



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

**Candidates Information Booklet**

The Policing Authority intend to hold a competition for the purpose of appointing a person(s)

to the rank of

**Assistant Commissioner in the Garda Síochána**



**Please read this booklet carefully as it contains essential information regarding your application**

The Policing Authority is committed to a policy of equal opportunity.

This campaign will be run in accordance with the Policing Authority's "Statement of Practice for the Conduct of a Selection Competition for Appointment to the Rank of Assistant Commissioner in the Garda Síochána", which is available on [www.policingauthority.ie](http://www.policingauthority.ie)

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## **The Policing Authority**

The Policing Authority is an independent statutory body, established on 1 January 2016 to oversee the performance of the Garda Síochána in relation to policing services. The functions of the Authority are set out in the Garda Síochána Act 2005 (as amended by Garda Síochána (Policing Authority and Miscellaneous Provisions) Act, 2015 (the 'Act')). The mission of the Authority is to drive excellent policing through valued and effective oversight and governance.

The Act governs appointments to all ranks of the Garda Síochána and confers powers on the Authority to make appointments to certain senior ranks. In particular, under section 13, the Authority has the function, in accordance with regulations and having undertaken a selection competition for the purpose to appoint a person to the rank of Assistant Commissioner. The functions of the Authority relating to these appointments were commenced with effect from 1 January 2017. The applicable regulations are the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, Chief Superintendent and Superintendent) Regulations 2016 (S.I. 641 of 2016) ("the Regulations").

## **The Garda Síochána**

The Garda Síochána is the primary law enforcement agency in the state, operating on a 24-hour basis through a network of Garda stations and facilities throughout the state.

The mission of the Garda Síochána is "To deliver professional policing and security services with the trust, confidence and support of the people we serve" underpinned by the core values of service, honesty, accountability, respect, professionalism and empathy. The Garda Síochána must engage with the public and with a wide range of Government, community, and other external stakeholders on a variety of matters ranging from routine to sensitive and complex issues.

The Garda organisation is undergoing a wide ranging programme of modernisation and renewal aimed at strengthening operational efficiencies and improving on police governance and oversight arrangements set out in the Act.

## **The Policing Principles**

The Act defines the policing principles governing the provision of policing services, namely that policing services are to be provided:

- Independently and impartially;
- In a manner that respects human rights; and
- In a manner that supports the proper and effective administration of justice

and that effective and efficient policing is dependent on securing the confidence, support and co-operation of local communities and engaging with those communities.

## **Competition for the role of Assistant Commissioner**

The Policing Authority intends to hold a selection competition for the purpose of appointing a person(s) to the rank of Assistant Commissioner in the Garda Síochána. Applications are invited from eligible applicants who wish to be considered for appointment to this rank.

The Garda Síochána operates in locations across the State. The Assistant Commissioner has overall responsibility for a defined Regional area or Headquarter Department(s). The precise nature of the assignment of successful candidate(s) will be at the discretion of the Commissioner having regard to organisational priorities.

A panel of candidates may be established by the Authority as a result of this competition which will expire no later than 12 months from the date of its establishment. Being placed on a panel does not equate to being appointed by the Authority. Regardless of being placed on a panel of candidates, the Authority cannot make an appointment unless all the requirements set out in Section 12 of the Regulations have been complied with.

## **The Assistant Commissioner Role**

The Assistant Commissioner is a senior position with overall executive responsibility for a defined Garda Region or Headquarters Department(s) as determined by the Garda Commissioner from time to time, having regard to organisational and corporate priorities. He/she has a shared responsibility as part of the top management team for the delivery of policing and security outcomes.

The role is diverse requiring a high standard of performance and leadership. The Assistant Commissioner must demonstrate an awareness and understanding the importance and significance of the policing principles and public service values. He/she must demonstrate a strong personal commitment to the role and possess the policing acumen and range of experience to perform effectively at this senior level.

