

Candidate Information Booklet



25271102 Head of Industrial Relations

An Garda Síochána, Garda Headquarters, Dublin 8

Closing Date: 3pm 12th June 2025





Head of Industrial Relations

(Principal Officer level)

An Garda Síochána

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Contact: MCRI

publicjobs

Email: MCRI@publicjobs.ie

URL: www.publicjobs.ie



Title of Position: Head of Industrial Relations

Organisation: An Garda Síochána

Location: Garda Headquarters, Dublin, Ireland

Context

An Garda Síochána is the national police and security service of Ireland, comprised of approximately 14,000 Garda Members, 3,400 Garda Staff and 350 Garda Reserves. An Garda Síochána is a community focused organisation with a mission of 'Keeping People Safe'. With a dual role and responsibility for the provision of policing services, and protecting the security of the State, An Garda Síochána is committed to delivering a responsive, effective and efficient service, that meet the needs of our communities.

The organisation was established over 100 years ago at the inception of the State, and has a proud history of delivering community policing. In order to build upon this strong foundation, An Garda Síochána must continue to evolve, responding as a modern police and security service to the changing face of crime, vulnerability, population and citizen expectation.

An Garda Síochána is charged with delivering on the key commitments made within the Programme for Government. In support of such, the organisation is growing at scale, with the effective use of Garda resources and capabilities as a key focus area.

An Garda Síochána has most recently delivered on a significant organisational transformation programme, in the context of "A Policing Service for Our Future". Further far reaching change is well underway, including; the completion of the Divisional Operating Model rollout, and commencement of the Policing, Security and Community Safety Act (2024) (PSCS Act). The latter now provides for the Commissioner as Chief Executive of the organisation, further strengthens governance and accountability, introduces new regulations and supporting policy, in addition to a new employment model for Garda Staff.

To support the organisation through this change period, and to ensure delivery of a fit for purpose and future proofed enabling service, key strides are being made to build the capability of the People & Development Department, in particular investing in professionalisation and specialisation. The People & Development function of An Garda Síochána is entering into an exciting and transformative phase. Our organisation is to be a policing and security service that embraces modern methods in fulfilling a historic purpose, every day, for every person, in every community. In support of such, the strategic goals for People & Development (2025-2027) include:

- Build leadership capability & talent pipeline
- Grow capacity & build capability
- Enable a learning organisation
- Develop a modern People & Development function
- Foster a diverse and inclusive culture
- Communicate an attractive Employee Value Proposition (EVP)



About this Role

The Garda Commissioner now wishes to appoint a suitably qualified and experienced person to the role of Head of Industrial Relations. As a member of the People & Development Senior Management Team, the role holder will play a pivotal role in leading on Industrial Relations.

Effective leadership of the Industrial Relations function is critical to delivering on the efficiency, and effectiveness, of the organisation. The Head of Industrial Relations will play a key role in support of maintaining the reputation of the organisation, and ultimately the confidence of the people we serve. This individual will lead a team of Industrial Relations Managers, delivering an Industrial Relations service, proactively responding to national and regional Industrial Relations matters.

The Industrial Relations environment in An Garda Síochána is complex: the organisation has a blend of civil and public servants, and there is a matrix of; two Unions representing Garda Staff, in addition to four Representative Associations for Garda Members. The Industrial Relations Amendment Act (2019), resulted in Garda Members, and their Associations, gaining access to the Workplace Relations Commission (WRC) and the Labour Court, and in line with this access, a new set of Dispute Resolution Procedures, which are currently under review, came into effect. The commencement of the PSCS Act, sees the introduction of revised Public Servant terms and conditions for newly appointed Garda Staff, and for those Garda Staff serving prior to commencement, a two-year transitional period is ongoing to facilitate consultation. With the complexity of the current industrial relations environment, undoubtedly this role will be challenging, however in equal measures will be rewarding.

Job Specification

The Head of Industrial Relations will report directly to the Executive Director, People and Development. The role holder is responsible for designing and leading on the Industrial Relations (IR) strategic action plan for An Garda Síochána, ensuring effective engagement with: management; internal stakeholders; trade unions; representative associations; relevant government departments; and, external partners. They will be charged with designing, and delivering on, a modern, progressive Industrial Relations service, and will further proactive efforts to create: alignment; consistency; and accountability in the management of Industrial Relations. The professional impact of this role will be measured against improved Industrial Relations, with the support and advice they and their team provides, enabling ongoing change, and the delivery of organisational objectives.

