

Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Decision Maker's decision
1-2	22/11/2016 - Email correspondence between An Garda Síochána and the Policing Authority.	3	Information not relevant to request		Part-Grant
3-6	18/01/2017 - Correspondence from the Policing Authority to Garda Commissioner				Release
7	Email correspondence from Policing Authority to Garda Commissioner	1	Information not relevant to request		Part-Grant
8-9	18/01/2017 - Correspondence from the Policing Authority to Garda Commissioner				Release
10	Email correspondence from Policing Authority to Chief Superintendent, HRM				Release
11-22	Application Form for Assistant Commissioner				Release
23-37	Candidate Information Booklet				Release
38-56	Statement of Practice for the conduct of a selection competition for Appointment to the rank of Assistant Commissioner in AGS				Release

Requester Name: Mick Wallace - Schedule of Records 2 - Chief Administrative Office

File Re: FOI-000092-2017

			Total number of pages		56
			Total number of pages for full release		53
			Total number of pages for partial release		3
			Total number of pages being withheld		0

Thanks Helen

I will talk to the Commissioner in the morning & ring you then.

Regards.

Joe

Sent from my iPhone

On 22 Nov 2016, at 20:52, Helen M Hall [REDACTED] wrote:

Dear Joe

Further to our discussion yesterday about the forthcoming Authority agenda, I discussed with the Chairperson earlier this evening the required start time for the meeting. In this context, she has requested that the Commissioner be available to commence the meeting at 14:00 instead of at 14:30. The public meeting will still commence at 15:00 but the earlier start will allow more time for the private session.

On Thursday morning the Authority is likely to add to its draft agenda for discussion with the Commissioner:

- The process for recent Garda appointments; and
- Usage of Gmail accounts.

I'm free to take calls this evening or most of tomorrow if you, Dónall or the Commissioner need to discuss this or any other aspect of the draft agenda.

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. Toirmiscear 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[ag] policingauthority.ie chomh maith.

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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.

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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.

Dear Commissioner,

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

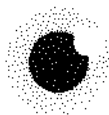
As usual, I'm happy to discuss with you or your colleagues.

Kind regards
Helen

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

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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

Hi Tony

Further to the meeting between D/C ÓCualáin, Joe Nugent, Helen and myself yesterday afternoon, I am forwarding the draft documentation relating to the Assistant Commissioner competition for your information. Any observations that you have today would be welcome.

In relation to the candidate's Information Booklet, Dónall and Joe confirmed yesterday that they are satisfied with the job and person specification and we discussed revising that text to remove duplication and to tighten it up generally without altering the content, which we have now done. The text in the section on Terms and Conditions is only a place holder pending receipt of the your text.

We will be continuing to work on finalising these documents in the course of the day so feel free to give me a call if you have any queries.

Regards

Aileen

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. Toirmiscear 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 scrios an t-ábhar as aon ríomhaire. Is é beartas An tÚdarás Póilneachta 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

Application Form

for selection for appointment to the rank of Assistant Commissioner in the Garda
Síochána 2017

First Name	
Last name	
Postal Address	
Contact Number *	
E-Mail address *	
Organisation in which currently employed	
Current Rank	
Employer Identification Number	
Please specify if you require any special facilities e.g. wheelchair access, sign interpreter etc.	

*Candidates should note that these contact details will be used for communication in relation to this competition.

Educational qualifications

Please list all educational qualifications including Academic, Professional or Technical.
(starting with most recent)

Year in which qualification was obtained	Title of Qualification i.e. Name of Masters /Degree etc.	Grade obtained (e.g. Pass; Honours; 2.2; 2.1;1; etc.)	School, College, University or Examining Authority	Subjects covered by the qualification

Employment Details

Give full particulars of all previous employment (starting with most recent)

From (Month, year) To (Month, year)	Employing Organisation	Rank	Position held (district, division, role etc.) and location	Brief Description of duties

Key Experience

Please consider the information provided in the Candidate Information Booklet relating to this particular post carefully before completing this section.

Having read the Competency Framework for the Assistant Commissioner rank in the Garda Síochána and thought about the demands of the role, for each competency you will be required to demonstrate specific evidence of achievement and strengths which you consider make you particularly suitable for the position.

The Competency Framework is outlined in Appendix A of the Information Booklet.

For each competency area you are required to complete two sections:

- In the first section you should **summarise your experience relevant to the Assistant Commissioner role** under the competency heading; and
- In the second section, you should **provide one example that illustrates your competency relevant to the Assistant Commissioner role** under the heading by describing the background/nature of the task/operation/problem/objective, your specific involvement and contribution to the outcome.

You should not exceed 200 words in any of the sections.

The information you provide will be considered in any short-listing process and will be referred to during the interview process. During the interview, the selection board may question you in detail about the information you provide with particular reference to the actions you took and your rationale for such actions.

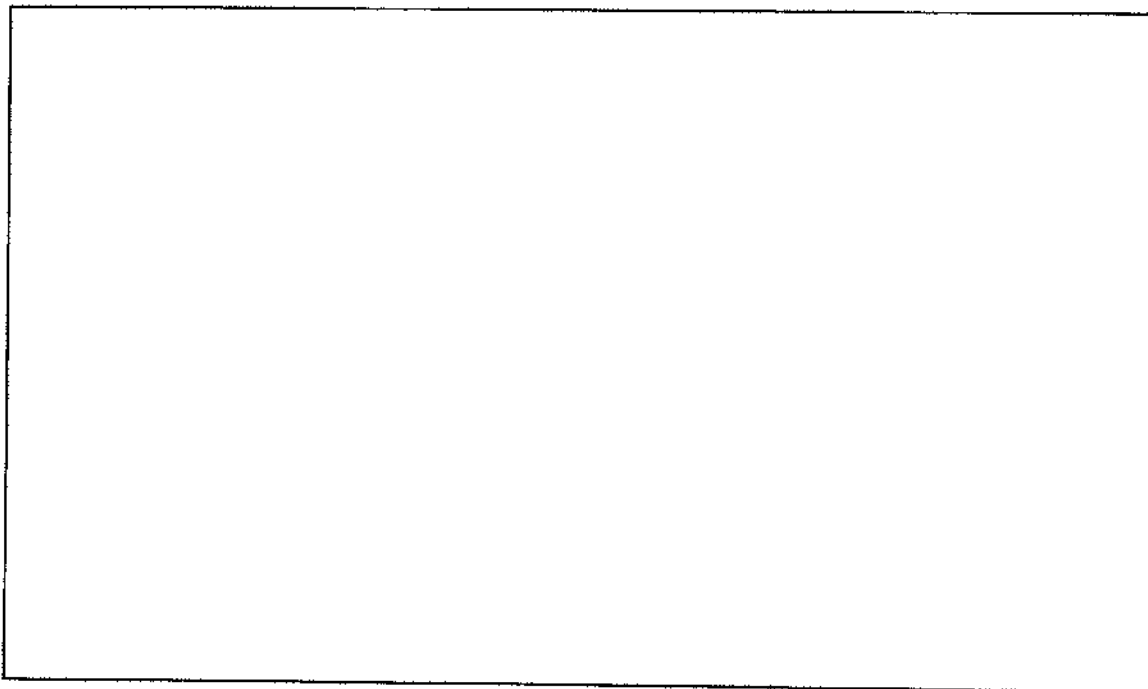
The competencies which have been agreed for this rank following consultation with the Garda Commissioner are:

1. Leadership & Management;
2. Strategic Thinking/Formulation ;
3. Delivery Focus incorporating:
 - High Performance & Delivering Results; and
 - Drive & Resilience;
4. Managing Relationships; Collaborating and Communicating;
5. Breadth & Appreciation of the Policing role; and
6. Exemplifies Public Service Values.

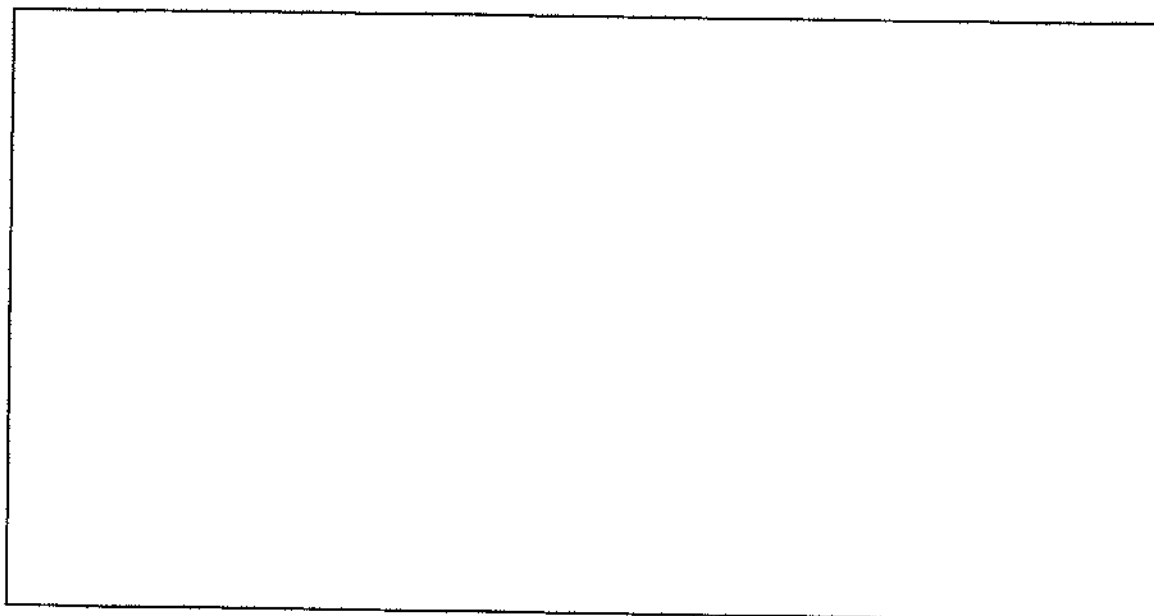
Candidates are bound by the Code of Ethics for the Garda Síochána in regard to their application for this competition.

1. Leadership & Management

1 (a) Summarise your experience to date relevant to the Assistant Commissioner role under this competency. (Maximum 200 words).



1 (b) Describe one example that illustrates your competency relevant to the Assistant Commissioner role under the heading describing the background/ nature of the task/operation/ problem/ objective, your specific involvement and contribution to the outcome. (Maximum 200 words.)



2. Strategic Thinking/Formulation

2 (a) Summarise your experience to date relevant to the Assistant Commissioner role under this competency. (Maximum 200 words)

2 (b) Describe one example that illustrates your competency relevant to the Assistant Commissioner role under the heading describing the background/ nature of the task/operation/ problem/ objective, your specific involvement and contribution to the outcome. (Maximum 200 words.)

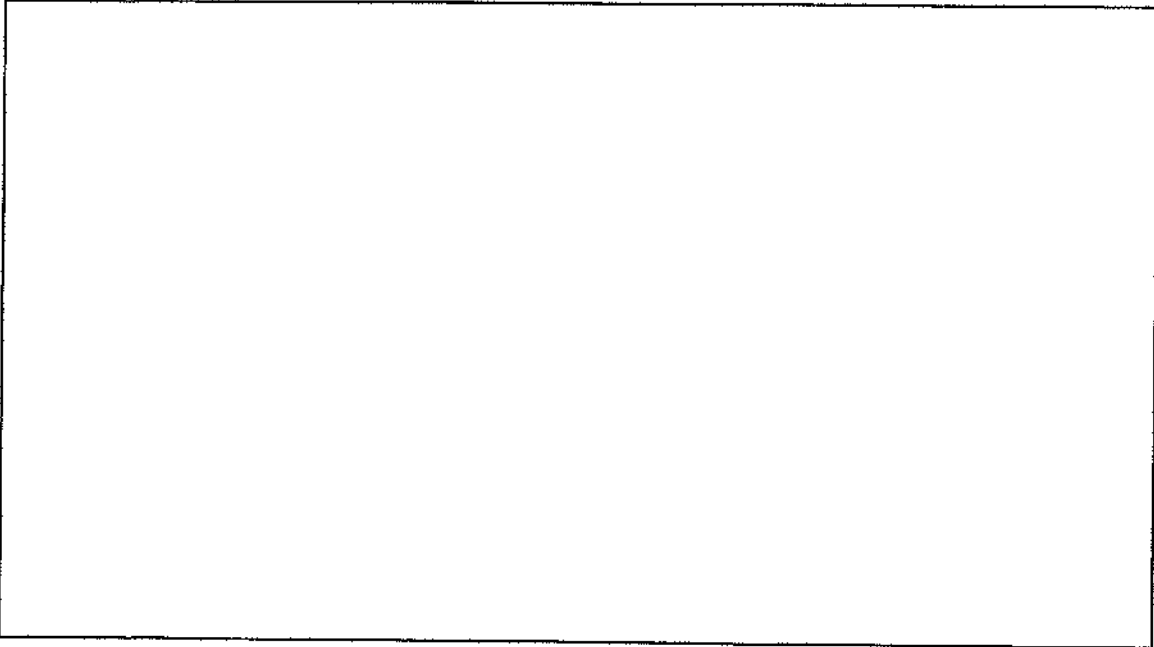
3. Delivery Focus incorporating High Performance & Delivering Results and Drive & Resilience