### **Requirements of the Role**

The key aspects of the Assistant Commissioner role will include responsibility to:

- Ensure a high standard of performance and delivery in relation to policing and security priorities, based on defined performance indicators in the annual policing plan;
- Support the Garda Commissioner in leading the development and implementation of strategy and provide leadership to the organisation in implementing the Strategy of the Garda Síochána;
- Review and evaluate initiatives, policies and procedures within their area of responsibility and identify areas in which improvement is required;
- Ensure good governance in the management of and compliance with statutory and other requirements for policing in line with best practice and with regard to human rights;
- Ensure that sound operational, ethical, financial, technical, project and personnel management practices are operated across their area of responsibility;
- Work collaboratively with stakeholders in the Justice system, including the Garda Inspectorate, GSOC, and the Policing Authority;
- Engage effectively with a diverse range of stakeholders, including community and civil society groups and victims of crime to promote and maintain appropriate relationships;
- Monitor trends and developments in policing and make recommendations to the Commissioner as necessary;
- Be committed to and lead organisational development and change and the promotion of high standards of performance; and
- Perform any other duties as may be required by the Garda Commissioner from time to time.

## **Requirements of the Person(s)**

The person(s) appointed as Assistant Commissioner in the Garda Síochána will have significant experience at an appropriately senior level with proven capacity to engage effectively at all levels with key stakeholders.

They will be persons of the utmost integrity and ethical values, with the experience and stature to quickly gain respect and confidence both within the organisation and with external stakeholders through their personal impact, leadership and communications skills.

## **Personal Requirements**

Suitable candidates will demonstrate:

- The ability to lead dynamically at a time of change;
- The ability to plan strategically and implement modernisation and change programmes within their area of responsibility while ensuring delivery of ongoing services;
- The ability to establish and communicate a clear vision and sense of purpose to senior and line management across the organisation, and to establish a high performance culture;
- The ability to manage and deliver multiple complex priorities effectively;
- The capacity for Action Planning, including to analyse data and situations, develop and implement viable solutions, plan for contingencies, manage operational and technical teams and evaluate results;
- A good understanding of current and emerging issues and significant risks in policing and security;
- A sound understanding of the law and the legislative environment;
- Sound judgement, problem solving and decision making skills;
- Excellent interpersonal and communication skills, both written and oral, with the ability to influence key stakeholders and manage relationships by building trust and working in collaboration with both internal and external stakeholders;
- The ability to operate credibly at policy and strategic levels with a reputation for analytical depth and technical competence.

The Assistant Commissioner will be expected to demonstrate the specialist knowledge required to undertake the duties at this level and will need to demonstrate awareness of and seek opportunities to act on areas of their own development, including:

- Maintaining a sound knowledge of policing matters, political and international issues and the wider implications for the citizen and the State;
- Continuously updating and demonstrating expertise in relevant areas;
- Seeking feedback and reviewing own practices and behaviours; and
- Being regarded as an expert in own area(s) of specialism.

**The key competencies for effective performance at Assistant Commissioner level in the Garda Síochána are attached at Appendix A.**

## Eligibility Requirements

The following persons are eligible to apply for a competition to the rank of Assistant Commissioner in the Garda Síochána:

- a member of the Garda Síochána not below the rank of inspector who has served not less than 2 years in that rank on the date on which the competition commences, i.e. 15 February 2017;
- a member of the PSNI not below the rank of inspector who has served not less than 2 years in that rank on the date on which the competition commences, i.e. 15 February 2017.

## The Application Process

You must submit your application by email to [assistantcommissioner@policingauthority.ie](mailto:assistantcommissioner@policingauthority.ie) as a single document attachment in accordance with the following detailed instructions. It will not be possible to accept an incomplete or incorrectly submitted application so candidates should ensure that they follow instructions carefully.

