



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

**Candidate Information Booklet
Superintendent 2018**

The Policing Authority intends to hold a competition for the purpose of appointment to

the rank of

Superintendent in the Garda Síochána



Please read this booklet carefully as it contains essential information regarding the application process.

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

This selection competition 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 Superintendent in the Garda Síochána 2018", which is available on www.policingauthority.ie.

CONTACT: Policing Authority (Appointments Unit)
4th Floor
90 North King Street
Smithfield
Dublin 7
D07 N7CV

Phone: 01-8589058 email: superintendent@policingauthority.ie

1. Introduction

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) ('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 Superintendent. 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 broad 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 policing and improving police governance.

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.

2. Selection Competition for the Rank of Superintendent

The Policing Authority intends to hold a selection competition for the purpose of appointing persons to the rank of 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 candidates will vary depending on the location and role in which positions arise to be filled.

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 mean that a candidate will necessarily be appointed by the Authority. Regardless of being placed on a panel of candidates, the Authority cannot make an appointment unless there is a sanctioned post and all the requirements set out in Section 12 of the Regulations are met.

Eligibility Requirements

The following persons are eligible to apply for a competition for appointment to the rank of 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. 24 May 2018;
- a member of the Police Service of Northern Ireland (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. 24 May 2018.

A competition commences on the latest date on which a candidate may apply, in this case **24 May 2018**.

Competition Timeline

The following table contains the key dates for the competition. Candidates should note these dates and ensure that they are available to participate should they progress to different stages of the process.

Timelines for Superintendent Selection Competition 2018		
Stage	Activity	Dates
Application	Completion and submission of applications. The deadline for receipt of completed applications is 5pm on Thursday 24 May 2018.	3 May – 24 May
Recording of Candidate Video (See Section 5)	Complete online video assessment. Eligible candidates will be invited to record their responses to a number of questions using an online video platform.	25 May – 4 June

Shortlisting	The Selection Board will review candidates' application forms and view their video responses and undertake shortlisting to identify those candidates most likely to meet the standard required at the interview stage of the competition.	5 June – 18 June
Interviews	The Selection Board will interview shortlisted candidates. This will include a presentation.	5 July – 24 July

3. How to Apply

Completion of Application Form

Candidates are required to fully complete the application form which is available to download from the Authority's website. It is important that candidates follow closely the instructions in the form for its completion, particularly in relation to the information and examples to be provided for each of the competencies.

After completion of Sections A, B and C of the application form, candidates should:

1. Sign the Declaration at section E;
2. Arrange for their supervisor to complete the Certification at Section D; and
3. Submit the application form in accordance with the requirements set out in detail below.

Submission of Applications

Applicants must submit a completed application form by email to

superintendent@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.

1. Candidates should download the application form from the Policing Authority website.
2. This is an editable Word document.
3. Candidates should complete the application form. Once they are satisfied that they have completed all sections of the form, they should print and sign the completed form.
4. 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 certification by an alternative supervisor.
5. After the supervisor has completed and signed the Supervisor's Certification, the form should be returned to the candidate.
6. The candidate should scan the form and save it as a pdf, which should be named: "**Your name.pdf**" (e.g. Mary Murphy.pdf)
7. This document should be attached to an email with the subject title "**SI2018 Your Name**" (e.g. SI2018 Mary Murphy) and submitted to the email address provided above.

The deadline for receipt of applications is 5pm on Thursday 24 May 2018.

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

Communication

When an email is received at the email address above, an automatic email will be sent by return acknowledging receipt of the mail.

Candidates who meet the eligibility criteria can expect to receive a further email on 25 May inviting them to participate in the next stage of the competition.

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 using the phone contact given in the candidate's application form.

4. The Superintendent Role

The Superintendent is a managerial rank in the Garda Síochána and is a critical post in terms of ensuring quality service delivery to the public. The Superintendent plays a central, vital role in ensuring that communities and victims are at the heart of all services provided.

Superintendents are key drivers of performance in the Garda Síochána. They must demonstrate a strong personal commitment to the role and possess a range of policing experience and ability to deliver results to perform effectively at this level. The successful candidate will play a critical role in maintaining a strong community focus, in managing the delivery of front-line services and implementing organisational change at an operational level.

