An Garda Síochána

Oifig Saorála Fáisnéise,
Garda Síochána, Teach áth Luimnigh,
Lárionad Gnó Udáras Forbartha Tionscail,
Baile Sheáin , An Uaimh,
Contae na Mí.
C15 DR90

Freedom of Information Office,
Garda Síochána, Athlumney House,
IDA Business Park,
Johnstown, Navan,
Co Meath.
C15 DR90

Teileafón/Tel: (046) 9036350

Láithreán Gréasain/Website:
www.garda.ie

Bí linn/Join us

Ríomh-phoist:/Email: foi@garda.ie

Re: Freedom of Information Request FOI-000435-2017
Partially Granted

Dear

I refer to your request, dated and received on the 6th October 2017 which you have made under the Freedom of Information Act 2014 (FOI Act) for records held by the Garda Síochána.

Part 1(n) of Schedule 1 of the FOI Act states that the Garda Síochána is listed as a partially included agency "*insofar as it relates to administrative records relating to human resources, or finance or procurement matters*". Therefore, only administrative records that relate to human resources, finance or procurement shall be considered.

Your request sought:

> *All representations made to the Policing Authority and/or the Department of Justice and Equality in relation to amending the ranks order within An Garda Síochána.*

I wish to inform you that I have decided to partially grant your request on the 7th November 2017.

The purpose of this letter is to explain my decision.

1. Findings, particulars and reasons for decision

In order to process this request, documents were sought from the Office of the Commissioner in Garda Headquarters who would have responsibility for liaising with the Policing Authority and/or the Department of Justice and Equality regarding the Employment Control Framework (ECF). A large number of records were located relating to this FOI request from the 1st January 2016 to October 2017 (as per your request). The records provide the details of the vacancy as per the Department of Justice and Equality application form DJE/PD 01 and

includes the job description, role profile, associated expenses and salary costs for each vacancy.

On occasion, the records provided refer to more than just human resource, finance or procurement matters for which the Garda organisation is only required to consider under the provisions of the FOI Act. However, redactions have only been applied where necessary and as much content as possible has been provided to ensure the integrity of the records being provided. Details of the redactions applied and the specific provisions relevant to each redaction are provided in the attached Schedule of Records. Page numbering has been applied to the top right hand side of each record and this is used as the reference point in the Schedule of Records.

Out of Scope – Part 1(n) of Schedule 1
As stated above, the Garda Síochána is only partially included insofar as the provisions of the FOI Act are concerned. Part 1(n) of Schedule 1 of the FOI Act provides that the Garda Síochána is not a public body for the purposes of the FOI Act other than in relation to administrative records relating to human resources, or finance or procurement matters.

The term "administrative records" is understood to mean records relating to the processes of running and managing a business or organisation. As a result, the FOI Act excludes operational policing business as opposed to the defined administrative processes of the Garda Síochána. Therefore, records or parts of records that relate to, for example, criminal activities, crime investigations or criminal intelligence matters are deemed out of the scope of the FOI Act for the purposes of the Garda organisation. In these circumstances Part 1(n) of Schedule 1 of the FOI Act is applied and these records or parts or records will not be provided.

I am therefore refusing certain records or parts of records contained in your request as they fall outside the scope of the FOI Act insofar as the records do not meet the criteria of being an administrative record relating to human resources, or finance or procurement matters.

Restriction of the Act – Section 42
Section 42 of the FOI Act refers to records that are exempt from release by the Garda Síochána. In the records provided to you as part of this FOI request some or part of the content relates to areas/sections/functions of the Garda organisation that are contained within the Section 42 exemption below.

Restriction of Act
42. *This Act does not apply to—*

(b) a record held or created by the Garda Síochána that relates to any of the following:

(i) the Emergency Response Unit;
(ii) the Secret Service Fund maintained by it;
(iii) The Special Detective Unit (SDU);
(iv) the witness protection programme sponsored by it;
(v) the Security and Intelligence Section;
(vi) the management and use of covert intelligence operations;
(vii) the Interception of Postal Packets and Telecommunications Messages (Regulation) Act 1993;
(viii) the Criminal Justice (Terrorist Offences) Act 2005 ;

(ix) the Criminal Justice (Surveillance) Act 2009;
(x) the Communications (Retention of Data) Act 2011;

I am therefore refusing certain parts of your request as they relate to matters contained within Section 42 (b) of the FOI Act.

Section 37 – Personal Information
Section 37(7) provides that a public body shall refuse to grant a request if access to the record concerned would, in addition to involving the disclosure of personal information relating to the requester, also involve the disclosure of personal information relating to an individual or individuals other than the requester, commonly referred to as joint personal information.

2. (1) In this Act—

"personal information" means information about an identifiable individual that, either—

(a) would, in the ordinary course of events, be known only to the individual or members of the family, or friends, of the individual, or

(b) is held by an FOI body on the understanding that it would be treated by that body as confidential,

and, without prejudice to the generality of the foregoing, includes—

(xii) the name of the individual where it appears with other personal information relating to the individual or where the disclosure of the name would, or would be likely to, establish that any personal information held by the FOI body concerned relates to the individual,

I am satisfied that parts of certain records relate to a third party and accordingly, I find that section 37(7) of the FOI Act applies to the records at issue.

As per section 37 of the FOI Act I have considered the public interest issues which arise in this case and have taken account of the following factors in favour of release:

- Ensuring openness and transparency of organisational functions to the greatest possible extent,
- The public interest in members of the public exercising their rights under the FOI Act,
- That there is more than just a transitory interest by the public in this information,
- The right to privacy is outweighed by the needs of the public.

In considering the public interest factors which favour withholding the records I have taken account of the following:

- Allowing a public body to hold personal information without undue access by members of the public,
- The public interest is not best served by releasing these records,
- That the Organisation can conduct its business in a confidential manner,
- That there is a reasonable and implied expectation that sensitive personal information will remain confidential,
- That there is no overriding public interest that outweighs the individual's right to privacy.

A public interest test was carried out when considering the release of the joint personal information but having balanced the factors both for and against the release, I decided that the public interest in preserving the personal information and the reasonable expectation that information can be maintained in a confidential manner by the Garda Síochána outweighs the public interest which would be served were the records released to you.

I am therefore refusing to release certain parts of the records sought by you as I deem them to contain personal information.

2. Right of Appeal

In the event that you are not happy with this decision you may seek an Internal Review of the matter by writing to the address below and quoting reference number **FOI-000435-2017.**

Freedom of Information Office, Garda Síochána, Athlumney House, IDA Business Park, Navan, Co. Meath, C15 DR90.

Please note that a fee applies. This fee has been set at €30 (€10 for a Medical Card holder). Payment should be made by way of bank draft, money order, postal order or personal cheque, and made payable to Accountant, Garda Finance Directorate, Garda Headquarters, Phoenix Park, Dublin 8. Payment can be made by electronic means, using the following details:

Account Name: Garda Síochána Finance Section Public Bank Account
Account Number: 10026896
Sort Code: 900017
IBAN: IE86B0F190001710026896
BIC: BOFIIE2D

You must ensure that your FOI reference number FOI-000435-2017 is included in the payment details.

You should submit your request for an Internal Review within 4 weeks from the date of this notification. The review will involve a complete reconsideration of the matter by a more senior member of the Garda Síochána and the decision will be communicated to you within 3 weeks. The making of a late appeal may be permitted in appropriate circumstances.

Please be advised that Garda Síochána replies under Freedom of Information may be released in to the public domain via our website at **www.garda.ie**.

Personal details in respect of your request have, where applicable, been removed to protect confidentiality.

Should you have any questions or concerns regarding the above, please contact me by telephone at (046) 9036350.

Yours sincerely,

Helen Deely **SUPERINTENDENT**
HELEN DEELY
FREEDOM OF INFORMATION OFFICER
10th November 2017

Schedule of Records

Requester Name:				File Re: FOI - 000435 - 2017			
Page No	**Description of document**	**Deletions**	**Relevant Section of FOI Acts**	**Reason for decision**	**Person(s) Consulted**	**Objections Yes/No**	**Decision Maker's decision**
1	Correspondence re: Increase in ECF	2	Section 42(b)	Exempt Record	N/A	N/A	Partially Released
2 to 3	Correspondence re: Increase in ECF	Nil	N/A	N/A	N/A	N/A	Release
4	Correspondence re: Increase in ECF	1	Section 42(b)	Exempt record	N/A	N/A	Partially Released
5 to 6	Correspondence re: Increase in ECF	2	Section 42(b)	Exempt record	N/A	N/A	Withheld
7 to 8	Critical Vacancies document	Nil	N/A	N/A	N/A	N/A	Release
9 to 17	Correspondence re: Superintendent Ballymote	5	Part1(n) Schedule 1	Out of Scope	N/A	N/A	Partially Released
18 to 23	Superintendent Ballymote: Role Profile	5	Part1(n) Schedule 1	Out of Scope	N/A	N/A	Partially Released
24 to 32	Superintendent Major Event Management: Role Profile	Nil	N/A	N/A	N/A	N/A	Release
33 to 41	Superintendent Roads Policing: Role Profile	Nil	N/A	N/A	N/A	N/A	Release
42	Chief Superintendent Roles	1	Section 42(b)	Exempt record	N/A	N/A	Partially Released
43 to 51	Chief Superintendent: Role Profile	9	Section 42(b)	Exempt record	N/A	N/A	Withheld
52 to 74	Chief Bureau Officer & Chief Superintendent Internal Affairs	Nil	N/A	N/A	N/A	N/A	Release
75 to 85	Chief Superintendent Roads Policing and Major Event Management	Nil	N/A	N/A	N/A	N/A	Release

Schedule of Records

Requester Name:				File Re: FOI - 000435 - 2017			
86 to 93	Business Case for a Chief Superintendent	8	Section 42(b)	Exempt record	N/A	N/A	Withheld
94 to 100	Critical Vacancies - Assistant Commissioner Rank	2	Section 42(b) & Part1(n) Schedule 1	Exempt Record & Out of Scope	N/A	N/A	Partially Released
101 to 133	Assistant Commissioner Roads Policing & Major Event Management: - Community Engagement & Public Safety:- Governance and Accountability	Nil	N/A	N/A	N/A	N/A	Release
134 to 148	Correspondence re Appointments in An Garda Síochána	4	Section 42(b) & Part1(n) Schedule 1	Exempt Record & Out of Scope	N/A	N/A	Partially Released
149 to 153	Proposal to fill vacancies	6	Part1(n) Schedule 1	Out of Scope	N/A	N/A	Partially Released
154	Chief Superintendent and Assistant Commissioner Vacancies	2	Section 42(b)	Exempt Record	N/A	N/A	Partially Released
155 to 156	Chief Superintendent and Superintendent Vacancies	7	Section 42(b) & Section 37(7)	Exempt Record & Personal Information	N/A	N/A	Partially Released
157	Note	2	Part1(n) Schedule 1	Out of Scope	N/A	N/A	Partially Released
158	Selection of candidates for promotion	Nil	N/A	N/A	N/A	N/A	Release
159 to 164	Selection of candidates for promotion	3	Section 37(7)	Exempt Record & Personal Information	N/A	N/A	Partially Released
165 to 172	Vacancies for Assistant Commissioners	4	Part1(n) Schedule 1	Out of Scope	N/A	N/A	Partially Released

Schedule of Records

Requester Name:			File Re: FOI - 000435 - 2017				
173 to 174	Selection of candidates for promotion to Assistant Commissioners	1	Section 37(7)	Exempt Record & Personal Information	N/A	N/A	Partially Released
		Total number of pages					174
		Total number of pages for full release					123
		Total number of pages for partial release					32
		Total number of pages being withheld					19

An Garda Síochána

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Páirc an Fhionnuisce
Baile Átha Cliath 8
D08 HN3X

Tel/Teileafón: (01) 66 62053/20 /16 /22
Fax/Facs: (01) 66 62013

Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:
CMR_ 35-412285/15

Office of the Commissioner
Corporate Affairs
Garda Headquarters
Phoenix Park
Dublin 8
D08 HN3X

Láithreán Gréasáin / Website:
www.garda.ie

Ríomhpost / E-mail:
commissioner@garda.ie

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Bí linn/Join us

Secretary General,
Department of Justice & Equality
FAO: Mr. Paul Mc Donnell
PPMcDonnell@justice.ie

Re: Increase in the ECF applying to the rank of Chief Superintendent

I am directed by the Acting Commissioner to refer to the above and yours dated 1st instant to which the following is provided by way of a response.

The staffing/proposed staffing complement and composition of Roads Policing and Major Event Management, the National Central Vetting Bureau and the [redacted] are outlined hereunder:

Roads Policing and Major Event Management

The following table outlines details of the current/proposed staffing at Roads Policing and Major Event Management:

Rank/Grade	Approved Allocation	Current Allocation	Proposed Allocation
Assistant Commissioner	1	1	1
Chief Superintendent	1	1	1
Superintendent	2	2	3
Inspector	2	1	3
Civilian Analyst	1	2	4
Sergeant	3	1	2
Higher Executive Officer			4
Executive Officer			5
Gardaí		2	2
Clerical Officers	2	2	7
Temporary Clerical Officers		1	

In the absence of the allocation of a Chief Superintendent to Operational Support Services, Chief Superintendent, Roads Policing Bureau also performs this role.

