



**Appointments to the Board of Coillte**

**Closing Date: 3pm on 24<sup>th</sup> October 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](http://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.
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## Appointments to the Board of Coillte

**Board Meeting Location:** Newtownmountkennedy, Co. Wicklow

**Number of Vacancies:** 2

**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 payable at appropriate Civil Service rates.

**Time Requirements:** Approximately 13 meetings per annum. c2-3 days per month would be required which would include attendance at Board meetings and sub-committees of the Board.

Candidate's 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 Department of Agriculture, Food and the Marine, NewERA (a business unit of the National Treasury Management Agency ("NTMA")<sup>1</sup>), in conjunction with the Public Appointments Service ("PAS"), wishes to identify suitable candidates for consideration by Government for appointment as a member of the Board of Coillte Cuideachta Gníomhaíochta Ainmnithe (the "**Board**").

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

Coillte is the commercial semi-State entity responsible for the management of the State's forestry assets. The Group manages c. 442,000 hectares of land, which equates to 7% of the land cover of Ireland, the bulk of which is under forestry. The Group consists of:

- COILLTE FOREST manages all aspects of the Group's forestry business, including the establishment, management and protection of forests.
- MEDITE SMARTPLY encompasses the Group's two main subsidiaries – namely Smartply Europe DAC, which manufactures Oriented Strand Board (OSB), under the SmartPly brand in Waterford, and Medite Europe DAC, which manufactures Medium Density Fibreboard (MDF), under the Medite brand in Clonmel.
- LAND SOLUTIONS is the venturing arm of the Coillte Group, which seeks to identify new business opportunities and to extract value from the Group's broad asset base. It comprises the Group's interests in renewable energy, wind, biomass and development.

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<sup>1</sup> The role of NewERA is to provide independent commercial and financial advice to the relevant Ministers in relation to the exercise of specific functions, including, pursuant to Section 19 of the National Treasury Management Agency (Amendment) Act 2014, "the appointment of the chairperson, members, directors or chief executive of the designated body", with Coillte being one of the designated bodies. Further detail on NewERA's activities is set out in Part 3 of the National Treasury Management Agency (Amendment) Act 2014 and in the annual reports of the NTMA ([www.ntma.ie](http://www.ntma.ie)).

For more information on Coillte, please see the company website <http://www.coillte.ie/>

## **2. Functions of the Board**

The Board meets formally on a monthly basis. It has a schedule of matters specifically reserved to it for decision to ensure that it is satisfied that the direction and control of the Group is firmly in its hands. The Group's annual budget and rolling five year plan are reviewed and approved by the Board. The Board receives monthly management accounts promptly with detailed comparison of actual to budget. The presentation of management accounts is supported by detailed presentations by senior management to the Board on a regular basis. All significant contracts, major investments and capital expenditure are also subject to review by the Board. Each non-executive Director brings an independent judgement to bear on all matters dealt with by the Board including those relating to strategy, performance, resources and standards of conduct.

All members of the Board have access to the Company Secretary and the Company's professional advisors as required. This ensures that Board procedures are followed and that applicable rules and regulations are complied with. Each Director receives appropriate briefing on being appointed to the Board.

The Board uses two main committees to assist in the effective discharge of its responsibilities, namely the Audit Committee and the Remuneration Committee. Depending on a successful candidate's specific area of expertise, he/she may be expected to participate in one or more of these sub-Committees.

## **3. Person Specification**

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](#).

Expressions of interest are now invited from applicants who consider they possess the skills and experience necessary to join the Board. Specifically, candidates must demonstrate in their application, evidence of:-

- A successful career history at executive and or non-executive level in a large complex organisation/company, ideally in the commercial business sector;
- International business development experience from a manufacturing business to business background

- Finance and/or accounting experience at a senior management level in a commercial organisation

***Desirable***

- knowledge of the timber trade in Ireland and, ideally, internationally including supply chain to timber construction
- Previous experience of Board or audit committee membership

The candidate should also demonstrate in their application, evidence of the following competencies:

- Sound business judgement;
- Excellent communication skills;
- Proven ability to critically analyse information and constructively challenge (in particular large capital expenditure proposals);
- A strong sense of ethics and integrity;
- The ability to work effectively and cohesively as a member of a team;
- An understanding of good governance practices.

In addition to this experience it would be an advantage if candidates had knowledge of the debt capital markets and experience of managing risk in a large, complex commercial environment.

#### **4. Term of Appointment**

The appointment may be for a period of up to 5 years and the successful candidate may be eligible for re-appointment in accordance with the Forestry Act 1988 (the “**Act**”) and/or any prevailing legislation at that time.

- 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 the Act, hold office upon such terms and conditions as the Minister may 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 on the website of the Department of Public Expenditure and Reform.
- 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 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](http://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](mailto: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<sup>2</sup>/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 Act 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 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](#)

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<sup>2</sup> 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](http://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](http://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.