

Appointment of a Director to the Board of Shannon Group plc

Closing Date: 15:00 on Monday 12th of 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](#) (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 of a Director to the Board of Shannon Group plc.

Location:	Shannon Airport, Co. Clare
Number of Vacancies:	1
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 are paid at appropriate civil service rates.
Time Requirements:	1 day per month including attendance at Board meetings and relevant sub committees. The successful candidate will be expected to Chair the Audit Committee which meets 4 times per annum.

Candidate's attention is 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 was established in 2014 under the State Airports (Shannon Group) Act 2014. Shannon Group plc, with Shannon Airport as its centrepiece, brings together four strategic business units; Shannon Airport, Shannon Commercial Properties, Shannon Heritage and IASC. The purpose of Shannon Group is to promote and facilitate air transport and aviation services in and around Shannon Airport, supports the growing aviation cluster at Shannon through the IASC brand, harnesses its property and lands assets owned by Shannon Commercial Properties, and offers visitors a range of heritage tourism options through its tourism company Shannon Heritage.

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 share-holding in any subsidiary company. 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;

In addition to the foregoing, the "Code of Practice for the Governance of State Bodies" of May 2016 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 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;
- Health, Safety, Security and Environment;
- Remuneration.
- Property and Investment

3. Person Specification

The Minister for Transport, Tourism & Sport now invites applications from suitably qualified candidates for this role.

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 Director should have significant and extensive experience gained at a sufficiently senior level in a large complex organisation(s) and should be able to clearly demonstrate evidence of the following:

- Senior executive level experience in financial and risk management roles in a complex organisation(s) of scale;
- Significant financial experience including audit committee experience. The successful candidate will be required to chair the Audit and Risk Board Sub-Committee;
- Commercial experience at an appropriately senior level in a large organisation;
- 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;
- Significant experience in and demonstrable knowledge of the aviation or airport industry;
- Previous Board experience
- Corporate governance experience;

The director should also demonstrate in their application evidence of the following core competencies;

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

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 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.

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 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.