

Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Decision Maker's decision
1-2	02/03/2017 - Email correspondence between Policing Authority & Commissioner's Office	5	Information not relevant to request		Part-Grant
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5-6	20/01/2017 - Correspondence from Chief Supt. Mark Curran, Commissioner's Office to Policing Authority				Release
7-11	18/01/2017 - Email correspondence from Policing Authority to Garda Commissioner	3	Information not relevant to request		Part-Grant
12-14	18/01/2017 - Email correspondence from Policing Authority to Garda Commissioner	3	Information not relevant to request		Part-Grant
15	17/01/2017 - Correspondence from Chief Supt. Mark Curran, Commissioner's Office to Policing Authority				Release
16-17	13/01/2017 - Correspondence from Policing Authority to Garda Commissioner re Notification of Intention				Release
18-19	13/01/2017 - Correspondence from Policing Authority to Garda Commissioner				Release

Requester Name: Mick Wallace - Schedule of Records 1 - Commissioner's Office

File Re: FOI-000092-2017

20-21	13/01/2017 - Correspondence from Chief Supt. Mark Curran to Policing Authority	2	Information not relevant to request		Part-Grant
22-24	13/12/2016 - Correspondence from Policing Authority to Garda Commissioner	5	Information not relevant to request		Part-Grant
25-26	13/12/2016 - Correspondence from Policing Authority to Garda Commissioner	2 pages	Information not relevant to request		Part-Grant
			Total number of pages		26
			Total number of pages for full release		17
			Total number of pages for partial release		7
			Total number of pages being withheld		2

Broderick, Marie B

From: Helen M Hall [REDACTED]
Sent: 02 March 2017 08:19
To: Broderick, Marie B
Subject: Re: Interviews

Marie

Thanks for this. New access has been set up for Dónall and he has been contacted.

Kind regards
 Helen

**Helen Hall | Chief Executive | The Policing Authority |
 Floor 4, 90 North King Street, Smithfield, Dublin, D07 N7CV.**

[REDACTED]

From: "Broderick, Marie B" [REDACTED]
To: 'Helen M Hall' <[REDACTED]>
Date: 01/03/2017 17:43
Subject: Interviews

Good afternoon Helen

The commissioner has me asked to advise you that further to your phone call with her today, Deputy Commissioner O Cualain will represent her on the Preliminary Interview Board for the Assistant Commissioners competition. The Commissioner confirms she will sit on the Board for the Final Interviews.

The Commissioner has enquired if she can provide Deputy Commissioner O Cualain with access to the relevant material or will Liam Mullholland provide direct access to the material for the Deputy

Regards

Marie

Marie Broderick
Superintendent
Private Secretary to the Commissioner

[REDACTED]



***** Faisnéis í seo don té sin nó don eintiteas sin a bhfuil a sheoladh uirthi, agus dó siúd amháin, agus d'fhéadfadh ábhar rúnda agus/ nó ábhar faoi phribhléid a bheith iniata. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Más trí bhotún a fuair tú é seo, cuir scéala chuig an seoltóir le do thoil agus scríos an t-ábhar d'aon ríomhaire. Is é polasaí An Gharda Síochána seoladh ábhair cholúil a dhícheadú, agus más dóigh leat gur ábhar colúil atá sa teachtaireacht seo ba cheart duit dul i dteagmháil leis an seoltóir agus le postmaster@garda.ie láithreach. The information transmitted is intended only for the

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Delaney, David J

From: Helen M Hall [REDACTED]
Sent: 20 January 2017 19:30
To: Commissioner
Cc: [REDACTED] Catherine E Pierse; Aileen M. Healy; Margaret M. Tumelty; Keegan, John
Subject: Re: Consultation in relation to the Job and Person Specifications required for appointment to the rank of Assistant Commissioner in An Garda Síochána
Attachments: 84_320260-16.pdf
Categories: Red Category

On reading the attachment I note that the matter will be addressed at my meeting with the Deputy Commissioner and CAO on Monday, so please disregard the email below.
 I had thought it was the arrival of one of the two reports we were awaiting from the Commissioner for next week's Authority meeting.