The key aspects of the Superintendent role include:

- managing the delivery of services in relation to policing and security priorities, based on defined performance indicators in the annual policing plan;
- planning and prioritising work in terms of importance, timescales and other resource constraints and re-prioritising in light of changing circumstances;
- monitoring and steering the progress of investigations/operations, recognising patterns and trends in criminal activity and devising approaches to combat these;
- delegating responsibility appropriately and empowering people to make decisions;
- ensuring strong systems of supervision are operating and managing performance by individuals and teams in meeting divisional objectives;
- deploying resources in accordance with changing priorities;
- monitoring budgets to ensure delivery of value for money and services;
- leading the implementation of organisational change at an operational level, through personal commitment to new ideas and ways of working;
- ensuring good governance in line with control and accountability frameworks;
- building public confidence by engaging effectively with the community and other stakeholders, ensuring that communities and victims are at the heart of all services provided;
- ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility; and
- performing any other duties as may be required by the Garda Commissioner from time to time.

Person Requirements

The persons appointed as Superintendent in the Garda Síochána will be persons of the utmost integrity and ethical values, demonstrating personal drive, commitment and energy. They will foster a culture of ethical behaviour and personal responsibility throughout their areas of responsibility.

Suitable candidates will also demonstrate:

- relevant management experience across a range of roles, including management of resources, staff and multiple agendas and tasks;
- a track record of specific achievement in his/her career;
- the ability to create an environment that fosters an open exchange of ideas and an atmosphere of open communication;

- the ability to translate the strategic change agenda into action, giving direction and stating expectations clearly for staff, creating enthusiasm and commitment throughout their area of responsibility and tackling performance issues;
- personal commitment to innovation and supporting staff in new ways of working;
- 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
- initiative, sound judgement, problem solving and decision making skills.

In addition to the attributes and experience outlined above, the successful candidate will need to demonstrate evidence of the behaviours and competencies identified as being important for the Superintendent role:

- Leadership and operational planning;
- Managing operations and delivering results;
- Judgement and decision making;
- Building relationships and communication;
- Exemplifies public service values and the policing principles; and
- Breadth of experience and appreciation of the policing role.

Examples of areas of application for each of these competencies are attached at Appendix A.

5. The Selection Competition

The selection competition will be a two stage process, involving:

- shortlisting of candidates, which will be based on assessment of the material provided by candidates in:
 - Section B of their Application Form; and
 - Responses to the questions in the video assessment stage; and
- shortlisted candidates being invited to attend an interview, which will include a presentation.

Candidates should note the key dates outlined in section 2 above, and ensure that they are available to participate should they progress to different stages of the process.

A description of each of these stages is set out below for candidate's information. Further information relating to each stage will be provided to candidates at the applicable stage of the competition.

Application form

Applicants must submit their application on the form which can be downloaded from the Authority's website.

Please note that Sections B and C of the application form require candidates to provide material which demonstrates evidence of their experience in relation to each of the competencies set out in the Competency Framework for the rank of Superintendent at Appendix A of this Candidate information Booklet. Applicants are reminded that they are required to provide **specific examples of each competency** set out in Appendix A. These examples should demonstrate the candidate's experience related to the Superintendent role as set out in Section 4 of this Candidate Information Booklet and should clearly outline the candidate's own contribution to the examples provided.

The information contained in Section B of the Application form will be assessed at the shortlisting stage of the competition. The information contained in Section C will not be considered at shortlisting stage but if a candidate proceeds to interview, may be considered, along with Section B, at interview.

Recording of Candidate Video

To augment their application form at the shortlisting stage of the process, eligible applicants will be invited to record responses to a number of questions which are related to the criteria against which the Selection Board will conduct shortlisting. These responses, together with Section B of the application form, will be assessed during the shortlisting process.

This stage of the process will be carried out using an online video assessment platform which has been sourced by the Authority for this purpose and will be provided by a specialist firm in this area - Sonru. This is a secure site which provides the facility for candidates to record a video which can be viewed by the Selection Board.

In general terms this stage of the process will operate as follows:

1. Candidates who meet the eligibility criteria will receive an email on 25 May 2018 inviting them to undertake the video assessment and informing them of the questions which they will be asked during this process. This email will include:

- a link to the online platform;
 - detailed instructions on how to log in to the platform and record responses to the questions;
 - a detailed Video Assessment User Guide;
 - the questions candidates will be required to answer; and
 - information on support available to candidate throughout the process of recording their video.
2. Before recording their responses, candidates will have an opportunity to familiarise themselves with the process and practice using the platform. There will be a number of practice questions which candidates can complete as many times as they wish and which will not be available to the Selection Board to view.
3. Candidates will be required to record their responses to four assessment questions:

- Questions 1 – 3 will be related to the candidate’s experience in relation to the following competencies:
 - Breadth of Experience and Appreciation of the Policing Role; and
 - Managing Operations and Delivering Results

Candidates will be allowed a maximum of three minutes to record their responses to each of these three questions. These responses will be assessed against the shortlisting criteria based on these competencies.

- Question 4 will provide an opportunity for candidates to provide a brief comment in support of their application. Candidates will have a maximum of two minutes to answer this question.

There will be a short pause of 30 seconds between questions.

4. It is important to note that once candidates commence recording of their responses to the assessment questions the process cannot be paused or restarted. There will be only one opportunity to record responses to the assessment questions.
5. The recorded video responses will be viewed by the Selection Board during shortlisting and together with Part B of the candidate’s application form will form the basis of their assessment of candidates against the shortlisting criteria.
6. Candidates will need a broadband connection and a device with video recording capability, which can connect to the internet (for example a computer, laptop, or tablet with a camera) to record their video using the platform. It is the responsibility of the candidate to ensure that they have uninterrupted access to these facilities during this process. Please note that it is also possible to access the platform on certain smartphones by downloading an app. However, it is important that candidates ensure that **all calls are diverted to voicemail before beginning the recording.**

The choice of device used is solely a matter for the candidate and the Authority takes no responsibility for the quality of the recording submitted. Candidates should ensure that they are satisfied with the quality of their practice videos before proceeding to record their responses to the assessment questions. It is possible to log out and re-try the practice questions on a different device, however once recording of responses to the official questions commences this will not be possible.

7. The video platform will be available to invited candidates for a limited window from when they receive their invitation to this stage of the process on 25 May until midnight on 4 June. Candidates should log in as soon as possible after receipt of their invitation. Candidates should ensure that they allow sufficient time to practice using the platform and record their responses so that this can be completed in good

time before the deadline for submission of their video which is midnight on Monday 4 June 2018. Videos submitted after this deadline will not be accepted.

8. There will be a 24/7 support service provided by the provider - Sonru, accessible by phone, email and online chat and in the event of any difficulty with logging in to or using the platform, candidates should contact the support service for assistance.

A detailed step by step "Video Assessment User Guide" will be provided to eligible applicants and will be available on the Authority's website to assist candidates in using this platform and guide them through this process.

Shortlisting

The purpose of shortlisting is to identify those candidates most likely to attain the standard required at the interview stage of the competition. In deciding whether to shortlist candidates, the Selection Board will:

- review Section B of the candidate's application form;
- view the video recorded by each candidate; and
- assess this material against the requirements for the Superintendent role set out in this Candidate Information Booklet, with reference to the following competencies and such specific criteria as the Selection Board may decide:
 - Breadth of Experience and Appreciation of the Policing Role; and
 - Managing Operations and Delivering Results.

Interviews

Shortlisted candidates will be invited to attend at interview. Interviews will comprise a single semi-structured competency based interview. This will include a presentation by candidates on a pre-determined topic which will be provided to candidates when called to interview. Candidates will also be questioned on the content of their presentations.

We will endeavour to give as much notice as possible of interview dates and times. The onus is on candidates invited to interview to make themselves available on the date(s) and time specified. The Policing Authority will not be responsible for refunding any expenses incurred by candidates at any stage in the process.

Interviews will take place in the period between 5 and 24 July 2018.

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

The precise nature of the assignment of successful candidates will be at the discretion of the Commissioner having regard to organisational priorities.

General

Appointment is subject to the Garda Síochána Act 2005 and the Garda Síochána Act (Appointments to the Ranks of Assistant Commissioner, Chief Superintendent and Superintendent) Regulations, 2016. Appointment will be on a full-time basis and persons appointed will be expected to be ordinarily and permanently resident in the State.

Pay

The current pay for Superintendent is €70,514 (B Rate) or €72,841 (A Rate)¹ (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. Furthermore, a number of allowances are payable including a uniform allowance, an availability allowance (€8,049 annually) and a rent allowance (€4,500 annually).

Code of Ethics for the Garda Síochána

On appointment to the rank of Superintendent, candidates will be required to affirm, or if appropriate re-affirm, their commitment to adhering to the Code of Ethics for the Garda Síochána.

Tenure

The successful candidate(s) will be appointed to the rank of Superintendent in the Garda Síochána. The compulsory retirement age for members of the Garda Síochána is 60 years of age. 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(s) 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.

¹ 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)

Annual Leave

The annual leave entitlement will be 52 days for operation Superintendent or 42 days for Officers attached to Garda Headquarters and the Garda Training College, Templemore.

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.

Paid Sick Leave

The scheme provides for:

- a maximum of 92 days sick leave on full pay in a year;
- followed by a maximum of 91 days sick leave on half pay;
- subject to a maximum of 183 days paid sick leave in a rolling year period.

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 PSNI, if it is deemed necessary to relocate to this State, any expenses will be incurred by the candidate in question.

7. 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 Superintendent in the Garda Síochána 2018", which is available on the Authority's website at www.policingauthority.ie

Confidentiality and Data Protection

All applications, videos, enquiries, and all aspects of the selection, clearance and appointments process are treated as strictly confidential, subject to the statutory framework, and unless required by law, are not disclosed to anyone, other than those directly involved in the selection competition, clearance or appointments process.

All data will be processed in accordance with the General Data Protection Regulation and relevant Data Protection law.

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 the General Data Protection Regulation (GDPR) and relevant Data Protection law. Certain items of information, not specific to any individual, may be extracted from records for general statistical purposes.

Deeming of Candidature to be withdrawn

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

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 Superintendent in the Garda Síochána 2018", 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;
- attempt to 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 to the Chairperson, Chief Executive or Chair of the Audit and Risk Committee of the Policing Authority as appropriate any approach to them by or on behalf of a candidate.

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. 'Honesty and Integrity' is one of the key tenets of the Code. As candidates you are expected to honour these values, both in how you approach this competition and by agreeing to follow the rules and procedures laid down.

By video recording your responses to the questions asked, you are confirming that you are the person named on the application and you agree to complete the assessment honestly and without assistance. By accessing or attempting any assessment/ test materials or interview you are agreeing to be bound by the terms set out in the Statement of Practice for this competition.

Candidates should be aware that if the information provided by a candidate at any stage in the selection or clearance process were found to be inaccurate or incomplete this would also be taken into account in assessing the suitability of the candidate for appointment. Candidates who knowingly or recklessly provide false or misleading information 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, 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 includes:

- asking candidates to complete a self-declaration which will include:
 - Details of any previous convictions, any previous disciplinary sanctions and outstanding criminal or disciplinary investigations, including details of the misconduct and any sanction and any other matters which the Authority may consider to be relevant to its consideration of the candidate's suitability for appointment to the rank of Superintendent;
 - Details of any outstanding investigations or complaints of which the candidate is aware; and
 - Details relating to health and sick leave and the nature of any absences.

This self-declaration will not be shared with the Selection Board.

- verifying the details provided in this declaration as part of the Authority's clearance process; and
- making such enquiries as the Authority considers necessary to satisfy itself in accordance with Regulation 12 of the Regulations.

