



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

Chief Superintendent 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 Chief Superintendent in the Garda Síochána", which is available on 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 Chief Superintendent. 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 Chief Superintendent

The Policing Authority intends to hold a selection competition for the purpose of appointing a person(s) to the rank of Chief Superintendent 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 and positions to be filled from this competition may occur in any Garda Síochána Division. The precise nature of the assignment of successful candidate(s) will vary depending on the location and role in which the vacancies arise.

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 Chief Superintendent Role

The Chief Superintendent is a senior managerial rank in the Garda Síochána and is a critical post in terms of ensuring quality service delivery to the public. The Chief Superintendent plays a central, critical role in driving organisational change and in inspiring members and staff to high standards and performance within a culture which reflects the values of the organisation and the Code of Ethics established by the Policing Authority.

Chief Superintendents are key drivers of the modernisation and change process in the Garda Síochána. They 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.

The key aspects of the Chief Superintendent role include:

- Ensuring a high standard of performance and delivery by his/her team in relation to policing and security priorities, based on defined performance indicators in the annual policing plan;
- Supporting the Commissioner in leading the development and implementation of the Strategy of the Garda Síochána;
- Driving and monitoring the progress of major investigations/operations;
- Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery;
- Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human rights;
- Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility;
- Building public confidence by engaging effectively with a diverse range of stakeholders;
- Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation;
- Working collaboratively with stakeholders in the Justice System; and
- Performing any other duties as may be required by the Garda Commissioner from time to time.

Person Requirements

The person(s) appointed as Chief Superintendent in the Garda Síochána will be persons of the utmost integrity and ethical values, demonstrating personal drive commitment and energy. They will define and reinforce policing standards, demonstrating these personally and fostering a culture of ethical behaviour and personal responsibility throughout their areas of responsibility.

To be considered for appointment as Chief Superintendent in the Garda Síochána, candidates must demonstrate evidence of:

- Breadth and depth of policing experience; and
- Specific achievement of delivery in a management role.

Suitable candidates will also demonstrate:

- Relevant management experience across a range of roles, including managing multiple agendas and tasks and allocating resources as required;
- A track record of specific achievement in his/her career;
- The ability to create an environment that fosters open communication;
- The ability to operate at a strategic level and lead at a time of change;
- The ability to drive the Garda Síochána change agenda by establishing clear objectives and plans, securing resources and putting appropriate structures in place;
- A sound understanding of the law and policing issues;
- A proven track record of working under pressure and delivering results to tight deadlines and high standards;
- Excellent interpersonal and communication skills, both written and oral, with the ability to engage with and influence key stakeholders and manage relationships by building trust and working in collaboration; and
- Sound judgement, problem solving and decision making skills.

In addition to the attributes and experience outlined above, the successful candidate will need to demonstrate that they possess the behaviours and competencies identified as being important for the Chief Superintendent role.

A comprehensive description of these competencies are attached at Appendix A.

Eligibility Requirements

The following persons are eligible to apply for a competition to the rank Chief Superintendent 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. 9th March 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. 9th March 2017

The Application Process

You must submit your application by email to chiefsuperintendent@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 from our website at www.policingauthority.ie . 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 supervisor for certification. 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. An option is available for an alternative supervisor to sign in the event of the candidate's usual supervisor not being available.
- 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 "CS2017 **Your Name**" (e.g. CS2017 Mary Murphy) and submitted to the email address provided above.

Deadline for receipt of applications: 5:00pm Thursday 30th March 2017

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

Acknowledgement of Receipt of Applications

When an email is received at the email address above an automatic email will issue acknowledging receipt of the mail. A formal acknowledgement of receipt of applications will issue by email within 3 working days of receipt of applications.

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 invited to interview to make themselves available on the date(s) and times specified by the Policing Authority. We will endeavour to give as much notice as possible of interview dates and times.

The Selection Process

The selection process may involve:

- Shortlisting of candidates on the basis of the information provided in their application form. This will be done 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; and
- A final competitive interview (which will include a presentation) for candidates selected from the preliminary interview.

Shortlisting

In the event of a shortlisting exercise being employed the selection board will examine the information provided in each application form and assess it against the requirements for the Chief Superintendent role set out in this booklet. For the purpose of shortlisting, the selection board will specifically examine information provided in the following sections of the application form:

- Breadth and Depth of Policing Experience section; *and*
- Management and Delivery of Results.

These areas will be assessed against the requirements for the Chief Superintendent role as set out in this Candidate Information Booklet, and such other criteria as the selection board may decide.

Key dates

Preliminary interviews will take place in the period from 4th May until 19th May.

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 Chief Superintendent in the Garda Síochána, the principal elements of which are set out below.

General

The appointment is subject to the Garda Síochána Act 2005 (Appointments to the Ranks of Garda Commissioner, Chief Superintendent and Superintendent) Regulations 2016 and any other Act for the time being in force relating to the Civil and / or Public Service. The appointment will be on a full-time basis and the person appointed will be expected to be ordinarily and permanently resident in the state.

Pay

The current pay for Chief Superintendent of the Garda Síochána is €79,699.00 (B Rate) or at A Rate¹ is €82,278.00 (the Personal Pension Contribution rate for new entrants).

The rate of remuneration may be adjusted from time to time in line with Government pay policy. An annual uniform allowance will be paid to the successful candidate.

Tenure

The successful candidate will be appointed as a Chief Superintendent of the Garda Síochána. This is a uniformed position.

The compulsory retirement age for members of the Garda Síochána is 60 years of age.

¹ *Members of the Garda Síochána who pay PRSI at Class A includes all members who commenced training after 6th April 1995, and applies to the following Registered Numbers: - 26365F and higher (male/female) and 00930L and higher (female).*

The successful candidate may from time to time be required to manage a number of portfolios/functions as required by the Commissioner.

Location

The successful candidate will be required to serve at the discretion of the Commissioner anywhere in the State, at any time.

When absent from Regional Headquarters or Headquarters Department(s) on official duty the appointee may have the use of official transport, where such transport is not available he/she will be paid appropriate travelling expenses. Travelling expenses and subsistence allowance shall be subject to the Code Regulations.

Annual Leave

The annual leave entitlement will be 52 days.

Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the Sick Leave Regulations.

Pension/Superannuation

If the successful candidate is, or has been within the last 26 weeks prior to appointment, a serving public servant in Ireland they will join the existing Garda superannuation scheme.

If the successful candidate has not been, within the last 26 weeks prior to appointment, a serving public servant in Ireland, they will become members of the Single Pension Scheme for the public service.

Further details relating to the pension and superannuation provisions will be made available on request.

Important Notice:

In relation to successful candidates from the P.S.N.I., if it is deemed necessary to relocate domicile to the Republic of Ireland all the expenses necessary in the reallocation to this jurisdiction will be incurred by the successful candidate.

Other important Information

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 Chief Superintendent in the Garda Síochána", which is available on www.policingauthority.ie

Confidentiality

All applications, enquiries, and all aspects of the process 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 selection competition process.

When an application form is received, a record will be created in the candidate's name, which contains much of the personal information supplied. This personal record is used to process the 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 Chief Superintendent 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 of the Policing Authority as appropriate.

Candidates' obligations

Candidates must ensure, 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 required as part of the application process for the competition;
- Undertake any clearance process that may be required by the Authority; and
- 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 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. 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 previous convictions and previous disciplinary misconduct, 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 enquires as it considers necessary to complete the clearance process and comply with Regulation 12 of the Regulations.

Competencies for Chief Superintendent in the Garda Síochána

Competency	Examples of Areas of Application:
Leadership and Strategic Direction	Leads the team, gives focus on priorities and performance, setting high standards, tackling any performance problems & facilitating high performance.
	Contributes to the shaping of Garda Síochána strategy and policy by consulting with stakeholders, feeding local intelligence, environmental analysis and front-line views upward into helping develop national policy.
	Develops capability and capacity across the team through effective delegation and recognition of diverse skills and requirements, offering coaching and constructive / supportive feedback.
	Leads on preparing for and implementing significant change and reform.
	Anticipates and responds quickly to developments in the sector/ broader environment.
	Actively collaborates with other Departments, Organisations and Agencies.
Judgment and Decision Making	Identifies and focuses on core issues when dealing with complex information/ situations, planning and co-ordinating the deployment and allocation of resources and the activities of resources and specialist units.
	Assembles facts, deploys verbal and numerical information and thinks through issues logically to assess situations quickly and co-ordinate deployment and tactics.
	Sees the relationships between issues and quickly grasps the high level and socio-political implications.
	Takes action, making decisions in a timely manner and having the courage to see them through.
	Allocates resources appropriately across the range of activities in their area of responsibility.
	Makes sound and well informed decisions, informed by the Code of Ethics, understanding their impact and implications.
	Strives to effectively balance a range of complex and diverse policing, societal and political elements and the citizen impact in all decisions.
Management and Delivery of Results	Initiates and takes personal responsibility for setting high standards and delivering results and quality services.
	Balances strategy and operational detail to meet organisational needs.
	Manages multiple agendas and tasks and reallocates resources to manage changes in focus.
	Makes optimum use of resources and implements performance measures to deliver on objectives.
	Ensures the optimal use of ICT and new delivery models.
	Critically reviews projects and activities to ensure their effectiveness and that they meet organisational requirements.
	Instils the importance of efficiency, value for money and good corporate governance.
	Adapts the national policing plan to reflect local priorities based on local intelligence and environmental analysis, while maintaining a focus on overall policing priorities and strategies, prioritising across the key activity areas, managing and ensuring the performance of a focused team acting on priorities and achieving the desired outcomes. Clearly demonstrates the capacity to undertake the Chief Superintendent role.

Competency	Examples of Areas of Application:
Building Relationships and Communication	Speaks and writes in a clear, articulate and impactful manner, making opinions known when s/he feels it is right to do so.
	Actively listens, seeking to understand the perspective and position of others.
	Manages and resolves conflicts / disagreements including workplace conflicts, in a positive & constructive manner.
	Works effectively with a range of different parties, recognising & managing tensions arising from diverse stakeholders perspectives.
	Persuades others, builds consensus, gains co-operation from others to obtain information and accomplish goals.
	Proactively engages with colleagues at all levels of the organisation and across other organisations and groups and builds strong professional networks.
	Appreciates the value of building a positive image of an ethical, citizen focused organisation and uses media channels appropriately to communicate the Garda Síochána message effectively.
Drive and Commitment to Public Service Values and the Policing Principles.	Consistently strives for a high level of personal and team performance
	Demonstrates personal commitment to the role, maintaining determination and persistence alongside a sense of balance and perspective in relation to work issues.
	Is personally trustworthy, honest and respectful, delivering on promises and commitments.
	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.
	Is resilient, maintaining composure even in adverse or challenging situations.
	Promotes a culture that fosters 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.