

# Candidate Information Booklet



## 24476500 Appointment to the Board of Córas Iompair Éireann (CIÉ)

Dublin

Minister for Transport

**Closing Date:** 15:00pm on Tuesday 22nd October 2024





**State Boards Division  
publicjobs**

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.

publicjobs refers to Public Appointments Service established under the Public Service Management (Recruitment and Appointments) Acts 2004-2013

publicjobs also has responsibility for providing an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, [www.publicjobs.ie](http://www.publicjobs.ie), is the channel through which publicjobs 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.

**Contact: State Boards**

publicjobs

**Email:** [stateboards@publicjobs.ie](mailto:stateboards@publicjobs.ie)

**URL:** [www.publicjobs.ie](http://www.publicjobs.ie)

## 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 an Ordinary Director to the Board of Córas Iompair Éireann

<b>Location:</b>	Heuston Station, Dublin 6
<b>Number of Vacancies:</b>	1 Ordinary Director
<b>Remuneration:</b>	€12,600 per annum. (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, subject to deduction of applicable taxes.
<b>Time Requirements:</b>	10 Board meetings per annum, typically half-a-day each. While the majority of Board meetings will be held in person, hybrid meetings may be facilitated on occasion at the discretion of the Chair. One to two days' preparation per meeting would generally be required. A total commitment of approximately 2-3 days per month. The successful candidate will be expected to participate in one or more sub-committees or advisory groups (further information in Section 2 (Functions of the Board)).

Candidates' 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 Public Appointments Service ("PAS") in conjunction with NewERA (a business unit of the National Treasury Management Agency ("NTMA"))<sup>1</sup> wish to identify suitable candidates for consideration for appointment to the Board by the Government.

Córas Iompair Éireann (CIÉ) is a statutory corporation established pursuant to the [Transport Act 1950](#). CIÉ has three operating subsidiary companies (collectively the "OpCos") - Bus Átha Cliath, Bus Éireann and Iarnród Éireann - and in addition operates CIÉ Tours International which provides coach tour holidays (collectively the "Group").

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."

<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 CIÉ being one of the designated bodies. Further details 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)).



The Board of Directors provides strategic leadership and direction for the Group that in 2022 provided 246 million passenger journeys (incl. school transport) across bus and rail with annual revenue of approximately €1.5 billion. The Group had 11,200 employees in 2022 – of which 175 are direct employees in CIÉ.

Córas Iompair Éireann and its subsidiaries operate under the aegis of the Department of Transport in relation to the provision of public transport. The terms of reference of CIÉ and each of the subsidiary companies are provided for in legislation and are as prescribed by the Minister for Transport (the “Minister”) and the Department of Transport from time to time. The subsidiary companies are represented on the Board of CIÉ by their respective Chairpersons. Each subsidiary is controlled through its own Board of directors, which provide strategic leadership and direction for the companies. Under the Government’s National Development Plan through to 2030, CIÉ’s activities are linked to capital investment in excess of €4 billion, for projects such as DART+, BusConnects and enhancements to Cork and Limerick commuter rail services. The CIÉ Group will play an important role to ensure greater public transport usage and modal share.

CIÉ has adopted the Climate Action Framework under which has committed to incorporate climate objectives in its corporate strategy, adopt green procurement and circular economy principles, and undertake sustainability reporting. CIÉ is also required to achieve the Government’s targets of a 51% reduction in greenhouse gas emissions and a 50% improvement in energy efficiency by 2030.

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

CIÉ is led, directed, and controlled through its board of directors (the “Board”). The Board comprises 12 directors who are appointed by the Government under the provisions of the Transport Act 1950. The Board comprises of the Chair, the 3 chairs of the subsidiary companies, and 4 worker directors elected by relevant employees pursuant to the [Worker Participation \(State Enterprises\) Act 1977](#). The current role being advertised is for an ordinary director.

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;
- succession planning; and
- major Group policies.

The Group has a comprehensive process for reporting management information to the Board on a regular 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 and advisory groups of the Board, as follows:

#### Sub-Committees

- Audit and Risk Committee;
- Finance and Investment Committee;
- Remuneration Committee; and
- Pensions Committee.

#### Advisory Groups

- Sustainability Advisory Group; and
- Property Advisory Group.

### Current Board Composition:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Liam O'Rourke	04/09/2017	04/09/2024	03/09/2026	Ordinary Member	Ministerial Reappointment
Brian Fitzpatrick	16/04/2019	16/04/2022	15/04/2025	Ordinary Member	Ministerial reappointment/Government appointee
Dermot Healy	01/12/2021		30/11/2025	Board Member	Employee Representative
Thomas Wynne	01/12/2013	01/12/2017, 30/11/2021	30/11/2025	Board Member	Employee Representative
Stephen Hannon	01/12/2017	01/12/2021	30/11/2025	Board Member	Employee Representative
James Doran	01/12/2021		30/11/2025	Board Member	Employee Representative
Fiona Sweeney	16/04/2019	16/04/2022	15/04/2026	Ordinary Member	Ministerial reappointment/Government appointee
Gary Owens	24/05/2022		17/05/2027	Ordinary Member	Ministerial appointment/Government appointee/Bus Átha Cliath Chair
Miriam Hughes	26/04/2022		5/04/2027	Ordinary Member	Ministerial appointment/Government appointee/Bus Éireann Chair
Niamh O'Regan	16/04/2019	16/04/2022	15/04/2027	Ordinary Member	Ministerial reappointment
Stephen Murphy	5/01/2024		22/01/2029	Board Member	Ministerial Appointment/Government appointee/Iarnród Éireann Chair
Aidan Murphy	26/06/2024		25/06/2029	Chairperson	Ministerial Appointment/Government Appointment

### 3. Person Specification

The Minister for Transport invites applications from suitably qualified candidates to fill the role of one Ordinary Director on the Board of Córas Iompair Éireann.

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](#).

### **Essential**

Candidates applying must have attained a relevant professional accountancy or finance qualification, and have current membership of the relevant professional body.

Candidates applying must also demonstrate in their application evidence at an appropriately senior level within a large complex organisation of:

- Relevant board membership experience and a career history at executive level in organisation(s) of significant scale or at an equivalent advisory level providing strategic advice to Boards and c-suite;
- Financial experience across accounting, audit, financial risk management, corporate finance, or other relevant financial disciplines;
- Experience in the development of business strategy;
- Strong commercial acumen with an ability to interpret financial data and assess the efficacy of business proposals; and
- Corporate governance, financial management, risk management and adherence to regulatory requirements of an organisation similar in the scale and complexity to Coras Iompair Éireann.

### **Desirable**

It is also desirable that candidates demonstrate evidence of:

- Experience implementing a sustainability agenda or practices;
- Expertise in cybersecurity;
- Pension scheme management and/or investment experience

The Minister encourages applications from diverse, qualified candidates to ensure the Board is a true reflection of Irish society and shall have regard to the desirability for gender balance, diversity and inclusion on the Board as the Minister considers appropriate and determines from time to time when making appointments, in line with the updated Code of Practice for the Governance of State Bodies 2016.

In order to qualify for appointment a person must not have any legal impediment or conflicts of interest likely to interfere with his/her ability to assume the role of a member of the Board. Please give careful consideration to the possibility of any potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration.

Please note: Members of the Board, and their immediate family members and close associates, are deemed to be "Politically Exposed Persons" ("PEPs") under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 (as amended). This legislation





places a requirement on “designated persons” (e.g. credit institutions) to undertake “Enhanced Customer Due Diligence” on those clients who are classified as PEPs.

#### 4. Term of Appointment

Appointments to the Board will be for an initial period of up to 5 years with an option to extend the term of engagement for a second term, 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 set out in the [Transport Act 1950](#), 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 Code of Practice for the Governance of State Bodies 2016 which is available here [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

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.

Your submission should be made via the following link [www.publicjobs.ie](http://www.publicjobs.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 expression of interest. 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 Authority 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. **Please only include information that is directly relevant to the particular role for which you are applying.**

If you have any questions regarding the application process please email [stateboards@publicjobs.ie](mailto:stateboards@publicjobs.ie).

### 6. Assessment Process

An Assessment Panel (the “Panel”) will be convened by publicjobs in conjunction with NewERA to consider and assess the applications received by publicjobs. 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/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 the most suitably qualified candidates (based on the information provided by the candidate) to be sent forward for consideration by the Minister.

The outcome of the Panel's assessment will be forwarded by PAS to NewERA for the purposes of the advice to be provided by NewERA pursuant to Section 19 of the NTMA (Amendment) Act 2014.

Please note that publicjobs 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**

The Data Protection Act 2018 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 publicjobs 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 and to the NTMA in connection with its statutory roles under the NTMA (Amendment) Act 2014 to assist and advise relevant Ministers in relation to appointments to the boards of relevant State bodies (as defined in that Act). 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 Department of Transport. 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. For more detailed information on the Department of Transport's Data Protection Privacy Notice, please see the following link [here](#). 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.

If you are selected by the Minister for appointment to the board of the State Body, your contact details (name, address, email address, and phone number) may be forwarded to the State Body in question to enable them to make direct contact with you to arrange and facilitate your participation in board proceedings. In carrying out its functions, the Public Appointments Service may disclose 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) to the National Treasury Management Agency (NTMA) as NewERA in connection with its statutory roles under the National Treasury Management (Amendment) Act 2014 to assist and advise relevant Ministers in relation to appointments to the boards of relevant State bodies (as defined in that Act).

**NTMA / NewERA**



In performing its statutory functions, the NTMA may disclose your personal data to relevant Ministers and Government Departmental staff, including the State Board Liaison Officer. Once it obtains your personal data, the NTMA will act as data controller of such data and will retain it for up to one year following completion of the appointment. If appointed, NTMA/NewERA may retain your information for the duration of your appointment. 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. For further information in relation to how the NTMA processes personal data, including your various rights under data protection law and details of how to contact the NTMA, please refer to the NTMA Data Protection Statement policy which is available [here](#).

## APPENDIX 1

### Submitting your application:

In order to submit your application, you should take the following steps:

1. Go to [www.publicjobs.ie](http://www.publicjobs.ie).
2. On the bar at the top of the page, State Boards, 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.
8. If there is a supplementary question, ensure that your response complies with the word limit and that it does not contain any special characters (i.e. %, & etc.) or you may receive an error message and will be unable to submit your application.
9. Click on "continue".
10. 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.
- II. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.



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