An Garda Síochána has made a very significant contribution to the reduction of fatal and serious injury collisions that have occurred in Ireland over the past decade. The number of fatal collisions has decreased to the level where Ireland has reached the status of one of the safest in Europe, currently ranked in joint sixth place.

However, following the moratorium on recruitment, the number of personnel allocated to Traffic Corp duties on a full time basis decreased by 37% nationally. In this context, the post of Chief Superintendent of the Garda National Traffic Bureau was suppressed and responsibility for the role was shared with the Chief Superintendent in charge of the Dublin Metropolitan Region Traffic Corps Unit.

An Garda Síochána has committed to increasing the number of personnel attached Traffic on a national basis by 10%, alongside a revamp of the entire Garda National Traffic Bureau. Consequently, and in accordance with the Modernisation and Renewal Programme, An Garda Síochána has set out to create a new Road Traffic Policing Bureau.

This proposed new structure for the Garda National Roads Policing Bureau is compelled by four main drivers:

- Recommendations of the Garda Inspectorate
- Enlargement of the responsibilities of the Roads Policing Bureau under the Modernisation and Renewal Programme
- Requirement for strong governance and oversight of compliance and performance at a national level by establishing strategic control for Roads Policing at the Garda National Roads Policing Bureau
- Reduction of staffing levels at national level

When the Garda National Traffic Policy Bureau was established in 1997, it was determined that the Bureau would have a Chief Superintendent.

Although the Garda Inspectorate recommended that the role of Chief Superintendent, Garda National Roads Policing Bureau should be merged with the role of Chief Superintendent DMR Traffic, the two roles differ greatly. Chief Superintendent, Garda National Roads Policing Bureau reports directly to Assistant Commissioner, Roads Policing and is responsible for strategic oversight, coordination and monitoring road policing nationally – including the leading out with key stakeholders and establishing a Traffic Advisory Group. Chief Superintendent, DMR Traffic is an operational role, responsible for overseeing the DMR Regional Traffic Unit and the six Divisional Traffic Corps Units. Chief Superintendent DMR reports directly to Assistant Commissioner DMR and prepares the annual traffic policing plans for the DMR in consultation with Divisional and District Officers.

Therefore, it is essential that there is a separate role for Chief Superintendent, Garda National Roads Policing Bureau as this role will have play a key role in coordinating and monitoring the activities of the sections within the Garda National Roads Policing Bureau, namely:

- Roads Policing, Legal, Policy and IT
- Roads Policing Strategy, Operations and Standards
- Major Event Management
- Fixed Charge Processing Office
- Operational Support Services

At national level, there is a requirement for a Chief Superintendent to be assigned to the

Garda National Roads Policing Bureau to take responsibility for strong governance, oversight and monitoring performance for all Roads Policing Units. In addition, he/she will take a lead role in research; policy development; guidance; assessing compliance, and review.

In recent times, there has been a gap between the development of policy, compliance with policy and review and issues have arisen with:

- Fixed Charge Notices
- Mandatory Alcohol Checkpoints
- Data Quality in relation to recording Dangerous Driving Causing Death

The proposal to assign a Chief Superintendent full-time to the Garda National Roads Policing Bureau will strengthen the roads policing function in An Garda Síochána. Strong governance and the Garda Code of Ethics are embedded in the core of the Roads Policing Strategy.

Improved governance of Roads Policing is required internally and externally and the addition of a dedicated Chief Superintendent is essential to this governance.
The Chief Superintendent will lead the Garda National Roads Policing Bureau in building on their current role and developing the new roles under Roads Policing. Governance; leadership and high standards are essential to driving performance and making our roads safer. He/she will provide strong leadership to support the new roles of crime prevention; driver training; operational support services, and; major event management. Chief Superintendent, Garda National Roads Policing Bureau will be responsible for:

- Supporting Assistant Commissioner, GNRPB to carry out his/her functions
- Co-ordinating and monitoring the activities of the Roads Policing Superintendents
- Liaising with key stakeholders
- Establishing the Traffic Advisory Group
- Establishing the external Roads Policing Governance Board
- Leading out on internal and external communications and public relations
- Developing media opportunities and improve social media interactions
- Developing and maintain Garda Portal Page for Roads Policing
- Developing education and prevention roads policing strategies
- Monitoring education, prevention and review strategies
- Preparing response to Policing Authority requests and PQs on behalf of Assistant
- Commissioner, GNRPB
- Governance of Roads Policing

National Central Vetting Bureau

The following table outlines details of the current/proposed staffing at the National Vetting Bureau:

Grade	Approved Allocation	Current Allocation	Number Required	Current Position
Sergeant	6	5	1	One Sgt was allocated on transfer to the National Vetting Bureau offices on Personnel Bulletin 24/16. This transfer was cancelled on Personnel Bulletin 1/17. This position remains vacant and has been identified as a high level risk.
Higher Executive Officer	5	3	2	2 vacancies for Higher Executive Officers in the National Vetting Bureau offices in Tipperary and Waterford.
Executive Officer	27	21	6	**Note:** Staff Officer and Executive Officer Grades amalgamated this year. An additional 3 Executive Officers were approved for the National Vetting Bureau on the 22nd April 2016. These positions remain vacant.
Clerical Officer	146	133	13	12 positions for Clerical Officers remain vacant due to transfers, retirements, deaths and resignations.

[redacted]

An Garda Síochána

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Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:
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CMR_35-412285/15

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Secretary General
Department of Justice
and Equality
51, St. Stephen's Green
Dublin 2
D02 HK52

Re: Critical vacancies in An Garda Síochána

Dear Secretary General

I am writing to you to seek to fill a number of critical vacancies at Superintendent Rank in An Garda Síochána.

Whereas approval has been forthcoming from the Department of Justice and Equality to an increase in the rank of Chief Superintendent, a similar increase in the ECF for the rank of Superintendent has not been forthcoming. As a result An Garda Síochána continues to carry vacancies in a number of Districts – Ballymote, Claremorris, Gurranabraher, Mallow and Tuam. Additionally vacancies at the rank of Superintendent also continue in the specialist roles of Event Management and Roads Policing.

The role of District Officer nationwide is key providing local leadership and the tangible link between the Service and the local community. The absence of District Officers in the locations referenced above has required others to carry the additional work load across in some instances large geographic areas. A sense of distance between the local community and the organisation has been the subject of some local and national discussion and representation with particularly rural communities feeling that they are not receiving the level of service they require. Furthermore we are expecting Superintendents covering these areas in addition to their own Districts to attend incidents and events far away from their base while continuing to provide leadership at their home District. This situation is made more challenging with an increase in the size of the organisation and the relevant District Officers being expected to provide managerial responsibility to new recruits from afar.

The specialist roles in the areas of Roads Policing and Event Management are equally required. Assistant Commissioner Finn is in the process of developing the new Roads Policing Unit and the availability of additional experienced management support is critical in that regard. The recent challenges in the breath test and FCN areas bring home the importance of developing, fostering and monitoring national standards in the roads policing area. These recent cases also heighten the need that managerial capacity is required to ensure that these standards are being delivered equally across the country. In a similar fashion there is a necessity to develop and promote Event Management to the highest standards possible. The necessity to ensure that stringent controls are deployed requires additional managerial level experience to engage with agencies, the media and the general public and provide the confidence the public require to ensure their safety is considered at all times.

Changing Policing in Ireland recognised that "Effective leadership and supervision are at the heart of any high performing police service and good leadership promotes greater accountability in a police organisation. Leadership must be visible and good leaders must have the ability to inspire, instil clear vision and provide direction." To meet this demand, to provide the necessary assurances to the public and to all our stakeholders, critical leadership gaps must be considered and this should examine those ongoing vacancies at District Officer and in the specialist roles. I have attached a copy of completed forms seeking an ECF increase for the District Officer roles (Ballymote is sufficiently generic to represent the other Districts) and for the other specialist areas of responsibility.

I am available to brief you as necessary.

Yours sincerely,

DÓNALL Ó CUALÁIN
ACTING COMMISSIONER
AN GARDA SÍOCHÁNA

August 2017

cc Chairperson Policing Authority

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Síochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	**Superintendent Ballymote**
Rank	**Superintendent**
Location	**Ballymote, Co. Sligo (Sligo Division)**

Job description **see Appendix A**	The role of the Superintendent, as outlined in Garda Code Chapter 3.3 is to manage and lead the development, delivery and evaluation of a comprehensive policing service within his/her assigned Garda District, thereby ensuring that accountable, quality assured and continuously improving professional services are provided for customers and citizens. **Management and Leadership Responsibilities** The Superintendent's management and leadership responsibilities include the following: As a member of the Chief Superintendent's management team, to contribute to the strategic, tactical and operational direction provided by that team. To take charge of his/her District and/or Divisional portfolios, and to provide decisive and effective management and direction for supervisory teams and operational staff. To implement the Commissioner's policy and strategy and the Chief Superintendent's directions in accordance with the values and standards, in accordance with the Code of Ethics of An Garda Síochána. To identify District priorities and to build the capabilities, competencies and strategies to service such priorities. To identify and manage risks on a day to day basis and prepare and maintain a risk register within his/her District, in accordance with the Risk Management Policy. To build and deploy effective operational structures and work processes. To actively plan and manage resource allocation, deployment and effectiveness (human, equipment and financial), thus ensuring the timely achievement of District goals and priorities. To build competent and effective District operational teams, thus ensuring that functions and priority work processes are cohesively managed and led. To develop written plans and operational strategies for the information, guidance and direction of all staff and stakeholders. At District level a 'District Policing Plan' will be prepared. The District Officer will ensure that it is published locally in January of each year. To consult with and engage local stakeholders (including staff and

	their representatives, representatives of local communities and statutory agencies, and local elected representatives) and to reflect their priorities, as appropriate, in local plans and initiatives. To create an effective network of relationships with internal and external stakeholders and to develop effective partnerships. The Superintendent will ensure that positive relationships are developed and maintained with local communities and that appropriate consultation and trust-building processes are put in place to ensure that vulnerable and at risk groups are engaged and supported. To continuously review progress toward the effective implementation of District plans and the achievement of operational goals (crime, public order, road safety, subversion, victim support, public satisfaction, etc.) and to actively manage the performance of responsible team leaders and supervisors. The Superintendent's Performance Accountability Framework (PAF) meetings will play a key role in this performance management process. Where there is deviation from performance standards, the Superintendent will personally lead the development and implementation of timely remedial action plans to ensure satisfactory performance and outcomes. To manage the allocated budget in accordance with Garda financial management protocols and the directions of the Chief Superintendent to ensure accountability and best value for public money. To ensure that human resource management practice reflects An Garda Síochána's work/life balance provisions, and complies with the principles of fairness and equality of opportunity in professional development, experience opportunities and career progression. To ensure that Garda policy and the Chief Superintendent's directions on safety, health and welfare of staff are implemented and are effective. To provide for the balanced growth, development and effectiveness of members of his/her supervisors, team leaders and operational staff through challenging task allocations, and coaching and mentoring interventions. Priority will be given to Probationer Gardaí, junior members of operational teams, and newly promoted personnel. To ensure the good order, discipline and professionalism of all staff through focused and effective leadership, clear staff management processes and the timely, fair, and transparent application of An Garda Síochána's disciplinary procedures.

To recognise, reward and celebrate the commitment and achievements of individuals and teams who contribute to excellent performance and key results achievement.

[redacted]

To manage public relations in accordance with policy and the directions of the Chief Superintendent and to strive to achieve and maintain positive external relationships.

[redacted]

To develop and deploy quality assurance standards and quality auditing protocols for all key work processes and services including:

[redacted]

- Ensure the proper standards of dress of members presenting for duty are adhered to
- Quality of Garda service delivered at points of customer/public interaction
- Adherence to Garda finance regulations and delivery of best value for public money

[redacted]

- Levels and trends in complaints from the public
- Staff motivation, satisfaction and performance
- Safety, health and welfare of members of staff
- The levels of Garda visibility in public

Serious Incident Management and Reports

[redacted]

Performance and Accountability

The Superintendent will ensure that clear control and accountability processes and practices are in place and that they comply fully with the Commissioner's policy and the directions of the Chief Superintendent. The Superintendent's PAF meetings will be held in accordance with HQ Directive 091/2015. He/she will ensure that they are operating in a manner that assures fully transparent accountability. District audits will play a key role in this accountability and quality assurance process.

The Superintendent will account to and brief the Chief Superintendent on achievements pertaining to the effective and efficient performance of his/her assigned District. He/she will report promptly any managerial challenges or any breach of orders, controls or regulations, which are beyond his/her competence or which require directions or authorisation.

Taking Charge of Division

In the event of the absence from the Division for any period of time of the Divisional Officer, the Superintendent at Divisional Headquarters, or in the event of that Officer being unavailable the senior Superintendent within the Division, will at once take charge of the Division and report accordingly to the Regional Commissioner.

