



**Appointment as Chair to the Board of An Bord Bia**

**Closing Date: 15:00 on Friday 15<sup>th</sup> December 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.

## Appointment as Chair to the Board of An Bord Bia

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|-----------------------------|--|
| <b>Location:</b>            | Dublin   |
| <b>Number of Vacancies:</b> | 1  |
| <b>Remuneration:</b>        | €20, 520 (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).          |
| <b>Time Requirements:</b>   | 7 Board meetings per annum. As would be expected in the position of Chair, the successful individual will be expected to have the time to commit to the organisation. This will be expected to be in the region of 30–35 days a year. (see footnote). <sup>1</sup> |

### 1. Background

Bord Bia operates in line with the Bord Bia Acts 1994 to 2004 under the aegis of the Minister for Agriculture, Food and the Marine.

An Bord Bia Act, 1994: [www.irishstatutebook.ie/1994/en/act/pub/0022](http://www.irishstatutebook.ie/1994/en/act/pub/0022)

An Bord Bia (Amendment) Act, 1995: [www.irishstatutebook.ie/1995/en/act/pub/0020](http://www.irishstatutebook.ie/1995/en/act/pub/0020)

An Bord Bia (Amendment) Act, 1996: [www.irishstatutebook.ie/1996/en/act/pub/0021](http://www.irishstatutebook.ie/1996/en/act/pub/0021)

An Bord Bia (Amendment) Act, 2004: [www.irishstatutebook.ie/2004/en/act/pub/0014](http://www.irishstatutebook.ie/2004/en/act/pub/0014)

Additional information and updates on Bord Bia Activities can be obtained from [www.bordbia.ie](http://www.bordbia.ie)

Annual Report: [www.bordbia.ie/corporate/governance/reports/pages/annualreports.aspx](http://www.bordbia.ie/corporate/governance/reports/pages/annualreports.aspx)

### 2. Bord Bia Structure

The Bord Bia board comprises a Chair and fourteen ordinary members appointed by the Minister, Chief Executive and executive. Five Subsidiary Boards (Meat and Livestock, Consumer Foods, Dairy, Quality Assurance and Horticulture) are chaired by a board member. Members are appointed with the consent of the Minister. The Board has also Audit & Risk, Remuneration & Pensions and Strategy Committees.

The Board is responsible for the proper management of the organisation while also providing the appropriate balance of skills and experience to support the strategy of Bord Bia.

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<sup>1</sup> **Time availability** Time to commit to the organisation (30-35 days a year) , comprising chairing board and certain committee meetings ,meetings with subsidiary boards, with the Chief Executive, engagement with the Minister and senior Department officials on strategic planning cycle for the agri-food sector e.g. Food Wise 2025, Industry conferences and workshops, international trade fairs, Bloom, participation in overseas trade missions and other key events led by the Minister, engagement and meetings with high level industry delegations and significant players in the food supply chain, conferences from time to time.

Matters reserved to the Board for decision include:

1. Delegated authority levels, treasury policy and risk management policies; approval of terms of major contracts; Compliance with statutory and administrative requirements in relation to approval of the number, grading, and conditions of appointment of all staff approval of annual budgets, corporate plans, production of annual reports and accounts;
2. Appointment, remuneration and assessment of the performance of, and succession planning for, the Chief Executive.

### **3. Role of An Bord Bia**

The role of Bord Bia is *“to promote, assist and develop in any manner which the Board considers necessary or desirable the marketing of Irish food and livestock and the production, marketing and consumption of horticultural produce.”* Its mission statement *“to drive, through market insight and, in partnership with industry, the commercial success of a world class Irish food, drink and horticulture industry.”* This is articulated through its statement of strategy with six strategic objectives which can be found in the [Statement of Strategy 2016](#).

### **4. Person Specification**

Bord Bia now needs to appoint a Chair. The Minister for Agriculture, Food and the Marine invites expressions of interest from outstanding individuals for this post, to provide innovative strategic leadership and direction to ensure the continuing growth of Ireland’s most important indigenous sector.

The role is particularly important in the context of the market challenges presented by Brexit including market diversification, promoting Ireland’s global reputation as a leading source of sustainable food and drink and contributing to the sustainable growth of the food, drink, horticulture and livestock sectors

The Chair of the Board of Bord Bia is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role and compliance with the Code of Practice for the Governance of State Bodies. The Chair must 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. As Chair, you will have a key role in providing support for the future strategic growth of the food, drink and horticulture industry, in leading the board and supporting the executive in identifying new opportunities as well as dealing with challenges. It is expected that the successful candidate (who may be actively involved in a particular sector), will have the capacity to take an overall perspective in the best interest of Bord Bia and of the agri-food, drink and horticulture stakeholders as a whole.

Persons being proposed by Ministers as Chairs of State Bodies are required to make themselves available to the appropriate Oireachtas Committee to discuss the approach which they will take to their role as Chair and their views about the future contribution to the Board in question.

Applicants must demonstrate evidence of all of the following:-

### **Leadership**

- Significant senior management experience at CEO /Managing Director or Chair level of a fast moving and results oriented organisation of significant scale in the agriculture, food, drink or horticulture business.
- A proven track record of leadership in the agri-food and drinks industry.
- Strategic planning capability, having exposure to and involvement in a strategic planning process.

### **Capability**

- Professional credibility and integrity with key stakeholders.
- Understanding of complexity of sector, with extensive experience of multi-faceted stakeholder engagement and how the agri-food industry works.

### **Communication skills**

- Excellent communication skills both written and oral and previous experience of public speaking/presentation.

### **Industry knowledge**

- Agri-food, drink, horticulture industries - extensive relevant knowledge and appreciation.
- A clear understanding of the consumer together with a capacity for insight based decision-making.
- Understanding of the significant challenges facing the agri-food sector and the sustainable growth and market opportunities identified in Food Wise 2025 which accentuate the importance of the Bord Bia's marketing and promotion role.

### **Personal integrity and a focus on governance**

- A strong track record of corporate governance and compliance experience

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

- The Chair is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.
- The Chair 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.

## 5. Term of Appointment

Appointments to the Board will be for an initial period of 3 years with an option to extend the term of engagement for a second term of 3 years, subject to:

- The appointment may be terminated by the Minister at any time, (S18(1) Bord Bia Act 1994).
- a member of the Board shall be disqualified from holding and shall cease to hold office if that member is adjudged bankrupt, or makes a composition or arrangement with creditors, or is convicted of any indictable offence in relation to a company, or is convicted of an offence involving fraud or dishonesty whether in connection with a company or not, or is the subject of an order under section 160 of the Companies Act 1990 (S18(5) Bord Bia Act 1994)

## 6. 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).

## **7. 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.

## **8. 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.

## **9. 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.