



**Appointment as Chairperson to the Board of Córas Iompair Éireann (CIÉ)
Closing Date: 15:00 on Friday 2nd June 2017**

**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](#) 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 Chairperson to the Board of the Córas Iompair Éireann (CIÉ)

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| Location: | Heuston Station, Dublin 8 |
| Number of Vacancies: | 1 (Chairperson) |
| Remuneration: | €31,500. (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 paid at Civil Service rates. |
| Time Requirements: | 10 meetings per annum (typically half-day per meeting). As would be expected of a Chairperson of a company of this scale and complexity, a significant time commitment is required which may vary depending on the individual; however, commitment will require regular engagement with company business. |

1. Background

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

CIÉ has three operating subsidiary companies - Bus Átha Cliath, Bus Éireann and Iarnród Éireann - and in addition 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 Directors provides strategic leadership and direction for a Group that in 2015 provided 241million passenger journeys (incl. school transport) across bus and rail with annual revenue of approximately €1.1billion.

2. Functions of the Board:

CIÉ is lead, directed and controlled through its board of directors. 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 focussed on:

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

The Board has 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 policies.

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

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 Board is assisted in the discharge of its responsibilities by a number of sub-committees of the Board, which include:

- Audit and Risk Committee;
- Finance Committee;
- Remuneration Committee;
- Safety Committee;
- Strategy Committee.

3. Person Specification

The Chairperson of Córas Iompair Éireann is a critically important position providing strategic leadership to the State's key transport providers, which serve customers across a range of rail and bus services in both urban and rural locations.

The Minister for Transport, Tourism & Sport now invites applications for the role as Chairperson.

Candidate's attention is drawn to the general details of the role of Chairperson as set out on page 19 of the Code which can be found [here](#). The Principle states:-

- The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.
- The Chairperson should display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for the State body and for the tone of discussions at Board level.

Applicants must have significant and extensive experience gained at an appropriately senior level position in a large complex organisation(s) and in particular must be able to clearly demonstrate evidence of the following:

- Commercial experience gained working in a large, commercial, profitable, organisation at senior management/Board level;
- An objective approach to decision-making and evidence of the confidence and resilience required to lead the Board of Directors of a complex and high profile organisation;
- Significant senior leadership experience that demonstrates an ability to chair a board of an organisation
- Evidence of the ability to ensure that the Board guides, challenges and supports the CEO and executive management team to deliver upon the organisation's strategy and plans whilst holding them to account in doing so;
- Experience in managing diverse stakeholders interests.

Desired Skills/Experience

In addition applicants should also demonstrate a broad range of skills and experience such as:

- Significant success in, and a demonstrated knowledge of the transport industry;
- Strategic planning responsibilities gained in the corporate sector;
- Significant financial experience, ideally inclusive of Audit and Risk Management roles.

Statutory Requirements/excluded groups

The Board of CIÉ comprises 12 directors appointed by the Government. Of the 12 directors, 4 are directors elected by relevant employees pursuant to the Worker Participation (State Enterprises) Act 1977.

4. Term of Appointment

Appointments as Chairperson 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 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 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 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.

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 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](#)

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

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.