



Appointment to the Board of An Post

Closing Date: 15:00 on 16th of January 2017

**State Boards Division
Public Appointments Service
Chapter House, 26 – 30 Abbey Street Upper, Dublin 1**

Telephone Number: 353 1 858 7441

Email: info@stateboards.ie

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](#) (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 An Post

Location: Dublin

Number of Vacancies: 2

Remuneration: €15,700
Travel and Subsistence are payable at normal Civil Service rates.(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).

Time Requirements: Approximately 15 days per annum are required for the Board, including attendance and preparation. Further attendance and preparation on sub-committees of the Board may require up to 10 additional days.

1. Background

An Post was established on foot of the [Postal and Telecommunications Services Act, 1983](#) to provide a national postal service. The company is one of the largest employers in the State, with an average full time equivalent staffing complement of over 8,600, employed in mails processing, collection and delivery, retail and customer services and management and operational supervision and support activities. An Post also has a number of subsidiary companies and investments.

As the company is established under statute, applicants should also note that the principal relationship and governance arrangements between the State and An Post and its subsidiaries (the Group) are set out in legislation, with relevant Ministers given various functions in relation to the Group.

An Post, like all other postal operators internationally, is facing significant challenges. Mail volumes continue to decline while the Universal Service Obligation remains unchanged. The Department of Social Protection transaction numbers are also declining. While these issues have been addressed to date through modest pricing, cost reductions and new income streams, a long-term solution in both these key business areas needs to be implemented to put the business on a sustainable footing. This requires the support of all the Company's stakeholders.

An Post's annual report can be found [here](#) and further information on An Post can be found on their company website [here](#).

2. Functions of the Board

The Board of An Post is responsible for the long term success of An Post and has reserved key decisions including, inter alia, the following for its own consideration:

- Setting Group strategy and approving an annual budget and medium-term projections; offer strategy scenarios to the shareholder;
- Reviewing operational and financial performance;

- Approving major capital expenditure;
- Reviewing the Group's systems of financial control and risk management;
- Ensuring that appropriate management development and succession plans are in place;
- Reviewing the environmental, health and safety performance of the Group;
- Approving the appointment of the Chief Executive Officer and of the Company Secretary
- Maintaining satisfactory communication with the shareholding Ministers.

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 and Security;
- Remuneration.

Please note that the successful applicants will be expected to participate in one or more of these sub-committees.

Applicant's attention is drawn to the provisions of the Code in relation to Audit and Risk Committee membership which can be found [here](#).

The key roles and responsibilities of Board members include the following:

- Bringing independent and objective scrutiny to the oversight of the organisation;
- Being prepared to be challenging when necessary while being supportive to the delivery of organisational strategy and objectives;
- Being equipped to offer considered advice on the basis of sound judgement and experience;
- Being prepared to make a time commitment to their work commensurate with their role;
- Ensuring that the expectations of the shareholder, i.e., the Minister for Communications, Climate Action and Environment, are fully met.

The current composition of the Board is as follows:

Name	First Appointed	Reappointed	Expiry Date	Basis of appointment
Dermot Divilly	01/12/2015		01/12/2021	Chair. PAS Process
David McRedmond	03/10/2016		02/10/2023	CEO. Ministerial appointment
Ed Murray	07/05/2014		06/03/2019	Ministerial appointment
James Wrynn	15/09/2011	15/09/2016	14/09/2021	Ministerial appointment
Jennifer Loftus	06/05/2014		06/03/2019	Ministerial appointment
Tom O'Brien	11/06/2013		10/06/2018	Ministerial appointment
William Scally	11/12/2012		10/12/2017	Ministerial appointment
Lorraine Tormey	01/01/2013	01/01/2016	31/12/2018	Elected postmaster member
Martina O'Connell	01/11/2012	01/11/2016	31/10/2020	Elected employee member

Name	First Appointed	Reappointed	Expiry Date	Basis of appointment
Noel Adamson	01/11/2012	01/11/2016	31/10/2020	Elected employee member
Thomas Devlin	01/11/2004	01/11/2012 & 01/11/2016	31/10/2020	Elected employee member
William Mooney	01/11/2012	01/11/2016	31/10/2020	Elected employee member
Niall Phelan	01/11/2016		31/10/2020	Elected employee member

3. Person Specification

The Minister for Communications, Climate Action and Environment wishes to appoint two suitably qualified applicants to sit on the Board of An Post.

Applicant'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.

Applicants must have experience at a senior level in a large, complex organisation in one of the following:

Business Development Experience

- Significant operational experience in retail banking; and/or
- Experience in assessing business opportunities and potential acquisitions, particularly in the banking and retail sectors; and/or
- Experience of business development and product innovation in a similar large scale commercial organisation; and/or
- Experience in comparable industries such as: logistics/transportation, retail, financial services, telecommunications.

Organisational Transformation Experience

- Experience in design and delivery of major transformation programmes with a significant organisational restructuring aspect; and/or
- Experience of leading a large, distributed organisation through a period of significant transformation.

Desirable Criteria

Experience in organisational transformation in a unionised environment

In addition to the foregoing areas of experience the applicants should also possess the following core competencies:

- Sound business judgment;
- Excellent communication skills;
- Proven ability to critically analyse information and constructively challenge;
- A strong sense of ethics and integrity;
- The ability to work effectively and cohesively as a member of a team; and
- An understanding of good corporate governance practices.

It is also desirable that applicants have previous Board experience.

Important Note: These roles will require that the appointees be approved by the Central Bank as meeting regulatory requirements for Fitness and Probity prior to being formally appointed. Guidance as to the Central Bank requirements is available [here](#). All applicants should consider this guidance prior to expressing an interest in this role

4. Term of Appointment

Under the Act, 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 of 5 years, subject to:

- The membership of any member of the Board may be terminated by the Minister at any time, on the basis of reasons to be stated by the Minister.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.
- Members of the Board shall, subject to the provisions of this Schedule, hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Public Expenditure and Reform, from time to time determine.
- The roles and responsibilities of Board Members are described in the new Code of Practice for the Governance of State Bodies which is available on the website of the Department of Public Expenditure and Reform [Code of Practice for the Governance of State Bodies](#). The Code (paragraph 4.5) recommends that no individual should be a member of more than two State Boards.
- 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. Please give

careful consideration to the possibility of any potential conflict of interest that may arise if appointed to this board.

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 application. 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.

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 applicants 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 applicants 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 applicants 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.

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

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

8. Data Protection Acts 1988 & 2003

Should your name be forwarded to a Minister for consideration, please note that your cover letter and curriculum vitae will be forwarded to the State Board Liaison Officer in the relevant department and may be retained for up to one year.

For further information on Data Protection please follow the [link](#)

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.