	In accordance with best practice, the proceedings at Superintendent's PAF meetings, including decisions taken and initiatives approved, shall be recorded. Minutes will be circulated to relevant parties for information, continuity and action planning purposes. **Handing over a District** Where, in the absence of the District Officer, an Inspector takes charge of a District, the District Officer, prior to leaving the District, will ensure that his/her functions have been delegated in writing to the Inspector. **Visits to Stations and Audits by Superintendents** Superintendents will visit Stations within their District, as often as deemed necessary. Superintendents will audit their District Headquarters Station at least once every three months, and each other Station in their District at least once every six months. Audit reports will be written up and disseminated in accordance with current Garda auditing policy. **Liaising with External Stakeholders** Superintendents shall liaise appropriately with all external stakeholders, including those with responsibility for, oversight, and governance of An Garda Síochána.
Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**

What is the business rationale for the new post?	This is an existing post within An Garda Síochána. The constraints on management numbers imposed in 2012 have impacted on the ability to fill critical senior positions. This post is vacant since October 2014.
How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	The role of Superintendent, Ballymote supports An Garda Síochána's Modernisation and Renewal Programme 2016-2021 and the Garda Síochána's Strategy Statement 2016-2018. An Garda Síochána's Modernisation and Renewal Programme 2016-2021 outlines the developing role that Superintendents shall play in the critical function of increasing a culture among their District members that will be one of openness, transparency and accountability resulting in improved morale and changing culture. Chapter 1 – Cultural Renewal outlines that '*A renewed Garda culture will result in a police service that is professional, accountable to and representative of the people it serves, performance-driven, and with clear governance and oversight structures internally and externally*'. Chapter 3 - Community Engagement and Public Safety outlines that the Superintendent has a key role in the new model of community policing outlined in the Modernisation Strategy - '*The role of the local Superintendent will be significant in ensuring our enhanced approach to community policing incorporates greater engagement with, and participation from the community, public safety, and diversity and integration.*' Superintendents shall have responsibility for Community Policing Teams and the establishment of a Community Safety Forum, which shall be chaired by the Superintendent in each Garda District. These new initiatives will assist in building stronger relationships with minority communities and individuals, based on mutual respect and trust.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies? contd	Chapter 9 – Leading and Governing a Changing Organisation outlines that the role of the Superintendent is critical to lead change at local management level. The new organisational structure will enable greater governance and oversight for each Division. Superintendents shall now be able to concentrate more on the delivery of local and responsive policing, focusing on their leadership role within the District to maintain the standards and quality of operations. The stated Key Programme Initiatives (KPI's) of the Modernisation and Renewal Programme 2016-2021 will result in a positive working environment and an effective and efficient organisation structure. This will provide clarity of associated resource requirements to deliver policing and security services in an evolving and dynamic policing environment. The goals of An Garda Síochána's Modernisation and Renewal Programme 2016-2021 are closely aligned to those outlined in the Strategy Statement 2016 – 2018 and the current annual Policing Plan 2017. Therefore, it is imperative that the post of District Superintendent is occupied to achieve these goals.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	During the current transformational programme, a key objective of the HR high-level strategic overview regarding the ongoing staffing structure in An Garda Síochána is the 'Civilian by Default' principle. This principle's guidelines ensure that each new role in the Service is individually assessed to consider whether the position can be filled by a Civilian member. Following assessment, this post has been determined as a mission critical portfolio, its roles and functions are of a frontline operational nature, with statutory functions attached to the rank, which necessitates it to be undertaken by a member of An Garda Síochána with the necessary experience and expertise in tactical and operational policing.

Impact of not filling the post?	It is imperative that this critical vacancy is filled to ensure that An Garda Síochána meet the significant challenges ahead during the process of affecting the vision of the reform and modernisation agenda. This vacancy can only be filled by a sworn officer with experience in all aspects of the operational policing and security roles in An Garda Síochána. The role of Superintendent, Ballymote is a key strategic role within the Sligo Division and not having this post occupied is a serious risk to the organisation and to the public.
Copy of organisation chart displaying functional reporting lines - See Appendix C	

Signature : _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Superintendent Ballymote

The role of the Superintendent, as outlined in Garda Code Chapter 3.3 is to manage and lead the development, delivery and evaluation of a comprehensive policing service within his/her assigned Garda District, thereby ensuring that accountable, quality assured and continuously improving professional services are provided for customers and citizens.

Management and Leadership Responsibilities
The Superintendent's management and leadership responsibilities include the following:

As a member of the Chief Superintendent's management team, to contribute to the strategic, tactical and operational direction provided by that team.

To take charge of his/her District and/or Divisional portfolios, and to provide decisive and effective management and direction for supervisory teams and operational staff.

To implement the Commissioner's policy and strategy and the Chief Superintendent's directions in accordance with the values and standards, in accordance with the Code of Ethics of An Garda Siochana.

To identify District priorities and to build the capabilities, competencies and strategies to service such priorities.

To identify and manage risks on a day to day basis and prepare and maintain a risk register within his/her District, in accordance with the Risk Management Policy.

To build and deploy effective operational structures and work processes.

To actively plan and manage resource allocation, deployment and effectiveness (human, equipment and financial), thus ensuring the timely achievement of District goals and priorities.

To build competent and effective District operational teams, thus ensuring that functions and priority work processes are cohesively managed and led.

To develop written plans and operational strategies for the information, guidance and direction of all staff and stakeholders. At District level a 'District Policing Plan' will be prepared. The District Officer will ensure that it is published locally in January of each year.

To consult with and engage local stakeholders (including staff and their representatives, representatives of local communities and statutory agencies, and local elected representatives) and to reflect their priorities, as appropriate, in local plans and initiatives.

To create an effective network of relationships with internal and external stakeholders and to develop effective partnerships. The Superintendent will ensure that positive relationships are developed and maintained with local communities and that appropriate consultation and trust-building processes are put in place to ensure that vulnerable and at risk groups are engaged and supported.

To continuously review progress toward the effective implementation of District plans and the achievement of operational goals (crime, public order, road safety, subversion, victim support, public satisfaction, etc.) and to actively manage the performance of responsible team leaders and supervisors. The Superintendent's Performance Accountability Framework (PAF) meetings will play a key role in this performance management process. Where there is deviation from performance standards, the Superintendent will personally lead the development and implementation of timely remedial action plans to ensure satisfactory performance and outcomes.

To manage the allocated budget in accordance with Garda financial management protocols and the directions of the Chief Superintendent to ensure accountability and best value for public money.

To ensure that human resource management practice reflects An Garda Síochána's work/life balance provisions, and complies with the principles of fairness and equality of opportunity in professional development, experience opportunities and career progression.

To ensure that Garda policy and the Chief Superintendent's directions on safety, health and welfare of staff are implemented and are effective.

To provide for the balanced growth, development and effectiveness of members of his/her supervisors, team leaders and operational staff through challenging task allocations, and coaching and mentoring interventions. Priority will be given to Probationer Gardaí, junior members of operational teams, and newly promoted personnel.

To ensure the good order, discipline and professionalism of all staff through focused and effective leadership, clear staff management processes and the timely, fair, and transparent application of An Garda Síochána's disciplinary procedures.

To recognise, reward and celebrate the commitment and achievements of individuals and teams who contribute to excellent performance and key results achievement.

[redacted]

To manage public relations in accordance with policy and the directions of the Chief Superintendent and to strive to achieve and maintain positive external relationships.

[redacted]

To develop and deploy quality assurance standards and quality auditing protocols for all key work processes and services including:

[redacted]

- Ensure the proper standards of dress of members presenting for duty are adhered to
- Quality of Garda service delivered at points of customer/public interaction
- Adherence to Garda finance regulations and delivery of best value for public money

[redacted]

- Levels and trends in complaints from the public
- Staff motivation, satisfaction and performance
- Safety, health and welfare of members of staff
- The levels of Garda visibility in public

Serious Incident Management and Reports

[redacted]

Performance and Accountability

The Superintendent will ensure that clear control and accountability processes and practices are in place and that they comply fully with the Commissioner's policy and the directions of the Chief Superintendent. The Superintendent's PAF meetings will be held in accordance with HQ Directive 091/2015. He/she will ensure that they are operating in a manner that assures fully transparent accountability. District audits will play a key role in this accountability and quality assurance process.

The Superintendent will account to and brief the Chief Superintendent on achievements pertaining to the effective and efficient performance of his/her assigned District. He/she will report promptly any managerial challenges or any breach of orders, controls or regulations, which are beyond his/her competence or which require directions or authorisation.

Taking Charge of Division

In the event of the absence from the Division for any period of time of the Divisional Officer, the Superintendent at Divisional Headquarters, or in the event of that Officer being unavailable the senior Superintendent within the Division, will at once take charge of the Division and report accordingly to the Regional Commissioner.

In accordance with best practice, the proceedings at Superintendent's PAF meetings, including decisions taken and initiatives approved, shall be recorded. Minutes will be circulated to relevant parties for information, continuity and action planning purposes.

Handing over a District
Where, in the absence of the District Officer, an Inspector takes charge of a District, the District Officer, prior to leaving the District, will ensure that his/her functions have been delegated in writing to the Inspector.

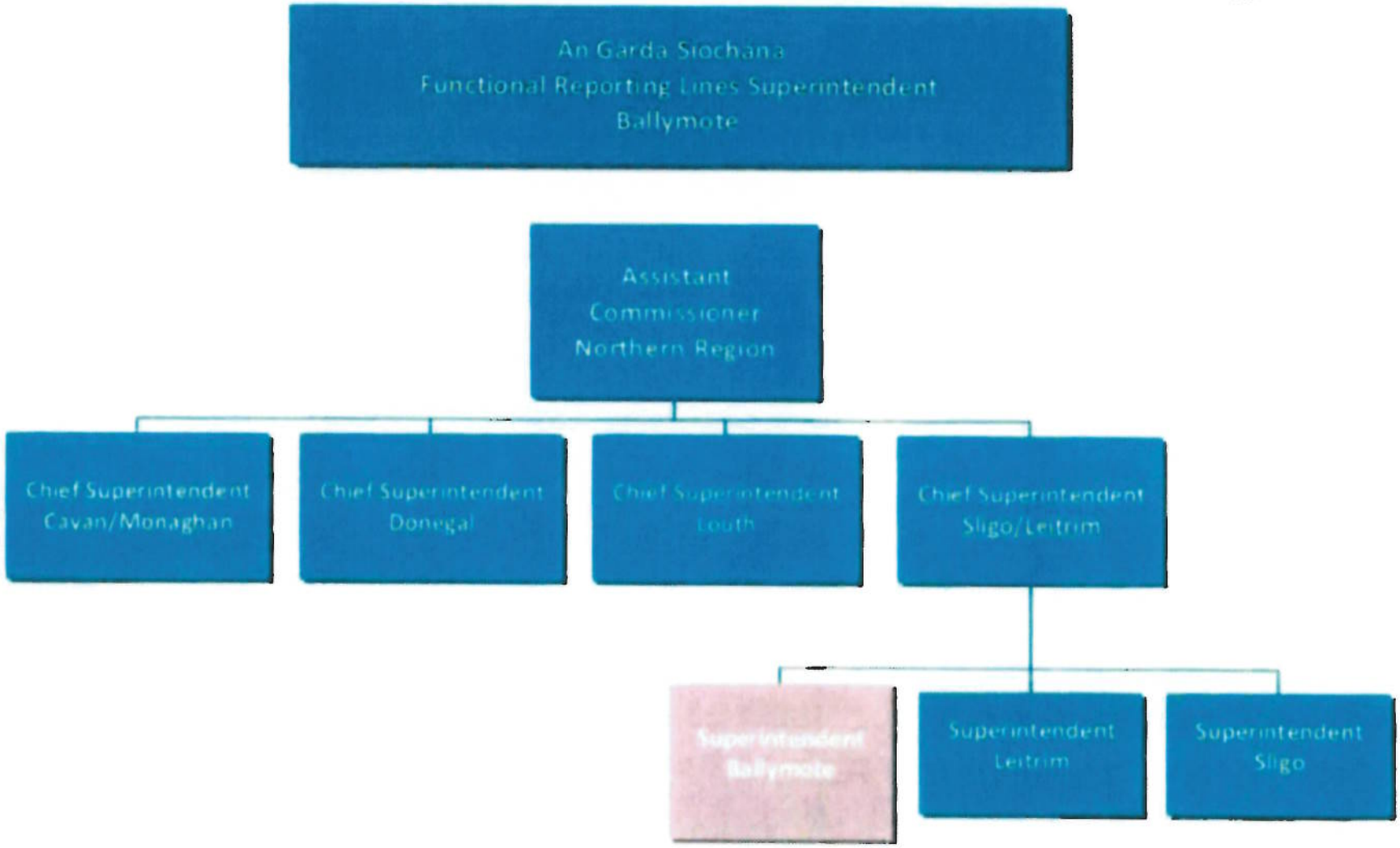
Visits to Stations and Audits by Superintendents
Superintendents will visit Stations within their District, as often as deemed necessary. Superintendents will audit their District Headquarters Station at least once every three months, and each other Station in their District at least once every six months. Audit reports will be written up and disseminated in accordance with current Garda auditing policy.

Liaising with External Stakeholders
Superintendents shall liaise appropriately with all external stakeholders, including those with responsibility for, oversight, and governance of An Garda Síochána.