- Candidates should download the Application Form here. This is an editable Word document.
- Candidates should complete the application form and once they are satisfied that they have completed all aspects of the form, print and sign the completed form.
- The completed form should be submitted to their superior for sign off. It is the candidate's responsibility to ensure that his/her supervisor has read and verified the application form in advance of submitting their completed application.
- After the supervisor has completed and signed the Supervisor's Certification the form should be returned to the candidate.
- The candidate should scan the form and save it as a pdf, which should be named: "Your name. pdf". (e.g. Mary Murphy.pdf)
- This document should be attached to an email with the subject title "AC2017 **Your Name**" (e.g. AC2017 Mary Murphy) and submitted to the email address provided above.

## **Deadline for receipt of applications:**

**Closing date and time: 5:00pm Wednesday 15<sup>th</sup> February 2017.**

Applications will not be accepted after the Closing date and time noted above. Candidates are responsible for ensuring that applications are submitted on time.

## **Acknowledgement of Receipt of Applications**

We acknowledge receipt of all applications by email within 3 working days.

## **Communication**

Candidates can expect to receive email at relevant stages throughout the process and should ensure that they check their email regularly, at least on a daily basis throughout the selection process, to view any communications relating to their application. In general, all communication will be to the email address provided on the application form but contact may also be by phone to the phone contact given.

## **Notice of Interview**

During the selection process, the onus is on all applicants to make themselves available on the date(s) specified by the Policing Authority. We will endeavour to give as much notice as possible of interview dates. Candidates should make themselves available on the date(s) notified for their interview.

## **The Selection Process**

The selection process may involve;

- Shortlisting of candidates on the basis of the information provided in their application form in the event of a large number of applications being received relative to the number of expected vacancies;

- Shortlisted candidates being invited to attend a preliminary interview from which a number of candidates will be selected for advancement to a final competitive interview; and
- A final competitive interview (which will include a presentation) for candidates selected from the preliminary interview to advance to the final interview.

### Shortlisting

In the event of a shortlisting exercise being employed the selection board will examine information provided in your application form and assess it against the requirements for the Assistant Commissioner role set out in this booklet.

### Key dates

Preliminary interviews will take place during the week 6-10 March 2017.

The Policing Authority will not be responsible for refunding any expenses incurred by candidates.

### **Principal Terms and Conditions**

Appointments made on foot of this selection competition are subject to the prevailing legislation and the terms and conditions applicable to the rank of Assistant Commissioner in the Garda Síochána, which are available on request from Garda Síochána Human Resources Directorate.

The precise nature of the assignment of successful candidate(s) will be at the discretion of the Commissioner having regard to organisational priorities.

### **Regulations and Statement of Practice**

This selection competition will be run in accordance with the Regulations and the Policing Authority's "Statement of Practice for the Conduct of a Selection Competition for Appointment to the Rank of Assistant Commissioner in the Garda Síochána", which is available on [www.policingauthority.ie](http://www.policingauthority.ie)

## **Other important Information**

### **Confidentiality**

All applications, enquiries, and all aspects of the proceedings are treated as strictly confidential, subject to the Regulations and, unless required by law, are not disclosed to anyone, other than those directly involved in the competition process.

When your application form is received, a record will be created in your name, which contains much of the personal information you have supplied. This personal record is used to process your application and is held in accordance with Data Protection legislation.

Certain items of information, not specific to any individual, may be extracted from computer records for general statistical purposes.

### **Deeming of Candidature to be withdrawn**

Candidates who do not attend for interview or other test when and where required or who do not, when requested, furnish such information as the Authority requires in regard to any matter relevant to their candidature, will be deemed to have withdrawn their candidature.

### **Quality Customer Service**

The Authority aims to provide an excellent level of service to all applicants. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to our attention.

### **Feedback**

Feedback will be provided to candidates on written request after the conclusion of the process.

### **Complaint and review procedures**

Should a candidate wish to make a complaint about a decision in relation to their application they may seek a review as detailed in the Authority's "Statement of Practice for the Conduct of a

Selection Competition for Appointment to the Rank of Assistant Commissioner in the Garda Síochána”, which can be viewed on the Policing Authority’s website.

### **Canvassing**

Candidates should note that it is prohibited to do the following, directly or indirectly:

- Canvass in relation to the process;
- Personate a candidate at any stage of the process;
- Influence a decision of any person in relation to that process; or
- Interfere with or compromise the process in any way.

These actions will result in the disqualification of the candidate and their exclusion from the appointment process. In accordance with the Regulations a candidate who is disqualified from the appointment process shall not be eligible to apply for a competition for a period of 5 years from the time of disqualification.

Where the Authority is of the opinion that there may have been interference or attempted interference with an appointment process, it may investigate the matter or cause it to be investigated by a person authorised on its behalf. Authority members and staff are obliged by their Code of Conduct to report any approach to them by or on behalf of a candidate to the Chairperson, Chief Executive or Chair of the Audit and Risk Committee as appropriate.

### **Candidates’ obligations**

Candidates must ensure that in applying for a position that they:

- have the knowledge and ability to discharge the duties of the post concerned;
- are suitable on the grounds of health and character; and
- are suitable in all other relevant respects for appointment to the post concerned;

Candidates are required to:

- Provide any information or declaration required as part of the application process for the competition;
- Undertake any clearance process that may be required by the Authority;
- Agree to perform the duties attached to the specified rank and/or post and to accept the conditions under which those duties are or may be required to be performed.

Candidates are bound by the Code of Ethics for the Garda Síochána.

Candidates who knowingly or recklessly provide false information in regard to their application for selection competitions will not be considered for appointment.

### **Clearance Processes**

The Regulations provide that the Authority shall not appoint a candidate unless certain conditions are met. Before the Authority makes an appointment, amongst other things the Authority must:

- have made all such enquiries as it considers necessary to verify the information provided in the candidate's application;
- be satisfied as to the outcome of its clearance process; and
- be satisfied at the time of the appointment that the candidate is fully competent and is available to undertake and is capable of undertaking the duties attached to that position.

If a candidate is placed on a panel following a selection process and is being considered for appointment the Authority will consider the outcome of this clearance process in advance of appointment of a candidate.

The clearance process will include:

- Asking candidates to complete a self-declaration relating to:
  - Details of any previous convictions and previous disciplinary misconduct which have not been expunged, including details of the misconduct and any sanction;
  - Details relating to sick leave and the nature of any absences.
- Verifying the details provided in this declaration as part of the Authority's clearance process;
- Making such enquiries as the Authority considers necessary to satisfy itself in accordance with regulation 12 of the Regulations;

Candidates will be asked to provide a consent to the Policing Authority to make such enquiries as it considers necessary to complete the clearance process and comply with regulation 12 of the Regulations.

Candidates should be aware that if the information provided by a candidate is found to be inaccurate or incomplete this will also be taken into account in assessing the suitability of the candidate for appointment and as part of the clearance process.