Responsibilities

The Head of Industrial Relations will have responsibility for:

- Designing, delivering and implementing a fit for purpose Industrial Relations Action Plan, complimentary to the People & Development Strategy, aligned with civil and public service policies, whilst meeting the organisational and operational requirements of An Garda Síochána;
- Providing strategic direction, leadership and management of a proactive and responsive national and regionally located Industrial Relations team: managing their performance; professional development; and, delivery of key performance indicators;

- Remaining abreast of, interpreting, and ensuring compliance with key legislative change, national policy and agreements;
- Monitoring and assessing the Industrial Relations climate across the organisation and propose as required risk mitigation strategies;
- As lead organisational expert, advising the Garda Executive, Senior Leadership Team and Senior Management on Industrial Relations matters, also ensuring delivery of required interventions, training, and advisory service by the Industrial Relations team;
- Facilitating an effective industrial relations framework, ensuring management, and delivery of, Union and Representative Association meetings, Conciliation Council and Garda Staff Council;
- Representing, as appropriate, Garda Management at national negotiations, and other fora, on key related policies and agreements;
- Developing mature Union and Representative Association relationships, fostering an approach focused on mutual understanding and pursuit of a common aim: Keeping People Safe;
- Acting as strategic liaison between Garda Management, Union and Representative Associations, and relevant partners on a host of Industrial Relations matters actively enhancing mature Industrial Relations, reducing conflict and disputes, and optimising the reputation of the organisation;
- Leading on negotiations, consultations and information sharing on key organisational policy and procedural changes;
- Representing An Garda Síochána at: conciliation and arbitration hearings; the Workplace Relations Commission (WRC); and, Labour Court, as appropriate, whilst also ensuring effective representation by the Industrial Relations team;
- In conjunction with key internal business partners, supporting An Garda Síochána's approach to effective case management, sharing lessons learned and updating senior management on related case findings;
- Implementing the findings of the Dispute Resolution Procedures review, including the delivery of identified reforms and changes, and seeking to resolve issues at the earliest stage;
- Building and maintaining professional network with relevant agencies and Departments, including and not exhaustive to; Department of Justice; Department of Public Expenditure, NDP Delivery and Reform; and, the Workplace Relations Commission.
- Researching and benchmarking widely, developing a professional network, and proactively identifying and sharing emerging Industrial Relations trends;
- As a member of the People & Development Senior Management Team, contributing to an array of decisions affecting the efficiency and effectiveness of the organisation.



Eligibility Criteria

Essential: Professional Qualifications, Experience, Requirements, Skills

The suitable candidate must have:

Hold a relevant third level qualification (minimum Level 8 on the National Framework of Qualifications) in Human Resource Management, Employee and/or Industrial Relations, Employment Law, and/or Legal Studies, or equivalent.

The successful candidate must have:

- Professional credibility as an Industrial Relations expert, with a track record of delivering on change related to complex Industrial Relations matters;
- Significant management experience at a senior level, charged with leading on Industrial Relations within a large complex organisation;
- The ability to work in a fast-changing and sometimes ambiguous environment, identifying key priorities and driving new solutions
- Track record of proactive management of an Industrial Relations Team, with evidence of delivery against key performance indicators;
- Demonstrable experience of representing an employer in the Industrial Relations infrastructure of the state (Workplace Relations Commission and Labour Court);
- Deep understanding of Irish Employment Law, Public Sector Industrial Relations frameworks, and national pay agreements;
- Demonstrate tangible success in consultation, managing complex negotiations, and disputes;
- Successfully managed multiple trade union and representative association relationships at a national level;
- Proven ability to influence and improve organisational performance and reputation management;
- Experience of identifying, managing and mitigating Industrial Relations related risks;
- Communication (influencing and written), interpersonal and stakeholder management skills, and the capacity to influence and work effectively with a broad range of internal and external stakeholders in a constructive manner;
- Resilience, confidence and strong personal impact grounded in a record of achievement in a similar role.

Key Skills/Competencies for effective performance as a Principal Officer

Leadership & Strategic Direction

- Leads the team, setting high standards, tackling any performance problems & facilitating high performance
- Facilitates an open exchange of ideas and fosters an atmosphere of open communication
- Contributes to the shaping of Departmental / Government strategy and policy
- Develops capability and capacity across the team through effective delegation
- Develops a culture of learning & development, offering coaching and constructive / supportive feedback
- Leads on preparing for and implementing significant change and reform
- Anticipates and responds quickly to developments in the sector/ broader environment
- Actively collaborates with other Departments, Organisations and Agencies

Judgement & Decision Making

- Identifies and focuses on core issues when dealing with complex information/ situations
- Assembles facts, uses all available verbal and numerical information and thinks through issues logically
- Sees the relationships between issues and quickly grasps the high level and socio-political implications
- Identifies coherent solutions to complex issues
- Takes action, making decisions in a timely manner and having the courage to see them through, even when faced with vocal opposition
- Makes sound and well informed decisions, understanding their impact and implications
- Strives to effectively balance the sectoral issues, political elements and the citizen impact in all decisions