Kind regards
 Helen

**Helen Hall | Chief Executive | The Policing Authority |
 Floor 4, 90 North King Street, Smithfield, Dublin , D07 N7CV.**

[REDACTED]

From: Helen M Hall/JELR/JSECTOR
To: Commissioner <Commissioner@garda.ie>,
Cc: [REDACTED] Catherine E Pierse/JELR/JSECTOR@JUSTICE, Aileen M. Healy/JELR/JSECTOR@JUSTICE, Margaret M. Tumelty/JELR/JSECTOR@JUSTICE
Date: 20/01/2017 19:22
Subject: Re: Consultation in relation to the Job and Person Specifications required for appointment to the rank of Assistant Commissioner in An Garda Síochána

I acknowledge with thanks receipt of your email and attached report, which I will bring to the attention of the Authority.

Kind regards
 Helen

**Helen Hall | Chief Executive | The Policing Authority |
 Floor 4, 90 North King Street, Smithfield, Dublin , D07 N7CV.**

[REDACTED]

From: Commissioner <Commissioner@garda.ie>
To: [REDACTED]
Date: 20/01/2017 19:09
Subject: Consultation in relation to the Job and Person Specifications required for appointment to the rank of Assistant Commissioner in An Garda Síochána

CMR_84-320260/16

F.A.O. Ms Helen Hall, Chief Executive, Policing Authority

Re: Consultation in relation to the Job and Person Specifications required for appointment to the rank of Assistant Commissioner in An Garda Síochána

I am directed by the Commissioner to forward the attached correspondence.

Sent on behalf of

Mark Curran, Chief Superintendent, Office of the Garda Commissioner.

***** Faisnéis í seo don té sin nó don eintiteas sin a bhfuil a sheoladh uirthi, agus dó siúd amháin, agus d'fhéadfadh ábhar rúnda agus/nó ábhar faoi phribhléid a bheith iniata. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Más trí bhotún a fuair tú é seo, cuir scéala chuig an seoltóir le do thoil agus scríos an t-ábhar d'aon ríomhaire. Is é polasaí An Garda Síochána seoladh ábhair cholúil a dhícheadú, agus más dóigh leat gur ábhar colúil atá sa teachtaireacht seo ba cheart duit dul i dteagmháil leis an seoltóir agus le postmaster@garda.ie láithreach. The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of An Garda Síochána to disallow the sending of offensive material and should you consider that the material contained in this message is offensive you should contact both the sender and postmaster@garda.ie immediately.

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An Garda Síochána

Oifig Rúnai Príobháideach
an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
D08 HN3X

Tel/Teileafón: (01)6662015/16/26
Fax/Facs: (01) 66 62021
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le do thoil:

Please quote the following ref. number:
CMR_84-320260/16

Bi linn/Join us  



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Private Secretary
Garda Headquarters
Phoenix Park
Dublin 8
D08 HN3X

Láithreán Gréasáin / Website:
www.garda.ie

Riomhphost / E-mail:
commissioner@garda.ie

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CMR_84-320260/16

Ms. Helen Hall
Chief Executive
The Policing Authority
Floor 4, 90 North King Street
Smithfield
Dublin 7
D07 N7CV

**Re: Consultation in relation to the job and Person Specifications
required for appointment to the rank of Assistant Commissioner in
An Garda Síochána.**

Dear Ms. Hall

I am directed by the Commissioner to refer to your recent correspondence in the above. You will appreciate that the matters raised are complex and require significant consideration. Given that your correspondence in respect of this matter was actioned on 19 January 2017 and in the interests of the candidates, and the integrity of the competition, further time is required to provide a considered response.

It is understood that the Chief Administrative Officer Mr. Joe Nugent and Deputy Commissioner Dónall Ó Cualáin will address this issue at the scheduled meeting on Monday 23 January 2017.

As requested arrangements are being made to advise members of An Garda Síochána of your intention to hold this competition together with the schedule as set out in your letter of 13 January 2017. A notification to this effect has issued on the Garda Portal on today's date.

Yours sincerely



**MARK CURRAN
CHIEF SUPERINTENDENT
COMMISSIONER'S OFFICE**

20th January 2017

Delaney, David J

From: Helen M Hall [REDACTED]
Sent: 18 January 2017 18:05
To: Commissioner
Cc: OCualain, Donall P; Nugent, Joseph; Keegan, John; [REDACTED]
Subject: Advance copy: Role profile - Assistant Commissioner
Attachments: Consultation on Role profile.pdf

Categories: Red Category

Dear Commissioner,

Please find attached an advance copy of a letter attaching the role profile for the forthcoming AC competition for your comment. I look forward to hearing from you and as usual, I'm happy to discuss with you or your colleagues.