Appendix B:

SUPT	Salary Mid Pt 4	Rent	Availability Allowance	Total Pay	Final PRSI	Total Cost
A Rate	77,547.00	4,155.00	8,049.00	89,751.00	9,648.23	99,399.23
B Rate	75,065.00	4,017.55	8,049.00	87,131.55	1,751.34	88,882.89

Appendix C


An Garda Siochana
Functional Reporting Lines Superintendent
Ballymote
Assistant
Commissioner
Northern Region
Chief Superintendent
Cavan/Monaghan
Chief Superintendent
Donegal
Chief Superintendent
Louth
Chief Superintendent
Sligo/Leitrim
Superintendent
Ballymote
Superintendent
Leitrim
Superintendent
Sligo

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Síochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	**Superintendent, Major Event Management**
Rank	**Superintendent**
Location	**Garda National Roads Policing Bureau, Garda Headquarters**

Job description **See Appendix A**	The Garda National Roads Policing Bureau was established to ensure a consistent approach to the management of roads policing and major events in this country. This is achieved through coordination of enforcement and development of policy based on research and analysis of statistics, and by engaging in campaigns in partnership with other State Agencies. **Core Responsibilities: Major Event Management:** **The Garda National Roads Policing Bureau (GNRPB) is responsible for:** • **Management of Major Event** — ensuring all national events are co-ordinated in one central location; ensuring that events are planned to the highest standard with regard to all aspects of policing a major event. • **Policy Formulation** — Advising the Garda Commissioner on policy relating to major event planning. • **Communications** — Communicating major event policing objectives within and external to An Garda Síochána. • **Research and Analysis** — Conducting research and analysis into the management of major events. The research and analysis relates to policing and management initiatives and strategies for major events. • **Inter-Agency Co-ordination** — Coordinate inter-agency co-operation in relation to management of major event that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B. • **Media Relations** —Provide suitable material, commentary and advice to the public media on behalf of the Garda Commissioner on matters pertaining to major event planning. **The key aspects of the Superintendent, Major Event Management role include:** • Ensuring a high standard of performance and delivery by his/her team in relation to Major Event Management, based on defined performance indicators in the annual policing plan; • Supporting the Chief Superintendent, Garda National Roads Policing Bureau and Assistant Commissioner, Roads Policing and Major Event Management in leading the development and implementation of the Strategy of the Garda Síochána in relation to Major Event Management; • Driving and monitoring the progress of Major Event operations; • Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery; • Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human

	rights; • Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility; • Building public confidence by engaging effectively with a diverse range of stakeholders; • Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation; • Working collaboratively with stakeholders in the Justice System; • Performing any other duties as may be required by the Assistant Commissioner, Roads Policing and Major Event Management and Chief Superintendent, Garda National Roads Policing Bureau from time to time.
Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**
What is the business rationale for the new post?	• The Garda National Roads Policing Bureau has responsibility for ensuring that all national events are planned and policed to the highest standard, a key aspect of which is coordination in one central location • Provide Support to Chief Superintendent, Garda National Roads Policing Bureau to strengthen and develop policy relating to major event planning • Communicating major event policing objectives within and external to An Garda Síochána • Work in partnership with other agencies to coordinate inter-agency co-operation in relation to management of major events that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	The role of Superintendent, Major Event Management supports the Garda Síochána Modernisation and Renewal Programme 2016-2021, An Garda Síochána's Strategy Statement and the Governments Road Safety Strategy 2013 to 2020: • By ensuring all national events are co-ordinated in one central location; ensuring that events are planned to the highest standard with regard to all aspects of policing a major event By working in partnership with other agencies to coordinate inter-agency co-operation in relation to management of major events that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	The role of Superintendent, Major Event Management has been delegated functions by the Commissioner. In addition the role requires a broad level of legal and policing knowledge and experience in order to: • Establish Major Event Management Offices within the existing structures of the Garda National Roads Policing Bureau • Provide Support to Chief Superintendent, Garda National Roads Policing Bureau to strengthen and develop policy relating to major event planning • Ensure that all national events are policed to the highest standard • Communicate major event policing objectives within An Garda Síochána • Work in partnership with other agencies to coordinate inter-agency co-operation in relation to policing and management of major events on behalf of the Garda Commissioner • Continue on-going planning, risk assessment and operational preparation for major events in conjunction with external partners and agencies. For these reasons it is considered that positioning of the role is at Superintendent rank.

Impact of not filling the post?	Not filling the post of Superintendent, Major Event Management, will impact on the implementation of the objectives as set out in the Garda Síochána Modernisation and Renewal Programme and An Garda Síochána's Strategy Statement. This will further impact in An Garda Síochána's ability to achieve targets in line with Government Strategies as set in the Governments Road Safety Strategy 2013 to 2020.
Copy of organisation chart displaying functional reporting lines - See Appendix C	

Signature: _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Superintendent Major Event Management Garda National Roads Policing Bureau

Role: Superintendent, Major Event Management, Garda National Roads Policing Bureau
Rank: Superintendent

The Garda National Roads Policing Bureau was established to ensure a consistent approach to the management of roads policing and major events in this country. This is achieved through coordination of enforcement and development of policy based on research and analysis of statistics, and by engaging in campaigns in partnership with other State Agencies.

Core Responsibilities:
Major Event Management:
The Garda National Roads Policing Bureau (GNRPB) is responsible for:

- **Management of Major Event** — Ensuring all national events are co-ordinated in one central location; ensuring that events are planned to the highest standard with regard to all aspects of policing a major event.
- **Policy Formulation** — Advising the Garda Commissioner on policy relating to major event planning.
- **Communications** — Communicating major event policing objectives within and external to An Garda Síochána.
- **Research and Analysis** — Conducting research and analysis into the management of major events. The research and analysis relates to policing and management initiatives and strategies for major events.
- **Inter-Agency Co-ordination** — Coordinate inter-agency co-operation in relation to management of major event that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B.
- **Media Relations** —Provide suitable material, commentary and advice to the public media on behalf of the Garda Commissioner on matters pertaining to major event planning.

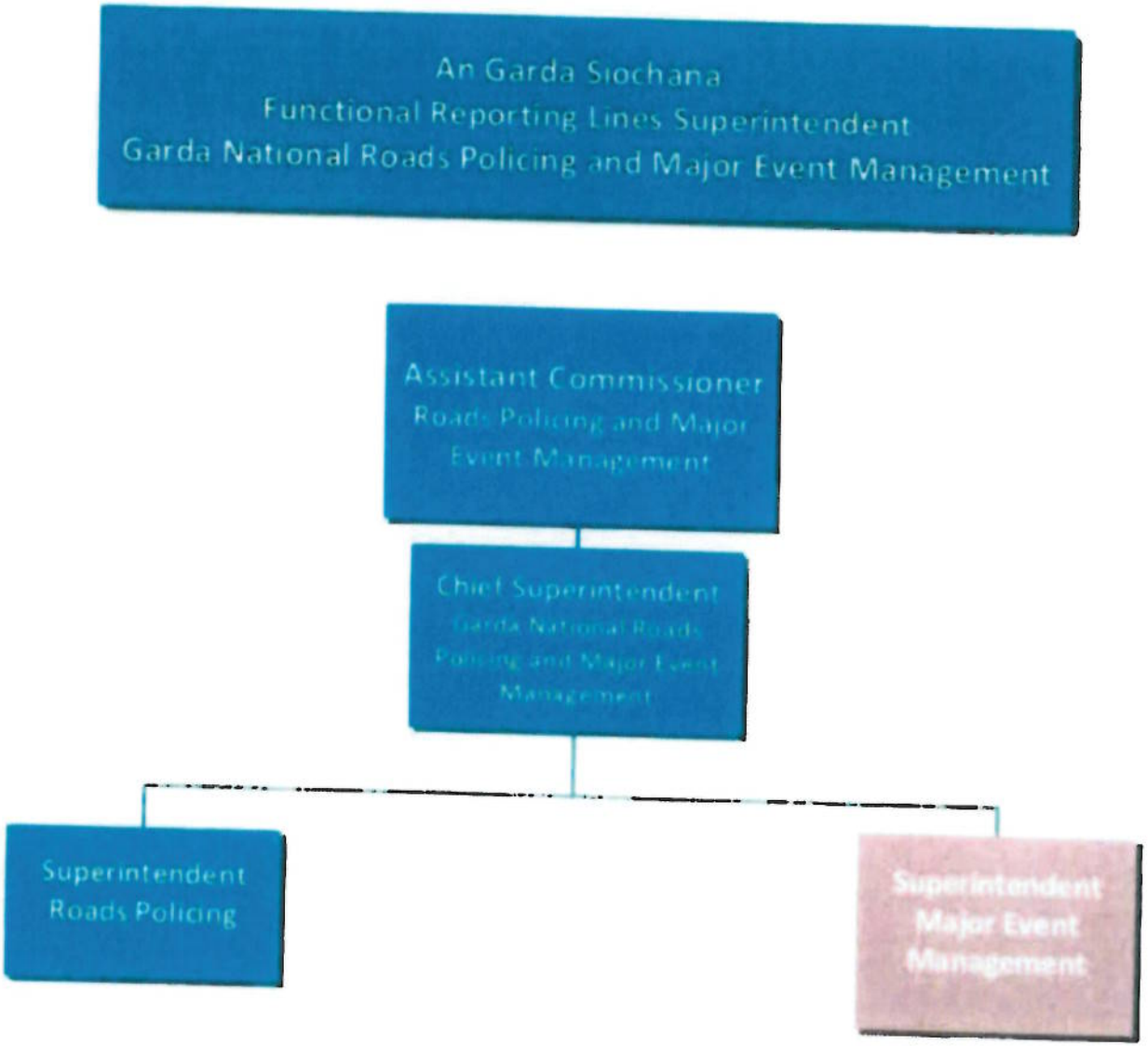
The key aspects of the Superintendent, Major Event Management role include:

- Ensuring a high standard of performance and delivery by his/her team in relation to Major Event Management, based on defined performance indicators in the annual policing plan;
- Supporting the Chief Superintendent, Garda National Roads Policing Bureau and Assistant Commissioner, Roads Policing and Major Event Management in leading the development and implementation of the Strategy of the Garda Síochána in relation to Major Event Management;
- Driving and monitoring the progress of Major Event operations;
- Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery;
- Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human rights;
- Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility;
- Building public confidence by engaging effectively with a diverse range of stakeholders;
- Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation;
- Working collaboratively with stakeholders in the Justice System;
- Performing any other duties as may be required by the Assistant Commissioner, Roads Policing and Major Event Management and Chief Superintendent, Garda National Roads Policing Bureau from time to time.

Appendix B:

SCIPT	Salary Wef Pt 4	Rent	Availability Allowance	Total Pay	Empl PRSI	Total Cost
A Rate	77,547.00	4,155.00	8,049.00	89,751.00	9,648.23	99,399.23
B Rate	75,065.00	4,017.55	8,049.00	87,131.55	1,751.34	88,882.89

Appendix C


An Garda Siochana
Functional Reporting Lines Superintendent
Garda National Roads Policing and Major Event Management
Assistant Commissioner
Roads Policing and Major Event Management
Chief Superintendent
Garda National Roads Policing and Major Event Management
Superintendent
Roads Policing
Superintendent
Major Event Management

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Siochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	**Superintendent, Roads Policing**
Rank	**Superintendent**
Location	**Garda National Roads Policing Bureau, Garda Headquarters**

Job description **See Appendix A**	The Garda National Roads Policing Bureau was established to ensure a consistent approach to the management of roads policing and major events in this country. This is achieved through coordination of enforcement and development of policy based on research and analysis of statistics, and by engaging in campaigns in partnership with other State Agencies. **Core Responsibilities: Roads Policing:** **The Garda National Roads Policing Bureau (GNRPB) is responsible for:** • **Policy Formulation** — Advising the Garda Commissioner on policy relating to roads policing, traffic, road safety. • **Communications** — Communicating traffic and road safety objectives within and external to An Garda Síochána. • **Research and Analysis** — Conducting research and analysis into roads policing, traffic and road safety. The research and analysis relates to road collisions, roads policing enforcement initiatives and road safety. • **Inter-Agency Co-ordination** — Coordinate inter-agency co-operation in relation to roads policing, traffic and road safety initiatives that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B. • **Media Relations** — Provide suitable material, commentary and advice to the public media on behalf of the Garda Commissioner on matters pertaining to roads policing, traffic and road safety. **The key aspects of the Superintendent, Roads Policing, Garda National Roads Policing Bureau role include:** • Ensuring a high standard of performance and delivery by his/her team in relation to Roads Policing based on defined performance indicators in the annual policing plan; • Supporting the Chief Superintendent, Garda National Roads Policing Bureau and Assistant Commissioner, Roads Policing and Major Event Management in leading the development and implementation of the Strategy of the Garda Síochána in relation to Roads Policing; • Driving and monitoring the progress of major Roads Policing operations; • Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery; • Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human rights; • Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility; • Building public confidence by engaging effectively with a diverse range of stakeholders;

	• Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation; • Working collaboratively with stakeholders in the Justice System; • Performing any other duties as may be required by the Assistant Commissioner, Roads Policing and Major Event Management and Chief Superintendent, Garda National Roads Policing Bureau from time to time.
Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**
What is the business rationale for the new post?	Restructuring the current Garda Traffic Corp, to establish a new Roads Policing Unit throughout the Country in line with the Modernisation and Renewal Programme for 2016 – 2021. In order to reduce the number of fatalities on Irish roads to meet EU and Irish Government targets, An Garda Síochána Modernisation and Renewal Programme 2016-2021 has stated that An Garda Síochána will: • Use advances in technology to deny criminals the use of our roads for criminal activity • Work in partnership with other agencies to enforce our roads policing strategy • Emphasise traffic enforcement that can reduce deaths and serious injuries on our roads • Confront dangerous road-user behaviour through public presence, legislative enforcement, education and partnership • Expand the Fixed Charge Processing System including penalty points • Provide Support to Chief Superintendent, Garda National Roads Policing Bureau to strengthen and redevelop the Traffic Corps to tackle all forms of criminality on the road network The Garda National Roads Policing Bureau will continue to adopt an all-organisational approach to keep our roads and communities safe.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	The role of Superintendent for Garda National Roads Policing supports the Garda Síochána Modernisation and Renewal Programme 2016-2021, An Garda Síochána's Strategy Statement and the Governments Road Safety Strategy 2013 to 2020: • By continuing to work to reduce the number of fatalities on Irish roads in line with targets set out in the Government Strategy • By continuing to work to change key driver behaviours, particularly in relation to speeding, mobile phone use, seatbelt use and drink driving. By working in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland and Road Safety Officers in Local Authorities.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	The role of Superintendent, Garda National Roads Policing has been delegated functions by the Commissioner. In addition the role requires a broad level of legal and policing knowledge and experience in order to: • Establish new Regional Garda Roads Policing Units • Expand the role of these newly established Roads Policing Units For these reasons, it is considered that positioning of the role is at Superintendent rank.
Impact of not filling the post?	Not filling the post of Superintendent, Roads Policing will impact on the implementation of the objectives as set out in the Garda Síochána Modernisation and Renewal Programme and An Garda Síochána's Strategy Statement. This will further impact in An Garda Síochána's ability to achieve targets in line with Government Strategies as set in the Governments Road Safety Strategy 2013 to 2020.

Copy of organisation chart displaying functional reporting lines - See Appendix C

Signature: _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Superintendent, Roads Policing Garda National Roads Policing Bureau

Role: Superintendent, Roads Policing, Garda National Roads Policing Bureau
Rank: Superintendent

The Garda National Roads Policing Bureau was established to ensure a consistent approach to the management of roads policing and major events in this country. This is achieved through coordination of enforcement and development of policy based on research and analysis of statistics, and by engaging in campaigns in partnership with other State Agencies.

Core Responsibilities:
Roads Policing:
The Garda National Roads Policing Bureau (GNRPB) is responsible for:

- **Policy Formulation** — Advising the Garda Commissioner on policy relating to roads policing, traffic, road safety.
- **Communications** — Communicating traffic and road safety objectives within and external to An Garda Síochána.
- **Research and Analysis** — Conducting research and analysis into roads policing, traffic and road safety. The research and analysis relates to road collisions, roads policing enforcement initiatives and road safety.
- **Inter-Agency Co-ordination** — Coordinate inter-agency co-operation in relation to roads policing, traffic and road safety initiatives that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B.
- **Media Relations** —Provide suitable material, commentary and advice to the public media on behalf of the Garda Commissioner on matters pertaining to roads policing, traffic and road safety.

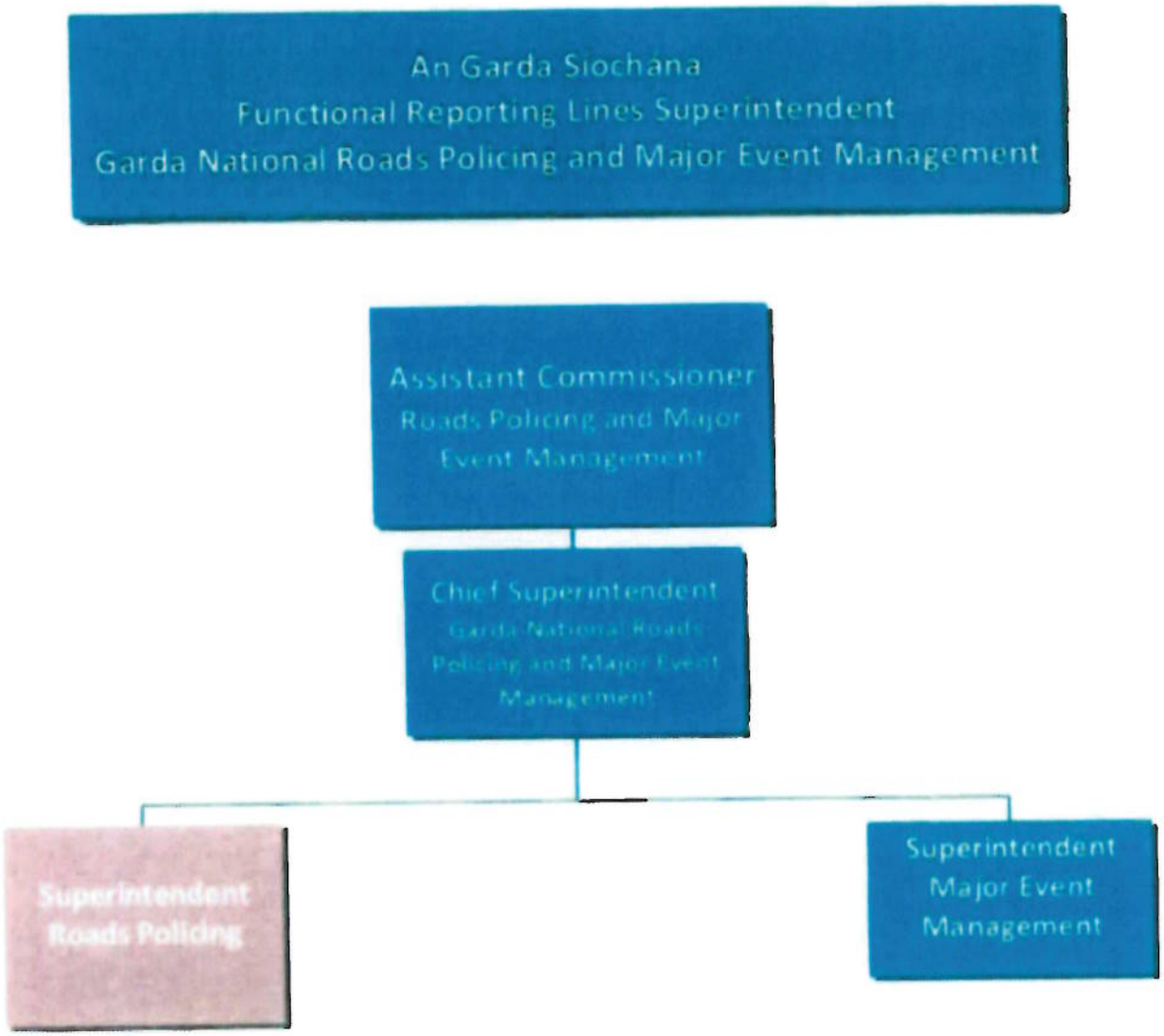
The key aspects of the Superintendent, Roads Policing, Garda National Roads Policing Bureau role include:

- Ensuring a high standard of performance and delivery by his/her team in relation to Roads Policing based on defined performance indicators in the annual policing plan;
- Supporting the Chief Superintendent, Garda National Roads Policing Bureau and Assistant Commissioner, Roads Policing and Major Event Management in leading the development and implementation of the Strategy of the Garda Síochána in relation to Roads Policing;
- Driving and monitoring the progress of major Roads Policing operations;
- Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery;
- Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human rights;
- Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility;
- Building public confidence by engaging effectively with a diverse range of stakeholders;
- Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation;
- Working collaboratively with stakeholders in the Justice System;
- Performing any other duties as may be required by the Assistant Commissioner, Roads Policing and Major Event Management and Chief Superintendent, Garda National Roads Policing Bureau from time to time.

Appendix B:

Scale	Salary Mid Pt 4	Rent	Availability Allowance	Total Pay	Employers	Total Cost
A Rate	77,547.00	4,155.00	8,049.00	89,751.00	9,648.23	99,399.23
B Rate	75,065.00	4,017.55	8,049.00	87,131.55	1,751.34	88,882.89

Appendix C


An Garda Siochana
Functional Reporting Lines Superintendent
Garda National Roads Policing and Major Event Management
Assistant Commissioner
Roads Policing and Major Event Management
Chief Superintendent
Garda National Roads Policing and Major Event Management
Superintendent Roads Policing
Superintendent Major Event Management

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath
D08 HN3X

Tel/Teileafón: (01) 66 62053/20/16/22

Fax/Facs: (01) 66 62013

Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:

Office of the Commissioner
Corporate Affairs
Garda Headquarters
Phoenix Park
Dublin
D08 HN3X

Láithreán Gréasáin / Website:
www.garda.ie

Ríomhpost / E-mail:
commissioner@garda.ie

Bí linn/Join us

CMR_35-412285/15

CONFIDENTIAL

Secretary General
Department of Justice
and Equality
51, St. Stephen's Green
Dublin 2
D02 HK52

Re: Business case in relation to Chief Superintendent Roles

Dear Secretary General

I am directed by the Commissioner to refer to the above matter and to forward the attached role profiles for Chief Superintendent Roles in the following areas.

[redacted]

- Central Vetting Unit
- Internal Affairs
- Garda National Roads Policing and Major Event Management

Forwarded for your information please.

Yours sincerely

MARK CURRAN
CHIEF SUPERINTENDENT
COMMISSIONER'S OFFICE

26th April 2017

Cc: Policing Authority

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Siochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	Chief Bureau Officer
Rank	Chief Superintendent
Location	National Vetting Bureau, Thurles

Job description **See Appendix A**	Role: Chief Bureau Officer National Vetting Bureau. Rank: Chief Superintendent The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 sets out the vetting as a core function of An Garda Síochána. The Act amends section 7 of the Garda Síochána Act 2005 as follows: 'the function of the Garda Síochána is to provide policing and security, *including vetting* services for the State'. (Section 7(1)) The Act places disclosure of criminal records and 'specified information' at the core of the organisation's role in the prevention, detection and investigation of crime in the context of policing and security and the Chief Bureau Office as responsible for this function. **Core Responsibilities:** Overall responsibility for service delivery and national compliance with the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 to 2016. Authorised for the disclosure of 'specified information' under section 15 of the Act. Responsible for the exercise of prosecutorial powers and imposition of sanctions regarding a range of offences under the Act. Management of nationwide audits, compliance and legal disputes for over 20,000 registered organisations. Management of estimated 500,000 vetting disclosure (2017) per annum across 165 staff in 5 Units nationwide. Reports directly to the Garda Commissioner in relation to the performance and management of the functions of the Bureau. Reports annually through the Commissioner to the Minister regarding the activities of the Bureau in the immediately preceding year. **Further responsibilities:** • Management of European Criminal Records Information System (ECRIS) (60,000 messages per annum). • Management of Garda Criminal Records Office. (50,000 requests per annum) • Management of Data Protection Processing Unit (11,000 section 4 access requests per annum). • Ensures compliance with new Data Protection Regulation 2018 across all Bureau functionalities.

Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**
What is the business rationale for the new post?	The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 sets out the vetting as a core function of An Garda Síochána. The Act amends section 7 of the Garda Síochána Act 2005 as follows: *'the function of the Garda Síochána is to provide policing and security, including vetting services for the State'.* (Section 7(1)) The National Vetting Bureau Act 2012 to 2016 commenced on the 29th April 2016. The Act sets out the role and function of the National Vetting Bureau with regard to vetting of persons who wish to undertake certain work or activities relating to children or vulnerable persons. Section 22 of the National Vetting Bureau Act 2012 to 2016 sets out the appointment of a Chief Bureau Officer and delegation of functions of the Chief Bureau Officer. (See Appendix D) Section 15 of the National Vetting Bureau Act 2012 to 2016 states that the Chief Bureau Officer is required to assess and make a determination on 'specified information' under the Act. (See Appendix E) The role has significant responsibilities as the gatekeeper of An Garda Síochána for the disclosure of highly sensitive information. The CBO is the final arbitrator for An Garda Síochána for such decisions which will be subject to legal challenge in the Courts. In this regard the CBO is required to have a broad legal and policing knowledge and experience in investigations; human rights and data protection expertise to manage such challenges. The CBO has responsibility for compliance with the Act across a wide range of public bodies and organisations. The role carries with it prosecutorial powers and sanctions for non compliance. It is recommended that such responsibilities require the positioning of the role of Chief Bureau Officer at Chief Superintendent rank. In addition, as head of the National Vetting Bureau the CBO will manage an extensive range of functions relating to the

	processing and sharing of highly sensitive data on a national and international basis through ECRIS and GCCRO. Such responsibilities, in addition to those of the CBO under the Act, also support the positioning of the role of Chief Bureau Officer at Chief Superintendent rank. A high level of policing experience and knowledge is required in the role to ensure that An Garda Síochána is properly positioned to manage the range of data outlined at a national and international level.
How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	The requirements of Section 22 of the National Vetting Bureau Act 2012 to 2016 must be met. The Act amends section 7 of the Garda Síochána Act 2005 to read 'the function of the Garda Síochána is to provide policing and security *including vetting* services for the State'. (Section 7 (1)). In this regard, it places disclosure of criminal records and 'soft' information at the core of the organisation's role in the prevention, detection and investigation of crime and the Chief Bureau Officer is responsible for this function. Management of the National Vetting Bureau Act and the provision of a fast and accurate eVetting service contributes significantly to the protections afforded to children and vulnerable persons in this jurisdiction. Compliance with these provisions is a core priority for government. The provision of a fast accurate eVetting service in partnership with organisations is a key policing goal for An Garda Síochána and is one of the key areas requiring monthly report for the Policing Authority.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[Indirect filling would involve the redeployment**	Section 7 of the Garda Síochána Act 2005 places the vetting function within the context of policing and security functions of An Garda Síochána. The Chief Bureau Officer also oversees the compliance of public bodies and organisations with the provisions of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 to 2016. In this regard the Act confers substantial prosecutorial powers and sanctions to be managed by the CBO.

to this post of an officer whose post could be filled by a civilian]	The Chief Bureau Officer is required to have a broad legal and policing knowledge and experience including human rights and data protection expertise to manage the challenges faced in this role. The post has been determined as a critical position as such responsibilities require the positioning of the role of Chief Bureau Officer at Chief Superintendent Rank. In addition, as head of the National Vetting Bureau, the Chief Bureau Officer will manage an extensive range of functions relating to the management, security and processing of highly sensitive data on a national and international basis and the development and implementation of significant policy to support the transposition of the EU Data Protection Regulation and Directive into national law. It is suggested that such responsibilities in addition to those of the Chief Bureau Officer under the Act, also support the positioning of the role of Chief Bureau Officer at Chief Superintendent Rank.
Impact of not filling the post?	The post is a legal requirement under the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 to 2016.
Copy of organisation chart displaying functional reporting lines to be attached - See Appendix C	

Signature: _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description
Chief Bureau Officer
National Vetting Bureau

Role: Chief Bureau Officer National Vetting Bureau.

Rank: Chief Superintendent

The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 sets out the vetting as a core function of An Garda Síochána. The Act amends section 7 of the Garda Síochána Act 2005 as follows:

'the function of the Garda Síochána is to provide policing and security, including vetting services for the State'. (Section 7(1))

The Act places disclosure of criminal records and 'specified information' at the core of the organisations role in the prevention, detection and investigation of crime in the context of policing and security. The Chief Bureau Office is responsible for this function.

Core Responsibilities:

- Overall responsibility for service delivery and national compliance with the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 to 2016.
- Authorised to disclosure 'specified information' under section 15 of the Act.
- Responsible for the exercise of prosecutorial powers and imposition of sanctions regarding a range of offences under the Act.
- Management of nationwide audits, compliance and legal disputes for over 20,000 registered organisations.
- Management of an estimated 500,000 vetting disclosure (2017) per annum across 165 staff in 5 Units nationwide.
- Reports directly to the Garda Commissioner in relation to the performance and management of the functions of the Bureau.
- Reports annually through the Commissioner to the Minister regarding the activities of the Bureau in the immediately preceding year.

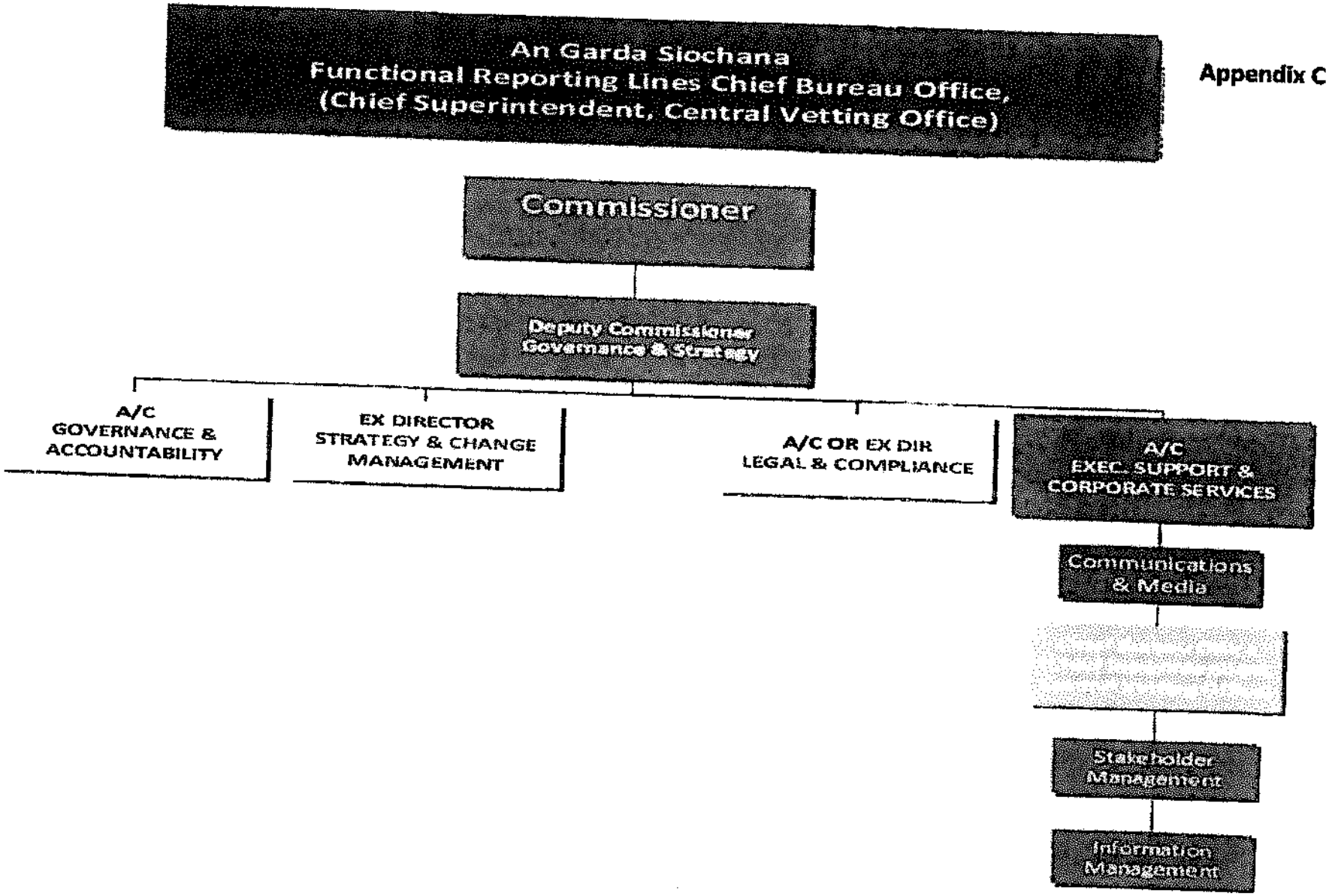
Further responsibilities:

- Management of European Criminal Records Information System (ECRIS) (60,000 messages per annum).
- Management of Garda Criminal Records Office. (50,000 requests per annum)
- Management of Data Protection Processing Unit (11,000 section 4 access requests per annum).
- Ensure compliance with new Data Protection Regulations across all Bureau functionalities.

Appendix B

C/SUPT	Salary Mid Pt 4	Rent	Availability Allowance	Total Pay	Empl PRSI	Total Cost
	98,725.00	4.155.00	10,121.30	113,001.30	12.147.64	125.148.94
	95.569.50	4.017.55	10.121.30	109,708.35	2.205.14	111.913.49

Appendix C


An Garda Siochana
Functional Reporting Lines Chief Bureau Office,
(Chief Superintendent, Central Vetting Office)
Commissioner
Deputy Commissioner
Governance & Strategy
A/C
GOVERNANCE &
ACCOUNTABILITY
EX DIRECTOR
STRATEGY & CHANGE
MANAGEMENT
A/C OR EX DIR
LEGAL & COMPLIANCE
A/C
EXEC. SUPPORT &
CORPORATE SERVICES
Communications
& Media
Stakeholder
Management
Information
Management

Appendix D

National Vetting Bureau (Children and Vulnerable Persons) Act 2012 to 2016. Section 22: Appointment of Chief Bureau Officer and delegation of functions of Chief Bureau Officer

(1) The Chief Bureau Officer shall be appointed by the Garda Commissioner.

(2) The Chief Bureau Officer shall periodically report directly to the Garda Commissioner in relation to the performance and management of the functions of the Bureau.

(3) The Chief Bureau Officer may delegate in writing any of his or her functions under this Act (other than this section) to a member of the staff of the Bureau specified by rank or name.

(4) A delegation under subsection (3) may—

(a) relate to the performance of a function either generally or in a particular case or class of case or in respect of a particular matter,

(b) be made subject to conditions or restrictions, and

(c) be revoked or varied by the Chief Bureau Officer at any time.

(5) The delegation of a function under subsection (3) shall not preclude the Chief Bureau Officer from performing the function.

(6) Where the functions of the Chief Bureau Officer under a provision of this Act are delegated to a member of the staff of the Bureau, any references in that provision to the Chief Bureau Officer shall be construed as references to that member of staff.

(7) An act or thing done by a member of the staff of the Bureau pursuant to a delegation under this section has the same force and effect as if done by the Chief Bureau Officer.

Appendix E

National Vetting Bureau (Children and Vulnerable Persons) Act 2012 to 2016
Section 15. Assessment of specified information.

(1) Where a matter is referred under section 14(3) to the Chief Bureau Officer for assessment and determination, he or she shall—

(a) notify in writing, or cause to be so notified, the person who is the subject of the application for vetting disclosure concerned of that fact,

(b) furnish that person with a summary in writing of the specified information relating to him or her, and

(c) inform that person that he or she may make a written submission in relation to the specified information concerned.

(2) A person to whom a notification under subsection (1) is sent, may make a submission in writing to the Chief Bureau Officer concerning the information not later than 14 days, or such longer period as the Chief Bureau Officer may for good and sufficient reason specify, from the date of the notification.

(3) The Chief Bureau Officer shall assess the application for vetting disclosure and the specified information relating to the person who is the subject of that application but he or she shall not make a determination that that information concerned should be disclosed unless—

(a) he or she reasonably believes that that information is of such a nature as to give rise to a bona fide concern that the person concerned may—

(i) harm any child or vulnerable person,

(ii) cause any child or vulnerable person to be harmed,

(iii) put any child or vulnerable person at risk of harm,

(iv) attempt to harm any child or vulnerable person, or

(v) incite another person to harm any child or vulnerable person,

and

(b) he or she is satisfied that its disclosure is necessary, proportionate and reasonable in the circumstances for the protection of children or vulnerable persons or both, as the case may be.

(4) In assessing, for the purposes of making a determination as to whether the specified information referred to in subsection (3) relating to a person should be disclosed, the Chief Bureau Officer shall have regard to—

(a) the information concerned,

(b) its relevance to the type of relevant work or activity to which the application for vetting disclosure concerned relates,

(c) the extent to which the proposed relevant work or activity is likely to necessitate contact with children or vulnerable persons or both, and the nature of that contact,

(d) the source and reliability of the information,

(e) any submissions made by or on behalf of the person under this section or pursuant to an investigation or other process referred to in subsection (1) or (2) of section 19 or otherwise,

(f) whether the rights of the person have been considered and taken account of in a manner that is consistent with fairness and natural justice, and

(g) any other matter which the Chief Bureau Officer considers relevant to the application for vetting disclosure concerned.

(5) The Chief Bureau Officer may, but shall not be obliged to, make a request for further information from the scheduled organisation or member of the Garda Síochána who furnished the specified information concerned to the Bureau and, where he or she does so, the scheduled organisation or member of the Garda Síochána, as the case may be, to whom the request is made shall comply with it within such reasonable period as the Chief Bureau Officer may specify in the request.

(6) Where the Chief Bureau Officer makes a determination under this section that specified information should be disclosed, he or she shall—

(a) notify, or cause to be notified, the person who is the subject of the application for vetting disclosure concerned in writing of the determination and of the reasons for it,

(b) provide, or cause to be provided, to the person a copy of the specified information proposed to be disclosed,

(c) notify, or cause to be notified, the person of the intention to disclose the specified information to a liaison person for the relevant organisation concerned after the expiry of 14 days from the notification, and

(d) inform, or cause to be informed, the person that he or she may appeal the determination to an appeals officer not later than 14 days, or such longer period as

the appeals officer may for good and sufficient reason determine after the date of the notification under this section is sent to that person.

(7) The Bureau shall not make a vetting disclosure in respect of a person until—

(a) the first-mentioned period referred to in subsection (6)(d) has elapsed, or

(b) where a notice of appeal is lodged within that first-mentioned period, until the determination or withdrawal of the appeal,

whichever is the later.

(8) Notwithstanding the generality of paragraph (d) of subsection (6), a person may appeal a determination made under this section after the expiry of the first-mentioned period referred to in that subsection if allowed to do so by an appeals officer under section 18 (2) but the bringing of such an appeal shall not operate to prevent the making of the disclosure concerned.

