



Appointments to the Board of Shannon Group plc

Closing Date: 15:00 on Friday January 11th 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 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.

Appointments to the Board of Shannon Group plc

Location:	Shannon Airport, Co. Clare
Number of Vacancies:	3
Remuneration:	€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.
Time Requirements:	Approx. 8 meetings per annum. Total commitment including preparation and participation on sub-committees would be in the region of 12 days per annum.

Candidate's 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

Shannon Group plc is a commercial semi-state group, comprising three companies, focused on delivering economic benefits for the West of Ireland and the wider national economy. The Group is a major economic asset and driver of the Irish economy, both at national and regional level. It brings together Shannon Airport Authority DAC ('Shannon Airport'), Shannon Commercial Enterprises DAC ('Shannon Commercial Properties') and Shannon Heritage DAC ('Shannon Heritage').

The Group was formally established on 5th September 2014 following the enactment of the State Airports (Shannon Group) Act, 2014. Shannon Group provides air transport and aviation services at Shannon Airport and its environs, supports the growing aviation cluster at Shannon through the IASC brand, harnesses its property and land assets owned by Shannon Commercial Properties, and offers visitors a range of heritage tourism options through its tourism company Shannon Heritage. Today, Shannon Group employs over 680 people in high season.

2. Functions of the Board

The board of Shannon Group plc (the "Board") is responsible for the long term success of Shannon Group plc by the promotion and facilitation of air transport and aviation services in and around Shannon Airport, and through optimising the return on its land and property and on its heritage sites.

The Board is responsible for the proper management and takes all significant strategic decisions and retains full and effective control while allowing management sufficient flexibility to run the business efficiently and effectively within appropriate Board approved delegated authority.

The Board has reserved key decisions including, inter alia, the following for its own consideration:

- Assessment of the Company's oversight of safety systems, security, processes, operations and resources;
- Responsibility for long term strategy and overall governance of the Group;
- Major changes to the Group's corporate structure;
- Financial reporting and controls including approval of annual accounts and director's report and approval of significant changes in accounting policy and practices;
- Ensuring a sound system of internal control and risk management;
- Formation of subsidiary companies and appointment of Directors;
- Approval of major capital projects;
- Disposal of assets/granting of access to assets;
- Diversification, investment and expenditure;
- Treasury;
- Pricing and charges structure and specific lines of customer credit;
- Borrowings and guarantees;
- Ensuring that appropriate management development and succession plans are in place;
- Selection, appointment or removal of the Chief Executive Officer (CEO) and Company Secretary;

The directors have a blend of skills and experience in areas of aviation, commercial, finance, law, business development, operations, safety and security, change management and industrial relations. These skills bring the necessary competence to the Board to address the challenges facing the Group. Directors draw on their experience and knowledge in the development of strategy and use their diverse range of skills to constructively challenge matters of strategic importance to the Group.

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, Security and Environment;
- Remuneration.
- Property and Investment

Further detail on Shannon Group plc can be found at www.shannongroup.ie.

The current membership of the Board is : -

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Kathryn O' Leary Higgins	29/08/2014	29/08/2017	27/08/2020	Board Member	
Liam O' Shea	29/08/2014		28/08/2019	Board Member	
Matthew Thomas	20/06/2016			Board Member	Ex officio
Rose Hynes	29/08/2014		28/08/2019	Chair	
Tom Kelly	25/10/2017		24/10/2022	Board Member	PAS
Linda Tynne	01/12/2018		30/11/2022	Employee Representative	
Kevin McCarthy	29/08/2014	01/12/2018	30/11/2022	Employee Representative	

3. Person Specification

The Minister for Transport, Tourism and Sport invites applications from suitably qualified candidates who would bring a range of knowledge and skills and contribute constructively to the Board of Shannon Group plc.

Appointments will be made with regard to diversity on the grounds of gender, ethnicity, urban/rural representation, age, experience and expertise and it is the intention to ensure that there is a balance of skills and experience on the Committee. Previous board experience is not a necessary requirement.

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.

Essential:

Regulation

The Director should demonstrate in their application evidence of significant and extensive experience gained at a sufficiently senior level in a large complex organisation(s) with a large turnover and should be able to clearly demonstrate evidence of the following essential characteristics:

- Significant experience in, legal, regulatory and risk management matters;
- 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;
- Management experience at an appropriately senior level and the ability to provide strong governance and strategic oversight.

Media

The Director should demonstrate in their application evidence of significant and extensive experience gained at a sufficiently senior level in a large complex organisation and should be able to clearly demonstrate evidence of the following essential characteristics;

- Must have significant experience in media/journalism in a related field, demonstrably independent of Shannon Group;

- Significant experience in and knowledge of Irish and EU public policy, legislation and regulatory affairs;
- 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;

Infrastructure

The Director should demonstrate in their application evidence of significant and extensive experience gained at a sufficiently senior level in a large complex organisation and should be able to clearly demonstrate evidence of the following essential characteristics;

- Significant senior executive experience in national and international commercial infrastructure development.
- Significant experience and demonstrable knowledge of the infrastructure industry, ideally in the aviation and aerospace sector or commercial property sector;
- Significant experience of arranging financing, developing a variety of investment structures and portfolio asset management in a number of external organisations or internationally;
- 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;

Desirable for all roles

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

Please Note:

For all roles, applicants whose names are forwarded to the Department for consideration will be called for interview and will be asked to demonstrate, from their experience:

- that they are open minded strategic thinkers, able to bring their own experience to bear on issues under discussion;
- a commitment to an evidence-based approach, and the capacity to appreciate the implications of complex and multi-faceted evidence;
- the ability to make important and difficult objective decisions;
- the ability to challenge constructively the opinions of others, work to achieve a shared consensus and accept collective responsibility;
- excellent communication skills and an ability to express themselves clearly and succinctly.

The Minister shall have regard to the desirability for gender balance on the Board as the Minister considers appropriate and determines from time to time when making appointments.

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, 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 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.

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.

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.

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

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](#).

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.
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.
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.