Management & Delivery of Results

- Initiates and takes personal responsibility for delivering results/ services in own area
- Balances strategy and operational detail to meet business needs
- Manages multiple agendas and tasks and reallocates resources to manage changes in focus
- Makes optimum use of resources and implements performance measures to deliver on objectives
- Ensures the optimal use of ICT and new delivery models
- Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements
- Instils the importance of efficiencies, value for money and meeting corporate governance requirements
- Ensures team are focused and act on Business plan priorities, even when faced with pressure



Building Relationships & Communication

- Speaks and writes in a clear, articulate and impactful manner
- Actively listens, seeking to understand the perspective and position of others
- Manages and resolves conflicts / disagreements in a positive & constructive manner
- Works effectively within the political process, recognising & managing tensions arising from different stakeholder's perspectives
- Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals
- Proactively engages with colleagues at all levels of the organisation and across other Departments// Organisations and builds strong professional networks
- Makes opinions known when they feel it is right to do so
- Is recognized as a source of sound advice and wise counsel on employment matters

Specialist Knowledge, Expertise and Self Development

- Develops and maintains skills and expertise across a number of areas that are relevant to their field and recognised by people internal and external to the Department/ Organisation
- Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role
- Maintains a strong focus on self-development, seeking feedback and opportunities for growth

Drive & Commitment to Public Service Values

- Consistently strives to perform at a high level
- Demonstrates personal commitment to the role, maintaining determination and persistence while maintains a sense of balance and perspective in relation to work issues
- Contributes positively to the corporate agenda
- Is personally trustworthy, honest and respectful, delivering on promises and commitments
- Ensures the citizen is at the heart of all services provided
- Is resilient, maintaining composure even in adverse or challenging situations
- Promotes a culture that fosters the highest standards of ethics and integrity

Candidates should note that admission to the competition does not imply that they meet the eligibility criteria. Therefore, candidates should satisfy themselves that they meet the eligibility criteria for this competition.



Collective Agreement: Redundancy Payments to Public Servants

The Department of Public Expenditure, NDP Delivery and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure, NDP Delivery and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the Public Service by any Public Service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility)

Incentivised Scheme for Early Retirement (ISER)

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are not eligible to apply for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

Department of Health and Children Circular (7/2010)

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider Public Service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years. People who availed of the VER scheme are not eligible to compete in this competition. People who availed of the VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

Department of Environment, Community & Local Government (Circular Letter LG(P) 06/2013)

The Department of Environment, Community & Local Government Circular Letter LG(P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the Collective Agreement: Redundancy Payments to Public Servants dated 28 June 2012 as detailed above, it is a specific condition of that VER Scheme that persons will not be eligible for re-employment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. These conditions also apply in the case of engagement/employment on a contract for service basis (either as a contractor or as an employee of a contractor).

Declaration

Applicants will be required to declare whether they have previously availed of a Public Service scheme of incentivised early retirement. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.



Employer of Choice

As an **Employer of Choice**, An Garda Síochána has many flexible and family friendly policies e.g. Work-sharing, Shorter Working Year, Blended Working, etc. All elective policies can be applied for in accordance with the relevant statutory provisions and are subject to the business needs of the organisation. This is a Senior role and it is expected that the role holder will be based in Garda Headquarters, and while there may be some consideration for blended working applications in line with organisational policy, given the nature of the role, the role holder will be expected to be, in the main, in attendance in person.

Terms and Conditions

Tenure

The appointment is to a permanent position in An Garda Síochána and is subject to the Policing Security and Community Safety Act 2024, the Public Service Management (Recruitment and Appointments) Act 2004, and any other Act for the time being in force relating to An Garda Síochána.

Remuneration

The post is offered at Principal Officer level.

The PPC (Personal Pension Contribution) salary scale (annually) for this position, with effect from 1st March 2025, is as follows:

104,971 – 109,426 – 113,845 – 118,298 – 122,054 – 125,951¹ – 129,841²

¹ Long Service increment (LSI 1) may be payable following 3 years' satisfactory service at the maximum of scale.

² Long Service increment (LSI 2) may be payable following 6 years' satisfactory service at the maximum of scale.

Personal Pension Contribution

The PPC pay rate applies when the individual is required to pay a Personal Pension Contribution (otherwise known as a main scheme contribution) in accordance with the rules of their main/personal superannuation scheme. This is different to a contribution in respect of membership of a Spouses' and Children's scheme, or the Additional Superannuation Contributions (ASC).

A different rate will apply where the appointee is not required to make a Personal Pension Contribution.

