



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

**Candidate Information Booklet
Chief Superintendent 2018**

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

the rank of

Chief Superintendent in the Garda Síochána



Please read this booklet carefully as it contains important 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 Chief 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: chiefsuperintendent@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 Chief 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 currently 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 Chief Superintendent

The Policing Authority intends to hold a selection competition for the purpose of appointing persons 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 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 Regulation 12 of the Regulations are met.

Eligibility Requirements

The following persons are eligible to apply for a competition for appointment to the rank of Chief Superintendent in the Garda Síochána:

- a member of the Garda Síochána not below the rank of Inspector¹ who has served not less than 2 years in that rank on the date on which the competition commences, i.e. 5 September 2018;
- a member of the Police Service of Northern Ireland (PSNI) not below the rank of Inspector¹ who has served not less than 2 years in that rank on the date on which the competition commences, i.e. 5 September 2018.

A competition commences on the latest date on which a candidate may apply, in this case **5 September 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 Chief Superintendent Selection Competition 2018		
Stage	Activity	Dates
Application	Completion and submission of applications. The deadline for receipt of completed applications is 5pm on Wednesday 5 September 2018.	8 August – 5 September
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. The deadline is 11.59pm on Sunday 16 September 2018.	6 – 16 September

¹ Please note that this refers to substantive service at the rank of Inspector

Timelines for Chief Superintendent Selection Competition 2018

Stage	Activity	Dates
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.	19 – 28 September
Preliminary Interviews	The Selection Board will interview shortlisted candidates. Those who are successful will be invited to a final interview.	15 – 26 October
Final Interviews	The Selection Board will interview candidates shortlisted for final interview.	12 – 16 November

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 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.

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 "CS2018 **Your Name**" (e.g. CS2018 Mary Murphy) and submitted to the email address provided above.

The deadline for receipt of applications is 5pm on Wednesday 5 September 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 6 September 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 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.

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.

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 three stage process, involving:

- Shortlisting of candidates, which will be based on assessment of the material provided by candidates in:
 - Section A and B of their Application Form; and
 - Responses to the questions in the video assessment stage;
- Shortlisted candidates being invited to attend a preliminary interview; and
- Candidates successful at preliminary interviews being invited to attend a final 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 Chief 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 Chief 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 Sections A and B of the Application form will be considered 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 A and 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.

Candidates should note that the video assessment is an opportunity to support their application by providing further evidence of their experience relative to these criteria. While applicants may choose to use the recorded answers to expand on the examples provided in their application form, they are under no obligation to use the same example and may answer the questions with any examples that they deem appropriate.

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 6 September 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 Appreciation of the Policing Role; and
 - Management and Delivery of 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. It should be noted that the video assessment offers candidates a good opportunity to provide further evidence of their competency and to provide further evidence of their experience presented to the Selection Board.

- 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 only be 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 Sections A and 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 6 September until 23.59 on 16 September. 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 23.59 on Sunday 16 September 2018. Videos submitted after this deadline will not be accepted and failure to complete the video will be taken as an indication by the candidate that they are withdrawing from the competition..
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 Sections A and B of the candidate’s application form;
- View the video recorded by the candidate; and
- Assess this material against the requirements for the Chief 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 Appreciation of the Policing Role; and
 - Management and Delivery of Results.

Interviews

Interviews will comprise two stages, preliminary and final interview:

- **Preliminary Interview**
Shortlisted candidates will be invited to attend at preliminary interview. Interviews will be competency based. Candidates successful at preliminary interviews will be invited to final interview.
- **Final Interview**
Candidates who are successful at preliminary interviews will be invited to a final competitive interview. This will include a presentation 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 and in relation to the competencies for the chief Superintendent role.

Further information about the interview format will be provided to candidates when invited to interview.

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.

It is expected that preliminary interviews will take place in the period between 15 and 26 October 2018 and final interviews will take place in the period between 12 and 16 November 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 Chief Superintendent in the Garda Síochána, the principal elements of which are set out below.

The precise nature of the assignment of candidates appointed by the Authority 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 Chief Superintendent is €88,963 (B Rate) or €91,914 (A Rate)² (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 and an availability allowance (€10,121 annually). A premium payment of €15 per day in respect of potential attendance at Court hearings should apply to the rank on the basis of an officer's total annual leave entitlement.

Code of Ethics for the Garda Síochána

On appointment to the rank of Chief 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 will be appointed to the rank of Chief 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 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.

² 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 operational Chief 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 Chief 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.

The Authority has developed a Candidate Privacy Notice which provides more detailed information on what categories of candidate data are processed and how they are used. This notice is available for download on our website.

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 Chief 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. Candidates are expected to honour these values, both in how they approach this competition and by agreeing to follow the rules and procedures laid down.

By video recording their responses to the questions asked, candidates are confirming that they are the person named on the application and they agree to complete the assessment honestly and without assistance. By accessing or attempting any assessment/ test materials or interview candidates 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, further details of which are available on the Authority's website, 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 Chief Superintendent;
 - Details of any outstanding investigations or complaints of which the candidate is aware; and
 - A declaration that there are no grounds relating to health or sick leave why they are not suitable for appointment.

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.

The Policing Authority Clearance Process for Appointments to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent in the Garda Síochána is available to view on our website.

Appointment

The Authority will establish a panel of candidates in the order of merit determined by the Selection Board and will make appointments to fill vacancies from the panel of candidates where it is satisfied as to the outcome of its clearance process in accordance with the Regulations. Appointment will be effective on the date that the officer takes up duty as directed by the Commissioner.

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.
Judgement 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.

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 and 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 importance 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.
Breadth of Appreciation of the Policing Role	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.
	Keeps up to date with key organisational, policing, national and legal developments and issues that affect the role.
	Ensures sound intelligence and management of state security risks.
	Builds effective relationships with communities and colleagues in a range of diverse engagements.
	Maintains a strong focus on self-development, seeking feedback and opportunities for growth.
	Works effectively with the legal and court systems.