



Appointment to the Board of daa plc.

Closing Date: 15:00 on Wednesday 20th January 2021

**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.

Appointment to the Board of daa plc

Location:	Mainly Dublin Airport, with some meetings in Cork Airport
Number of Vacancies:	1 vacancy
Remuneration:	€15,750. (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:	Meetings typically last 3-4 hours with on average with 9 to 10 scheduled meetings per year. It is expected that directors will sit on one or two sub-committee(s). Sub committees typically meet quarterly with each meeting lasting 1½ to 2 hours. Preparation time for sub committees is usually approximately 1 hour. Occasionally it is necessary for sub committees to meet more frequently than quarterly

Candidates' 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

daa plc is an Irish business with a proud history and global reach.

A commercial state company, daa is a global airports management and travel retail group with operations in 16 countries around the world. daa owns and manages Dublin and Cork airports in Ireland and manage Terminal 5 at King Khalid International Airport in Riyadh, Saudi Arabia. daa own a 20% stake in Düsseldorf Airport, Germany and an 11% stake in Hermes Airports, which operates Larnaca and Paphos airports in Cyprus. ARI, daa's international airport retail business, has travel retail operations in Europe, the Middle East, Canada, Barbados, New Zealand, India and Indonesia.

daa is 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 and the State Airports Act 2004. 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.

The Department of Transport and the Department of Public Expenditure & Reform have oversight of the Company, through the appointment of the board, approval of certain matters specified in legislation or codes of practice and on-going monitoring of the performance of the Company. daa is also subject to the provisions of the Code of Practice for the Governance of State Bodies, a copy of which can be found at [here](#). Airport charges at Dublin airport are regulated by the Commission for Aviation Regulation ("CAR"). For information visit <https://www.aviationreg.ie>.

The Group has a commercial mandate and investments are funded from a combination of own resources and debt. The Group currently employs over 4,100 people with turnover of €935

million in 2019. Dublin airport is the largest of the airports owned by daa, handling 32.9 million passengers in the year ended 31 December 2019. Cork airport welcomed 2.6 million passengers in the same period. daa's 2018-2021 Strategic Plan set out the enablers for increasing connectivity at Dublin airport and building on the return to growth at Cork airport, while ensuring operational excellence in safety and security at both airports.

The Strategic Plan also envisaged progressing complex and challenging infrastructure projects at Dublin airport and heightening the focus on environmental sustainability, growing the international businesses and building a high-performance organisation with strong leadership and great people, committed to customer needs and efficiency.

The outbreak of Covid-19 has changed the aviation landscape in a manner never contemplated with passenger numbers at Dublin airport falling to 99% of expected levels during the peak impact. Airlines, airports and the wider aviation industry as a whole is experiencing seismic change as companies restructure their businesses for a new landscape and volume of business post the health crisis. daa has likewise embarked on a major restructuring of its Irish businesses as it expects it will take a number of years for traffic levels to return to 2019 levels. Likewise, the Group needs to rebuild its international businesses right across the globe.

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 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. All Board members are afforded the opportunity to fully contribute to Board deliberations, and to provide constructive challenge; From time to time, the Board may establish committees 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 and Environment, Nomination and Remuneration, Strategic Infrastructure, and Finance.

The Board's role is to provide leadership and direction for the Company. Board members have fiduciary responsibilities to the Company. In fulfilling its role, the Board has regard to the National Aviation Policy (<https://www.gov.ie/en/policy-information/b7ad21-a-national-aviation-policy-for-ireland/?referrer=http://www.dttas.ie/aviation/english/national-aviation-policy-ireland>) and Shareholder's Expectations and Objectives.

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.

The current membership of the board can be found [here](#).

3. Person Specification

The Minister for Transport invites applications from suitably qualified candidates who will bring a range of knowledge and skills and contribute constructively to the Board of daa plc.

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](#).

The key roles and responsibilities of a Board Director include the following:

- Contributing strongly to effective decision making within the daa Board through active participation
- Excellent communication 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
- Contributing to the overall success of daa through contributing to the development of effective strategic options for the Group as it recovers and rebuilds from the Covid-19 crisis
- Promoting proper governance and thorough oversight
- Providing guidance, challenge and support to the CEO and executive management to deliver upon the organisation's strategy whilst holding them to account in doing so
- Leading by example and setting the tone
- Chairing and participating in sub-committees as appropriate

The person appointed is 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.

Essential Criteria

Candidates must demonstrate in their application evidence of experience at an appropriately senior level of the following

- Leadership in times of market led change, and a capacity to tailor such experience to the challenges of daa
- Value creation through innovation and the adaptation of new technologies
- Technology, including digital, as a driver for transformational change, revenue growth, efficiency improvement and enhanced customer experience

- Excellent commercial acumen with the ability to see and understand the efficacy of business proposals
- Outstanding judgement in areas of business opportunities and risk, governance, and customers and stakeholder interactions

Desirable

- Knowledge of the aviation sector including an understanding and appreciation of daa, its external environment, including marketplace and regulatory matters
- Knowledge of how technology can help drive and deliver climate action initiatives and programmes
- Experience of working in a business with international reach and/or businesses with interdependent cross functional relationships
- Knowledge of IT/cyber related risks and control mechanisms

The Minister shall have regard to the desirability for gender balance, diversity and inclusion on the Board as the Minister considers appropriate and determines from time to time when making appointments, in line with the updated Code.

In order to qualify for appointment a person must not have any legal impediment or 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.

4. Term of Appointment

Appointments to the Board will be for an initial period of 5 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.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister,
- 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 Code of Practice for the Governance of State Bodies 2016 which is available here [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.

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).

Please Note:

If your application is selected following the PAS assessment process, your personal information including your cv, cover letter and any additional supplementary information supplied as part of the application process is confidentially forwarded to the Department of Transport for a supplementary assessment process. This process will include a meeting with senior officials from that Department in advance of proposals being sent to the Minister for consideration.

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
 - Meeting/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 the most suitably qualified candidates (based on the information provided by the candidate) 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

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.