## Competencies for Assistant Commissioner in the Garda Síochána

Competency	Examples of Areas of Application:
<b>1. Leadership and Management</b>	Provides visible and energetic leadership, fully engaging with others in the Garda Síochána and the community and leading others in an impactful, motivational and supportive manner, actively communicating with internal and external stakeholders, collaborating with other Departments, organisations and agencies.
	Drives change in the organisation, building relationships and supporting cross functional teams and setting challenging goals to achieve operational objectives and effect the vision of the reform and modernisation agenda.
	Emphasises and demonstrates accountability in their area of responsibility. Effectively delegates responsibility and accountability, monitoring and implementing effective performance management.
	Facilitates an open exchange of ideas and fosters an atmosphere of open communication.
	Supports others to optimise their contribution and development.
<b>2. Strategic Thinking</b>	Creates a vision for the Garda Síochána, anticipates requirements and actively contributes to and driving its delivery.
	Contributes to the strategy development for the Garda Síochána by understanding the environment, particularly the policing context and the breadth of factors which impact on the organisation, balancing a broad range of stakeholder concerns, analysing complex issues, and anticipating consequences of actions.
	Ensures the development of a strong operational strategy to meet service requirements, in the context of overall organisational strategy and a system wide approach which connects to risks and the potential for innovation in the wider environment.
	Constantly reviews implementation, assessing risks and engaging in balanced risk taking to achieve success.
	Shows courage in making difficult decisions.
<b>3. Delivery Focus: High Performance and Delivering Results</b>	Makes sound and well informed decisions, understanding their impact and implications and assuming accountability for own actions and decisions.
	Prioritises tasks to maximise results, making tough decisions on prioritising the use of resources to achieve the desired results and being prepared to stand by them.
	Analyses information accurately and in a timely manner and identifies and initiates required courses of action.
	Challenges processes to improve organisational capacity, responsiveness and citizen focus through input to and championing of planning and reform to ensure compliance with the changing environment and expectations, laws, regulations and trends.
	Ensures successful implementation of organisational objectives through a range of delivery methods, including effective deployment of the full range of skills and expertise to deliver quality services to the public in accordance with the Policing Plan and within budget. Anticipates potential challenges and setbacks and puts contingency plans in place to deal with these.
	Critically reviews projects and activities to ensure their effectiveness and that they meet organisational requirements. Evaluates impact of actions in a timely manner, ensuring strong and timely upward and downward feedback.

Competency	Examples of Areas of Application:
<b>4. Managing Relationships: Collaboration and Communication</b>	Plays a full and active part on the senior team in shaping and leading the Garda Síochána in an environment of significant change.
	Communicates professionally and credibly, listening to others perspectives, influencing others and communicating clearly to manage expectations.
	Facilitates collaboration, partnerships and networks internally and externally to achieve common goals and objectives.
	Proactively builds and maintains effective working relationships with key stakeholders, in particular within the community, anticipating sensitivities and complexities and responding in an informed and constructive manner.
	Skilfully negotiates and influences with conviction.
	Appreciates the importance of building a positive image of an ethical, citizen focused organisation and uses media channels appropriately to communicate the Garda Síochána message effectively.
<b>5. Drive and Resilience</b>	Demonstrates initiative and sustains high levels of drive, enthusiasm and energy.
	Strives to effectively balance a range of complex and diverse policing, societal and political elements and the citizen impact in all decisions.
	Is clear on the expectations for delivery and leads and managing multiple complex priorities effectively to achieve these, bringing high levels of dynamism and effort to all activities.
	Keeps perspective and utilises personal support strategies to assist in maintaining focus in situations where the outcome may be personally disappointing.
	Speaks his/her own mind with confidence and conviction.
	Is resilient, maintaining composure even in adverse or challenging situations, staying professional in the face of very difficult situations.
<b>6. Breadth and Appreciation of the Policing Role</b>	Has the level of expertise and experience in a range of policing roles required to perform effectively in the position. Develops and maintains skills and expertise across a number of areas that are relevant to the Garda Síochána and his/her specific field of operations.
	Demonstrates achievements commensurate with high standards and best practice, continuously updating and demonstrating expertise in relevant areas.
	Ensures sound understanding and management of policing and security risks.
	Keeps up to date with key organisational, policing and legal developments and issues that affect the role, including maintaining a sound knowledge of sectoral, political and international issues and their wider implications for the citizen and the State.
<b>7. Exemplifies Public Service Values and the Policing Principles</b>	Serves the State and people of Ireland, ensuring the citizen is at the heart of all services provided, demonstrating a strong community focus, while appreciating and managing risk and understanding the importance of good governance.
	Exemplifies the values of integrity, honesty, respect, equality and ethical behaviour required by the Code of Ethics for the Garda Síochána in delivering a professional, accountable service.
	Treats others with respect and demonstrates understanding of the role of a policing service in a changing society.
	Is personally trustworthy, honest and respectful, delivering on promises and commitments.
	Operates with professionalism and probity.
	Promotes a culture that fosters the highest standards of ethics and integrity.