



Appointment as members to the Boards of AirNav Ireland and the Irish Aviation Authority

Closing Date: 15:00 on Monday 20th September 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. PAS also has responsibility for providing 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 members to the Boards of AirNav Ireland and the Irish Aviation Authority

Location:	IAA / AirNav Ireland, D'Olier Street, Dublin 2
Number of Vacancies:	Approximately 10 ordinary member vacancies
Time Requirements:	Approximately 8 half day meetings per annum along with a 1.5 day strategy meeting. Approximately one half day required for preparatory work in advance of meetings. Approximately 18 full days in total including preparation and sub-committees. A more extensive time commitment will be required in the initial period, in particular during the period when the IAA is being reconstituted and AirNav Ireland is being established and their new Boards come into operation. A board member may be required to sit on sub committees.
Remuneration:	€12,600 per annum. Travel and subsistence are payable at the appropriate Civil Service rate. (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).

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

The Public Appointments Service ("PAS"), in conjunction with NewERA (a business unit of the National Treasury Management Agency ("NTMA"))¹, wish to identify suitable candidates for consideration for appointment as non-executive directors to the Board of the Irish Aviation Authority ("IAA") and the Board of AirNav Ireland by the Minister for Transport (the "Minister"), with the consent of the Minister for Public Expenditure and Reform.

Applications are now sought from suitably qualified candidates for consideration as part of this process.

Irish Aviation Authority

Subject to the enactment (anticipated in the coming months) of the Air Navigation and Transport Bill 2020, the Irish Aviation Authority (IAA) will be reconstituted to become the single State aviation regulator. The new IAA will be divested of its existing commercial air navigation and air traffic control operations and operate as an industry regulator only. It will combine the aviation regulatory functions of the Commission for Aviation Regulation with the existing safety

¹ The role of NewERA is to provide financial and commercial advice to the relevant Government Ministers in relation to the exercise of specific functions, including, pursuant to Section 19 of the National Treasury Management Agency (Amendment) Act 2014 ("NTMA Act 2014"), "the appointment of the chairperson, members, directors or chief executive of the designated body", with IAA being one of the designated bodies and it being intended that AirNav Ireland will be a designated body when established. Further detail on NewERA's activities is set out in Part 3 of the NTMA Act 2014 and in the annual reports of the NTMA (www.ntma.ie).

regulation and security oversight functions of the IAA. The commercial air navigation and air traffic control operations will transfer to a new commercial State body known as AirNav Ireland.

Under this new legal structure, the IAA will have the following principle statutory obligations:

- (i) the safety regulation of the civil aviation industry in Ireland;
- (ii) the oversight of civil aviation security in Ireland; and
- (iii) regulation of aspects of the aviation and travel trade sectors in Ireland including the setting of airport charges, slot allocation, licensing and passenger rights.

The IAA will employ in the region of 160 staff and will generate its revenues from charges and fees raised from regulated entities – including airlines, airports and air traffic management services.

AirNav Ireland

AirNav Ireland will be a wholly-owned commercial State company (anticipated to be established under the Air Navigation and Transport Bill 2020). The main function of AirNav Ireland will be the provision of air traffic management, aeronautical communications and related services in Irish controlled airspace. The restructuring provides an opportunity for the new company to adopt a more commercially focused approach.

AirNav Ireland will employ in the region of 600 staff, with estimated annual turnover on activities to be in the region of €170m (prior to impact of COVID-19).

AirNav Ireland will be a newly established body although it will inherit much of the organisational structure and operations of the IAA. The IAA is an existing State body but will be constituted as the aviation regulator as part of the restructuring. The Board of Directors of the IAA and AirNav Ireland will be required to guide their respective companies through this major organisational change. They will also need to address the ongoing challenges that COVID-19 is having on their operations and look to how recovery can be supported as aviation emerges from the pandemic.

Candidates

Candidates are requested to confirm in their applications whether they wish to be considered for appointment as a non-executive director to either the Board of the IAA or the Board of AirNav Ireland, or if the candidate is willing to be considered for appointment to either of the two Boards (noting it is not anticipated that the Minister would appoint the same candidate to both Boards).

Through separate appointments processes, the Minister will also be seeking to appoint new Chairpersons for the Boards of both the IAA and AirNav Ireland.

2. Functions of the Board

On establishment of AirNav Ireland, the Board of AirNav Ireland will assume responsibility for the governance of this new commercial State body as provided for in its governing legislation and constitutional documents (when finalised) and the Code of Practice for the Governance of State Bodies (the “Code”). Meanwhile, the Board of the IAA will remain responsible for the governance of the IAA but in the context of its reconstitution as the aviation industry regulator.

The Board of each company is responsible for the proper management of its respective company including the formulation of strategy and overseeing the implementation of major strategic decisions by management.

In the initial period following establishment, this will include ensuring that the respective companies are fully established or reconstituted (as appropriate) in an orderly manner and that the Board becomes operational and is in a position to take full and effective control over the company, including by reviewing existing or establishing (as appropriate) policies and procedures to guide and monitor the performance of the company. The Board will need to ensure the sound financial management of the company, prudent management of risk, and compliance with the Code.

The Board will reserve certain items for its review, including (where appropriate) safety and security oversight; internal controls and risk management, financial reporting and controls including the approval of the annual financial statements; budgets; the corporate plan; management accounts; significant contracts; significant capital expenditure, borrowings and treasury policy, formation of subsidiary companies, disposals of assets, and CEO/senior management appointments.

In the case of the IAA, under the Irish Aviation Authority Act 1993 (as intended to be amended), the Board of IAA will comprise up to 9 members (including the Chairperson and the CEO *ex officio*), who are appointed by the Minister, with the consent of the Minister for Public Expenditure and Reform, for a period of up to 5 years and will be eligible for re-appointment up to a maximum of 2 terms amounting to 8 years in total, as provided in the Code. As part of the restructuring, the Air Navigation and Transport Bill 2020 provides that the Minister may decide that existing director(s) of IAA are to either be appointed to the Board of AirNav Ireland or remain on the Board of the IAA. As part of this, the Minister will as needed appoint new directors to the Board of IAA to return it to its full complement.

In the case of AirNav Ireland, subject to the enactment of the Air Navigation and Transport Bill 2020, it is anticipated that the Board will comprise up to 9 members (including the Chairperson and the CEO *ex officio*), who will be appointed by the Minister, with the consent of the Minister for Public Expenditure and Reform, for a period of up to 5 years (and will be eligible for re-appointment up to a maximum term of 8 years in total as provided in the Code). For the first Board of AirNav Ireland on establishment, the Air Navigation and Transport Bill 2020 provides that the Minister may appoint existing director(s) of IAA to the Board of AirNav Ireland. The remaining new members of the Board may be appointed for varied terms of 2 to 5 years.

It is anticipated that Board meetings will take approximately half a day (i.e., 4 – 5 hours), with the Board papers sent out one week in advance. Each Chairperson decides the agenda in consultation with the respective 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 of the IAA, as it is currently constituted, has established the following sub-board committees: Safety and Security Performance, Audit and Risk; Finance; Human Resources and Remuneration; Investment Planning; Safety Oversight; and Restructuring. It is anticipated that the Boards will review their respective committee structures following the restructuring to ensure they are appropriate for their respective functions. It is proposed to establish a panel of candidates that demonstrate a range of differing skillsets to ensure the effectiveness of the Board of the IAA and the Board of AirNav Ireland.

In addition to the above, the Code 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.

Role and Responsibilities

It is proposed to include the following key roles and responsibilities, among others:

- actively contributing to the Board to assist in ensuring it operates effectively and meets its responsibility to oversee and ensure the company's functions are executed appropriately by management;
- assist in ensuring the company is delivering on Government policy;
- to be independent in character and judgement, generating trust among Board colleagues;
- promoting proper governance and thorough oversight, effective and informed decision making, full participation, evaluation, open discussion, and Board cohesiveness;
- contributing to an effective Board committee structure and chairing and/or participating in committees as appropriate;
- challenging issues openly, where necessary, while preventing unnecessary or acrimonious conflict;
- contributing to debate while achieving closure on issues.

Members of the Board are 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.

3. Person Specification

The Minister for Transport invites expressions of interest from suitably qualified members of the public to serve as members of the Board of AirNav Ireland and the Irish Aviation Authority, with the consent of the Minister for Public Expenditure and Reform.

Candidates' 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](#).

Essential Criteria:

Candidates must demonstrate evidence of significant senior executive and/or non-executive board level experience in at least one of the following areas:

i. Human Resources Management, including:

- Strategic workforce planning.
- Performance management.

- Employment law and compliance.
- Diversity and inclusion.
- Training, coaching and personnel development.

ii. Finance, Investment and Treasury Management, including:

- Relevant professional qualification.

iii. Accounting, Auditing and Taxation, including:

- Relevant Professional qualification
- Risk management, analysis and mitigation.
- Non executive experience on an audit and risk committee

iv. The Aviation Sector, including:

- Aviation safety and oversight.
- Aviation commercial strategy and opportunity.
- Aviation innovation, digitisation and technology.
- International, European and national regulatory structures and management systems.

v. Corporate Governance, Legal, Compliance, Risk and Regulation, including:

- Good corporate governance and compliance practices.
- Significant relevant professional experience.

vi. Organisational transformation, Including:

- Strategic management and managing organisational change.
- Experience of a large organisation which has undergone a major transformation programme or organisational restructuring.
- Experience of organisational adaptation and evolution
- Experience of technology transformation and innovation as a means of delivering change and growth.

vii. Commercial/ business opportunity management, including:

- Strategic guidance on sourcing and developing commercial strategies, risk and opportunity analysis.
- Developing commercial mindsets and growing commercial culture.
- Commercial collaboration, partnership and strategic alliance.
- Aviation development and promotion.

viii. ICT Strategy & Management, including:

- ICT Systems including cloud based transformations
- Enterprise management systems
- Data management and intelligence
- Cyber-security

ix. Environment & Energy Transformation, including:

- An understanding of/ renewable energy/sustainable aviation challenges and /leadership in the transition to a low carbon environment;
- and /or experience of technological advancements in the aviation sector.

x. Public Sector, including:

- Knowledge of/experience in the public sector environment and corporate governance in the public sector
- Knowledge of/experience of International, European and national regulatory frameworks (aviation and non-aviation)

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 as a member of the Board. Please give careful consideration to the possibility of any potential conflict of interest or legal impediment that may exist and address this in your cover letter. **Applicants are required to expressly confirm in their cover letter that there are no such potential conflicts of interest or legal impediments that would likely interfere with their ability to assume the role, or if there are any potential conflicts/impediments to address these in their cover letter.** The Assessment Panel may decide, based on the perceived level of conflict or legal impediment, not to forward your name for consideration.

Note: Members of the IAA and AirNav Ireland Boards, and their immediate family members and close associates, are deemed to be “Politically Exposed Persons” (“PEPs”) under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 (as amended). This legislation places a requirement on “designated persons” (e.g. credit institutions) to undertake “Enhanced Customer Due Diligence” on those clients who are classified as a PEPs. Further information is available [here](#).

4. Term of Appointment

Appointments to the Board will be for an initial period of up to 5 years with an option to extend the term of engagement for a second term (subject to a maximum term of 8 years in total as provided in the Code) , 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 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 or elected to the European Parliament.

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 application - 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).

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 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.

6. Assessment Process

An Assessment Panel (the "Panel") will be convened by PAS, in conjunction with the Department of Transport and NewERA, 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.

In undertaking its functions under section 19 of the NTMA Act 2014, NewERA may also identify candidates from other sources that meet the specific appointment criteria. These names will also be assessed by the Panel.

The outcome of the Panel's assessment will be forwarded by PAS to NewERA for the purposes of the advice to be provided by NewERA to the Minister pursuant to Section 19 of the NTMA Act 2014.

Please note that the Public Appointments Service will not be responsible for any expenses incurred by candidates as part of our selection process.

If your application is selected following the PAS assessment process, your personal information including your CV, cover letter and any additional information supplied as part of the application process is confidentially forwarded to the Department of Transport for a supplementary process. This process may comprise of a brief, informal meeting with senior officials from that Department in advance of proposals being sent to the Minister for consideration. This meeting does not form part of the PAS competitive process but provides an opportunity for both the candidate and Department to meet and is intended to help inform the Minister in finalising his appointment decision.

7. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquiries, 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, and to the NTMA/NewERA in connection with its statutory role under the NTMA Act 2014 to assist and advise relevant Ministers in relation to appointments to the boards of relevant designated bodies (as defined in that Act). 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](#).

NTMA/NewERA

In performing its statutory functions, the NTMA may disclose your personal data to relevant Ministers and Government Departmental staff. Once it obtains your personal data, the NTMA will act as data controller of such data and will retain it for up to one year following completion of the appointment. If appointed, NTMA may retain your information for the duration of your appointment. 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. For further information in relation to how the NTMA processes personal data, including your various rights under data protection law and details of how to contact the NTMA, please refer to the NTMA Data Protection Statement policy which is available [here](#).

Department

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 Department of Transport. 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. For more detailed information on the Department of Transport's Data Protection Privacy Notice, please see the following link [here](#). 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. 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.