



An tSeirbhís um Cheapacháin Phoiblí  
Public Appointments Service

**INFORMATION BOOKLET**

The Public Appointments Service, on behalf of the Policing Authority, intends to hold a competition for the purpose of recommending a person for appointment to the position

of

**Commissioner of the Garda Síochána**

**Closing Date: 3pm Thursday 12 April 2018**

The Public Appointments Service is committed to a policy of equal opportunity.

The Public Appointments Service will run this campaign in compliance with the Guidelines for appointments to positions not under the remit of the Public Service Management (Recruitment and Appointments) Act 2004 which are available at

[Guidelines for Campaigns Not Covered by CPSA Code](#)

**This recruitment campaign is being complemented by an Executive Search Process**

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**Contact: Lisa Keyes, Senior Executive Recruitment  
Public Appointments Service, Chapter House  
26 – 30 Abbey Street Upper, Dublin 1**

**Email: [lisa.keyes@publicjobs.ie](mailto:lisa.keyes@publicjobs.ie) URL: [www.publicjobs.ie](http://www.publicjobs.ie)**

## Commissioner of the Garda Síochána

<b>Title of Position:</b>	<b>Commissioner</b>
<b>Organisation:</b>	<b>The Garda Síochána</b>
<b>Location:</b>	<b>Dublin, Ireland</b>
<b>Appointment:</b>	<b>5 years</b>
<b>Salary:</b>	<b>A salary for the position of up to €250,000 may be negotiated.</b>

The Garda Síochána, Ireland's police and security service, is growing, reforming and changing.

This is a unique opportunity to lead and shape a police service to meet the internal and external challenges of the fast moving environment in which policing and security services operate in the 21st century and the expectations of the people of Ireland for a modern, professional, accountable and effective police service.

For the right candidate, this is a rare opportunity to lead and develop the Irish police service in the context of the Irish Government's commitment to a major modernisation programme and increase in the organisation's numbers by up to 30% by 2021.

Driving and embedding reform, building managerial capacity and enhancing governance, performance, risk management and accountability, will be priorities for the successful candidate.

While experience in a policing role is desirable, it is not essential. What is essential is the appetite and capacity to lead and transform a large complex organisation which delivers one of the most important public services in Ireland.

Applications are welcomed from candidates of an appropriate calibre from policing, security or civilian backgrounds.

### **Background**

The Irish Government has tasked the Policing Authority with the nomination of a person for appointment to the position of Commissioner of the Garda Síochána. The Policing Authority has invited the Public Appointments Service (PAS) to undertake the recruitment process for the purpose of recommending a person to the Authority for nomination to the Government for appointment to this position.

### **The Position and its Context**

The Commissioner is the most senior position in the [Garda Síochána](#). The Garda Síochána is a largely unarmed, community-based police service with approximately **13,500** Garda members (police officers), **2,200** civilian staff and **600** reserves working in six regions across the State and in a number of national, regional, specialist and administrative units.

The 2018 budget for the Garda Síochána is over **€1.6 billion**, for which the Commissioner is the Accounting Officer.

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*’. The statutory functions of the Garda Síochána are to provide policing and security services for the State with the objective of:

- preserving peace and public order;
- protecting life and property;
- vindicating the human rights of each individual;
- protecting the security of the State;
- preventing crime;
- bringing criminals to justice, including by detecting and investigating crime; and
- regulating and controlling road traffic and improving road safety.

The Garda Síochána also performs a range of immigration and other statutory functions and actively engages with police and security services in other jurisdictions and relevant international organisations.

The Garda Síochána is subject to a range of statutory, oversight and accountability mechanisms. Similar to most police services in the democratic world, there is an oversight architecture in place including the [Policing Authority](#); the [Garda Síochána Ombudsman Commission](#) and the [Garda Síochána Inspectorate](#) which have specific [statutory functions](#). The Commissioner is accountable to the Minister for Justice and Equality for the performance of the Commissioner’s functions and those of the Garda Síochána.

The Garda Síochána enjoys strong community support and has a record of success across the policing and security functions for the State.

Over the past decade statutory and other reviews have highlighted the need for major reform of the organisation, how it is managed and the manner in which policing services are provided.

A wide-ranging transformation programme, drawing on the recommendations of these reviews is under way. This is a challenging reform agenda across key areas including cultural change, governance, performance management, technology, structural change and capacity building and offers a significant opportunity to make a valuable contribution to Irish life.

There is strong political commitment to this reform agenda and the Government has committed the provision of support which includes increasing the workforce to 21,000 (15,000 Garda members, 2,000 reserves and 4,000 civilian staff) by 2021. A substantial capital envelope for technology and equipment has also been provided.

In addition, the Government has established a [Commission on the Future of Policing](#) in Ireland tasked with bringing forward proposals for the future of policing in Ireland. The Commission is due to publish its report in September 2018.

## Role and Responsibilities

The Commissioner's role is to direct and control the Garda Síochána and to manage and be accountable for the administration and business of the Garda Síochána in the delivery of a range of policing and security functions and a significant programme of reform. Details of the statutory role of the Commissioner are set out in Appendix I (page 11).

In performing these statutory responsibilities, the successful candidate will:

- Deliver visible, responsive and effective policing services in an independent and impartial manner that respects human rights, is victim focused<sup>1</sup> and supports the proper and effective administration of justice;
- Deliver security services that protect the State and the people from terrorism and other security threats;
- Advise the Minister for Justice and Equality and the Government on all matters pertaining to:
  - policing services, including the prevention and reduction of crime, the detection of crime, and maintaining public order; and
  - the security of the State, including with regard to terrorism and other threats; activities intended to subvert or undermine the State's institutions or vital interests; and international security co-operation.
- Be accountable to the Minister for Justice and Equality for the performance of the Commissioner's functions and those of the Garda Síochána and provide a focus on internal and external accountability across the organisation;
- Set the strategic direction of the Garda Síochána having regard to the environmental and public policy context and the longer-term objectives and priorities established by Government and the Policing Authority;
- Support Policing Authority and parliamentary oversight, including by maintaining an ongoing dialogue with the Secretary General of the Department of Justice and Equality and the Chairperson of the Policing Authority;
- Lead a whole-of-organisation strategic transformation with a focus on governance and performance management; building managerial and organisational capacity, driving innovation and enhancing professional, efficient and effective service delivery;
- Provide inspirational and ethical leadership of the Garda Síochána, promoting cultural reform, values and high standards of professional conduct and respect for human rights and providing over 16,000 employees with a clear sense of direction, purpose, achievement and pride;
- Optimise the allocation and management of resources to achieve the best outcomes in the public interest, putting in place planning, financial control and management information systems to meet operational needs and ensure compliance with legal and other requirements; and
- Undertake all other duties required of the office of the Commissioner.

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<sup>1</sup> In accordance with the Victims Directive and the Criminal Justice (Victims of Crime) Act 2017

## Person Specification

This is an extremely challenging, wide-ranging and high-profile role for which we are seeking an exceptional candidate. The Commissioner of the Garda Síochána will be an outstanding and inspirational leader and a person of utmost integrity.

S/he will possess the experience and stature to quickly gain respect and confidence within the organisation through their personal impact, leadership and communications skills and will drive positive change across the organisation.

The successful candidate will have a proven track record of achievement and delivery of results as a strategic leader in a senior management position in a large, multi-disciplined organisation.

While not essential, experience in a policing role is desirable. Candidates will have, or have the ability to quickly acquire, a thorough understanding of the full role and potential of the Garda Síochána.

Ideally the successful candidate will demonstrate:

- Visible, effective leadership in a complex organisation of comparable scale in a service delivery environment;
- A proven track record of successful strategic and organisational reform, capable of implementing and communicating new ways of working that challenge and transform organisational culture learning from the experiences of the past;
- A proven track record in building a cohesive senior management team and driving a high performance culture in the management team and across the organisation;
- A proven capability of building effective and sustainable relationships with a wide variety of key stakeholders, for example across political, community, victims and civil society groups;
- An understanding of and the capacity to quickly grasp complex legislative and environmental issues across, for example, a range of national, cross-border and international policy areas;
- Exemplify the values of honesty, ethical behaviour, high performance, accountability, respect, professionalism and public service;
- Demonstrate sound judgement;
- Be comfortable providing accountability in public;
- Demonstrate adaptability, agility, resilience, vision and wisdom;
- Have the ability to work collaboratively, appreciating complex and competing stakeholder demands while exercising sound judgement and decisiveness in these interactions; and
- Have excellent interpersonal, communication and influencing skills coupled with high emotional intelligence, sophisticated listening skills and a personal style which will quickly gain respect and engender confidence in his/her ability to lead and deliver in this challenging and wide-ranging role;

Applications are welcomed from candidates of an appropriate calibre from policing, security or civilian backgrounds. An honours degree or postgraduate qualification in a relevant discipline would be an added advantage.

### **Key Competencies for effective performance**

The key competencies for the role of Commissioner are:

- Personal Accountability and Managing for Results
- Professional Integrity and Resilience
- Leadership
- Strategic Thinking and Judgement
- Building Relationships, Influencing and Stakeholder Management
- Environmental Awareness

Each of the key competencies is supported by a list of key performance indicators information on which is available [here](#).

### **Eligibility to compete and certain restrictions on eligibility**

Applications are welcome from all irrespective of country of residence, including those outside the European Economic Area (EEA) or Switzerland. Candidates in this category should be aware that if successful at interview, appointment to the post is contingent on securing a work permit. The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway.

## THE SELECTION PROCESS

### **How to Apply:**

Applications must be made by submitting an on-line application and attaching a single document with the following elements included:

- **A comprehensive CV, including an organisation chart** (See *Senior Executive CV Guidance* note [here](#))
- **The 'Key Achievements Form'** (Available [here](#)) based on the competencies (available [here](#))
- **A short cover letter/ personal statement** (*i.e. no more than 2 pages*) outlining why you wish to be considered for the post and where you believe your skills, experience and values meet the requirements of the position.

### **Closing Date:**

3.00pm Thursday 12 April, 2018

### **Selection Process:**

The selection process may include:

- shortlisting of candidates, on the basis of the information contained in their application;
- a competitive preliminary interview;
- completion of an online questionnaire(s) & follow-up one-to-one interview;
- work sample/role play/media exercise, and any other tests or exercises that may be deemed appropriate;
- a competitive interview which will be conducted by the Public Appointments Service.

### **Please Note**

We acknowledge receipt of all applications. If you do not receive an acknowledgement within 3 days of applying, please email [sarah.lenards@publicjobs.ie](mailto:sarah.lenards@publicjobs.ie). You can expect to receive emails from us at the relevant stages notifying you to check your secure publicjobs.ie message board for campaign updates. We endeavour to give as much notice as possible for interview dates etc., candidates should make themselves available on the date(s) specified by the Public Appointments Service.

### **Shortlisting**

Normally the number of applications received for a position exceeds that required to fill the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the Public Appointments Service may decide that a number only will be called to interview. In this respect, the Public Appointments Service provide for the employment of a short listing process to select a group for interview who, based on an examination of applications, appear to be the most suitable for the position. An expert board will examine applications against a pre-determined criteria based on the requirements of the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of

undertaking the job, rather than that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience on the application.

### **References**

It would be useful if you would begin to consider names of people who would be suitable referees and that we might consult (3 names and contact details). The referees do not have to include your current employer but should be in a position to provide a reference for you. The referees should be able to provide relatively recent information on your performance in a work context. You may wish to select referees that can provide such information from different perspectives or in different work contexts. Please be assured that we will only contact referees should you come under consideration after the preliminary interview stage. Please note, should you be successful at final interview, we will require a reference from your current employer prior to recommendation for appointment.

Successful candidates may be required to complete a number of clearance processes such as Health and Character Declarations, a medical assessment, Garda Vetting, and any other relevant checks required for the particular role.

**If you feel you would benefit from a confidential discussion about any aspect of this significant opportunity, please contact Lisa Keyes at [lisa.keyes@publicjobs.ie](mailto:lisa.keyes@publicjobs.ie) to arrange.**



## **Principal Conditions of Service**

### **General**

The appointment is subject to the Garda Síochána Act 2005 and any other Act for the time being in force relating to the Civil or Public Service.

### **Tenure**

The successful candidate will be appointed as Commissioner of the Garda Síochána for a maximum of 5 years or until retirement age, whichever is the earlier.

Currently any person at the rank of Commissioner is required to retire at 60 years of age.

The Minister for Justice and Equality is conducting a review of the retirement age for members of the Garda Síochána at present and may bring forward proposals to increase the retirement age for one or more ranks.

### **Remuneration**

A competitive remuneration package is on offer for the successful candidate. A salary for the position of up to €250,000 may be negotiated.

A new entrant (as defined in the Public Service Superannuation (Miscellaneous Provisions) Act 2004) may become a member of the Single Public Service Superannuation Scheme or alternatively have a contribution of salary made to a pension scheme nominated by him or her.

Appropriate removal and relocation terms are available, depending on the personal circumstances of the successful candidate.

Candidates should note that the rate of remuneration may be adjusted from time to time in line with Government pay policy.

### **Headquarters**

The headquarters of the Garda Síochána is in the Phoenix Park in Dublin. When absent from home and headquarters on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal regulations.

### **Hours of attendance**

Hours of attendance will be fixed from time to time but will amount to not less than 43 hours 15 minutes gross per week. Candidates should note that hours of attendance may be adjusted from time to time in line with Government policy. The appointee will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties subject to the limits set down in the working time regulations. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

**Annual leave**

In addition to the usual public holidays the annual leave for this position is 30 working days.

**Sick Leave**

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply in accordance with the provisions of the sick leave circulars.

Pay Related Social Insurance (PRSI) is payable at different rates depending on circumstances. A new entrant to the public service will be required to pay Class A rate of PRSI and will be required to sign a mandate authorising the Department of Employment Affairs and Social Protection to pay any benefits due under the Social Welfare Acts direct to the Garda Síochána. Payment during illness will be subject to the officer making the necessary claims for social insurance benefit to the Department of Employment Affairs and Social Protection within the required time limits.

**Important notice**

Candidates should note that different pay and conditions may apply if, immediately prior to appointment, the appointee is a serving civil or public servant.

**The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate. Further information for candidates who may have availed of redundancy or early retirement schemes in the Irish public service can be found [here](#).**

## **Appendix I – Statutory Functions and Duties of the Garda Commissioner**

### *The Garda Commissioner*

The Garda Commissioner is accountable under the Garda Síochána Act 2005 (as amended) to the Minister for Justice and Equality for the performance of the Commissioner's functions and those of the Garda Síochána.

The functions of the Garda Commissioner are set out in Section 26 of the 2005 Act and include:

- directing and controlling the Garda Síochána;
- carrying on and managing and controlling generally the administration and business of the Garda Síochána, including by arranging for the recruitment, training and appointment of its members and civilian staff;
- advising the Minister on policing and security matters;
- assisting and cooperating with the Authority in order to facilitate the performance by the Authority of its functions;
- performing any other functions that are assigned to him or her by or under the Act.

In performing his or her functions, the Garda Commissioner must have regard to the following matters:

- the objective of promoting effectiveness, efficiency and economy in the Garda Síochána;
- the priorities and performance targets in operation under section 20 and 20A at the relevant time;
- any relevant policies of the Minister or the Government;
- the strategy statement in operation under section 21 at that time;
- the annual policing plan prepared under section 22;
- any directive issued under section 25; and
- the policing principles.

The Garda Commissioner also has specific functions and duties under the 2005 Act, including:

- the appointment of persons to the ranks of Garda, Sergeant and Inspector and, subject to safeguards (including the requirement for the consent of the Authority), their dismissal;
- the recruitment of civilian staff and the appointment of civilian staff below the grade equivalent to the rank of Chief Superintendent;
- informing the Policing Authority and, as the case may be, the Minister of measures taken to achieve the objectives of the policing and security priorities and performance

targets determined by the Policing Authority and the Minister respectively, and of the outcome of those measures;

- preparing and submitting a strategy statement every 3 years, or less if directed by the Authority, to the Authority;
- preparing and submitting an annual policing plan to the Authority; and
- preparing and submitting 3 year review reports to the Authority.

Under section 41 of the 2005 Act, the Garda Commissioner is obliged to keep the Minister and the Secretary General fully informed of:

- matters relating to significant developments concerning—
  - the preservation of peace and public order in the State,
  - the protection of life and property in the State, and
  - the protection of the security of the State;
- significant developments that might reasonably be expected to affect adversely public confidence in the Garda Síochána;
- matters relevant to the accountability of the Government to the Houses of the Oireachtas; and
- any other matters that, in the Commissioner's opinion, should be brought to the Minister's attention.

In addition, the Commissioner is obliged, whenever required by the Minister, to submit to the Minister a report on any matters connected with the policing or security of the State or the performance of the Commissioner's other functions that may be specified in the requirement.

Section 41A imposes similar obligations on the Commissioner with respect to the Policing Authority in relation to matters connected with policing services.

#### *Accounting Officer*

The Garda Síochána has its own Vote (Vote 20) and its own Accounting Officer. Section 43 of the 2005 Act provides that the Commissioner is the Accounting Officer in relation to the Appropriation Accounts of the Garda Síochána for the purposes of the Comptroller and Auditor General Acts 1866 to 1998. As Accounting Officer, the Commissioner is responsible for the safeguarding of public funds and property under his or her control and is accountable to the Committee of Public Accounts (PAC) and other Oireachtas Committees.

## **Appendix II - Important Information**

The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that the Public Appointments Service is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

The Public Appointments Service will make all such enquiries that are deemed necessary to determine the suitability of candidates for recommendation. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made. Should the person recommended for appointment decline, or having accepted it, relinquish it, the Public Appointments Service may at its discretion, select and recommend another person for appointment on the results of this selection process.

### **The importance of confidentiality**

Subject to the provisions of the Freedom of Information Act, 2014, applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

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

### **Deeming of candidature to be withdrawn**

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

Candidates are expected to provide all requested documentation to PAS, including all forms issued by PAS for completion, within five days of request. Failure to do so will result in the candidate being deemed to have withdrawn from the competition and their candidature will receive no further consideration.

### **Quality Customer Service**

We aim to provide an excellent quality service to all our customers. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to the attention of the unit or staff member concerned. This is important as it ensures that we are aware of the problem and can take the appropriate steps to resolve it.

### **Use of Recording Equipment**

**PAS does not allow the unsanctioned use of any type of recording equipment on its premises. This applies to any form of sound recording and any type of still picture or video recording, whether including sound recording or not, and covers any type of device used for these purposes. Any person wishing to use such equipment for any of these purposes must seek written permission in advance. This policy is in place to protect the privacy of staff and customers and the integrity of our assessment material and assessment processes. Unsanctioned use of recording equipment by any person is a breach of this policy. Any**

**candidate involved in such a breach could be disqualified from the competition or if already appointed, may forfeit that appointment.**

## **Review Process**

The Public Appointments Service will run this campaign in compliance with the Guidelines for appointments to positions not under the remit of the Public Service Management (Recruitment and Appointments) Act 2004. The review procedures are set out in the Guidelines which are available at [Guidelines for Campaigns Not Covered by CPSA Code](#) The form at Appendix 2 of these Guidelines must be used when requesting a review.

## **Requests for Feedback**

Feedback in relation to the selection process is available on request. There are no specific timeframes set for the provision of feedback. Please note that the Review Process as set out in the Guidelines is a separate process with specified timeframes that must be observed. Receipt of feedback is not required to invoke a review. It is not necessary for a candidate to compile a detailed case prior to invoking the review mechanism. The timeframe set out in the Guidelines cannot be extended for any reason including the provision of feedback.

## **Candidates' Obligations:**

Candidates must:

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

and if successful, they will not be appointed to the post unless they:

- Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed
- Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

Candidates in the recruitment process must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- interfere with or compromise the process in any way.

A third party must not impersonate a candidate at any stage of the process

Any person who contravenes the above provisions or who assists another person in contravening the above provisions,

- may be disqualified as a candidate and excluded from the process; or
- if appointed to the post following the recruitment process, they may be removed from that post.

## **Data Protection Acts, 1988 and 2003**

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 candidature and should you be successful certain information you provide will be forwarded to the employing organisation. Where the services of a third party are used in processing your application, it may be required to provide them with information, however all necessary precautions will be taken to ensure the security of your data. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 & 2003. To make a request under the Data Protection Acts 1988 & 2003, please submit your request in writing to:

The Data Protection Co-Ordinator, Public Appointments Service, "Chapter House", 26-30 Abbey Street Upper, Dublin 1,

Ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record. Certain items of information, not specific to any individual, are extracted from records for general statistical purposes.

**Candidates should note that canvassing will disqualify.**