Kind regards
 Helen

Helen Hall | Chief Executive | The Policing Authority |
 Floor 4, 90 North King Street, Smithfield, Dublin , D07 N7CV.

Is le haghaidh an duine nó an eintitis ar a bhfuil sí dírithe, agus le haghaidh an duine nó an eintitis sin amháin, a bheartaítear an fhaisnéis a tarchuireadh agus féadfaidh sé go bhfuil ábhar faoi rún agus/nó faoi phribhléid inti. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Má fuair tú é seo trí dhearmad, téigh i dteagmháil leis an seoltóir, le do thoil, agus scríos an t-ábhar as aon ríomhaire. Is é beartas An tÚdarás Póilíneachta seoladh ábhair cholúil a dhícheadú. Más rud é go measann tú gur ábhar colúil atá san ábhar atá sa teachtaireacht seo is ceart duit dul i dteagmháil leis an seoltóir láithreach agus le mailminder[at]policingauthority.ie chomh maith.

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AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

The Policing Authority, 4th Floor, 90 King Street North, Dublin 7, D07 N7CV
Phone: +353 1 8589000 email: info@policingauthority.ie

18 January 2017

Ref: PA/2017/14

Commissioner Nóirín O'Sullivan
An Garda Síochána
Garda Headquarters
Phoenix Park
Dublin 8

Consultation in relation to the Job and Person specifications required for appointment to the rank of Assistant Commissioner in the Garda Síochána.

Dear Commissioner,

I refer to previous correspondence relating to the preparations which are underway to undertake a selection competition for appointment to the senior ranks in the Garda Síochána. In accordance with Regulation 6 (3) of the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, chief superintendent and superintendent) Regulations 2016, I wish to formally seek your views in relation to the qualifications, training, skills, expertise or experience, as the case may be, which are required for appointment to the rank of Assistant Commissioner and which are to be reflected in the Job and Person Specifications sections of the competition documentation for candidates. I attach a draft of the job and person specifications for this competition for your consideration.

In light of the need to finalise the competition documentation I would be grateful if you could provide your input to these matters as a matter of urgency and in any event no later than close of business on 20 January.

I would also be grateful if you could advise me of any general terms and conditions of appointment of a person to this rank which in your view require to be notified to candidates for this competition.

I would be happy to discuss these matters in further detail with you or your nominated liaison.

Yours sincerely

Helen Hall
Chief Executive

The Assistant Commissioner Role

Working with Communities to Protect and Serve is the Mission of the Garda Síochána, whose function is to provide policing and security services for the State.

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

The role is diverse requiring a high standard of performance and leadership. The Assistant Commissioner must demonstrate an awareness and understanding of the Strategy of the Garda Síochána Strategy and the importance and significance of the policing principles and public service values.

The Assistant Commissioner must demonstrate a strong personal commitment to the role and must possess the policing acumen and range of experience to perform effectively at this senior level while ensuring the highest standards of performance.

As part of the top management team of the Garda Síochána the Assistant Commissioner will have a leadership role in the following;

- Formulation and delivery of Garda Síochána strategy;
- Ensuring a high standard of performance and delivery in relation to policing and security priorities and annual and multi-annual policing and corporate plans;
- Effective management of People and Resources; and
- Communication with a diverse group of stakeholders.

Principal Duties and responsibilities

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

- Deliver results based on defined performance indicators in their area of responsibility in the context of the annual policing plan;
- Support the Garda Commissioner in leading the development and implementation of strategy and provide leadership to the organisation, in implementing the Strategy of the Garda Síochána;
- Review and evaluate initiatives, policies and procedures within their area of responsibility and recommend how they might be improved;

- Monitor the performance of and maintain effective liaison with their team and to identify areas in which improvement is required and support and assistance can be provided in achieving their objectives;
- Manage their areas of responsibility with regard to good governance practice, compliance with statutory and other requirements for policing in line with best practice and regard to human rights;
- Ensure that sound operational, ethical, financial, technical, project and personnel management practices are operated across their area of responsibility;
- Work collaboratively with stakeholders in the Justice system, including the Garda Inspectorate, GSOC, and the Policing Authority;
- Engage effectively with a diverse range of stakeholders, including community and civil society groups and victims of crime to promote and maintain appropriate relationships;
- Monitor trends and developments in policing and make recommendations to the Commissioner as necessary;
- Be committed to and lead organisational development and change and the promotion of high standards of performance; and
- Perform any other duties as may be required by the Garda Commissioner from time to time.

The Person

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

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

They will contribute to the strategic vision of the organisation and demonstrate their experience in managing relationships, managing organisation change and promoting a high performance culture.

Personal Requirements

Suitable candidates will demonstrate:

- The ability to manage and deliver multiple complex priorities effectively;
- The ability to lead dynamically at a time of change, monitoring trends and developments in policing and making recommendations for improvement;
- The ability to plan strategically and implement modernisation and change programmes within their area of responsibility while ensuring delivery of ongoing services.

- The capacity for Action Planning, including to analyse data and situations, develop and implement viable solutions, plan for contingencies and evaluate results;
- A good understanding of current and emerging issues and significant risks in policing and security;
- A sound understanding of the law and the legislative environment;
- An ability to manage relationships by building trust and working in collaboration with key external and internal stakeholders;
- Sound judgement, problem solving and decision making skills;
- An ability to deliver results against performance indicators in policing and strategic plans;
- Management skills and experience at a senior level including effective management of resources and people;
- An ability to lead change and to establish a high performance culture;
- The ability to manage operational and technical teams to ensure that organisational projects deliver results to plan;
- Excellent interpersonal and communication skills, both written and oral, with the ability to influence key stakeholders and manage relationships with both internal and external stakeholders
- The ability to establish and communicate a clear vision and sense of purpose to senior and line management across the organisation;
- The ability to operate credibly at policy and strategic levels with a reputation for analytical depth and technical competence;

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

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

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

Delaney, David J

From: Helen M Hall [REDACTED]
Sent: 18 January 2017 18:01
To: Commissioner
Cc: Nugent, Joseph; OCualain, Donall P; Keegan, John; [REDACTED]
Subject: Advance copy of letter
Attachments: Response to letter of 17 January.pdf

Categories: Red Category

Dear Commissioner,

Please find attached an advance copy of a letter which is being despatched to you by post.

As usual, I'm happy to discuss with you or your colleagues.

Kind regards
 Helen

**Helen Hall | Chief Executive | The Policing Authority |
 Floor 4, 90 North King Street, Smithfield, Dublin , D07 N7CV.**

[REDACTED] *****

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AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

The Policing Authority, 4th Floor, 90 King Street North, Dublin 7, D07 N7CV
Phone: +353 1 8589000 email: info@policingauthority.ie

18 January 2017

Ref: PA/2017/15

Commissioner Nóirín O'Sullivan
An Garda Síochána
Garda Headquarters
Phoenix Park
Dublin 8

Selection competition for appointment to the rank of Assistant Commissioner in the Garda Síochána

Dear Commissioner

I refer to your response dated yesterday and received this afternoon in relation to the above matter. Thank you for the confirmation that you as Commissioner will represent the Garda Síochána as a member of the selection board for the above competition. As alluded to in my letter of 13 January 2017, this will require you to be available for participation as a member of the selection board on:

- 21 February 2017 [training and short-listing];
- 6, 9 and 10 2017 [Preliminary interviews]; and
- 21 March 2017. [Final competitive interviews]

Over the past couple of weeks, we have been securing the availability of appropriate members for the selection board, which have now been identified and their availability is confirmed for all of the above dates. If you call me, I can provide you with an update on the board's composition.

As you will recall, on 15 December 2016, during the briefing we arranged following the tripartite meeting with the Department, the Chairperson and I shared our thinking with you, the Deputy Commissioner and the Chief Administration Officer on various aspects of the selection process planned by the Authority. During this meeting, we consulted you on various aspects of the planned selection process.

Additionally, and in line with the Regulations, the Authority consulted with you on 13 December 2016 regarding the competencies for the role of Assistant Commissioner and I would like to thank you for the response received on 13 January 2017. A role profile document encompassing the qualifications, training, skills, expertise, experience, for the role will be sent to you later today inviting your comment. For the avoidance of doubt, I do not anticipate any further consultation

process being necessary, but am happy to talk with you or your representatives at any time.

I spoke to the Chief Administration Officer last week on the need for a very prompt turnaround on the latter to facilitate moving the process forward quickly in line with the timetable provided to you in my letter of 13 January. I look forward to your support in doing this and would therefore appreciate if you provide any comments you have on the role profile document by close of business this Friday 20 January.

As usual, I am available to discuss any aspect of the above with you or your representatives.

Yours sincerely



Helen Hall
Chief Executive

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
D08 HN3X



Office of the Commissioner
Corporate Affairs
Garda Headquarters
Phoenix Park
Dublin 8
D08 HN3X

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Fax/Facs: (01) 66 62013

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Láithreán Gréasáin / Website:
www.garda.ie

Riomhpost / E-mail:
commissioner@garda.ie

Bi linn/Join us  

CMR_84-320260/16

Ms. Helen Hall
Chief Executive
The Policing Authority
Floor 4, 90 North King Street
Smithfield
Dublin 7
D07 N7CV

Re: Request for nomination of a person to sit on the selection board for the selection competition for appointment to the rank of Assistant Commissioner


Notification of intention to undertake a selection competition for appointment to the rank of Assistant Commissioner in An Garda Síochána

I am directed by the Commissioner to refer to your correspondence (X2) dated January 13th 2017 in respect of this matter. The Commissioner welcomes this competition for the selection of candidates for the rank of Assistant Commissioner.

The Commissioner will represent An Garda Síochána as a member of the selection board as per Regulation 9 (4) and (5) of the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, Chief Superintendent and Superintendent) Regulations 2016.

The Commissioner notes the proposed competition dates contained in your minute. As previously discussed at the tripartite Governance meeting in the Department of Justice and Equality on 15th December 2016 it would be helpful for prior consultation to occur in respect of this competition. The Commissioner is also anxious to have prior discussions on the composition of the selection board. This process would also be in the interest of avoiding scheduling issues for any nominated persons.

Yours sincerely


MARK CURRAN
CHIEF SUPERINTENDENT
COMMISSIONER'S OFFICE
19th January 2017



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

The Policing Authority, 4th Floor, 90 King Street North, Dublin 7, D07 N7CV
Phone: +353 1 8589000 email: info@policingauthority.ie

Commissioner Nóirín O'Sullivan

Garda Síochána

Garda Headquarters

Phoenix Park

Dublin 8.

13 January 2017



Notification of intention to undertake a selection competition for appointment to the rank of Assistant Commissioner in the Garda Síochána.

Dear Commissioner,

I refer to the recent commencement of the Authority's functions relating to appointment to the senior ranks in the Garda Síochána. In this context and in accordance with Regulation 6 (4) of the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, chief superintendent and superintendent) Regulations 2016, I wish to notify you that the Authority intends to proceed immediately to undertake a selection process for appointment to the rank of Assistant Commissioner in the Garda Síochána in accordance with the following schedule:

Date	Timeline for Assistant Commissioner selection competition 2017
25 January 2017	Advertise selection competition
15 February 2017	Closing date for the receipt of applications
6 – 10 March 2017	Preliminary interviews
21 March	Final competitive interviews

In accordance with the regulations, any Garda member 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. the latest date for application), is eligible to apply for this competition.

In accordance with the governing regulations I would be grateful if you would arrange to make potential candidates aware of the Authority's intention to hold this competition and of the schedule set out above so as to allow candidate's preparations to commence.

You may also wish to draw the attention of potential candidates to the fact that there will be some changes to the selection processes undertaken by the Authority, which will include preliminary and final competitive interviews, a presentation and may include shortlisting depending on the number of applications. The application process and subsequent communication with candidates will be by email. Details of the process will be provided in the Information Booklet for the Competition.

The competition will be advertised on the Authority's website at www.policingauthority.ie by close of business on Wednesday 25th January next. In addition, I will be in contact with you in advance of the publication of the competition to provide copies of the relevant documentation so as to facilitate your making this available to potential candidates in the Garda Síochána. If you have any questions about this matter, please contact me or my colleague Ms. Aileen Healy.

Yours sincerely



Helen Hall

Chief Executive



~~CMR 84. 32052/17~~ 18
CMR 84. 320260/16

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Commissioner Nóirín O'Sullivan

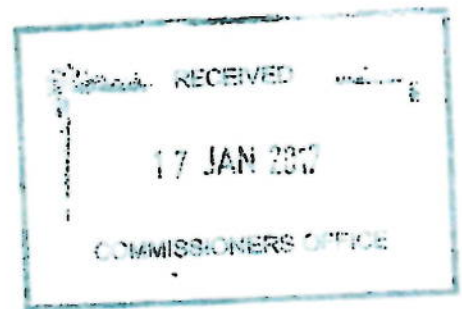
Garda Síochána

Garda Headquarters

Phoenix Park

Dublin 8.

13 January 2017



Request for nomination of a person to sit on the selection board for the selection competition for appointment to the rank of Assistant Commissioner.

Dear Commissioner,

Further to the commencement of the Authority's functions relating to appointment to the senior ranks in the Garda Síochána, the Authority intends to proceed immediately to undertake a selection process for the rank of Assistant Commissioner and preparations are well advanced in this regard.

As part of the arrangements for this competition the Authority is convening a selection board in accordance with the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, chief superintendent and superintendent) Regulations 2016 which govern these appointments. Regulation 9 (4) and (5) provides that a selection board shall include a person nominated by the Garda Commissioner who the Commissioner and the Authority is satisfied is suitably qualified to be a member of that selection board and may be either (a) a member or former member of the Garda Síochána, or (b) a member of the civilian staff of the Garda Síochána.

Accordingly, I would be grateful if you would nominate a suitable person who meets these requirements to be a member of the selection board for all stages of this competition and who will be available on the dates set out below to conduct the business of the board. I regret that, due to the availability of Authority members and other members of the selection board, there is no flexibility to change these dates.

The following schedule sets out the agreed timeline for undertaking this selection competition.

Date	Scheduled Activity for Selection Board
21 February	Training/briefing, Shortlisting (if applicable)
6 March	Preliminary interviews
9 March	Preliminary interviews
10 March	Preliminary interviews
21 March	Final competitive interviews

As it is necessary to finalise these arrangements in a timely manner I would appreciate receiving your nomination as soon as possible but no later than 20 January next.

Yours sincerely



Helen Hall

Chief Executive

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath
D08 HN3X



Office of the Commissioner
Corporate Affairs
Garda Headquarters
Phoenix Park
Dublin
D08 HN3X

Tel/Teléfono: (01) 66 62053/20/16/22

Fax/Facs: (01) 66 62013

Luaigh an uimhir tharaghta seo a leanas
le do thoil:
Please quote the following ref. number:

Láithreán Gréasáin / Website:
www.garda.ie

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Bí linn/Join us  

CMR_84-320260/16

Ms. Helen Hall
Chief Executive
Policing Authority
The Policing Authority
4th Floor
90 King Street North
Dublin 7
D07 N7CV

**Re: Preparations for Policing Authority undertaking functions in relation to
Appointments to Assistant Commissioner [REDACTED]
[REDACTED] in An Garda Síochána.**

Dear Ms Hall

I am directed by the Commissioner to refer to your letter of 13 December 2016 in the above.

In relation to the proposed competencies for promotion to the rank of Assistant Commissioner I am to advise you that there is a strong correlation between the existing competencies and those proposed by the Policing Authority. The majority of the competencies are similar albeit under new titles, with subtle differences. The proposed revised competency titles appear in many organisational job settings and should not present a problem or be unfamiliar to any candidate.

I now propose to address issues arising in each individual competency.

Strategic Thinking (formerly Strategy Formulation)

1. 'The Garda Síochána' should be amended to 'An Garda Síochána.'
2. The following points should be considered for inclusion in developing strategy under 'Areas of Application':
 - Demonstrates knowledge of their environment, particularly in the policing context.

- Ability to include and encompass all stakeholder perspectives in the development of strategy.

Delivery Focus: High Performance and Delivering Results (formerly Action Planning)

1. The following point should be considered for inclusion under 'Areas of Application':
 - Delivering results should also focus on *how* results are achieved

Leadership and Management (formerly Leadership and Management)

1. Consideration should be given to placing this as the first competency.
2. The following points should be considered for inclusion under 'Areas of Application':
 - Is a visionary.
 - Has ability to communicate effectively with internal and external stakeholders.
 - Is excellent at building relationships.

Managing Relationships: Collaboration and Communication (formerly Interpersonal Interaction)

1. No issues are apparent.

Drive and Resilience (formerly Personal Energy and Commitment)

1. No issues are apparent.

Breadth and Appreciation of the Policing Role (formerly Policing)

1. The term '*operational*' should be removed.
2. It is unclear what is meant by the term '*Ensures sound intelligence and management of state security risks,*' The inclusion of this could place those in certain positions at an unfair advantage.

Exemplifies Public Service Values (new competency)

1. This is a new competency and is included in the Public Service Competency Framework as a core component. It is to be welcomed; however, there is a concern over the reference to the Government within the 'Areas of Application'. An Garda Síochána is an a-political organisation, with members classed as public servants, not civil servants. While of course it is acknowledged that An Garda Síochána serve the people of Ireland, it is suggested that any reference to the Government is removed to avoid any possible misinterpretation.
2. A further suggestion is to reinforce the necessity to understand the importance of good governance and risk management.

Following inclusion of the above mentioned issues, difficulties are not foreseen in any Garda applicant presenting for interview under these revised competencies. I will revert to you further in relation to the Chief Superintendent and Superintendent Competencies.

Chief Superintendent Tony McLoughlin, Human Resources and People Development, is available to discuss this matter further with your office, if required.

Yours sincerely


MARK CURRAN
CHIEF SUPERINTENDENT
COMMISSIONER'S OFFICE

13th January 2017

Ráiteas Misin/Mission Statement

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu/ Working with Communities to Protect and serve



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13 December 2016

Ref: PA/2016/531

Commissioner Nóirín O'Sullivan
Garda Síochána
Garda Headquarters
Phoenix Park
Dublin 8.

Preparations for the Policing Authority undertaking functions in relation to Appointments to Assistant Commissioner, [REDACTED] in the Garda Síochána.

Dear Commissioner,

As outlined in previous correspondence, in light of the impending transfer of functions for selection for appointment to the ranks set out above, the Authority, mindful of the imperative of being ready to undertake a selection process to fill vacancies in these ranks is also engaged in preparations to undertake the selection competitions concerned.

The draft regulations proposed by the Department of Justice and Equality provide that the Authority "consult with, and have regard to the views of, the Garda Commissioner in determining the competencies, qualifications, training, skills, expertise or experience, as the case may be, which are required for appointment to a specified rank or a particular post in a specified rank to which a competition relates". The Authority is cognisant of the importance of defining the job requirements and personal attributes pertaining to these positions and which will be fundamental to designing an effective process to select the most suitable candidate(s) to perform effectively in these roles.

You will recall that, further to an initial review of the [REDACTED] competency framework undertaken earlier this year as a pilot, a set of revised competencies for that rank was developed by the Authority and forwarded for your consideration. We have received feedback from your HR Directorate, which has been taken account of in the attached revised draft of the [REDACTED]. This approach, the methodology for which I set out in my letter of 27 July last, and taking account of feedback received following the earlier consultation

referred to above, has also been adopted in the preparation of competency frameworks for the ranks of Assistant Commissioner [REDACTED].

I am enclosing a copy of the draft proposed competencies for each of the ranks of Assistant Commissioner, [REDACTED] and invite your views on same. You will appreciate the importance of early finalisation of these competencies given their fundamental role in contributing to the preparation of job and person specifications which, taken together, are a fundamental element in the Authority's design of the selection process for these ranks. In light of the need to finalise preparations for the Authority's selection process for these Appointments, I would be grateful to formally receive your views on the attached by Friday 23 December next after which time this consultation will close and the Authority will finalise these competencies in advance of announcing competitions for these ranks.

Additionally, I would welcome an early opportunity to provide a briefing for you and your HR team on the Authority's plans for undertaking selection competitions for these ranks and I will be in contact with your office to arrange this.

Yours sincerely,



Helen Hall
Chief Executive

Draft Competencies for Assistant Commissioner	
Competency	Areas of Application
1. Strategic Thinking	<p>Creates a vision for the Garda Síochána and anticipates requirements and actively contributes to and driving its delivery</p> <p>Contributes to the strategy development for the Garda Síochána by analysing complex issues understanding the breadth of factors which impact on the organisation and anticipating consequences of actions.</p> <p>Ensures the development of a strong operational strategy to meet service requirements, in the context of overall organisational strategy and a system wide approach which connects to risks and the potential for innovation in the wider environment.</p> <p>Constantly reviews implementation, assessing risks and engaging in balanced risk taking to achieve success</p> <p>Shows courage in making difficult decisions</p>
2. Delivery Focus: High Performance and Delivering Results	<p>Makes sound and well informed decisions, understanding their impact and implications and ensuring accountability for own actions and decisions</p> <p>Identifies tasks to ensure results, making tough decisions and being prepared to stand by them</p> <p>Analyzes information accurately and in a timely manner and identifies and initiates required courses of action</p> <p>Challenges processes to improve organisational capacity, responsiveness and citizen focus through input to and championing of planning and reform to ensure compliance with the changing environment and expectations, laws, regulations and trends</p> <p>Ensures successful implementation of organisational objectives through a range of delivery methods, including effective deployment of the full range of skills and expertise to deliver quality services to the public in accordance with the Planning Plan and within budget. Anticipates potential challenges and setbacks and puts contingency plans in place to deal with these</p> <p>Continually reviews projects and activities to ensure their effectiveness and that they meet organisational requirements. Evaluates impact of actions in a timely manner, ensuring strong and timely upward and downward feedback</p>
3. Leadership & Management	<p>Provides visible and energetic leadership, fully engaging with others in the Garda Síochána and the community and leading others in an impactful, multi-variental and supportive manner, actively collaborating with other Departments, organisations and agencies</p> <p>Drives change in the organisation, building and supporting cross functional teams and setting challenging goals to achieve operational objectives and effect the vision of the reform and modernisation agenda</p> <p>Emphasises and demonstrates accountability in their area of responsibility. Effectively delegates responsibility and accountability, monitoring and implementing effective performance management</p> <p>Facilitates an open exchange of ideas and fosters an atmosphere of open communication</p> <p>Supports others to optimise their contribution and development</p>
4. Managing relationships: Collaboration and Communication	<p>Plays a full and active part on the senior team in shaping and leading the Garda Síochána in an environment of significant change</p> <p>Communicates professionally and credibly, listening to others perspectives, influencing others and communicating clearly to manage expectations.</p> <p>Facilitates collaboration, partnerships and networks internally and externally to achieve common goals and objectives.</p> <p>Proactively builds and maintains effective working relationships with key stakeholders, in particular within the community, anticipating opportunities and complexities and responding in an informed and constructive manner</p> <p>Skillfully negotiates and influences with authority</p> <p>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</p>
5. Drive and Resilience	<p>Demonstrates initiative and sustains high levels of personal drive, enthusiasm and energy.</p> <p>Strives to effectively balance a range of complex and diverse policing, societal and political elements and the citizen impact in all decisions</p> <p>Is clear on the expectations for delivery and leads and managing multiple complex priorities effectively to achieve these, bringing high levels of dynamism and effort to all activities</p> <p>Keeps perspective and utilises personal support strategies to assist in maintaining focus in situations where the outcome may be personally disappointing</p> <p>Speaks his/her own mind with confidence and conviction.</p> <p>Is resilient, maintaining composure even in adverse or challenging situations, staying professional in the face of very difficult situations.</p>
6. Breadth and Appreciation of the Policing Role	<p>Has the level of operational expertise and experience in a range of policing roles required to perform effectively in the position. Develops and maintains skills and expertise across a number of areas that are relevant to the Garda Síochána and his/her specific field of operations.</p> <p>Demonstrates policing achievements commensurate with high standards and best practice, continuously updating and demonstrating expertise in relevant areas</p> <p>Ensures sound intelligence and management of state security risks.</p> <p>Keeps up to date with key organisational, policing and legal developments and issues that affect the role, including maintaining a sound knowledge of sectoral, political and international issues and their wider implications for the citizen and the State.</p>
Exemplifies Public Service Values	<p>Serves the Government and people of Ireland, ensuring the citizen is at the heart of all services provided, demonstrating a strong community focus, while appreciating the importance of good governance and a whole of government perspective</p> <p>Exemplifies the values of integrity, honesty, respect and ethical behaviour in delivering a professional, accountable service.</p> <p>Treats others with respect.</p> <p>Is personally trustworthy, honest and respectful, delivering on promises and commitments.</p> <p>Operates with professionalism and probity.</p> <p>Promotes a culture that fosters the highest standards of ethics and integrity.</p>

