



**Appointment to the Policing Authority**

**Closing Date: Midnight on Wednesday 16 September 2015**

**State Boards Division**

**Public Appointments Service**

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State Boards.ie operates under the auspices of the Public Appointments Service and is committed to a policy of equal opportunity.

The Public Appointments Service (PAS), established under statute in 2004, provides an independent shared service in recruitment, assessment and selection to organisations across the Civil and Public Services. On 30 September 2014, the Government decided that PAS should also be given responsibility for putting in place an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, [www.stateboards.ie](http://www.stateboards.ie), is the channel through which PAS advertises vacancies on State Boards. It is also the means through which accomplished, experienced and qualified people, including people who might not previously have been identified as available for appointment, can then apply to be considered for particular vacancies.

## Appointments to the Policing Authority

**Entity:** Policing Authority

**Location:** The Authority's offices will be at 90 North King Street, Dublin 7 from autumn 2015.

**Number of Vacancies:** 8 appointments as ordinary board members

**Remuneration:** €14,963 per annum. In addition, and in accordance with governance policies to be established by the Policing Authority, travel and subsistence arrangements in line with civil/public service arrangements will be put in place in respect of travel on Authority business.

(It should be noted that in keeping with the 'One Person One Salary' principle, no public servant will be entitled to receive remuneration in the form of board fees, save for situations that are provided for under statute e.g., appointment of worker directors to certain State companies).

**Time commitment:** Circa 4-6 days per month is envisaged, including attendance at Authority and related meetings. The first year is likely to be particularly busy as the Authority commences its functions. At least four meetings each year between the Authority and the Garda Commissioner will be held in public.

**Note on legislation:** The legislation to establish the Policing Authority is contained in the Garda Síochána (Policing Authority and Miscellaneous Provisions) Bill 2015. This Information Booklet is based on the provisions of the Bill as passed by the Seanad on 23 June 2015, the text of which is available at [www.oireachtas.ie](http://www.oireachtas.ie)

### Background and context

The establishment of a Policing Authority is a key element of the Government's programme of justice reform and was highlighted as a priority in the Statement of Government Priorities 2014 – 2016. A Cabinet Committee on Justice Reform, chaired by An Taoiseach, was established in April 2014 and has overseen the development of the legislative proposals for the Authority.

The views of the public on the proposal to establish the Authority were sought by way of a Government public consultation process that took place in May 2014. In addition, a consultation seminar on justice reform was hosted by the Minister for Justice and Equality on 20 June, 2014 at Farmleigh House, attended by some 100 participants. The purpose of the seminar was to provide a platform for key stakeholders and persons with an interest in Garda reform to discuss elements of the Government justice reform programme.

Following a public consultation process and a number of hearings with interested parties, the Joint Oireachtas Committee on Justice, Defence and Equality published a report of its review of the Garda Síochána Act 2005 in October 2014. A number of the report's recommendations relate to the establishment of the Authority and the Committee's recommendations were taken into account in the drafting of the legislation which was initiated in the Seanad on 14 May 2015.

The Minister's Press release on the Bill to establish the Policing Authority is available on [www.justice.ie](http://www.justice.ie) and the Bill is available on [www.oireachtas.ie](http://www.oireachtas.ie) where its passage through the Oireachtas may be tracked.

The establishment of the Authority takes place against a background of reviews and inspections in the Justice sector and is part of a suite of significant reforms in that sector. It represents a fundamental reform of policing oversight in Ireland. Its overarching role is to oversee the performance of An Garda Síochána in relation to policing in such a way as to enhance public accountability and to drive and support effective performance, continuous improvement and ongoing reform. It will also have specific responsibilities including in relation to police ethics, the making of senior appointments and in relation to Joint Policing Committees.

The establishment of the Authority, and the way in which it will carry out its functions, will enhance the objective of promoting public trust and confidence in policing and will play an important role in shaping policing services to meet the challenges of a modern Ireland.

The Authority will complement the work of the Garda Síochána Inspectorate, whose reports to the Minister will be available to the Authority for consideration as an input to its programme of work.

The Authority is an entirely separate body to the Garda Síochána Ombudsman Commission (GSOC) whose principal role is to deal with complaints about the conduct of members of An Garda Síochána.

Ms. Josephine Feehily has been nominated by the Government as the Chairperson-designate of the Authority.

## **Functions of the Policing Authority**

Under the relevant Bill, the Authority will have extensive functions, many of which have previously been exercised by the Government or the Minister for Justice and Equality. These functions will be concerned with overseeing the governance, structures and performance of the Garda Síochána's policing responsibilities.

Key responsibilities will include:

- overseeing the performance by the Garda Síochána of its functions relating to policing services<sup>1</sup>;
- keeping under review the adequacy of the corporate governance arrangements and structures within the Garda Síochána;
- keeping under review the adequacy of the arrangements for the recruitment, training and development of Garda members and civilian staff;

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<sup>1</sup> "Policing services" means the functions of the Garda Síochána referred to in section 7 of the Garda Síochána Act 2005 other than the provision of security services. The term "security services" is defined in section 4 of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Bill 2015.

- keeping under review the adequacy of the mechanisms in place within the Garda Síochána for the measurement of performance and accountability of Garda members and civilian staff;
- convening regular meetings between the Policing Authority and the Garda Commissioner, some of which may be held in public and may be broadcast.

The Authority is also responsible for:

- nominating suitable persons for appointment by the Government to the posts of Garda Commissioner and Deputy Garda Commissioner;
- appointing persons to the ranks of Superintendent, Chief Superintendent and Assistant Commissioner (and removing them for reasons relating to policing services);
- making appointments to senior positions within the Garda civilian staff;
- approving (with the consent of the Minister) the three year Garda Strategy statement;
- approving (with the consent of the Minister) the Garda Commissioner's annual policing plan;
- establishing a Garda Code of Ethics;
- promoting and supporting the continuous improvement of policing in the State;
- exercising the current functions of the Minister in relation to Joint Policing Committees.

### **An Garda Síochána**

Information relating to the Garda Síochána can be found on [www.garda.ie](http://www.garda.ie). The core functions are set out in Section 7 (1) of the Garda Síochána Act 2005 as follows:-

“The function of the Garda Síochána is to provide policing and security services for the State with the objective of -

- (a) preserving peace and public order,
- (b) protecting life and property,
- (c) vindicating the human rights of each individual,
- (d) protecting the security of the State,
- (e) preventing crime,
- (f) bringing criminals to justice, including by detecting and investigating crime, and
- (g) regulating and controlling road traffic and improving road safety.”

### **Person Specification**

The Public Appointments Service, on behalf of the Government, invites expressions of interest from suitably experienced and qualified persons to be considered for possible appointment as members of the Authority. The Government intends to appoint eight ordinary members to the Authority.

Applicants for membership of the Authority **must** have experience in **one or more** of the following areas:

- demonstrable experience of policing matters which may have been gained as a sworn member or as a civilian staff member of a police force;
- a career history which demonstrates a high level of expertise and knowledge of human rights and equality matters, preferably as those rights relate to policing;
- senior executive experience in public sector administration and management within a complex organisation(s), ideally with a track record of driving performance improvement and/or organisational reform;
- evidence of significant contribution as a board member and relevant experience of good practice in corporate governance within a complex organisation(s) and/or one operating in a complex environment;
- significant experience and engagement at a leadership level of work undertaken by voluntary or other groups or bodies within local communities which relates to policing. In particular, we seek experience relating to the promotion of safety in the community, the prevention of crime and/or promoting awareness of other issues that are relevant to policing services.
- Significant senior management experience in a large complex organisation(s), of **one or more** of the following:
  - strategic management and planning, ideally including experience of organisational start-ups;
  - financial management and/or financial audit;
  - organisational performance monitoring and review;
  - designing and reviewing frameworks of professional ethics and standards;
  - strategic HR, including senior-level recruitment and selection;
  - provision of complex legal advisory services;
  - strategic communications, media and stakeholder engagement;
  - risk management and compliance;
  - strategic investment in ICT and the delivery of significant ICT projects.

**Please note:** Professional qualifications in the foregoing areas are not necessarily required. Rather, we are seeking people with relevant and demonstrable experience which may be from your personal and/or working life, or from your involvement in private, public, voluntary and/or community organisations.

In addition to the foregoing requirements, applicants should be able to demonstrate evidence of:

- sound judgement;
- excellent communication skills;

- the ability to establish and maintain effective working relationships and to work co-operatively within a team or board setting;
- the ability to analyse complex information and constructively challenge;
- a strong sense of ethics and integrity;
- an understanding of good governance practices.

### **Excluding criteria**

In accordance with section 62F(1) of the Bill as passed by the Seanad, the following persons are not eligible to be appointed to the Authority:

- a member of either House of the Oireachtas or of a local authority
- a person entitled to sit in the European Parliament
- a member of An Garda Síochána or the civilian staff of An Garda Síochána
- a member of An Garda Síochána Inspectorate or a member of the Garda Síochána Ombudsman Commission.

Section 62(F) of the Bill sets out a number of specific disqualifications which applicants should review carefully. PAS will have procedures in place later in the application process to ensure that only qualified applicants go forward for consideration by Government.

### **Terms of Appointment**

Appointments to the Authority will be for a period of either three or four years (this is to allow for continuity in membership as appointments expire). Membership may be extended up to a maximum of eight years in total. Members of the Authority will hold office upon such terms and conditions as may be determined by the Government at the time of the appointment.

## Submitting your Expression of Interest

Before submitting your expression of interest, please review the **self-assessment questionnaire** which can be found [here](#). This questionnaire is designed to help you in considering whether to submit an expression of interest – you are not required to submit the questionnaire as part of the application process.

Having considered the general suitability criteria for membership of a State Board, you should consider carefully how your background and experience fits with the **specific appointment criteria** set out earlier in this Information Booklet.

In order to qualify for nomination a person must not have any **conflicts of interest** likely to interfere with his/her ability to play a full part in the work of the Authority. You should carefully consider whether you have any real or perceived conflicts of interest before submitting your expression of interest.

Your submission should be made via the following link [www.stateboards.ie](http://www.stateboards.ie) together with your **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process). There is also a short online form to complete as part of the process.

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### IMPORTANT NOTE

Please take care when submitting your expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which you submit, it is most important that you do the following:

1. *Ensure your Cover Letter (and supporting CV) clearly specifies how your particular background and experience meets the requirements of the Board position(s) specified in this booklet, and*
2. *That you fully answer the supplementary questions which will be presented to you as part of our online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for your candidature and why you believe you are a person who could potentially be appointed to this State Board.

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### Assessment Process

An Assessment Panel (the “Panel”) will be convened by PAS to consider and assess the expressions of interest received by PAS. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
  - Consideration of the written applications and/or
  - Meeting/conference call with candidates and/or
  - Referee checks and/or

- Any other assessment or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- Arrive at a shortlist of those applicants most suitable for consideration for appointment and whose names should be sent forward for consideration by the Government.

If you have any questions regarding the application process please email us at [info@stateboards.ie](mailto:info@stateboards.ie)

### **Confidentiality**

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquiries, 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.

### **Data Protection Acts 1988 & 2003**

For further information on Data Protection please follow the link

## APPENDIX 1

### Submitting your expression of interest

In order to submit your application, you should take the following steps:

1. Go to [www.stateboards.ie](http://www.stateboards.ie)
2. On the bar at the top of the page click on “Available Appointments”.
3. This brings you to a page with all our advertised vacancies. Select whichever position you would like to apply for (you are welcome to apply for more than one position if you wish).
4. On the relevant page please click on the “apply for position” button at the bottom of the page
5. This will bring you to a page on [www.publicjobs.ie](http://www.publicjobs.ie) and if you already have a publicjobs.ie account, will prompt you for your username and password. If you do not have an account you will be asked to create one.
6. Once you input your details you will be brought to a page where there is a prompt in the middle of the page which says “apply here”. Click on the link to the online application form beside it.
7. A form will appear on your screen, some of the text boxes will be populated with information from your publicjobs.ie profile (Name, address, etc.). You will need to complete the rest of the fields and enter your name and the date at the bottom of the form. Click on “continue”.
8. You will then be brought to a screen where you should upload your CV and Cover Letter. These are required documents and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the “submit” button at the bottom of the page.
9. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.

You must confirm that you do not have any conflicts of interest or legal impediment which would be likely to interfere with your ability to play a full part on the Board. You must also confirm that you can make yourself available to attend meetings and to carry out the duties of a Board member.

## **Appendix 2**

### **Common competencies for Chairpersons/Members of State Boards**

#### **Analytical Strategic Perspective**

- An ability to take a broad future focused perspective on issues
- An ability to understand and anticipate the effect of environmental and economic issues on an organisation
- The ability to critically analyse information to identify the most relevant and critical issues

#### **Integrity and a focus on Governance**

- A strong sense of ethics and integrity
- Has a good understanding of what may constitute or be seen as a conflict of interests and acts to avoid or address issues of conflict of interest
- An appreciation of the state and the public as key stakeholders
- An understanding of good governance practices

#### **Leadership & Teamwork**

- The ability to lead and motivate a board
- An ability to work effectively with others as part of a team
- An ability to work with people with different perspective to identify common ground and mutually acceptable solutions to problems

#### **Contribution and effort**

- A clear focus on the responsibilities of their role as a board member
- A strong commitment on ensuring they add value and positively impact on the organisation

#### **Communication**

- The ability to communicate clearly orally and in writing

#### **Financial literacy**

- An ability to understand high level financial data
- An appreciation of budgets and good financial management practice.