Competencies for Superintendent in the Garda Síochána	
Competency	Examples of Areas of Application:
Leadership and Operational Planning	Has a clear vision for the operational area, prepares plans and targets which will achieve long-term goals and objectives, looking critically at issues to see how things can be done better.
	Leads and maximises the contribution of the team as a whole, encouraging ownership and responsibility for tasks, actively engaging co-operation to achieve objectives and ensuring the team understands the importance of their contribution to overall organisational objectives.
	Sets high standards, builds and sustains accountability and high levels of performance, works with the team to develop realistic objectives.
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances.
	Is flexible, receptive to new ideas and ways of working and actively implements change. Identifies and takes opportunities to exploit new and innovative service delivery channels and encourages innovation in others.
	Values each member of the team and their contribution, developing capability through support, feedback, coaching and creating opportunities for development.
	Identifies trends in criminal activity at local level and devises interventions to combat these and to anticipate and respond to community concerns.
Managing Operations and Delivering Results	Plans and takes responsibility for delivery of objectives, managing multiple activities, projects, investigations and operations and reallocating resources to manage changes in focus.
	Delegates appropriately, communicates information and expectations clearly and empowers others.
	Manages performance, monitors progress and holds people to account for delivery.
	Ensures that appropriate supervision is in place with systems and processes, appropriately using ICT and new delivery models, which provide quality assurance.
	Identifies opportunities to reduce costs and ensure maximum value for money is achieved.
	Takes personal responsibility for setting high standards and delivering results and quality services, ensuring quality and efficient customer service is central to the work of the district.
Judgement and Decision Making	Researches issues thoroughly, consulting appropriately to gather pertinent information and critically evaluating information and intelligence. Has good local knowledge and keeps informed on changing requirements, trends and data.
	Analyses and interprets information (in particular numerical data) and accurately and in a timely manner and identifies appropriate courses of action.
	Anticipates consequences for all stakeholders, anticipates potential obstacles and develops contingency plans. Takes calculated risks and decisive action.
	Sees the relationships between issues and thinks through issues logically to assess situations.
	Develops a well-reasoned rationale and is prepared to stand by decisions. Takes responsibility for making tough or unpopular decisions.
	Demonstrates sound judgement, making well-informed decisions, putting forward solutions to address problems, informed by the Code of Ethics and understanding the impact and implications for the community and other stakeholders.
	Establishes and maintains focus on priorities, remains calm and thinks clearly under pressure.

Building Relationships and Communication	Speaks and writes in a confident and articulate manner, clearly communicating instructions and making opinions known appropriately when s/he feels it is right to do so.
	Actively listens, seeking to understand the perspective and position of others.
	Promotes teamwork and fosters an atmosphere of open communication.
	Manages and resolves conflicts / disagreements in a positive and constructive manner; negotiating and influencing effectively.
	Develops and maintains a network of contacts to facilitate problem solving or information sharing.
	Works effectively with a range of different parties, maintaining positive working relationships with the community and other stakeholders and deliver the best possible service to the public while recognising diverse stakeholders' perspectives.
	Instils a strong focus on Customer Service and ensures that staff understand the expectations, changing needs, concerns and diversity of different communities, and strive to address them.
	Appreciates the importance of building the positive image of an ethical, citizen-focused organisation and uses media channels appropriately to communicate the Garda Síochána message(s) effectively and in accordance with policy.
Exemplifies Public Service Values and the Policing Principles	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 personally committed, self-motivated, demonstrates initiative and strives to perform at a high level, is accountable for and takes pride in own and team's contribution to achieving organisational goals.
	Treats others with respect and demonstrates understanding of the role of policing in a changing society.
	Is personally trustworthy and honest, delivering on promises and commitments.
	Responds quickly to customer's requests, provides solutions in a timely manner and keeps customers updated on progress.
	Demonstrates determination and resilience, maintaining composure even in challenging circumstances and difficult situations.
	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 and promoting a culture that fosters high standards of ethics, integrity and respect for human rights.
	Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role, continuing to learn and adapt to new circumstances.
Breadth of Experience and Appreciation of the Policing Role	Comprehensive understanding of the up to date legal and procedural context within which the Garda Síochána operates.
	Sound understanding of the different operational elements and procedures within the organisation that come into play in particular circumstances.
	Knowledge of the range of specialist resources that are available within the organisation and their appropriate use.
	Appreciation of the role that the Garda Síochána fulfils in the community and within the wider society and knowledge of community concerns, services and initiatives.
	Planning for operations, events and contingencies and responding to changing circumstances in an agile manner.
	Commitment to crime prevention, identifying risks and engaging with and supporting the community, victims and vulnerable members of society
	Clear understanding of your own and your team's role, objectives and targets and their place in the wider context
	Knowledge of policing and governmental issues and the wider societal context