3 (a) Summarise your experience to date relevant to the Assistant Commissioner role under this competency. (Maximum 200 words)

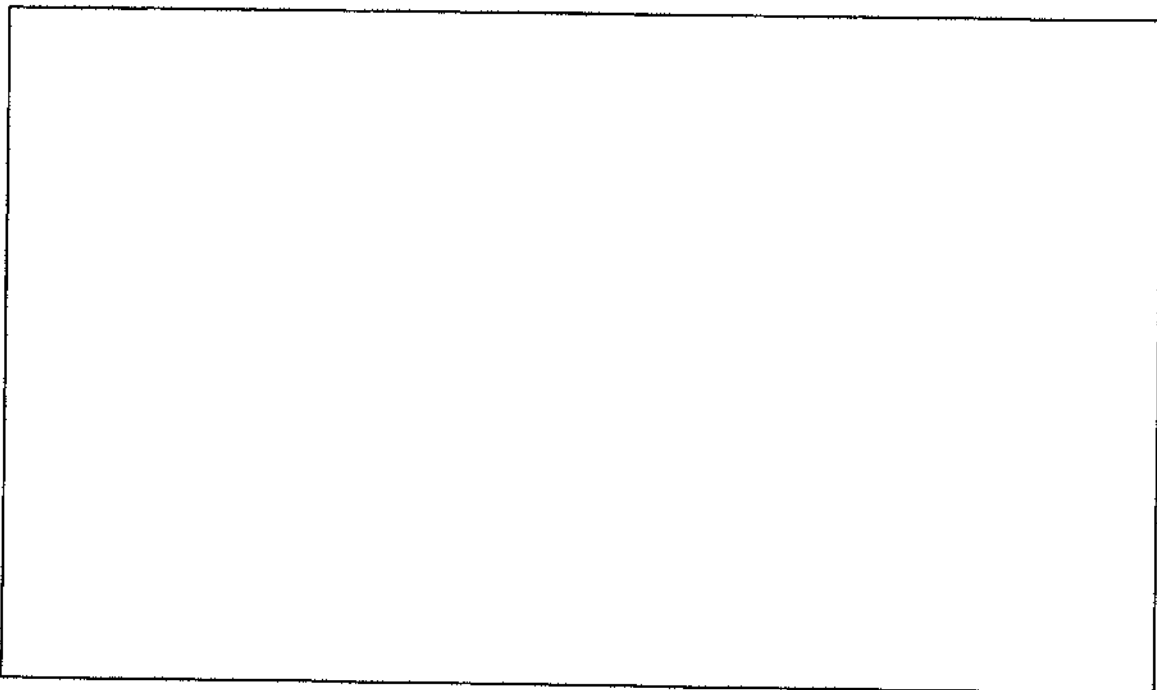
3 (b) Describe one example that illustrates your competency relevant to the Assistant Commissioner role under the heading describing the background/ nature of the task/operation/ problem/ objective, your specific involvement and contribution to the outcome. (Maximum 200 words.)

4. Managing Relationships: Collaboration and Communication

4(a) Summarise your experience to date relevant to the Assistant Commissioner role under this competency. (Maximum 200 words)



4(b) Describe one example that illustrates your competency relevant to the Assistant Commissioner role under the heading describing the background/ nature of the task/operation/ problem/ objective, your specific involvement and contribution to the outcome. (Maximum 200 words.)



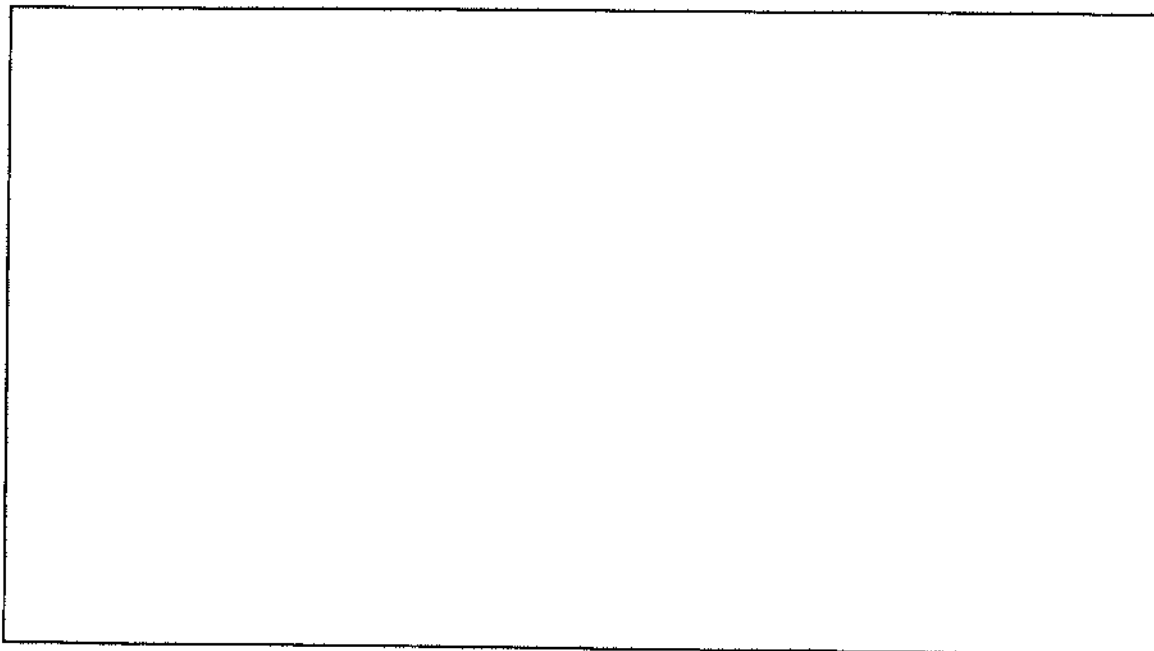
5. Breadth and Appreciation of the Policing Role

5(a) Summarise your experience to date relevant to the Assistant Commissioner role under this competency. (Maximum 200 words)