Candidates should note that entry will be at the minimum of the scale and will not be subject to negotiation and the rate of remuneration may be adjusted from time to time in line with Government pay policy. Increments may be awarded annually subject to satisfactory performance.

Important Note

Different terms and conditions may apply, if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.



Payment will be made fortnightly in arrears by Electronic Fund Transfer (EFT) into a bank account of an employee's choice. Payment cannot be made until a bank account number and bank sort code has been supplied to the HR Directorate, Athlumney House, Johnstown, Navan, Co Meath C15 ND62 Statutory deductions from salary will be made as appropriate.

Upon appointment, you will agree that any overpayment of salary, allowances, or expenses will be repaid by you in accordance with An Garda Síochána's Management of Overpayments Policy.

Location

The position will be based in **Garda Headquarters, Phoenix Park, Dublin 8.**

Tenure and Probation

The appointment is to a permanent position on a probationary contract in An Garda Síochána.

The probationary contract will be for a period of one year from the date specified on the contract.

During your probation, your performance will be subject to review by your line manager to determine whether you:

- (i) Have performed in a satisfactory manner;
- (ii) Have been satisfactory in general conduct; and,
- (iii) Are suitable from the point of view of health with particular regard to sick leave.

Prior to the completion of your probation, a decision will be made as to whether or not you will be retained subject to An Garda Síochána's Probation Policy. This decision will be based on your performance assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to you and you will be given a copy of An Garda Síochána's policy on probation.

Notwithstanding the preceding paragraphs in this section, your probation may be terminated at any time prior to the expiry of the term of the contract by either side in accordance with the Minimum Notice and Terms of Employment Acts, 1973 to 2005.

In the following circumstances your probation period may be extended:

- The probationary period stands suspended when an employee is absent due to Maternity or Adoptive Leave;
- In relation to an employee absent on Parental Leave or Carers Leave, the employer may require probation to be suspended if the absence is not considered to be consistent with the continuation of the probation; and,
- Any other statutory provision providing that probation shall -
 - (i) stand suspended during an employee's absence from work, and
 - (ii) be completed by the employee on the employees return from work after such absence.

Where probation is suspended An Garda Síochána will advise you of the circumstances relating to the suspension.



All appointees will serve a one-year probationary period. If an appointee who fails to satisfy the conditions of probation has been a serving member of Garda Staff in An Garda Síochána immediately prior to their appointment from this competition, the issue of reversion will normally arise. In the event of reversion, an employee will return to a vacancy in their former grade.

Hours of attendance

Hours of attendance will be fixed from time to time but will amount to on average not less than 41 hours 15 minutes gross, including lunch breaks, per week, or 35 hours net per week.

The successful candidate may be required to work such additional hours from time to time as deemed reasonable and necessary for the proper performance of their duties subject to the limits set down in the working time regulations.

Unfair Dismissals Acts 1977-2015

The Unfair Dismissals Acts 1977–2015 will not apply to the termination of this employment by reason only of the expiry of this probationary contract without it being renewed.

The Organisation of Working Time Act

The terms of the Organisation of Working Time Act 1997 will apply, where appropriate, to this employment.

Headquarters

Headquarters will be such as may be designated from time to time by the Head of the Department/organisation. The position is based in Dublin. When absent from home and headquarters on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil and public service regulations.

Duties

The employee will be required to perform any duties appropriate to the position which may be assigned from time to time. The employee may not engage in private practice or be connected with any outside business which would interfere with the performance of official duties or conflict with their role.

Annual Leave

Your annual leave allowance will be 30 days. This allowance, which is subject to the usual conditions regarding the granting of annual leave, is on the basis of a five-day week and is exclusive of the usual public holidays.

Sick Leave

Pay during properly certified sick leave will apply in accordance with the provisions of An Garda Síochána's sick leave policy.

Where an employee is eligible for Illness Benefit (IB), they must comply with the procedures for claiming IB from the Department of Social Protection and must confirm that they have mandated the IB payment directly to An Garda Síochána. Failure to do so may result in an overpayment.

Superannuation and Retirement

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in An Garda Síochána at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered an appointment based



on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Scheme are at www.singlepensionscheme.gov.ie.

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

Key provisions attaching to membership of the Single Scheme are as follows:

- Pensionable Age: The minimum age at which pension is payable is the same as the age of eligibility for the State Pension, currently 66.
- Retirement Age: Scheme members must retire on reaching the age of 70.
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to CPI).
- Post retirement pension increases are linked to CPI

Pension Abatement

If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during their re-employment that pension **will be subject** to abatement in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

Please note: In applying for this position you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that An Garda Síochána will support an application for an abatement waiver in respect of appointments to this position.

However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements may, however be made for the reckoning of previous service given by the appointee for the purpose of any future superannuation award for which the appointee may be eligible.

Department of Education and Skills Early Retirement Scheme for Teachers Circular 102/2007

The Department of Education and Skills introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's actual reckonable service as a teacher (i.e. the added years previously granted will not be taken into account in the calculation of the pension payment).

III-Health-Retirement

Please note any person who previously retired on ill-health grounds under the terms of a superannuation scheme are required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition.

Applicants will be required to attend the Chief Medical Officer's office to assess their ability to provide regular and effective service taking account of the condition, which qualified them for IHR.

Appointment post III-health retirement from Civil Service

If successful in their application through the competition, the applicant should be aware of the following:

1. If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases.
2. If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, that existed prior to the application nor is there an entitlement to it.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Appointment post III-health retirement from public service

1. Where an individual has retired from a public service body their ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
2. If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Please note more detailed information in relation to pension implications for those in receipt of a civil or public service ill-health pension is available [via this link](#) or upon request to publicjobs.

Pension Accrual

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one pre-existing public service pension scheme (i.e. non-Single Scheme) as per the 2012 Act shall apply. This 40-year limit is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

**Additional Superannuation Contribution**

This appointment is subject to the additional superannuation contribution in accordance with the Public Service Pay and Pensions Act, 2017. Note; ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

For further information in relation to the Single Public Service Pension Scheme please see the following website: www.singlepensionscheme.gov.ie

Secrecy, Confidentiality and Standards of Behaviour: Official Secrecy and Integrity

During the term of the probationary contract, an employee will be subject to the Provisions of the Official Secrets Act, 1963, as amended by the Freedom of Information Act 2014. The employee will agree not to disclose to unauthorised third parties any confidential information either during or subsequent to the period of employment.

An Garda Síochána's Code of Standards and Behaviour

The appointee will be subject to An Garda Síochána's Code of Standards and Behaviour.

The Code of Ethics for An Garda Síochána sets out nine standards of conduct and practice for everyone in An Garda Síochána, each with a number of commitments.

Candidates should note that, should they be deemed successful in the competition, they will be required to sign a declaration to affirm their commitment to the Code of Ethics and will declare that they have read and understand the Code of Ethics of An Garda Síochána, and will adhere to the standards set out therein.

Prior approval of publications

An appointed member of Garda Staff will agree not to publish material related to their official duties without prior approval by the appropriate authorised member of Garda Staff.

Political Activity

During the term of employment, the member of Garda Staff will be subject to the rules governing public servants and politics.

IMPORTANT NOTICE

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate(s).



THE SELECTION PROCESS

How to Apply

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

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

Closing Date: 3pm, Thursday 12th June 2025

Only one application per person is permitted.

Closing date

Your application must be submitted on www.publicjobs.ie not later than 3pm, Thursday 12/06/2025. If you do not receive an acknowledgement of receipt of your application within 24 hours of applying, please contact: MCR1@publicjobs.ie.

Please note that any closing date may be extended at the discretion of publicjobs in agreement with the employing organisation, candidates will be informed should this occur.

Campaign updates will issue to your publicjobs.ie Message board after each selection stage.

You are advised to check your messageboard on a regular basis as email notifications of updates/tests/interviews etc issued to your Messageboard may sometimes be filtered into your Junk/Spam email folders. You are also advised to check all these folders regularly.

The onus is on each applicant to ensure that they are in receipt of all communication from publicjobs.

publicjobs accept no responsibility for communication not accessed or received by an applicant

Candidates should make themselves available on the date(s) specified by the PUBLICJOBS and should make sure that the contact details specified on the application form are correct.

Please note

If publicjobs is not notified of any issues or problems you experience on the day of the tests/interview, we will not be in a position to address these after the fact.

Candidates with Disabilities

publicjobs has a key role to play in attracting candidates from all sectors of society, ensuring that routes to career opportunities are accessible to all who are interested. We are committed to equality of opportunity for all candidates.

If you have a disability or need reasonable accommodations made during the selection process, we strongly encourage you to share this with us so that we can ensure you get the support you need.

Reasonable accommodation in our selection process refers to adjustments and practical changes which would enable a disabled candidate to have an equal opportunity for this competition. Examples of adjustments we provide include the use of assistive technology, extra time, scribes and/or readers or a range of other accommodations.



Please be assured that having a disability or requiring adjustments will not impact on your progress in the selection process; you will not be at a disadvantage if you disclose your disability or requirements to us. Your disability and/or adjustments will be kept entirely confidential.

Should you be successful, the disclosure of a disability for this stage of the process will not be passed onto the employing department unless you request that we do so.

If you have indicated on your application/profile that you require reasonable accommodations, please submit a psychologist/medical report to ASU@publicjobs.ie

The purpose of the report is to provide publicjobs with information to act as a basis for determining reasonable accommodations, where appropriate. The information within these reports that is useful for us to see includes the outcome of any diagnostic tests conducted by your psychologist/doctor, and their summary of recommendations in relation to your requirements.

You may redact (block out) parts of medical reports/psychologist's reports that you feel are sensitive or unnecessary for the decision to make reasonable adjustments.

These reports must be forwarded to the Assessment Services unit by close of business on **12/06/2025**. You should email a scanned copy of the report to asu@publicjobs.ie

We would ask that any documents which are being sent to asu@publicjobs.ie are in Word, PDF or JPEG format. Please also include your Candidate ID as part of your email.

Candidates who have previously availed of Reasonable Accommodations with publicjobs (within the past 3 years), please note that your accommodations should still be on file, if you consented to us retaining this information. If you wish to confirm whether your report is still on file, please contact asu@publicjobs.ie

If you would like to talk about your application or any accommodations that may be of benefit during the recruitment process, please contact our Disability Champion, Amanda Kavanagh, at amanda.kavanagh@publicjobs.ie For further information on the accessibility of our service please see our [Accessibility page](#).

Selection Methods

The selection may include:

- shortlisting of candidates on the basis of the information contained in their application, against set criteria based on the requirements of the position
- a competitive preliminary interview
- completion of online questionnaire(s)
- presentation or other exercises
- a final competitive interview
- Any other tests or exercises that may be deemed appropriate



Shortlisting

The number of applications received for a position generally exceeds that required to fill existing and future vacancies. While a candidate may meet the eligibility requirements of the competition, if the numbers applying are such that it would not be practical to interview everyone, publicjobs may decide that a smaller number will be invited to the next stage of the selection process.

publicjobs provide for the employment of a shortlisting process to select a group who, based on an examination of the application forms, appear to be the most suitable for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. During shortlisting, an expert board will examine the application forms against agreed shortlisting criteria which are based on the requirements of the position. The standard of content of each application submitted may also be assessed during this process. The shortlisting criteria may include both essential and desirable criteria specified for the position and, it is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience in your application. The onus is on candidates to complete the application form fully and accurately.

In the case of competitions that may involve large numbers of candidates, candidates may be ranked on the outcome of their online assessment tests and will be shortlisted in accordance with their ranking. Applicants must successfully compete and be placed highest, to be considered for advancement to the next stage of the multistage selection process. The number to be invited forward at each stage will be determined from time to time by publicjobs.

Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process.

References

It would be useful if you would begin to consider names of people who would be suitable referees and that we might consult (2 - 3 names and contact details). The referees do not have to include your current employer but should be in a position to provide a reference for you, these referees must be members of the profession, who directly supervised you. The referees should be able to provide relatively recent information on your performance and behaviour in a work context. Please be assured that we will only contact referees should you be invited to interview stage. Please note, should you be successful at interview, we will require a reference from your current employer prior to recommendation for appointment.

Admission to a competition

The admission of a person to a campaign, or invitation to attend an interview or a successful letter, is not to be taken as implying that publicjobs are satisfied that such person fulfils the requirements of the competition or is not disqualified by law from holding the position and does not carry a guarantee that your application will receive further consideration. It is important, therefore, for you to note that the onus is on you to ensure that you meet the eligibility requirements for the competition before attending for interview. If you do not meet these



essential entry requirements but nevertheless attend for interview you will be putting yourself to unnecessary expense.

Vetting and Security Clearance

You will be required to complete a stringent Garda Síochána vetting process should you come under consideration for appointment. It is a very in-depth process and can take on average 8-12 weeks to complete. You **cannot** be appointed without clearing this Vetting process.

You will be required to complete and return a Garda eVetting form should you come under consideration for appointment. This form will be forwarded to An Garda Síochána for security checks on all Irish and Northern Irish addresses at which you resided. If you subsequently come under consideration for a position in another recruitment competition within 6 months of being vetted by publicjobs, please notify us as you may not be required to complete a further Garda Vetting Form.

If you have resided / studied in countries outside of the Republic of Ireland for a consecutive period of 12 months or more after the age of 18, it is mandatory for you to furnish a Police Clearance Certificate from those countries. You will need to provide a separate Police Clearance Certificate for each country you have resided in. The clearance must be dated after the date you left the country. It is your responsibility to seek security clearances in a timely fashion as they can take some time. You cannot be appointed without this information being provided and deemed satisfactory by publicjobs.

Candidates should be aware that any information obtained in the Garda Vetting process can be made available to the employing authority.

Candidates will be responsible for any expense incurred in connection with obtaining any Police Clearance Certificates.

Enquiries

Prior to recommending any candidate for appointment to positions publicjobs or employing organisation will make all such enquiries that are deemed necessary e.g. employer references, to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made.

