

**Appointment to the Board of the Irish Aviation Authority**

**Closing Date: 15:00 on Thursday 27<sup>th</sup> September 2018**

**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](mailto: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](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 to the Board of the Irish Aviation Authority

<b>Location:</b>	IAA, D'Olier Street, Dublin 2
<b>Number of Vacancies:</b>	4
<b>Remuneration:</b>	€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 is payable at appropriate Civil Service rates.
<b>Time Requirements:</b>	Approximately 8 half day meetings per annum which includes sub-committee meetings. An additional half day is required for preparatory work in advance of each meeting and sub-committee meeting.

The successful candidate may be required to sit on the Audit Committee, and so 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

The Irish Aviation Authority (IAA) is a wholly-owned state company established under the [Irish Aviation Authority Act \(1993\)](#).

The Minister for Public Expenditure and Reform is the main shareholder in the company, holding all but one share in the company, the remaining share is held by the Minister for Transport, Tourism and Sport.

The IAA has three main functions:

- (i) the provision of air traffic management and related services in Irish controlled airspace;
- (ii) the safety regulation of the civil aviation industry in Ireland, and
- (iii) the oversight of civil aviation security in Ireland.

The IAA generates its revenues from charges and fees raised from its airline customers for the provision of air traffic management services and from regulated entities with respect to its aviation regulation activities.

The company employs over 660 staff across its business divisions. Its turnover in 2017 was €193 million.

### 2. Functions of the Board

The Board is responsible for the proper management of the IAA. It takes the major strategic decisions and retains full and effective control, while allowing the chief executive and his senior management team sufficient flexibility to run the business efficiently and effectively within a centralised reporting framework.

The Board has reserved certain items for its review, including safety and security oversight; the approval of the annual financial statements; budgets; the corporate plan; management accounts; significant contracts; significant capital expenditure and senior management appointments.

The Chairperson leads the Board in the determination of its strategy and in the achievement of its objectives. The Chairperson determines the agenda of the Board, ensuring its effectiveness, and facilitates the effective contribution of each director.

The specific skills, expertise and experience of the Board are harnessed by matching these skill sets to the Board's consideration of strategic and operational issues, where individual Board members bring their specific competencies to bear, and also to the requirements of each Board committee and the determination of the membership of those committees. The Chairperson and management maintain effective communication with the shareholder. The roles of the Chairperson and chief executive are separate.

The Board uses four committees to assist in the effective discharge of its responsibilities:

1. Audit and risk
2. Finance
3. Personnel, appointments and remuneration
4. Investment planning

Further details on the Irish Aviation Authority can be found on the website [www.iaa.ie](http://www.iaa.ie).

The current membership of the Board:-

<b>Name</b>	<b>First Appointed</b>	<b>Reappointed</b>	<b>Expiry Date</b>	<b>Position type</b>
Peter Kearney	25/06/2018		24/06/2022	CEO
Marie Bradley	13/06/2014	25/06/2018	24/06/2022	Board Member
Ernie Donnelly	24/05/2012	24/10/2016	23/10/2020	Board Member
Michael A. Norton	06/10/2011	05/10/2015	04/10/2019	Board Member

The Minister wishes to promote a greater level of diversity at Board level with a more representative blend of company directors on grounds of gender, ethnicity, age, experience and expertise. The person(s) appointed will be expected to display high standards of integrity and probity both within and outside the Board, treat people fairly, take personal accountability and be prepared to commit sufficient energy and time to be effective in the role.

The key roles and responsibilities of a Board Director include the following:

- Contributing strongly to effective decision making within the IAA Board through active participation
- Contributing to the overall success of the IAA through contributing to the development of effective strategic options for the company
- Promoting proper governance and thorough oversight
- Providing guidance, challenge and support to the CEO and executive management to deliver upon the organisation's strategy whilst holding them to account in doing so
- Leading by example and setting the tone
- Chairing and participating in sub-committees as appropriate

### 3. Person Specification

The Minister for Transport, Tourism and Sport invites applications from candidates who consider that they have a skill set that will enable them to make a valuable contribution to the Board of the IAA.

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](#).

Vacancies will be filled from the following skill areas :- Business; Advocacy; Safety Regulation.

Candidates must demonstrate in their application, evidence of experience at an appropriately senior level in at least one of these areas:

#### **General Business Experience/Expertise**

Business (ideally with an entrepreneurial background) or Finance, including knowledge of corporate governance requirements

#### **Advocacy**

A career history which would demonstrate evidence of experience of advocacy with particular regard to consumer protection and public interest issues

#### **Safety Regulation**

Extensive sectoral knowledge and experience which would demonstrate an understanding and appreciation of the IAA and its external environment (such as market place and regulatory matters).

For all of the above roles, applicants whose names are forwarded to the Department for consideration will be called for interview and will be asked to demonstrate, from their experience:

- that they are open minded strategic thinkers, able to bring their own experience to bear on issues under discussion;
- a commitment to an evidence-based approach, and the capacity to appreciate the implications of complex and multi-faceted evidence;
- the ability to make important and difficult objective decisions;
- the ability to challenge constructively the opinions of others, work to achieve a shared consensus and accept collective responsibility;
- excellent communication skills and an ability to express themselves clearly and succinctly.

#### 4. Term of Appointment

Appointments to the Board will be for an initial period of 4 years with an option to extend the term of engagement for a second term of 4 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](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>1</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.

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

## **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**

The Data Protection Bill provides that the processing of personal data shall be lawful where such processing is necessary for the performance of a statutory function of a controller. PAS is mandated by statute under the Public Service Management (Recruitment and Appointments) Act, 2004 to act as the centralised assessment and selection body for the civil service and to carry out all the procedures necessary to undertake the recruitment, assessment and selection of suitable candidates for appointment. By submitting your personal data (including your name, address, contact details and details of your education and work history contained in your curriculum vitae and cover letter) via publicjobs.ie, you acknowledge that such data may be used by the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the boards of State bodies.

The information contained in your publicjobs profile is yours to manage, amend, update or delete as appropriate. For more detailed information on our Data Protection Policy, please see our [Code of Practice for the Protection of Personal Data in the Public Appointments Service](#).

If your application is assessed and you are considered to be suitable for appointment your c.v. and cover letter (and any additional supplementary information requested as part of the application process), will be forwarded to the State Board Liaison Officer in the relevant Department. Once it obtains your personal data, the Department will act as data controller of such data and will retain it for up to one year following the appointment/s. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/ roles that arise for a period of up to one year for this Board.

## 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.