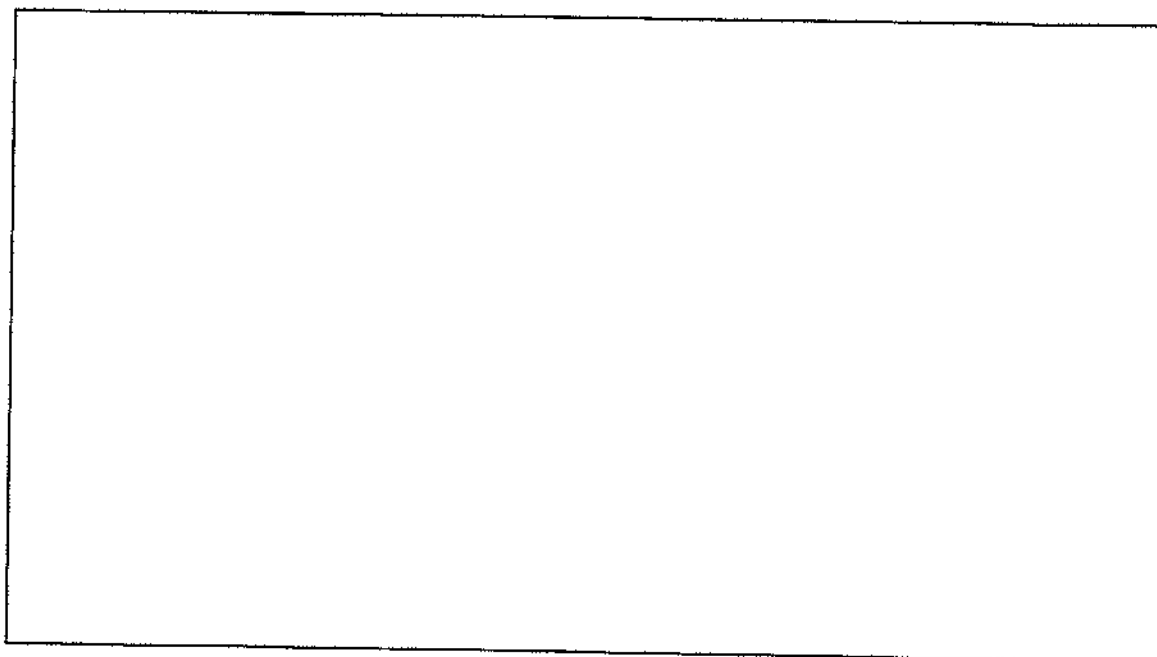
5(b) Describe one example that illustrates your competency relevant to the Assistant Commissioner role under the heading describing the background/ nature of the task/operation/ problem/ objective, your specific involvement and contribution to the outcome. (Maximum 200 words.)

6. Exemplifies Public Service Values

6(a) Summarise your experience to date relevant to the Assistant Commissioner role under this competency. (Maximum 200 words)



6(b) Describe one example that illustrates your competency relevant to the Assistant Commissioner role under the heading describing the background/ nature of the task/operation/ problem/ objective, your specific involvement and contribution to the outcome. (Maximum 200 words.)



Current Supervisor's Certification

I am satisfied that the information provided in this application in relation to the examples of experience provided by _____ (name of candidate) accurately reflect their experience.

Signed: _____ Date: _____ 2017

Name: _____ Rank: _____

E-mail: _____ Phone No.: _____

Alternative Certification¹.

I am satisfied that the information provided in this application in relation to the examples of experience provided by _____ (name of candidate) accurately reflect their experience.

Signed: _____ Date: _____ 2017

Name: _____ Rank: _____

E-mail: _____ Phone No.: _____

Capacity in which you know the candidate: (e.g. supervisor in the period & specify dates):

¹ In the event that it is not possible for the current supervisor to sign this certificate, an alternative serving supervisor may do so.

Declaration

I apply for the selection competition for appointment as Assistant Commissioner in the Garda Síochána in accordance with the terms of the selection process.

I declare that, to the best of my knowledge and belief, all the statements contained in this form are correct.

I have read and understand the terms of the selection process as set out in the Garda Síochána Act (Appointments to the ranks of Assistant Commissioner, chief superintendent and superintendent) Regulations 2016 ("the Regulations"), the Candidate's Information Booklet and the Authority's Statement of Practice relevant to this competition. In particular, I have read the sections relating to the prohibition on canvassing.

I confirm that I meet the eligibility criteria as set out in the Regulations.

I understand that:

- If I am placed on the panel of candidates at the conclusion of the selection process, this does not entitle me to be appointed to a position;
- Before any candidate can be appointed by the Authority, the Regulations provide that the Authority must be satisfied as to certain matters including a satisfactory outcome of a clearance process;
- The clearance process will include consideration of the health and character of candidates, including of any criminal convictions and/or disciplinary sanctions; and
- If I am selected to be on a panel, information relating to any outstanding criminal or disciplinary investigations will also be obtained prior to appointment, as part of the clearance process.

Signed: _____ Date: _____ 2017

Consent

I hereby authorise the Policing Authority to make such enquiries as it considers necessary from the Garda Síochána and/or the Garda Síochána Ombudsman Commission to validate the information in this application and to seek any information necessary to complete the clearance process or any other steps required by Regulation 12 of the Regulations.

Signed: _____ Date: _____ 2017



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Candidates Information Booklet

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

Assistant Commissioner in the Garda Síochána



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

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

This campaign will be run in accordance with the Policing Authority Statement of Practice for the conduct of a selection competition for Appointment to rank of Assistant Commissioner in the Garda Síochána, which is available on www.policingauthority.ie **Link to Statement of Practice**

CONTACT: Policing Authority (Appointments Unit)
90 North King Street
Smithfield
Dublin 7
N07 C7CV

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

The Policing Authority

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

The Act governs appointments to all ranks of the Garda Síochána and confers powers on the Authority to make appointments to certain senior ranks. In particular, under section 13, the Authority is given the function, in accordance with regulations and having undertaken a selection competition for the purpose to appoint a person to the rank of Assistant Commissioner. The applicable regulations are the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, chief superintendent and superintendent) Regulations 2016 (S.I 641 of 2016) ("the Regulations").

The Garda Síochána

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

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

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

The Policing Principles

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

- Independently and impartially;
 - In a manner that respects human rights; and
 - In a manner that supports the proper and effective administration of justice
- and that effective and efficient policing is dependent on securing the confidence, support and co-operation of local communities and engaging with those communities.

Competition for the role of Assistant Commissioner

The Policing Authority intend to hold a selection competition for the purpose of recommending persons suitable for appointment to the rank of Assistant Commissioner in the Garda Síochána. Applications are invited from eligible applicants who wish to be considered for appointment to this rank.

The Assistant Commissioner is a senior managerial rank in the Garda Síochána and is a critical post in terms of ensuring the highest standard of quality service to the Public. The Assistant Commissioner will support the Garda Commissioner in leading the implementation of the strategy of the Garda Síochána ensuring that services to the public are delivered to the highest standards.

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

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

The Assistant Commissioner Role

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.

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

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

Principal Duties and responsibilities

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

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

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.

Personal Requirements

Suitable candidates will demonstrate:

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

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

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

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

Eligibility Requirements

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

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

The Application Process

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

Candidates should download the Application Form [here](#). This is an editable Word document.

Candidates should complete the application form and once they are satisfied that they have completed all aspects of the form, print and sign the completed form.

The completed form should be submitted to their superior for sign off. It is the candidate's responsibility to ensure that his/her supervisor has seen and verified the application form in advance of submitting their completed application.

After the supervisor has completed and signed the Supervisor's Certification the form should be returned to the candidate.

The candidate should scan the form and save it as a pdf, which should be named:

"Your name. pdf". (e.g. John Murphy.pdf)

This document should be attached to an email with the subject title **"AC2017 Your Name"** (e.g. AC2017 John Murphy) and submitted to the following email address:

Deadline for receipt of applications:**Closing date and time: 5:00pm Wednesday 15th February 2017.**

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

Acknowledgement of Receipt of Applications

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

Please note

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

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

Candidates who do not attend for interview when and where required by the Policing Authority, or who do not, when requested, furnish such evidence as the Policing Authority may require in regard to any matter relevant to their candidature, will have no further claim to consideration.

The Selection Process

The selection process may involve;

- Shortlisting of candidates on the basis of the information provided in their application form in the event of a large number of applications being received relative to the number of expected vacancies;
- Shortlisted candidates being invited to attend a preliminary interview from which a number of candidates will be selected for advancement to a final competitive interview; and
- A final competitive interview (which will include a presentation) for candidates selected from the preliminary interview to advance to the final interview.

Shortlisting

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

Key dates

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

Candidates should note that at the preliminary interview a minimum standard of 60% must be reached in each of the competency areas, to qualify for the final interview. At final interview candidates must reach a minimum standard of 60% in each of the competency areas to be considered for inclusion on the panel.

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

Principal Terms and Conditions

Garda Síochána to revert with terms and conditions

Appointments made on foot of this selection competition are subject to the prevailing legislation and the terms and conditions applicable to the rank of Assistant Commissioner in the Garda Síochána.

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

....Standards in Public Office Act.

This is not intended to be a comprehensive list of all terms and conditions of employment.

Statement of Practice

This selection competition will be run in accordance with the Regulations and the Policing Authority's Statement of Practice for the conduct of a selection competition for Appointment to the rank of Assistant Commissioner in the Garda Síochána, which is available on www.policingauthority.ie

[Link to Statement of practice]

Other important Information

Confidentiality

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

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

Data Protection Legislation

When your application form is received, we create a record in your name, which contains much of the personal information you have supplied. This personal record is used solely in processing your application. Such information held is subject to the rights and obligations set out in the Data Protection legislation.

Deeming of Candidature to be withdrawn

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

Communication

In general, communication with candidates will be by email. 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. All communication will be to the email address provided on the application form or by phone to the phone contact given.

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 process which can be viewed [here](#). [Link to Statement](#)

Canvassing

Candidates should note that any attempt made, directly or indirectly, by or on behalf of a candidate (with his or her knowledge or consent) to:

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

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

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

Candidates' obligations

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

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

Candidates are required to:

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

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

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

Clearance Processes

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

- have made all such enquiries as it considers necessary to verify the information provided in the candidate's application;

- be satisfied as to the outcome of its clearance process; and
- be satisfied at the time of the appointment that the candidate is fully competent and is available to undertake and is capable of undertaking the duties attached to that position.

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

The clearance process will include:

- Asking candidates to complete a self-declaration relating to:
 - Details of any previous convictions and previous disciplinary misconduct which have not been expunged, including details of the misconduct and any sanction;
 - The number of days of sick leave over the past 12 months/ 4 years [and any relevant details regarding the nature of the absence]. **Clarity needed from GS**
- Verifying the details provided in this declaration as part of the Authority's clearance process;
- Making such enquiries as the Authority considers necessary to satisfy itself in accordance with regulation 12 of the Regulations;

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

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

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

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



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Statement of Practice

for

the conduct of a selection competition for Appointment

to the rank of

Assistant Commissioner in the Garda Síochána.

January 2017

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Section 1 – Introduction

The Policing Authority

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

Appointments Functions of the Policing Authority

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 is given the function, in accordance with regulations and having undertaken a selection competition for the purpose, to appoint persons to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. The functions of the Authority relating to these appointments were commenced with effect from 1 January 2017. The applicable regulations are the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, chief superintendent and superintendent) Regulations 2016 (S.I 641 of 2016) (“the Regulations”).

Policing Authority Statement of Practice

This Statement of Practice has been developed by the Authority to set out governing principles for these functions and demonstrate their application in the conduct a selection competition for the appointment to the rank of Assistant Commissioner in the Garda Síochána. It also sets out the practices which the Authority commits to in order to ensure the consistent application of best practice standards in accordance with those principles.

These practices are intended to maintain and enhance probity, consistency, fairness, transparency, accountability and respect for diversity in recruitment practices to produce a quality outcome and to command public confidence in the process.

This Statement of Practice reflects best practice in relation to public sector recruitment. In addition to reflecting the statutory requirements of the Garda Síochána Act 2005, as amended, and the Regulations, the following sources have been considered in its preparation:

- Existing Codes of Practice developed by the Commission for Public Service Appointments (CPSA) for appointments under the Public Service Management (Recruitment and Appointments) Act 2004 (“the 2004 Act”);
- Public Appointments Service (PAS) Guidelines for appointments not under the remit of the 2004 Act, January 2016;
- Top Level Appointments Committee (TLAC) Role and Procedures, June 2016;
- Guidance of the UK College of Policing, November 2012;
- The practice and experience of practitioners involved in carrying out selection competitions for posts at a comparable level in the civil and public service in Ireland.

This document is not intended to interpret the Regulations or provide an exhaustive account of all procedures followed by the Authority.

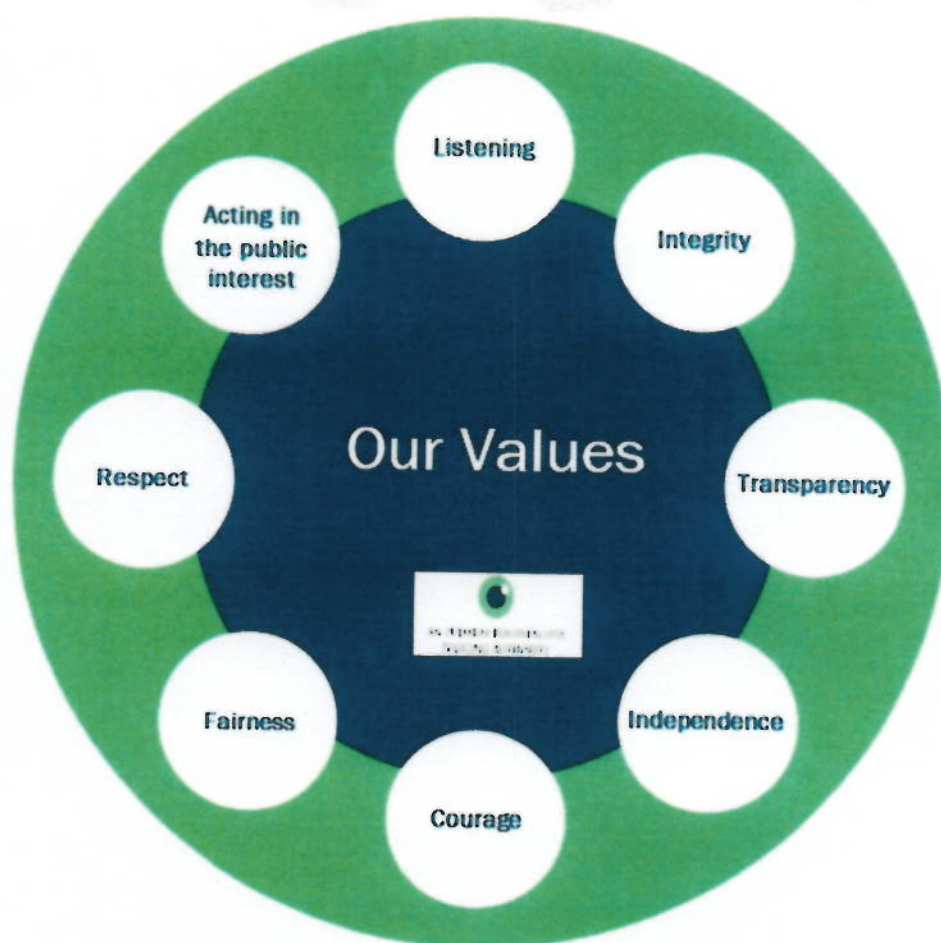
Section 2 – Principles governing selection for appointment

The Regulations provide that the selection of candidates for appointment in competitions under the Regulations shall be based on merit and the readiness and suitability for appointment of the candidates.

The Regulations also provide that the competition shall be conducted in a manner which is:

- Fair, impartial and objective;
- In line with best practice;
- Consistent throughout; and
- Open, accountable and transparent.

Furthermore, the Authority is committed to carrying out all its functions in accordance with its core values which are set out below and guide it in its approach to how it operates.



The Authority is committed to a set of behaviours which will facilitate consistent application of the statutory principles governing the Authority's selection processes as set out below.

Principle	Associated Behaviour
Appointments based on merit, readiness and suitability	Appointment on merit means the appointment of the best person(s) for a rank or post through a transparent, competitive selection process where the criteria for judging readiness and suitability of candidates can be related directly to the competencies, qualifications, training, skills, expertise or experience required to fulfil the duties and responsibilities of that rank or post. Appointments resulting from any selection process will take into consideration the health and character of the candidate as provided for in the Regulations.
Fair, impartial and objective	<p>The Authority will ensure acceptable standards of probity in all appointment processes underpinned by the core values of integrity, impartiality, fairness, reliability, ethical conduct and respect for all.</p> <p>The Authority will ensure that its processes do not provide unjustifiable advantage or disadvantage to any particular candidate or group of candidates and embrace genuine equality of opportunity.</p>
An appointment process in line with best practice	All appointment processes will be efficient, cost-effective and in line with best practice. Best practice extends to all aspects of the appointment process, including defining job and person specifications, notifying potential candidates of the selection competition and selecting appropriate assessment mechanisms. It also includes providing training, management arrangements and the creation and maintenance of appropriate records.
An appointment process applied with consistency	The Authority will oppose any form of unacceptable or unlawful direct or indirect discrimination, whether active or passive. The selection process adopted and the manner in which it is applied will be undertaken with real commitment to equality of opportunity. All candidates will be treated fairly, to a consistent standard and in a consistent manner. The selection process will be subject to oversight and quality assurance processes.
Appointments made in an open, accountable and transparent manner	The Authority will endeavour to ensure there is transparency in the appointment process and that candidates are dealt with in an open, accountable and transparent manner in line with best practice. The Authority is committed to offering timely feedback to candidates who seek it.

Section 3 – Practices for the conduct of selection process

In complying with these principles the Authority is committed to applying the following practices in the conduct of its selection process for appointment to the ranks to which this Statement of Practice applies:

Respecting confidentiality

- Respect for a candidate's privacy by treating their personal data in strict confidence and in accordance with the provisions of applicable legislation.
- All applications, enquiries, and aspects of the selection competition are treated as strictly confidential and, unless required by law, are not disclosed to anyone outside those directly involved in that aspect of the process

Compliance with legislative requirements

- The Authority is committed to complying with all relevant legislation including:
 - The Garda Síochána Act 2005;
 - The Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, chief superintendent and superintendent) Regulations 2016 ;
 - Employment Equality legislation;
 - Irish Human Rights and Equality Commission Act 2014;
 - Disability Act 2005;
 - Data Protection legislation;
 - Freedom of Information legislation; and
 - Employment Equality legislation.
- The Authority is committed to compliance with the Code of Practice for the Employment of People with Disabilities, published by the Department of Finance and other such codes as may be relevant.

Defining requirements of the job

- The job and person specification will specify the requirements for the rank and/or post against which candidates will be assessed throughout the selection process and which applicants will use as evidence to base their consideration of their suitability for the role.

- There will be consultation with and regard to the views of the Garda Commissioner in determining the job and person specifications, which will reflect the competencies, qualifications, training, skills, expertise or experience required for appointment to a specified rank and/or post.
- Job and person specifications will be free from bias.
- Essential requirements are not unduly restrictive and reflect what is necessary to perform the duties of the rank and/or post without providing any unjustifiable advantage or disadvantage to any particular candidate or group of candidates.
- Desirable criteria, where identified, are not regarded as a prerequisite for the job.

Advertising

- Information in relation to a selection competition will be made available on the Authority's website. In addition, published material in relation to the competition will be provided to the Garda Commissioner and the Chief Constable of the PSNI for the purpose of their making potential candidates aware of it in sufficient time to enable them to enter the competition.
- Selection competitions are advertised for a reasonable period and include sufficient information to allow applicants to meet the application requirements.

Application process

- All reasonable efforts will be made to provide an application process, including information about the requirements of the role and the appointment process, which is accessible to all candidates.
- Candidates who do not satisfy the eligibility criteria are disqualified from the process and notified accordingly. This includes candidates who do not supply sufficient information to enable their eligibility to be verified.

Qualification for the selection competition

- Checks will be in place to ensure that a candidate meets the requirements in respect of eligibility, readiness and suitability for appointment, including in relation to character and health as required by the regulations, before an offer of appointment is made, having regard to the responsibility of candidates in this regard;
- Only candidates who fulfil the eligibility and suitability requirements in the regulations and who have successfully completed the selection process as set out in the Information Booklet for the competition, including, where applicable, complying with

their obligations as set out in the regulations, will be deemed qualified for appointment.

Selection process

- The selection process will be undertaken by selection boards, which are properly constituted in accordance with the regulations.
- The criteria on which selection decisions will be made will be decided by the Selection board in advance of conducting a shortlisting or interview process.
- Applications will be considered on the basis of merit, readiness and suitability for the rank and/or post in question, with decisions taken throughout the selection process based on the competencies, qualifications, training, skills, expertise or experience required for appointment to the rank and/or post for which a selection competition is being undertaken.
- Short-listing may be carried out in respect of any competition. Where short listing is carried out it will be appropriate to the selection process.
- The selection board may make use of properly validated selection tools and techniques in making its decisions. Such assessment tools and techniques will:
 - Be appropriate to the selection criteria;
 - Facilitate the identification and selection of the person(s) who best match the requirements of the post as set out in the job and person specifications;
 - Be used in line with best practice; and
 - Comply with requirements on fairness and freedom from bias.
- Written tests, where they are used as part of the selection process, will be job related.
- All appropriate and reasonable accommodations will be provided to candidates with disabilities thereby ensuring that they have the opportunity to demonstrate their suitability for the role.
- Candidates who meet the required standard for the job at the final competitive interview will be placed in order of merit.

Deeming of Candidature withdrawn

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

Selection Boards

- Members of selection boards will be suitably experienced, appropriately trained, competent in the selection process and capable of bringing different perspectives to the assessment and evaluation of candidates.
- In advance of commencement of the process, members of selection boards will have received appropriate training to ensure that they have the necessary skills and knowledge to undertake the process and will be briefed so that they fully understand the selection process, their role and responsibilities and the requirements of the relevant rank and/or position.
- Reasonable consideration will be given, where practicable to equality principles when constituting selection boards, e.g. balanced gender representation will be taken into account.
- There will be systems in place to ensure that selection boards carry out the selection process in a fair and consistent manner, including to manage potential conflicts of interest to avoid risk of bias arising from prior knowledge of a candidate by a member of the selection board.
- There will be consistency between Selection boards at different stages of the competition with a least one member common to the Selection board at each stage of the competition.
- Throughout the selection process decisions based on the individual merit, readiness and suitability of candidates will determine which candidates progress to the next stage of selection (relative to other candidates for the campaign).
- The Authority will appoint a person to attend at the proceedings of a selection board to ensure that the board is conducted in accordance with the selection process determined by the Authority and maintain a record of those proceedings.

Clearance and Appointment

- The Authority will establish a panel of candidates deemed suitable for appointment in the order of merit determined by the selection board.
- In advance of appointment of candidates from the panel the Authority will make such enquiries as it considers necessary to verify the information provided in the candidate's application.
- The Authority will carry out clearance processes in accordance with the regulations to establish the health and character of the candidate.
- When considering the relevance of any record for criminal or disciplinary offences as part of its clearance process, the Authority will take into consideration matters such as the nature of the conduct involved and the sanction applied.
- When considering any outstanding criminal or disciplinary investigation, the Authority will have regard to the entitlement of candidates to fair procedures.

- The Authority will make appointments to fill vacancies in the rank and/or post from the panel of candidates in the order of merit in accordance with the regulations where it is satisfied as to the outcome of enquiries and its clearance process.

Communication

- There is a commitment to open, timely and effective communication to candidates.
- Enquiries will be dealt with in an efficient and timely manner.
- In general, communication with candidates will be by email. It is the responsibility of candidates to check the email account they provide in their application on a daily basis during the selection competition to view any communications relating to their application.

Feedback

- Systems will be in place to manage the provision of feedback to candidates.
- Candidates will be made aware that they can seek feedback.
- Clear and specific feedback that explains the basis for the decision reached will be provided when requested by candidates.
- The provision for feedback in this Statement of Practice does not remove the onus on candidates to learn from their participation in the process and honestly and objectively reflect on the questions asked and appraise the quality of their answers.

Requests for review

- Requests for review of a selection decision will be dealt with in an efficient and timely manner and in line with the procedures set out in section 6 of this Statement of Practice.

Management systems and administration

- Effective management and control systems will be in place for the conduct of all aspects of selection competitions and to facilitate compliance with regulations, policies, procedures and this Statement of Practice.
- The effectiveness of the selection processes will be regularly reviewed and issues arising addressed.

- Effective systems will be in place to monitor and evaluate selection processes utilised and positive initiatives undertaken to tackle any matters arising.
- Arrangements will be in place to ensure effective candidate communication throughout an appointment process and these arrangements will be set out in the Candidate's Information Booklet.
- Appointment processes will not be subject to undue delays, with reasons for any delay recorded.

Documentation / Retention of records

- Accurate, sufficient and appropriate documentation about the selection competition is made available, including information on how to access this Statement of Practice.
- Fully documented records, which clearly support each stage of the process, including notes of interviews, are retained. These may be in different formats, including electronic format.
- Documentation and the use of all documents support a commitment to offer feedback to candidates.
- The confidentiality of candidate data is maintained at all times and personal data is managed, collected, processed and held in accordance with the requirements of data protection legislation.
- Records are retained for a reasonable period of time and only then disposed of in accordance with the terms of the National Archives Act, 1986.

Section 4 – Responsibility of Candidates

Canvassing

Candidates should note that any attempt made, directly or indirectly, by or on behalf of a candidate (with his or her knowledge or consent) to:

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

will result in their disqualification and exclusion from an appointment process. A candidate who is disqualified from an appointment process shall not be eligible to apply for a competition for a period of 5 years immediately following disqualification.

Where the Authority is of the opinion that there may have been interference or attempted interference with an appointment process, it may investigate the matter or cause it to be investigated by a person authorised on its behalf.

Authority members and staff are obliged by their Code of Conduct to report any approach to them by or on behalf of a candidate to the Chairperson, Chief Executive or Chair of the Audit and Risk Committee as appropriate.

Candidates' obligations

Candidates must ensure that in applying for a position they:

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

Candidates will:

- Provide any information or declaration required as part of the application process for the competition;
- Undertake any clearance process that may be required by the Authority, including authorising the Authority to make such enquiries as it considers necessary to:
- Validate the information in the application;
- Satisfy itself in relation to the competence and availability of the candidate to undertake the duties of the rank and/or post in accordance with the regulations; and

- Establish the health and character of the candidate.
- 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 who knowingly or recklessly provide false information in regard to their application for selection competitions will not be considered for appointment. Candidates are bound by the Code of Ethics for the Garda Síochána.

Section 5 – Quality Assurance

The objective of quality assurance is to ensure that selection practices, procedures and support systems are designed and operated in accordance with this Statement of Practice. This will ensure that these processes support the Authority in undertaking selection competitions in accordance with its statutory obligations. The quality assurance process will include both:

- Ongoing monitoring and review by the Authority’s Garda Appointments Quality Assurance and Selection Governance Committee of selection processes as an integral part of all selection competitions; and
- Periodic audits or reviews may be undertaken from time to time by the Authority’s Internal Audit service and/or commissioned to be undertaken by independent external experts to examine any part of the selection and appointment process.

Audits will be commissioned for the purpose of giving assurance to the Authority and to focus on making ongoing improvement in systems and with the goal of sharing knowledge and best practice.

Audits will be conducted in line with the terms of reference for the audit, with the objective of ensuring that:

- Selection and appointment processes are operated in accordance with the Regulations and this Statement of Practice;
- There is no scope for patronage in the system;
- Instructions and guidance are consistent with the spirit and letter of the Regulations and the Statement of Practice;
- All those with responsibility for organising selection and appointment processes understand the Authority’s practice and standards for the conduct of selection processes;
- Those serving on selection boards have either undergone training, delivered on a timely basis and appropriate to the specific assessment process deployed, or have sufficient interviewing experience at an appropriate level;
- Those administering selection techniques are appropriately qualified individuals who have received proper training in the administration and assessment of those techniques; and
- Action has been taken to address any instances identified by internal monitoring where processes or systems are not in line with this Statement of Practice and any new developments in recruitment processes such as new selection procedures are consistent with the Statement of Practice.

The Authority will publish the outcome of audits undertaken.

Section 6 – Complaint and Review Procedures

Overview

This section sets out the procedures established by the Authority to receive any complaint that a candidate may have concerning a decision made in respect of him/her during a selection competition, and to conduct a review on foot of any such complaint.

To initiate a review, a candidate must refer in his/her complaint to the particular decision that he or she wishes to have reviewed. The candidate must also outline the facts he/she believes demonstrate that decision was wrong. A request for review will not be progressed if the candidate does not support his/her request.

The processes set out below include specific deadlines which will be strictly adhered to. Any extension of these time limits will only be granted in exceptional of circumstances and will be at the sole discretion of the Chief Executive.

A candidate seeking feedback relating to his/her candidature should obtain this from the designated contact point set out in the Candidates Information Booklet and need not invoke any of the procedures referred to in this section. The provision of such feedback will be provided by the Authority as an integral part of the selection process.

When a complaint in relation to a selection decision is received from a candidate, the Authority will make every effort, subject to the agreement of the candidate, to resolve the matter using the internal review process before making use of the external review process set out below. Should the candidate remain dissatisfied following this internal process, or not wish to have the matter dealt with in this manner, he/she may adopt the external review procedures in accordance with the process set out below.

Internal review process

A candidate may commence the internal review process by completing and submitting the form at Appendix A to the Chief Executive. This request must be received within 3 working days of notification of the decision to which the complaint refers.

The Chief Executive will arrange for the internal review to be performed without delay and with regard to the right of the candidate to avail of the external review procedures within the specified timelines should he/she so wish. The review will be undertaken by a person nominated by the Chief Executive, referred to as the “Internal Reviewer” who will not have had any involvement in the selection process.

The Internal Reviewer will consider the submission by the candidate and may, if the reviewer considers it appropriate, involve review of relevant documentation and/or discussion with the Chairperson or Secretary of the Interview Board, before reaching a decision in relation to the review. The decision of the Internal Review will then be communicated to the candidate.

Where a candidate remains dissatisfied following this internal review process, he/she may adopt the external review process set out below.

Independent external review process

The process to be followed in the handling of requests for an independent external review are set out below.

The candidate must address his/her concerns in relation to the process in writing to the Chief Executive, by completing the form at Appendix A, referring to the particular decision that he or she wishes to have reviewed and outline the facts he/she believes demonstrate that decision was wrong. A request for review will not be considered if the candidate does not support their complaint.

The request for review must be received within 5 working days of the notification of the decision of the Internal Reviewer or, where the internal review process has not been invoked, within 5 working days of the notification of the relevant decision.

The external review procedure is as follows:

- Upon receipt of the request for review, the Chief Executive will issue an acknowledgement within 3 working days.
- The Chief Executive will appoint an independent person who has not been involved in the selection process to conduct the review (the "External Reviewer").
- The External Reviewer will consider the candidate's request for review, and all other relevant information, including any emails, notes or memoranda held by the Authority in respect of the selection process.
- Where considered necessary by the External Reviewer, the External Reviewer may meet with the personnel involved in the selection process.

The outcome of the external review will generally be notified to the Chief Executive within 10 working days, and to the candidate within 15 working days of receipt of the request for review. This will be done by means of a written report. Where the investigation does not allow a decision within this timeframe, the candidate will be kept informed of the status of the review and the reasons for the delay.

Appendix A



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

**Request for Review under the Policing Authority Statement of Practice for Selection
Competition for the Rank of Assistant Commissioner in the Garda Síochána.**

Candidate's Name: _____

Full Address: _____

Contact Phone No.: _____

E-mail address: _____

Please indicate below whether you want your complaint to be dealt with as an internal or external review in accordance with Section 6 of the Authority's Statement of Practice. (link)

Internal	
External	

Please clearly set out those aspects of the action/decision in relation to your candidature that you wish to have reviewed.

A review **will not** be considered if the candidate does not support his / her request.

Signature: _____

Date: _____

On completion of this form please submit it to:

Chief Executive Officer, Policing Authority, 90 North King Street, Dublin 7, D07 N7CV.

Alternatively the form can be submitted electronically to:

assistantcommissioner@policingauthority.ie