Specific candidate criteria

In addition to fulfilling the eligibility criteria set out, candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned;
- Be suitable on the grounds of health & character;
- Be suitable in all other relevant respects for appointment to the post concerned;
- If successful, they will not be appointed to the post unless they:
 - Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be performed; and
 - Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.



Non-Refund of Expenses

Any expenses incurred by candidates whilst undertaking or attending any elements of the selection process will not be refunded.

Deeming of candidature to be withdrawn

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

Appointments from panels

It is envisaged that a panel(s) of qualified individuals will be established from which vacancies may be filled. Qualification and placement on a panel is **not** a guarantee of appointment to a position. Please note that once an offer of appointment has been accepted a candidate will no longer remain on the panel.

Declining an offer of appointment

Should the person recommended for appointment decline, or having accepted it, relinquish it, or should additional similar vacancies arise, publicjobs may at its discretion, select and recommend another person for appointment on the results of this selection process.

Confidentiality

Subject to the provisions of the Freedom of Information Act 2014, and any security clearance and/or enquiries, all aspects of the proceedings, to the extent that they are managed by publicjobs or employing organisation, are treated in strict confidence and are not disclosed to anyone outside those directly involved in the selection process.

Quality Customer Service

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

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive.

When you register with publicjobs.ie or submit an application for a competition, we create a computer record in your name. Information submitted with a job application is used in processing your application. Where the services of a third party are used in processing your application, it may be required to provide them with information, however all necessary precautions will be taken to ensure the security of your data. If you are successful in the recruitment and selection competition, your application may be made available to the Human Resources section of the organisation to which you have been assigned.

To make a request to access your personal data please submit your request by email to: dpo@publicjobs.ie ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record(s).

Information in relation to a candidate's personal data held by publicjobs are set out on the Data Protection page of www.publicjobs.ie.

Protected Disclosures

The publicjobs Protected Disclosures Policy (including Reporting Options for all those covered by the Policy) is available at:

[https://www.publicjobs.ie/restapi/documents/Public Appointments Service %28PAS%29 Protected Disclosures Policy 2024 Final June.pdf](https://www.publicjobs.ie/restapi/documents/Public%20Appointments%20Service%20PAS%2029%20Protected%20Disclosures%20Policy%202024%20Final%20June.pdf)



Use of Recording Equipment

publicjobs does not allow the unsanctioned use of any type of recording on its premises or any location where assessments/tests/interviews, etc. take place, e.g. video interviews, teleconference. This applies to any form of sound recording and any type of still picture or video recording, whether including sound recording or not, and covers any type of device used for these purposes. Any person wishing to use such equipment for any of these purposes must seek written permission in advance. This policy is in place to protect the privacy of staff and candidates/clients and the integrity of our assessment material and assessment processes. Unsanctioned use of recording equipment by any person is a breach of this policy. Any candidate involved in such a breach could be disqualified from the competition and could be subject to prosecution under section 55 of the Public Service Management (Recruitment & Appointments) Act, 2004.

Eligibility to compete

Citizenship Requirements

Eligible candidates must be:

- (a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- (b) A citizen of the United Kingdom (UK); or
- (c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- (d) A non-EEA citizen who has a stamp 4¹ or a Stamp 5 permission;

¹ Please note that a 50 TEU visa, which is a replacement for Stamp 4 EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.

To qualify candidates must be eligible by the date of any job offer

Review and Complaint Procedures under the Code of Practice for Appointments to Positions in the Civil and Public Service

If a candidate is unhappy following the outcome of any stage of a selection process, they can either:

1. Request a **Review of a decision** made during the process

Or

2. **Make a Complaint** that the selection process followed was unfair

A candidate can follow either one of the two procedures in relation to the same aspect of a selection process, but not both. Where a review of a selection process has taken place under Section 7 (as detailed below), a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission for Public Service Appointments (CPSA) **at its sole discretion**.

There is no obligation on publicjobs to suspend an appointment process while a Review or Complaint is being considered. However, the CPSA expects that, where possible, publicjobs will intervene in cases where it finds an error is likely to have occurred.

Requesting a Review under Section 7

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by publicjobs. publicjobs will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice for Appointments to Positions in the Civil and Public Service published by the CPSA.

When making a request for a review, the candidate must support their request by outlining the facts they believe show that the action taken or decision reached was wrong. A request for review may be refused if the candidate cannot support their request.

The Informal Review will consist of a desk-based examination of any available information in relation to the recruitment process and the decision taken regarding the candidate's application. The outcome of the Informal Review Process will be communicated to the requester in writing.