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Siochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	Chief Superintendent, Internal Affairs
Rank	Chief Superintendent
Location	Garda Headquarters

Job description **see Appendix A**	List main responsibilities and skills required: Chief Superintendent Internal Affairs' management and leadership responsibilities are outlined in the Garda Síochána Code at Chapter 3.2 Roles and Responsibilities, Chief Superintendent. This Code chapter outlines in further detail the oversight of staff, the audit of finances and records, responsibilities under Health and Safety and other legislation. Chief Superintendent Internal Affairs has direct responsibility as per Garda Síochána Code chapter 3.2 for three separate functional service areas within the organization Garda Discipline Section, The Garda Síochána (Discipline) Regulations 2007 Garda Complaints Section, The Garda Síochána Act 2005 Garda Compensation Section, The Garda Síochána (Compensations) Acts 1941-1945. As per section 7(2) of the Garda Siochána Act, for the purpose of achieving the objective referred in subsection (1) of the Act the Garda Síochána shall co-operate, as appropriate, with other Departments of State, agencies and bodies having, by law, responsibility for any matter relating to any aspect of that objective. Chief Superintendent Internal Affairs has a direct role in meeting this function of An Garda Síochána with responsibility for liaising with senior management in various external agencies, including; • The Garda Síochána Ombudsman Commission • Department of Justice and Equality • Chief State Solicitors Office

Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**
What is the business rationale for the new post?	This is an existing post within An Garda Síochána. The most recent Chief Superintendent with this sole portfolio was transferred in March 2015. Since that time, due to constraints on senior management numbers, the role of Chief Superintendent, Internal Affairs has been managed as a joint portfolio.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	An Garda Síochána's Modernisation and Renewal Programme 2016 – 2021 has several sections which are directly and indirectly supported by the Internal Affairs Branch. **Chapter 1 – Cultural Renewal outlines;** *'A renewed Garda culture will result in a police service that is professional, accountable to and representative of the people it serves, performance-driven, and with clear governance and oversight structures internally and externally'.* Head of Internal Affairs is directly responsible for any Complaints/Indiscipline reduction strategies within the Garda Síochána. **Chapter 9 – Leading and Governing a Changing Organisation, outlines;** *'The role and functions of Garda Headquarters will be restructured to provide greater oversight and governance, while more responsibility and accountability will be devolved to the six regions. Garda Headquarters will monitor policing operations, and consider performance and governance throughout the organisation'* Head of Internal Affairs has a direct line function and responsibility in the new organisational structure to the Assistant Commissioner, Governance and Accountability. Under Chapter 9 the First KPI outcome is outlined as follows; *'Strong governance at national and local level. Organisation able to meet current and future demands. More responsibility devolved to regions to deliver policing based on local needs. Role, responsibility and resource allocation clearly identified.'* Head of Internal Affairs has a significant involvement in future proofing against any potential risk to the organisation and the people being served within the areas of complaints, discipline and malicious injuries.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies? contd	**Chapter 11 – Partnerships and Collaboration outlines;** *'A dedicated office within An Garda Síochána provides GSOC staff with a direct point of contact and ensures An Garda Síochána's compliance with the Commission. This initiative has yielded positive results with approximately 90% of requests for information/documentation from GSOC in relation to section 98 and section 95 investigations now being provided by An Garda Síochána within the agreed timeframes. More work needs to be done in this area, but the GSOC Commissioners have publicly acknowledged that significant progress has been made in this regard. The further development of this partnership approach will encourage the prompt sharing of information between us. Referrals to GSOC will be made not because we have to, but because we want to. Issues can be identified and joint efforts made to reduce substandard practices through training'.* Head of Internal Affairs directly controls this office and has a senior management 'decision maker' role in meeting with GSOC and addressing challenges encountered by both organisations. Head of Internal Affairs also consults on policy amendments, training strategies and direct management interventions where identified.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	Yes, consideration has been given to filling this vacancy by a qualified civilian. As can be seen from the role profile and responsibilities the position of Head of Internal Affairs involves a high level of working knowledge of the various Regulations, Law and Garda Code. This working knowledge is then combined with a high degree of operational knowledge to comprehensively advise, guide, control, audit and report on the various sections within the Branch. Chief Superintendent Internal Affairs performs a delegated function on behalf of the Garda Commissioner in relation to the Discipline Regulations particularly related to the suspension of members of An Garda Síochána.

Impact of not filling the post?	This is a mission critical post and would have a significant impact on the operation and reputation of the organization.
Copy of organisation chart displaying functional reporting lines to be attached - See Appendix C	

Signature : _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Chief Superintendent Internal Affairs

Chief Superintendent Internal Affairs' management and leadership responsibilities are outlined in the Garda Síochána Code at Chapter 3.2 Roles and Responsibilities, Chief Superintendent. This Code chapter outlines in further detail the oversight of staff, the audit of finances and records, responsibilities under Health and Safety and other legislation.

Chief Superintendent Internal Affairs has direct responsibility as per Garda Síochána Code chapter 3.2 for three separate functional service areas within the organisation-

Garda Discipline Section, The Garda Síochána (Discipline) Regulations 2007.

Garda Complaints Section, The Garda Síochána Act 2005

Garda Compensation Section, The Garda Síochána (Compensations) Acts 1941-1945.

As per section 7(2) of the Garda Síochána Act, for the purpose of achieving the objective referred in subsection (1) of the Act the Garda Síochána shall co-operate, as appropriate, with other Departments of State, agencies and bodies having, by law, responsibility for any matter relating to any aspect of that objective.

Chief Superintendent Internal Affairs has a direct role in meeting this function of An Garda Síochána with responsibility for liaising with senior management in various external agencies, including;

- The Garda Síochána Ombudsman Commission
- Department of Justice and Equality
- Chief State Solicitors Office

➢ Garda Discipline Section.

Chief Superintendent Internal Affairs has direct responsibility for the coordination of all Discipline matters within the Garda Síochána. This entails, but is not limited by the following daily actions;

- Advising all ranks on a one to one basis with legal interpretations of the Regulations and case law during active investigations.
- Consulting Counsel regarding judicial reviews and other Court matters.
- Examining, approving and swearing affidavits.
- Authoring, reviewing and approving internal policy documents, forms and templates, e.g. Garda Suspension Policy.
- Making presentations to promotion course participants at Garda College

locations on the Regulations.
- Monitoring the progress of investigations.
- Liaising with support services within the organization.

➢ Garda Complaints Section

The Garda Complaints section is subdivided into two offices. The first deals directly with the investigations of the Garda Síochána Ombudsman Commission (GSOC). The second deals with GSOC complaints that are completed internally, supervised or unsupervised.

Chief Superintendent Internal Affairs has direct responsibility for the coordination of all complaints matters within the Garda Síochána. This entails, but is not limited by the following daily actions;

- Liaising with all ranks on a one to one basis, and advising on the agreed protocols between both organisations.
- Communicating and meeting with senior management of the Garda Síochána Complaints Board to make decisions on progressing any challenges that arise between both organisations.
- Authoring, reviewing and approving internal policy documents, forms and templates, e.g. Aide memoires for Complaints.
- Authoring, reviewing and approving the memorandum of understanding between the GSOC and the Garda Síochána.
- Making presentations to promotion course participants at Garda College locations on the processes for investigating complaints.

➢ Garda Compensations Section

The Garda Síochána (Compensations) Acts 1941-1945 deals specifically with malicious injuries. This section of Internal Affairs progresses the claims for compensation resulting from malicious injuries to the High Court in collaboration with officials from the Department of Justice and Equality.

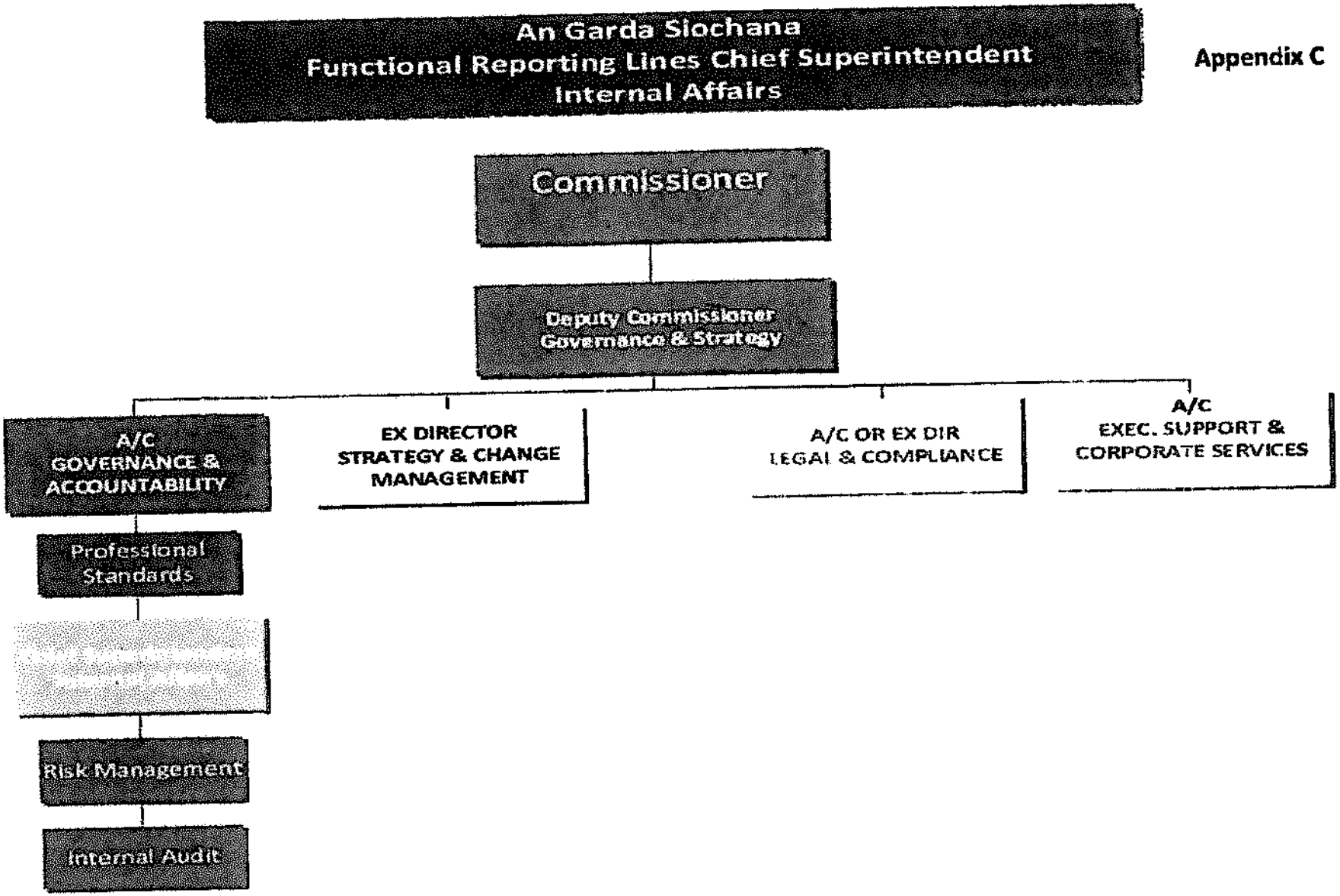
Chief Superintendent Internal Affairs is directly responsible for progressing all of these claims to a conclusion before the High Court. This responsibility includes;

- Meeting with Counsel for legal advices.
- Liaising with Dept of Justice and Equality Representatives.
- Progressing files with the Chief Medical Officer of An Garda Síochána.
- Liaison with Chief Superintendent Human Resource Management and the staff Welfare Services.
- Presenting guidance and recommendations to the Garda Commissioner regarding negotiations and quantum.

Appendix B

C/SUPT	Salary Mid Pt 4	Rent	Availability Allowance	Total Pay	Empl PRSI	Total Cost
	98,725.00	4,155.00	10,121.30	113,001.30	12,147.64	125,148.94
	95,569.50	4,017.55	10,121.30	109,708.35	2,205.14	111,913.49

Appendix C


An Garda Siochana
Functional Reporting Lines Chief Superintendent
Internal Affairs
Commissioner
Deputy Commissioner
Governance & Strategy
A/C
GOVERNANCE &
ACCOUNTABILITY
EX DIRECTOR
STRATEGY & CHANGE
MANAGEMENT
A/C OR EX DIR
LEGAL & COMPLIANCE
A/C
EXEC. SUPPORT &
CORPORATE SERVICES
Professional
Standards
Risk Management
Internal Audit

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Síochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	Garda National Roads Policing and Major Event Management
Rank	Chief Superintendent
Location	Garda National Roads Policing Bureau, Garda Headquarters

Job description **Appendix A**	**Role**: Chief Superintendent, Garda National Roads Policing Bureau **Rank**: Chief Superintendent The Garda National Roads Policing Bureau was established to ensure a consistent approach to road safety and enforcement of road traffic legislation across the country. This is achieved through coordination of enforcement and development of policy based on research and analysis of statistics, and by engaging in campaigns in partnership with other State Agencies. **Core Responsibilities:** **1. Roads Policing:** **The Garda National Roads Policing Bureau (GNRPB) is responsible for:** • **Policy Formulation** — Advising the Garda Commissioner on policy relating to traffic, road safety and major event planning. • **Communications** — Communicating traffic, road safety and major event management policing objectives within and external to An Garda Síochána. • **Research and Analysis** — Conducting research and analysis into traffic, road safety and major event policing. The research and analysis relates to road collisions, enforcement initiatives, road safety and major event management strategies. • **Inter-Agency Co-ordination** — Coordinate inter-agency co-operation in relation to traffic and road safety initiatives that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B. • **Media Relations** —Provide suitable material, commentary and advice to the public media on behalf of the Garda Commissioner on matters pertaining to traffic, road safety and major event planning. **2. Major Event Management** **The Major Event Management Office is responsible for :** • ensuring all National Events are co-ordinated in one central location. • ensuring events are planned to the highest standard with regard to all aspects of policing a major event.

	The key aspects of the Chief Superintendent, Garda National Roads Policing and Major Event Management role include: • Ensuring a high standard of performance and delivery by his/her team in relation to Roads Policing and Major Event Management, based on defined performance indicators in the annual policing plan; • Supporting the Commissioner in leading the development and implementation of the Strategy of the Garda Síochána in relation to Roads Policing and Major Event Management; • Driving and monitoring the progress of major Roads Policing and Major Event operations; • Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery; • Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human rights; • Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility; • Building public confidence by engaging effectively with a diverse range of stakeholders; • Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation; • Working collaboratively with stakeholders in the Justice System; • Performing any other duties as may be required by the Garda Commissioner from time to time. **Further responsibilities include:** • Management of Abnormal Loads Permit Applications S.I 147/09 • Working in partnership with other stakeholder agencies to successfully enforce roads policing strategies • Reporting to the Assistant Commissioner on all traffic related matters coming to attention through the National Road Traffic Management Meetings • Preparing the National Roads Policing Operations Plan • Input to the Annual Policing Plan in relation to Roads Policing • Ensuring Key Roads Policing Initiatives stay on target in order to achieve the Government Strategy to reduce road traffic collisions by 2020

Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**
What is the business rationale for the new post?	An Garda Síochána Modernisation and Renewal Programme 2016-2021 has stated that Roads Policing will: • Use advances in technology to deny criminals the use of our roads for criminal activity • Work in partnership with other agencies to enforce our roads policing strategy • Emphasise traffic enforcement that can reduce deaths and serious injuries on our roads • Confront dangerous road-user behaviour through public presence, legislative enforcement, education and partnership • Expand the Fixed Charge Processing System including penalty points • Strengthen and redevelop the Traffic Corps to tackle all forms of criminality on the road network An Garda Síochána's Roads Policing Plan is designed to meet the targets laid out in the Garda Síochána Modernisation and Renewal Programme 2016-2021, An Garda Síochána's Strategy Statement 2016 - 2018 and the Government's Road Safety Strategy 2013 to 2020. In order to meet these targets, the function of the Garda Traffic Corps is being redeveloped to encompass more roads policing functions. Restructuring of the current Garda Traffic Corp is necessary to establish new Roads Policing Units throughout the Country with responsibility for enforcement, education and an expanded role in tackling criminality on the road network. Chief Superintendent, Garda National Roads Policing Bureau has significant responsibility for the establishment of new Roads Policing Units which will have responsibility for road traffic enforcement, education and have an expanded role in taokling criminality on the road network.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	The role of Chief Superintendent for Garda National Roads Policing and Major Event Management supports the Garda Síochána Modernisation and Renewal Programme 2016-2021, An Garda Síochána's Strategy Statement and the Governments Road Safety Strategy 2013 to 2020: • By continuing to work to reduce the number of fatalities on Irish roads in line with targets set out in the Government Strategy • By continuing to work to change key driver behaviours, particularly in relation to speeding, mobile phone use, seatbelt use and drink driving • By working in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland and Road Safety Officers in Local Authorities
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	The role of Chief Superintendent for Garda National Roads Policing and Major Event Management has been delegated statutory functions by the Commissioner. In addition the role requires a broad level of legal and policing knowledge and experience in order to: • Establish new Regional Garda Roads Policing Units • Expand the role of these newly established roads policing units • Establish Major Event Management Offices within the existing structures of the Garda National Roads Policing Bureau • Continue on-going planning, risk assessment and operational preparation for major events in conjunction with external partners and agencies For these reasons it is considered that positioning of the role is at Chief Superintendent rank.

Impact of not filling the post?	This is a critical post under the transformation organisational design process, which is currently being covered by a Chief Superintendent as an additional role to his own very significant portfolio. It is imperative that this critical vacancy is filled in the new management structure of An Garda Síochána to ensure we meet the significant challenges ahead during the process of effecting the vision of the reform and modernisation agenda. This vacancy can only be filled by a sworn officer who understands all aspects of the operational policing and security roles in An Garda Síochána. The role of Chief Superintendent for Garda National Roads Policing & Major Event Management is a key strategic function and not having this role is a serious risk to the organisation and to the public. At this juncture, it cannot be over emphasied and indeed has to be highlighted, that the impact of allowing this critical vacancy to remain unfilled in the Service poses a very significant risk to the strategic leadership, management, governance and accountability of An Garda Síochána.
Copy of organisation chart displaying functional reporting lines to be attached - See Appendix C	

Signature: _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Chief Superintendent Garda National Roads Policing and Major Event Management

Role: Chief Superintendent, Garda National Roads Policing Bureau

Rank: Chief Superintendent

The Garda National Roads Policing Bureau was established to ensure a consistent approach to road safety and enforcement of road traffic legislation across the country. This is achieved through coordination of enforcement and development of policy based on research and analysis of statistics, and by engaging in campaigns in partnership with other State Agencies.

Core Responsibilities:

1. Roads Policing:

The Garda National Roads Policing Bureau (GNRPB) is responsible for:

- **Policy Formulation** — Advising the Garda Commissioner on policy relating to traffic, road safety and major event planning.
- **Communications** — Communicating traffic, road safety and major event management policing objectives within and external to An Garda Síochána.
- **Research and Analysis** — Conducting research and analysis into traffic, road safety and major event policing. The research and analysis relates to road collisions, enforcement initiatives, road safety and major event management strategies.
- **Inter-Agency Co-ordination** — Coordinate inter-agency co-operation in relation to traffic and road safety initiatives that will be carried out on behalf of the Garda Commissioner by the G.N.R.P.B.
- **Media Relations** —Provide suitable material, commentary and advice to the public media on behalf of the Garda Commissioner on matters pertaining to traffic, road safety and major event planning.

2. Major Event Management

The Major Event Management Office is responsible for :

- ensuring all National Events are co-ordinated in one central location.
- ensuring events are planned to the highest standard with regard to all aspects of policing a major event.

The key aspects of the Chief Superintendent, Garda National Roads Policing and Major Event Management role include:

- Ensuring a high standard of performance and delivery by his/her team in relation to Roads Policing and Major Event Management, based on defined performance indicators in the annual policing plan;
- Supporting the Commissioner in leading the development and implementation of the Strategy of the Garda Síochána in relation to Roads Policing and Major Event Management;
- Driving and monitoring the progress of major Roads Policing and Major Event operations;
- Delegating responsibility appropriately and empowering people to make decisions, holding them to account for delivery;
- Ensuring good governance in compliance with statutory and other requirements in line with best practice and with regard to human rights;
- Ensuring sound operational, ethical, financial, technical, project and personnel management practices across his/her area of responsibility;
- Building public confidence by engaging effectively with a diverse range of stakeholders;
- Reviewing and evaluating initiatives, identifying critical issues, monitoring trends and developments in policing and making recommendations for improvements in their areas of operation;
- Working collaboratively with stakeholders in the Justice System;
- Performing any other duties as may be required by the Garda Commissioner from time to time.

Further responsibilities include:

- Management of Abnormal Loads Permit Applications S.I 147/09
- Working in partnership with other stakeholder agencies to successfully enforce roads policing strategies
- Reporting to the Assistant Commissioner on all traffic related matters coming to attention through the National Road Traffic Management Meetings
- Preparing the National Roads Policing Operations Plan
- Input to the Annual Policing Plan in relation to Roads Policing
- Ensuring Key Roads Policing Initiatives stay on target in order to achieve the Government Strategy to reduce road traffic collisions by 2020

Suitable candidates will also demonstrate:

Relevant management experience across a range of roles, including managing multiple agendas and tasks and allocating resources as required;

The ability to create an environment that fosters open communication;

The ability to operate at a strategic level and lead at a time of change;

The ability to drive the Garda Síochána change agenda by establishing clear objectives and plans, securing resources and putting appropriate structures in place;

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;

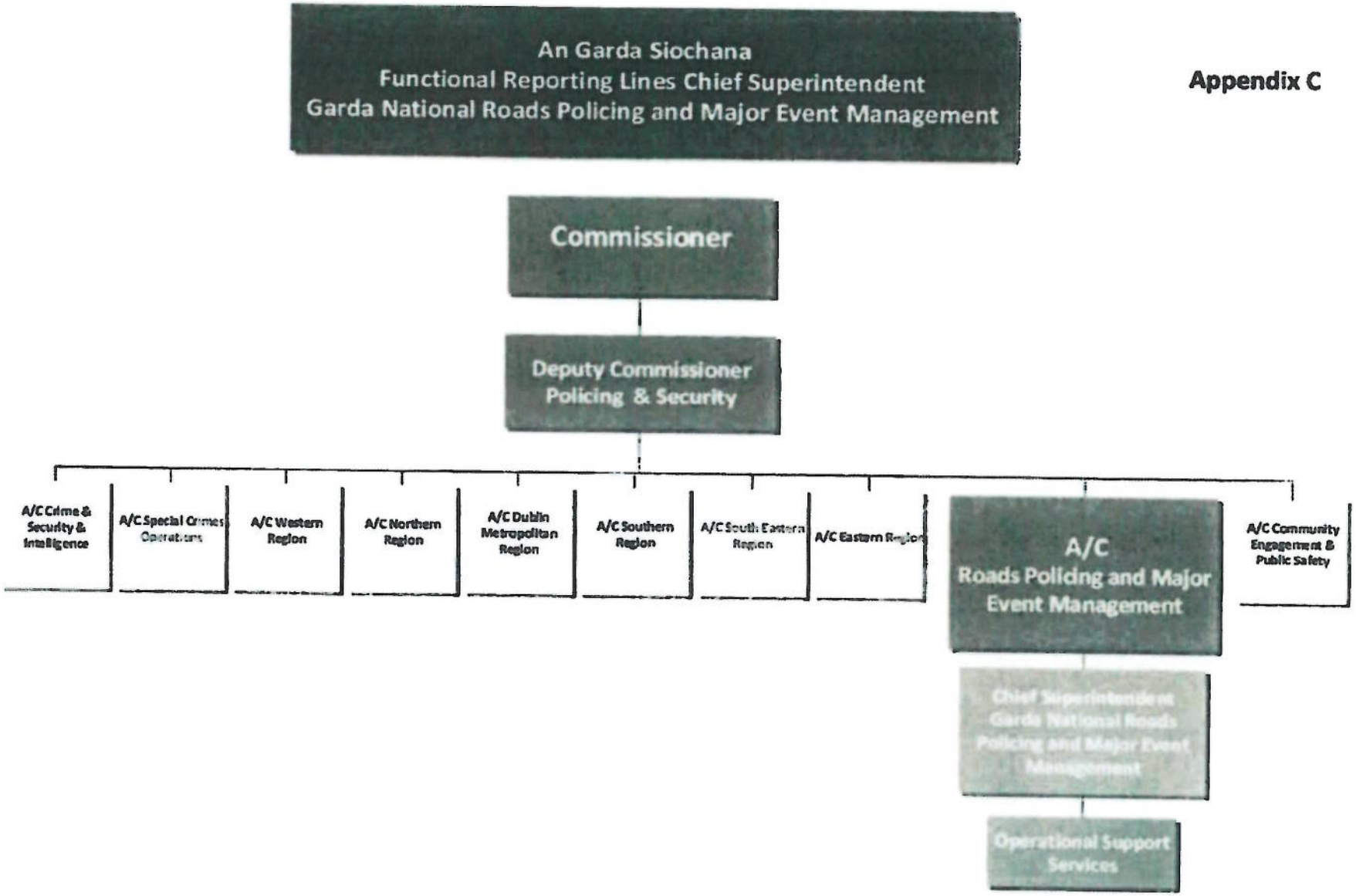
Excellent interpersonal and communication skills, both written and oral, with the ability to engage with and influence key stakeholders and manage relationships by building trust and working in collaboration;

Sound judgement, problem solving and decision making skills.

Appendix B

C/SUPT	Salary Mid Pt 4	Rent	Availability Allowance	Total Pay	Empl PRSI	Total Cost
	98,725.00	4,155.00	10,121.30	113,001.30	12,147.64	125,148.94
	95,569.50	4,017.55	10,121.30	109,708.35	2,205.14	111,913.49

Appendix C


An Garda Siochana
Functional Reporting Lines Chief Superintendent
Garda National Roads Policing and Major Event Management
Commissioner
Deputy Commissioner
Policing & Security
A/C Crime & Security & