



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

**Candidate Information Booklet
Assistant Commissioner 2022**

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

Assistant Commissioner in the Garda Síochána



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

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

This selection competition will be run in accordance with the Policing Authority's "Statement of Practice for the Conduct of a Selection Competition for Appointment to the Rank of Assistant Commissioner in the Garda Síochána 2022", which is available on www.policingauthority.ie.

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1. Introduction

The Policing Authority

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

The Act governs appointments to all ranks of the Garda Síochána and confers powers on the Authority to make appointments to certain senior ranks. In particular, under section 13, the Authority has the function, in accordance with regulations and having undertaken a selection competition for the purpose, to appoint a person to the rank of 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 Garda Síochána vision of a victim-centric police service is focused on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service in line with its mission of "Keeping People Safe". The Garda Síochána must engage with the public and with a broad range of Government, community, and other external stakeholders on a variety of matters ranging from routine to sensitive and complex.

The Garda organisation is currently undergoing a wide-ranging programme of reform aimed at strengthening operational policing and improving police governance under the Government's Implementation Plan - *A Policing Service for the Future*. Officers at the rank of Assistant Commissioner will play a key leadership role in the implementation of central elements of this programme, including the implementation of the new Operating Model.

The Assistant Commissioner role requires a skillset which includes the ability to drive organisational change and inspire members and staff to high standards and performance within a culture which reflects the values of the organisation and the Code of Ethics established by the Policing Authority.

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;
- In a manner that supports the proper and effective administration of justice;

and that effective and efficient policing is dependent on securing the confidence, support and co-operation of local communities and engaging with those communities.

2. Selection Competition for the Rank of Assistant Commissioner

The Policing Authority intends to hold a selection competition for the purpose of appointing persons 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 Garda Síochána operates in locations across the State and positions to be filled from this competition may occur in any Garda Síochána Division or specialist unit. The precise nature of the assignment of successful candidates will vary depending on the location and role in which positions arise to be filled at the discretion of the Garda Commissioner.

A panel of candidates may be established by the Authority as a result of this competition, which will expire no later than 12 months from the date of its establishment. Being placed on a panel does not mean that a candidate will necessarily be appointed by the Authority. Regardless of being placed on a panel of candidates, the Authority cannot make an appointment unless there is a sanctioned post and all the requirements set out in Regulation 12 of the Regulations are met.

Eligibility Requirements

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

- A member of the Garda Síochána not below the rank of Inspector¹ who has served not less than 2 years in that rank on the date on which the competition commences, i.e. **2 March 2022**;
- A member of the Police Service of Northern Ireland (PSNI) not below the rank of Inspector¹ who has served not less than 2 years in that rank on the date on which the competition commences, i.e. **2 March 2022**.

A competition commences on the latest date on which a candidate may apply, in this case **2 March 2022**.

Competition Timeline

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

Timelines for Assistant Commissioner Selection Competition 2022		
Stage	Activity	Dates
Application	Completion and submission of applications. The deadline for receipt of completed applications is 3pm on Wednesday 2 March .	2 February– 2 March

¹ Please note that this refers to substantive service at a rank not lower than Inspector

Timelines for Assistant Commissioner Selection Competition 2022

Stage	Activity	Dates
Shortlisting	Shortlisting will take place to identify the candidates most likely to reach the required standard.	9 March – 14 March
Preliminary Interviews	The Selection Board will interview shortlisted candidates. Those who are successful will be invited to a final interview and an assessment centre in advance of final interview.	11 April – 14 April
Assessment Centre	Candidates progressing to final interview will be invited to take part in an assessment centre. This will include completion of a number of on-line exercises and face to face assessments (See Section 5).	20 April – 29 April
Final Interviews	The Selection Board will interview candidates invited for final interview. This will include a presentation on a pre-determined topic.	11 May – 13 May

3. How to Apply

Completion of Application Form

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

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

1. Sign the Declaration at Section D; and
2. Submit the application form in accordance with the requirements set out in detail below.

Submission of Applications

Applicants must submit a completed application form by email to 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 the instructions carefully.

1. Candidates should download the application form from the Policing Authority website. This is an editable Word document.
2. Candidates should complete the application form. Once they are satisfied that they have completed all sections of the form, they should print and sign the completed form.
3. The candidate should scan the form and save it as a pdf, which should be named: "[Your name].pdf" (e.g. Mary Murphy.pdf)
4. This document should be attached to an email with the subject title "AC2022 Your Name" (e.g. AC2022 Mary Murphy) and submitted to the email address provided above. Candidates should confirm that the application is legible and complete before submitting by email.

The deadline for receipt of applications is 3pm on Wednesday 2 March 2022.

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

Reasonable Accommodations

Any candidate who requires reasonable accommodations at any stage of the selection competition should indicate their requirements on Page 1 of their Application. Any queries in relation to any disability or other issue which may be addressed through making such reasonable accommodations, can be addressed to the Appointments Unit at 01-8589036 / 087 277 6593 or by email at assistantcommissioner@policingauthority.ie.

Communication

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

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

4. The Assistant Commissioner Role

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. The Assistant Commissioner is responsible for the strategic management and monitoring of both the policing and corporate aspects of all Divisions within their area of responsibility, for evaluating the performance of their region, for decision-making based on demand and ultimately, for ensuring that a high quality, professional service is provided to citizens. As a part of the top management team, each Assistant Commissioner will contribute to the overall organisational strategy and policing plans and the delivery of policing and security outcomes.

The Assistant Commissioner plays a central, critical role in driving organisational change and in inspiring members and staff to high standards and performance within a culture, which reflects the values of the organisation and the Code of Ethics established by the Policing Authority.

The role is diverse, requiring a high standard of performance and leadership. The Assistant Commissioner must demonstrate an awareness and understanding of the importance and significance of the policing principles and public service values. They must demonstrate a strong personal commitment to the role and to the reform programme, and must possess the policing acumen and range of experience to perform effectively at this senior level. In particular, they will have a leadership role in overseeing the implementation of the new Operating Model.

Role Requirements

The key responsibilities of the Assistant Commissioner are to:

- Support the Garda Commissioner in leading the development and implementation of strategy in the Garda Síochána, including to develop policing strategies based on data and other evidence of demand and to measure progress in achieving strategic objectives and impacts;
- 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;
- Drive 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;
- Hold Chief Superintendents to account for the management of resources and performance management and the achievement of agreed objectives;
- Work with other Senior Leadership Team members to identify and monitor trends and developments in policing and organisational leadership and to make recommendations as necessary;
- Review and evaluate initiatives, policies and procedures within their area of responsibility and identify areas in which improvement is required;
- Ensure that regional and specialist national capabilities are utilised effectively and efficiently and are deployed according to demand, that sufficient skillsets exist in the region with regard to required capabilities and that public trust and satisfaction levels are high across the Region;
- Ensure that sound operational, ethical, financial, technical, project and personnel management practices are operated across their area of responsibility;
- Work collaboratively with peers and partner organisations in the Justice system, including the Garda Inspectorate, GSOC, and the Policing Authority to deliver on the vision for the Garda Síochána, anticipate requirements and actively contribute to driving its delivery;
- Embed the Code of Ethics, including behaviours;

- Promote a positive working environment for all within the Garda Síochána, actively addressing under-representation in the organisation overall.
- Work to promote diversity throughout every part of the organisation;
- Effect Change Management throughout the organisation;
- Develop and maintain effective working relationships with key external stakeholders, including key stakeholder groups, community and civil society groups and victims of crime and to engage effectively with internal partners;
- 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.

Person Requirements

The person(s) 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.

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 projects and priorities effectively in a changing policing environment including the effective prioritisation of resources;
- The capacity for action planning, including to think critically, analyse data and situations, develop and implement viable solutions, plan for contingencies, manage operational and technical teams, understand resource implications and evaluate results;
- A good understanding of current and emerging issues and significant risks in policing and security;
- A sound understanding, or an ability to quickly gain this understanding, of the law and the legislative environment;
- Sound judgement, problem solving and decision making skills with an understanding of resourcing implications;
- 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; and
- The ability to operate credibly at policy and strategic levels with a breadth of policing experience and knowledge and 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.

In addition to the attributes and experience outlined above, the successful candidate will need to demonstrate that they possess the behaviours and competencies identified as being important for the Assistant Commissioner role:

- Leadership and Management;
- Strategic Thinking;
- Delivery Focus: High Performance and Delivering Results;
- Managing Relationships: Collaboration and Communication;
- Drive and Resilience;
- Breadth and Appreciation of the Policing Role;
- Exemplifies Public Service Values and the Policing Principles.

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

5. The Selection Competition

The selection competition will be a three-stage process, involving:

1. Shortlisting of candidates, which will be based on assessment of the material provided by candidates in Sections A and B of their Application Form. Qualification for the interview stage will be based on meeting the required standard.
2. Shortlisted candidates being invited to attend a preliminary interview; and
3. Candidates successful at preliminary interviews being invited to:
 - take part in an assessment centre which will include completion of a number of on line and face to face psychometric exercises and assessments; and
 - attend a final interview, which will include a presentation.

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

Candidates should note the key dates outlined in section 2 above and ensure that they are available to participate should they progress to different stages of the process. While every attempt will be made to make reasonable accommodations, please note that candidates cannot be guaranteed to be allocated an interview on specific dates within the key dates and should ensure that they have sufficient availability throughout the process.

Application Form

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

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

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

Shortlisting

The purpose of shortlisting is to identify those candidates most likely to attain the standard required at the interview stage of the selection competition. The Selection Board will determine an appropriate number of candidates to be called to interview, having regard to the required size of the panel in the context of the expected number of Assistant Commissioner positions to be filled over the duration of the panel.

During the shortlisting exercise, the Selection Board will examine Sections A and B of the candidate's

application form and assess this material against the requirements for the Assistant Commissioner role set out in this Candidate Information Booklet, with reference to the following competencies and such specific criteria as the Selection Board may decide based on the requirements of the position:

- Leadership and Management; and
- Breadth of Appreciation of the Policing Role.

It is in candidates' interests to provide a detailed and accurate account of their qualifications and experience in the relevant sections of the application form so as to ensure that these can be considered in the shortlisting process.

Interviews

Interviews will comprise two stages, preliminary and final interview:

- **Preliminary Interview**

Shortlisted candidates will be invited to attend at preliminary interview. Interviews will be competency based. Candidates successful at preliminary interviews will be invited to attend at final interview.

- **Final Interview**

Candidates who are successful at preliminary interview will be invited to a final competitive interview. In advance of this interview they will be invited to take part in an assessment centre which will inform the final interview. At final interview, candidates will be required to make a presentation on a pre-determined topic which will be provided to candidates in advance. Candidates may be questioned on the content of their presentations and in relation to the competencies for the Assistant Commissioner role.

It is expected that interviews will take place in person at the Offices of the Policing Authority or such other place as may be notified to the candidate. However, depending on public health advice at the time, they may take place from a remote location by means of video conference or using such other means of communication as determined by the Authority and notified in advance to the candidate.

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

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

It is expected that preliminary interviews will take place in the period between 11 April and 14 April 2022 and final interviews will take place in the period between 11 May and 13 May 2022.

Assessment Centre

Candidates who are successful at preliminary interview will be required to take part in an Assessment Centre, which will include the completion of a set of psychometric exercises designed to measure leadership capability and motivational drivers of work behaviours pertinent to the key competencies for the Assistant Commissioner role. This will include a number of on-line exercises followed by a face-to-face assessment with a qualified

occupational psychologist, to discuss candidates' strengths and underlying competencies based on the results of the on-line assessments. The results of these assessments and exercises will be assessed by the occupational psychologist, who will present the results to the Selection Board in advance of final interview to assist preparation for interview.

Face-to-face assessments may take place in person or remotely. Further details and instructions relating to the Assessment Centre process will be provided to candidates in advance of this stage of the selection competition.

Some of the exercises outlined above will be carried out using an online platform, which will be provided by a specialist firm, Opes Ltd. This is a secure site, which provides the facility for candidates to log in and complete the exercise(s).

General information on completing online exercises

1. Candidates will need a broadband connection and one of the following devices which can connect to the internet: a computer, laptop, or tablet to access the online platform and complete the exercises. It is strongly advised that candidates complete the exercises in one sitting in a suitable environment where they will not be interrupted. It is the responsibility of the candidate to ensure that they have uninterrupted access to these facilities during this process.
2. It is the candidate's responsibility to ensure that they have access to the appropriate devices and sufficient connectivity to complete the online exercises.
3. A support service will be provided by Opes which candidates can access by phone. In the event of any difficulty with logging in to or using the platform, candidates should contact the support service support@opesltd.com for assistance.
4. Candidates who have not completed the online exercises by the deadline advised will be deemed to be no longer interested in this competition and their application will receive no further consideration.

Further guidance will be provided to candidates at the relevant stage of the selection competition and will be available on the Authority's website at www.policingauthority.ie.

It is expected that the candidates will be invited to complete the online exercises in the period between 20 and 29 April 2022

6. Principal Terms and Conditions

Appointments made on foot of this selection competition are subject to the prevailing legislation and the terms and conditions applicable to the rank of Assistant Commissioner in the Garda Síochána, the principal elements of which are set out below.

The precise nature of the assignment of candidates appointed by the Authority will be at the discretion of the Garda Commissioner having regard to organisational priorities.

General

Appointment is subject to the Garda Síochána Act 2005 and the Garda Síochána Act (Appointments to the Ranks of Assistant Commissioner, Chief Superintendent and Superintendent) Regulations, 2016.

Appointment will be on a full-time basis and persons appointed will be expected to be ordinarily and permanently resident in the State.

Pay

The current pay for Assistant Commissioner is €149,106.00 (B Rate) or €154,207.00 (A Rate)² (the Personal Pension Contribution rate for new entrants). The rate of remuneration may be adjusted from time to time in line with Government pay policy.

Code of Ethics for the Garda Síochána

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

Tenure

The successful candidates will be appointed to the rank of Assistant Commissioner in the Garda Síochána. The compulsory retirement age for members of the Garda Síochána is 60 years of age.

Location

The successful candidates will be required to serve at the discretion of the Commissioner anywhere in the State, at any time. The successful candidates may, from time to time, be required to manage a number of portfolios/functions as required by the Commissioner.

When absent from Regional Headquarters or Headquarters Department(s) on official duty the appointee may have the use of official transport; where such transport is not available they will be paid appropriate travelling expenses. Travelling expenses and subsistence allowance shall be subject to the Code Regulations.

² Members of the Garda Síochána who pay PRSI at Class A includes all members who commenced training after 6th April 1995, and applies to the following Registered Numbers:- 26365F and higher (male/female) and 00930L and higher (female).

Annual Leave

The annual leave entitlement for officers of Assistant Commissioner rank is 42 days, inclusive of bank holidays and Good Friday. Officers are also entitled to two rest days per week, which the Commissioner has currently fixed as Saturday and Sunday.

Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the Sick Leave Regulations.

Paid Sick Leave

The scheme provides for:

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

Pension/Superannuation

If the successful candidate is, or has been within the last 26 weeks prior to appointment, a serving public servant in Ireland they will join the existing Garda superannuation scheme.

If the successful candidate has not been, within the last 26 weeks prior to appointment, a serving public servant in Ireland, they will become members of the Single Pension Scheme for the public service.

Further details relating to the pension and superannuation provisions will be made available on request.

Important Notice:

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

7. Other Important Information

Regulations and Statement of Practice

This selection competition will be run in accordance with the Regulations and the Policing Authority's "Statement of Practice for the Conduct of a Selection Competition for Appointment to the Rank of Assistant Commissioner in the Garda Síochána 2022", which is available on the Authority's website at www.policingauthority.ie.

Confidentiality and Data Protection

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

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

When an application form is received, a record will be created in the candidate's name, which contains much of the personal information supplied. This personal record is used to process the application and is held in accordance with the General Data Protection Regulation (GDPR) and relevant Data Protection law. Certain items of information, not specific to any individual, may be extracted from records for general statistical purposes.

Where the services of a third party are used in conducting tests or exercises as part of the selection process it may be required to share candidate information between the Authority and these parties in order for an application to be processed. All necessary precautions will be taken to ensure the security of this data.

The Authority's Candidate Privacy Notice, which provides more detailed information on what categories of candidate data are processed and how they are used, is available for download on our website.

Deeming of Candidature to be Withdrawn

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

Quality Customer Service

The Authority aims to provide an excellent level of service to all applicants. If, for whatever reason, a candidate is unhappy with any aspect of the service received from us, we would urge them to bring this to our attention.

Feedback

Feedback will be provided to candidates on written request.

Complaint and Review Procedures

Should a candidate wish to make a complaint about a decision in relation to them during the selection process, they may seek a review as detailed in the Authority's "Statement of Practice for the Conduct of a Selection Competition for Appointment to the Rank of Assistant Commissioner in the Garda Síochána 2022", which can be viewed on the Policing Authority's website.

Canvassing

Candidates should note that it is prohibited to do the following, directly or indirectly:

- Canvass in relation to the process;
- Personate a candidate at any stage of the process;
- Attempt to influence a decision of any person in relation to that process; or
- Interfere with or compromise the process in any way.

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

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

Candidates' Obligations

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

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

Candidates are required to:

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

Candidates are bound by the Code of Ethics for the Garda Síochána. 'Honesty and Integrity' is one of the key tenets of the Code. Candidates are expected to honour these values, both in how they approach this competition and by agreeing to follow the rules and procedures laid down.

By undertaking any required online tests or exercises, you are confirming that you are the person named on the application and agreeing to complete the test or exercise honestly and without assistance. By accessing or attempting any test/exercise materials or attending for interview you are agreeing to be bound by the terms set out in the Statement of Practice for this competition.

Candidates should be aware that if the information provided by a candidate at any stage in the selection or

clearance process was found to be inaccurate or incomplete this would also be taken into account in assessing the suitability of the candidate for appointment. Candidates who knowingly or recklessly provide false or misleading information will not be considered for appointment.

All test and other materials are subject to copyright and all rights are reserved. No part of the test and other materials (including any text, questions and/or potential answer options) or associated materials (including any practice and/or familiarisation materials) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, printing, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in a candidate being excluded from the selection process. Any person(s) who contravenes this provision, whether an applicant or other, or who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

Clearance Processes

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

- Have made all such enquiries as it considers necessary to verify the information provided in the candidate's application;
- Be satisfied as to the outcome of its clearance process; and
- Be satisfied at the time of the appointment that the candidate is fully competent, is available to undertake, and is capable of undertaking the duties attached to that position.

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

The Clearance Process, further details of which are available on the Authority's website, includes:

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

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

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

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

Appointment

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

Competencies for Assistant Commissioner in the Garda Síochána	
Competency	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	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.

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