- A request for Informal Review must be made within 5 working days of notification of the decision, and will normally take place between the candidate and a representative of publicjobs who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal communication, they may adopt the formal procedures set out below.

A request for Formal Review must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Review process. Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.

- The candidate must address their concerns in relation to the process in writing to the Chief Executive (via email to ceomailbox@publicjobs.ie, or in writing to Chief Executive Officer, publicjobs, Chapter House, 26/30 Abbey Street Upper, Dublin 1), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Review will be conducted by a person who is completely independent of the selection process
- The outcome of the Formal Review must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, publicjobs must keep the candidate informed of the status of the review and the reasons for the delay.

Making a Complaint under Section 8

A candidate may believe there was a breach of the Commission's Code of Practice by publicjobs that may have compromised the integrity of the decision reached in the appointment process. The complaints process enables candidates to make a complaint under **Section 8** to publicjobs in the first instance, and to the Commission for Public Service Appointments subsequently on appeal if they remain dissatisfied.

On foot of a Section 8 Complaint process, either publicjobs or the CPSA may find that the recruitment and selection process in question has not adhered to the standard set out in the Code of Practice. In such cases, publicjobs and the CPSA may make recommendations in order



to prevent such issues from reoccurring again in the future. **The CPSA cannot instruct publicjobs to reverse a decision taken in the course of an appointment process.** Any candidate wishing for an investigation into the decision taken regarding their application as part of a selection process should request a Review under Section 7, as outlined above.

The complainant must outline the facts that they believe show that the process followed was wrong. The complainant must also identify the aspect of the Code they believe has been infringed and enclose any relevant documentation that may support the allegation. A complaint may be dismissed if they the complainant cannot support their allegations by setting out how publicjobs has fallen short of the principles of this Code.

The Informal Complaint will consist of a desk-based examination of any available information in relation to the recruitment process. The outcome of the Informal Complaint will be communicated to the requester in writing.

- An Informal Complaint must be made within 5 working days of notification of the decision, and will normally take place between the candidate and a representative of publicjobs who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal communication, they may adopt the formal procedures set out below.

A Formal Complaint must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Complaint. Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.

- The candidate must address their concerns in relation to the process in writing to the Chief Executive (via email to ceomailbox@publicjobs.ie, or in writing to Chief Executive Officer, publicjobs Chapter House, 26/30 Abbey Street Upper, Dublin 1), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Complaint will be investigated by a person who is completely independent of the selection process
- The outcome of the Formal Complaint must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, publicjobs must keep the candidate informed of the status of the review and the reasons for the delay.

For further information on the above Review and Complaint procedures please see the *Code of Practice for Appointments to Positions in the Civil and Public Service* which is available on the website of the Commission for Public Service Appointments, www.cpsa.ie

Requests for Feedback

Feedback in relation to the selection process is available on request. There are no specific timeframes set for the provision of feedback

Please note that the Review Process as set out in the Code of Practice is a separate process with specified timeframes that must be observed. Receipt of feedback is not required to invoke a review. It is not necessary for a candidate to compile a detailed case prior to invoking the review mechanism. The timeframe set out in the CPSA Code cannot be extended for any reason including the provision of feedback.



During the interview, the publicjobs Representative will maintain the official record. This involves taking an objective note of questions asked by board members and of the key points/words from candidate answers. While a verbatim account is not expected, the record may be used as an aide-memoire e.g. when evaluating/reflecting back on candidates after the interview; evidence and justification for decisions made; used in the case of a review, appeal or challenge. These notes are releasable to candidates on request.

Following on from each candidate's interview the publicjobs Representative will record a summary comment representing the consensus view of the Board. The purpose of this summary comment is to provide clear and concise feedback on a candidate's performance at the interview. This must relate to the candidate strengths/ weaknesses as assessed against the key criteria covered at interview. This comment provides specific and meaningful feedback on each candidate reflecting the marks awarded, however, it is not intended to be a mechanism for providing developmental guidance or advice for the candidate. This comment is particularly important where the candidate has been unsuccessful, or whose placing is unlikely to be reached. When requested, this comment will be used to facilitate feedback by publicjobs to the candidate.

Candidates' Obligations:

Candidates in the recruitment process must not:

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

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

Contravention Code of Practice

Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine/or imprisonment.

In addition, if a person found guilty of an offence was, or is a candidate at a recruitment process,

- they will be disqualified as a candidate and excluded from the process;
- has been appointed to a post following the recruitment process, they will be removed from that post.

Candidates should note that canvassing will disqualify



poistphoiblí
publicjobs

publicjobs,
Chapter House,
26/30 Upper Abbey Street,
Dublin 1.
Eircode: D01 C7W6.
Phone: 01 858 7400

You can also keep up to date
on **publicjobs.ie** and follow us
on our social platforms:

