group/Company policies.

In addition to the above, the "[Code of Practice for the Governance of State Bodies](#)" 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 Chairpersons, Boards and directors of State companies.

All Boards are also assisted in the discharge of their responsibilities by a number of sub-committees, which include:

- Audit, Finance and Risk Committees;
- Remuneration Committee/Succession Committees;
- Strategy/Strategy Review Committees;
- Safety Committees;
- Infrastructure Advisory Committee (Irish Rail)
- Train Advisory Committee (Irish Rail)
- Organisation Development Steering Group (Irish Rail)

## **2. Person Specification**

The Minister for Transport, Tourism and Sport invites applications for ordinary director positions from individuals who would bring to the Boards of CIE; Bus Atha Cliath; Bus Éireann; and Iarnród Éireann; a range of knowledge and skills and the ability to operate in a high-level business environment, ideally with in-depth knowledge of the operations of public transport systems and companies, and contribute constructively to board meetings.

Expressions of interest are invited from members of the public who consider that they have a skill set that will enable them to make a valuable contribution to the Boards of CIE, BAC, BE and IE. Candidates may apply for one or more of the roles which are outlined in more detail below.

The Minister wishes to promote a greater level of diversity at Board level with a more representative blend of company directors on grounds of gender, ethnicity, age, experience and expertise.

The person(s) appointed will be expected to display high standards of integrity and probity both within and outside the Board, treat people fairly, take personal accountability and be prepared to commit sufficient energy and time to be effective in the role.

## **Statutory Requirements for the positions**

Under legislation governing Bus Átha Cliath, Bus Éireann and Iarnród Éireann, the persons appointed by the Minister should have wide experience in relation to transport, commercial, financial, land use planning or environmental matters, the organisation of workers or administration.

There are no statutory requirements for the CIE Board in terms of required experience.

## **Essential and Desirable Requirements for all roles**

### **Finance Director (CIÉ)**

In relation to the **Finance** position, candidates **must** demonstrate evidence of significant professional experience in finance to include one or more of the following:

- Accounting
- Pensions
- Financial planning and analysis
- Capital and revenue/expense budgeting
- Financial control and compliance
- Strategic planning responsibility in the public or private sector

### **Audit and Risk x 3 (CIÉ, Bus Éireann, Bus Atha Cliath)**

In relation to the **Audit and Risk** positions, candidates **must**

- demonstrate evidence of significant professional experience in **Audit and Risk**.
- hold a recognised professional qualification as an accountant and membership of a related professional body

The successful candidates for the above roles may be required to Chair the Audit and Risk Committees.

### **Legal, Property, Asset Management (CIÉ)**

Candidates **must** demonstrate evidence of significant professional experience in the areas of **legal, property or asset management**.

The successful candidate may be required to Chair the Strategy Committee.

### **Advocate/Commercial Business (Iarnród Éireann)**

Candidates **must** demonstrate evidence of significant professional experience in at least one of the following areas:

- Commercial enterprises
- Consumer advocacy particularly in relation to consumer protection/interest and public interest issues and broad knowledge of the public transport sector.

## **General Marketing or Commercial Business. (Bus Éireann)**

Applicants **must**: -

- demonstrate evidence of significant professional experience in **General Marketing and/ or Commercial business; and**
- hold a recognised professional qualification in marketing or another business related discipline or membership of a related professional body

## **Bus Operations (Bus Atha Cliath)**

Applicants **must** be able to demonstrate in their application evidence of expertise in **commercial bus transport operations.**

For all of the above roles it is **desirable** that candidates demonstrate evidence of one or more of the following:

- Professional experience of corporate governance or compliance
- Professional experience of transport regulation
- Professional experience of overseeing the implementation of IT systems or IT-related projects
- A relevant qualification and membership of a related professional body
- Professional experience of change management
- Professional experience of communications, branding or media
- Professional experience of the management/operation of financial systems
- Advocating for sustainable public transport as a means of climate change mitigation
- Professional experience in the area of Strategic HR
- Strategic planning responsibilities
- Extensive experience of operating in commercial property management or development
- Knowledge or experience of consumer protection issues and or advocacy in the public transport area.
- Professional experience in the area of financial planning and analysis

## **Advocate x 2 (Bus Éireann and Bus Atha Cliath)**

Candidates **must** be able to demonstrate in their application evidence at an appropriately senior level of advocacy, particularly in relation to consumer protection/interest and public interest issues and broad knowledge of the public transport sector.

### **Other information**

Previous board experience is not a necessary requirement.

The Minister will also have regard to the desirability of gender balance on the Board.

Candidate's attention is drawn to the provisions of the Code in relation to the role of a Board member, where the principle states: -

- Each State body should be headed by an effective Board which is collectively responsible for the long-term sustainability of the body.
- Non-executive Board members should bring an independent judgement to bear on issues of strategy, performance resources, key appointments and standard of conduct.

Details on the role of Board Members can be found in Section 3 of the Code which can be found [here](#).

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

### 3. Term of Appointment

Appointments to each Board will be for an initial period of up to three 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.
- 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.

### 4. 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.

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 the online application form, 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](mailto:info@stateboards.ie).

## 5. 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>1</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.

## 6. 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.

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

## **7. 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](#).

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](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.