



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

**Candidate Information Booklet
Superintendent 2021**

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

the rank of

Superintendent in the Garda Síochána



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

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

This selection competition will be run in accordance with the Policing Authority's "Statement of Practice for the Conduct of a Selection Competition for Appointment to the Rank of Superintendent in the Garda Síochána 2021", 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 Superintendent. The applicable regulations are the Garda Síochána Act 2005 (Appointments to the ranks of Assistant Garda Commissioner, Chief Superintendent and Superintendent) Regulations 2016 (S.I 641 of 2016) ('the Regulations').

The Garda Síochána

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

The 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 issues.

The Garda organisation is currently undergoing a wide-ranging programme of reform aimed at strengthening operational policing and improving police governance under the Government Policing Reform Programme - *A Policing Service for the Future*. Officers at the rank of Superintendent will play an important role in the implementation of key elements of this programme, including the implementation of the new Organisational Operating Model.

The Policing Principles

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

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

2. Selection Competition for the Rank of Superintendent

The Policing Authority intends to hold a selection competition for the purpose of appointing persons to the rank of Superintendent in the Garda Síochána. Applications are invited from eligible applicants who wish to be considered for appointment to this rank.

The Garda Síochána operates in locations across the State and positions to be filled from this competition may occur in any Garda Síochána Division 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 Superintendent in the Garda Síochána:

- a member of the Garda Síochána not below the rank of Inspector¹ who has served not less than 2 years in that rank on the date on which the competition commences, i.e. 26 May 2021;
- 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. 26 May 2021.

A competition commences on the latest date on which a candidate may apply, in this case **Wednesday 26 May 2021**.

¹ This refers to substantive service at a rank not lower than Inspector.

Competition Timeline

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

Timelines for Superintendent Selection Competition 2021		
Stage	Activity	Dates
Application	Completion and submission of applications. The deadline for receipt of completed applications is 3pm on Wednesday, 26 May 2021 .	5 – 26 May
Situational Judgement Testing	All eligible candidates will be invited to complete online situational judgement tests. The deadline for completing tests is 3pm on Friday 4 June (See Section 5)	28 May – 4 June
Board Shortlisting	Shortlisting will take place by the selection board to identify the candidates most likely to reach the required standard.	22 – 25 June
Interviews	The Selection Board will interview shortlisted candidates. This will include a presentation on a pre-determined topic.	7 – 26 July

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 E;
2. Arrange for their supervisor to complete the Certification at Section D; and
3. Submit the application form in accordance with the requirements set out in detail below.

Submission of Applications

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

1. Candidates should download the application form from the Policing Authority website. 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 completed form should be submitted to their supervisor for certification. It is the candidate's responsibility to ensure that his/her supervisor has read and verified the application form in advance of submitting their completed application. An option is available for certification by an alternative supervisor.
4. After the supervisor has completed and signed the Supervisor's Certification, the form should be returned to the candidate.
5. The candidate should scan the form and save it as a pdf, which should be named: "**Your name.pdf**" (e.g. Mary Murphy.pdf)
6. This document should be attached to an email with the subject title "SI2021 **Your Name**" (e.g. SI2021 Mary Murphy) and submitted to the email address provided above.

The deadline for receipt of applications is 3pm on Wednesday 26 May 2021.

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 or by email at superintendent@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 Superintendent Role

The Superintendent is a managerial rank in the Garda Síochána and is a critical post in terms of ensuring quality service delivery to the public. The Superintendent plays a central, vital role in ensuring that communities and victims are at the heart of all services provided.

Superintendents are key drivers of performance in the Garda Síochána. They must demonstrate a strong personal commitment to the role and possess a range of policing experience and the ability to deliver results to perform effectively at this level. The successful candidate will play a critical role in maintaining a strong community focus, in managing the delivery of front-line services and implementing organisational change at an operational level.

The key aspects of the Superintendent role include:

- Managing the delivery of services in relation to policing and security priorities, based on defined performance indicators in the annual policing plan;
- Planning and prioritising work in terms of importance, timescales and other resource constraints and re-prioritising in light of changing circumstances;
- Monitoring and steering the progress of investigations/operations, recognising patterns and trends in criminal activity and devising approaches to combat these;
- Leading teams, delegating responsibility appropriately and empowering people to make decisions;
- Supervising and ensuring strong systems of supervision are operating and managing performance by individuals and teams in order to meet divisional and organisational objectives;
- Actively promoting the values contained in the Code of Ethics, promoting a culture that fosters high standards of ethics and integrity and ensuring that respect for human rights is at the heart of policing;
- Deploying resources in accordance with changing priorities;
- Monitoring budgets to ensure delivery of value for money and services;
- Leading the implementation of organisational change at an operational level, through personal commitment to new ideas and ways of working;
- Ensuring good governance in line with control and accountability frameworks;
- Promoting diversity in the workplace and ensuring policing services meet the needs of diverse communities;
- Building public confidence by engaging effectively with the community and other stakeholders, ensuring that communities and victims are at the heart of all services provided;
- Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility; and
- Performing any other duties as may be required by the Garda Commissioner from time to time.

Person Requirements

The persons appointed as Superintendent in the Garda Síochána will be persons of the utmost integrity and will be required to model ethical values as set out in the Garda Code of Ethics, demonstrating personal drive, commitment and energy. They will foster and drive a culture of ethical behaviour and personal responsibility throughout their areas of responsibility.

Suitable candidates will demonstrate:

- Relevant management experience across a range of roles, including management of resources, staff and multiple agendas and tasks;
- A track record of specific achievement in his/her career;
- The ability to create an environment that fosters an open exchange of ideas and an atmosphere of open communication;
- The ability to translate the strategic change agenda into action, giving direction and stating expectations clearly for staff, creating enthusiasm and commitment throughout their area of responsibility and tackling performance issues;
- Personal commitment to innovation, agility to adapt to changing demands and supporting staff in new ways of working;
- A sound understanding of the law and policing issues;
- A proven track record of working under pressure and delivering results to tight deadlines and high standards;
- Excellent interpersonal and communication skills, both written and oral, with the ability to engage with and influence key stakeholders and manage relationships by building trust and working in collaboration; and
- Initiative, sound judgement, problem solving and decision making skills.

In addition to the attributes and experience outlined above, the successful candidate will need to demonstrate evidence of the behaviours and competencies identified as being important for the Superintendent role:

- Leadership and operational planning;
- Managing operations and delivering results;
- Judgement and decision making;
- Building relationships and communication;
- Exemplifies public service values and the policing principles; and
- Breadth of experience and appreciation of the policing role.

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

5. The Selection Competition

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

1. Shortlisting of candidates, which will be based on assessment of:
 - the results of the situational judgement tests which eligible applicants will be invited to complete after the deadline for receipt of applications; and
 - 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 in both of these elements; and

2. Shortlisted candidates being invited to attend an interview which will include a presentation.

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

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 called to interview 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 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 Superintendent at Appendix A of this Candidate Information Booklet. Applicants are reminded that they are required to provide **specific examples of each competency** set out in Appendix A. These examples should demonstrate the candidate's experience **related to the Superintendent role** as set out in Section 4 of this Candidate Information Booklet and should clearly outline the candidate's own contribution to the examples provided.

The information contained in Sections A and B of the Application form will be considered at the shortlisting stage of the competition. The information contained in Section C will not be considered at the shortlisting stage but, if a candidate proceeds to interview, may be considered, together 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 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 Superintendent positions to be filled over the duration of the panel.

During the shortlisting exercise, the Selection Board will:

- Consider the results of the online situational judgement tests.
- examine Sections A and B of the candidate’s application form and assess this material against the requirements for the Superintendent role set out in this Candidate Information Booklet, with reference to the following competencies and such specific criteria as the Selection Board may decide based on the requirements of the role:
 - Breadth of Experience and Appreciation of the Policing Role; and
 - Managing Operations and Delivering Results.

It is in candidates’ interest 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.

Qualification for the interview stage will be based on meeting the required standard in both of these elements. Please note that candidates who do not reach the required standard at testing will not receive further consideration.

Online Situational Judgement Tests

Eligible applicants will be invited to complete online Situational Judgement tests. These bespoke tests have been developed by SHL in partnership with the Authority and the Garda Síochána and are specifically designed to measure critical behaviours that are relevant to the role of Garda Superintendent. Candidates will be presented with a number of scenarios which Superintendents in the Garda Síochána might face. A number of potential responses will be presented and candidates will need to choose the most effective ways of responding to the given scenario.

This stage of the process will be carried out using an online platform, provided by SHL. This is a secure site which provides the facility for candidates to log in and complete the tests. Candidates will have an opportunity to complete practice tests in advance of taking the actual tests.

General information on taking online tests

1. Candidates who meet the eligibility criteria will receive an email from SHL on Friday 28 May 2021 inviting them to undertake the tests which will include a link to the online platform and instructions on how to log on and complete the tests. The test will remain open until 3pm on Friday 4 June 2021.
2. In advance of taking the tests, it is advisable to access the support site: [click here](#). The Support site contains further information regarding online assessments and also includes a specific functionality to verify that the browser can support the assessment before beginning the tests. (<https://support.shl.com/apex/BrowserCheck>). The assessment is accessible through all standard Browsers, including Internet Explorer, Mozilla Firefox, Google Chrome or Safari.
3. 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 tests. Candidates must complete the tests in one sitting in a suitable environment where they will not be interrupted. It is the candidate’s responsibility to ensure that they have access to the appropriate devices and sufficient connectivity to complete the online tests.

4. Candidates who have not completed the online exercises by the deadline of 3pm on 4 June will be deemed to be no longer interested in this competition and their application will receive no further consideration.
5. Should candidates experience any technical difficulty the SHL Technical Support Team can be contacted by email at mstechnicalsupport@shl.com.

Further guidance will be available on the Authority's website at www.policingauthority.ie.

Interviews

Interviews will comprise a single semi-structured competency based interview. This will include a presentation by candidates on a pre-determined topic, which will be provided in advance of interview. Candidates may also be questioned on the content of their presentations.

Interviews will 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.

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 interviews will take place in the period between Wednesday 7 – Monday 26 July 2021.

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 Superintendent in the Garda Síochána, the principal elements of which are set out below.

The precise nature of the assignment of candidate(s) appointed by the Authority will be at the discretion of the Garda Commissioner having regard to organisational priorities. Superintendents so appointed may, from time to time, be required to manage a number of portfolios/functions as required by the Commissioner.

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 Superintendent is €79,437 (B Rate) or €82,046 (A Rate)² (the Personal Pension Contribution rate for new entrants). The rate of remuneration may be adjusted from time to time in line with Government pay policy. Furthermore, a number of allowances are payable including a uniform allowance and an availability allowance (€8,472 annually).

Code of Ethics for the Garda Síochána

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

Tenure

The compulsory retirement age for members of the Garda Síochána is 60 years of age. The Authority may, at its discretion, and based on the requirements of the Garda Commissioner to fill a position, make an appointment on a permanent, fixed term or temporary acting basis.

Location

The successful candidate(s) will be required to serve at the discretion of the Garda Commissioner anywhere in the State, at any time.

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

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

Annual Leave

Annual Leave entitlements for Superintendent Rank are either 42 or 52 days as follows:

- Officers assigned at Garda Headquarters and the Garda Training College are entitled to 42 days annual leave; and
- Officers assigned to other locations are entitled to 52 days of annual leave.
- Annual Leave for Superintendents is inclusive of 'Compensatory' Annual Leave days for each Public Holiday and Good Friday.

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 four 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 Superintendent in the Garda Síochána 2021", which is available on the Authority's website at www.policingauthority.ie.

Confidentiality and Data Protection

All applications, tests, exercise, 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 your application to be processed. All necessary precautions will be taken to ensure the security of your 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, 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 concerning a decision in relation to him/her during a 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 Superintendent in the Garda Síochána 2021", 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:

- Canvas 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 is 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 a candidate.

The clearance process 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 Superintendent;
 - 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.

Appendix A

Competencies for Superintendent in the Garda Síochána	
Competency	Examples of Areas of Application:
Leadership and Operational Planning	Has a clear vision for the operational area, prepares plans and targets which will achieve long-term goals and objectives, looking critically at issues to see how things can be done better.
	Leads and maximises the contribution of the team as a whole, encouraging ownership and responsibility for tasks, actively engaging co-operation to achieve objectives and ensuring the team understands the importance of their contribution to overall organisational objectives.
	Sets high standards, builds and sustains accountability and high levels of performance, works with the team to develop realistic objectives.
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances.
	Is flexible, receptive to new ideas and ways of working and actively implements change. Identifies and takes opportunities to exploit new and innovative service delivery channels and encourages innovation in others.
	Values each member of the team and their contribution, developing capability through support, feedback, coaching and creating opportunities for development.
	Identifies trends in criminal activity at local level and devises interventions to combat these and to anticipate and respond to community concerns.
Managing Operations and Delivering Results	Plans and takes responsibility for delivery of objectives, managing multiple activities, projects, investigations and operations and reallocating resources to manage changes in focus.
	Delegates appropriately, communicates information and expectations clearly and empowers others.
	Manages performance, monitors progress and holds people to account for delivery.
	Ensures that appropriate supervision is in place with systems and processes, appropriately using ICT and new delivery models, which provide quality assurance.
	Identifies opportunities to reduce costs and ensure maximum value for money is achieved.
	Takes personal responsibility for setting high standards and delivering results and quality services, ensuring quality and efficient customer service is central to the work of the district.
Judgement and Decision Making	Researches issues thoroughly, consulting appropriately to gather pertinent information and critically evaluating information and intelligence. Has good local knowledge and keeps informed on changing requirements, trends and data.
	Analyses and interprets information (in particular numerical data) and accurately and in a timely manner and identifies appropriate courses of action.
	Anticipates consequences for all stakeholders, anticipates potential obstacles and develops contingency plans. Takes calculated risks and decisive action.
	Sees the relationships between issues and thinks through issues logically to assess situations.
	Develops a well-reasoned rationale and is prepared to stand by decisions. Takes responsibility for making tough or unpopular decisions.
	Demonstrates sound judgement, making well-informed decisions, putting forward solutions to address problems, informed by the Code of Ethics and understanding the impact and implications for the community and other stakeholders.
	Establishes and maintains focus on priorities, remains calm and thinks clearly under pressure.

Building Relationships and Communication	Speaks and writes in a confident and articulate manner, clearly communicating instructions and making opinions known appropriately when s/he feels it is right to do so.
	Actively listens, seeking to understand the perspective and position of others.
	Promotes teamwork and fosters an atmosphere of open communication.
	Manages and resolves conflicts / disagreements in a positive and constructive manner; negotiating and influencing effectively.
	Develops and maintains a network of contacts to facilitate problem solving or information sharing.
	Works effectively with a range of different parties, maintaining positive working relationships with the community and other stakeholders and deliver the best possible service to the public while recognising diverse stakeholders' perspectives.
	Instils a strong focus on Customer Service and ensures that staff understand the expectations, changing needs, concerns and diversity of different communities, and strive to address them.
	Appreciates the importance of building the positive image of an ethical, citizen-focused organisation and uses media channels appropriately to communicate the Garda Síochána message(s) effectively and in accordance with policy.
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.
	Is personally committed, self-motivated, demonstrates initiative and strives to perform at a high level, is accountable for and takes pride in own and team's contribution to achieving organisational goals.
	Treats others with respect and demonstrates understanding of the role of policing in a changing society.
	Is personally trustworthy and honest, delivering on promises and commitments.
	Responds quickly to customers' requests, provides solutions in a timely manner and keeps customers updated on progress.
	Demonstrates determination and resilience, maintaining composure even in challenging circumstances and difficult situations.
	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 and promoting a culture that fosters high standards of ethics, integrity and respect for human rights.
	Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role, continuing to learn and adapt to new circumstances.
Breadth of Experience and Appreciation of the Policing Role	Comprehensive understanding of the up to date legal and procedural context within which the Garda Síochána operates.
	Sound understanding of the different operational elements and procedures within the organisation that come into play in particular circumstances.
	Knowledge of the range of specialist resources that are available within the organisation and their appropriate use.
	Appreciation of the role that the Garda Síochána fulfils in the community and within the wider society and knowledge of community concerns, services and initiatives.
	Planning for operations, events and contingencies and responding to changing circumstances in an agile manner.
	Commitment to crime prevention, identifying risks and engaging with and supporting the community, victims and vulnerable members of society
	Clear understanding of your own and your team's role, objectives and targets and their place in the wider context
	Knowledge of policing and governmental issues and the wider societal context

