

# MINISTER SENDS RETIRING BOARD MEMBERS LETTERS

In every appointment process there will be a decision required (by the Minister) as to which board members are to retire, and which are to be reappointed. For some board members, this will be clear from an early stage in the process. For others the decision will be taken later.

As soon as it is clear which board members are to retire, letters should be drafted for the Minister's signature, notifying the retiring members that their service on a board is coming to an end and acknowledging their service.

Letters should be simple, brief and standard form. In special cases, such as when a long-serving Chair is retiring, the letter may add some remarks about specific achievements of the company/entity during his/her tenure on the Board. In certain circumstances, it may also be appropriate for a retirement letter to be signed by both shareholding Ministers.

If an appointment process covers several positions under consideration, it is preferable that all letters to retiring board members be sent out at the same time. This may entail waiting to determine the "retirement decision" for all of the positions, rather than sending out letters individually.

On occasions, Ministers will wish to call retiring directors before the letter is received. In all cases, COMU will endeavour to have an informal conversation with the director concerned to advise them that a letter is on the way.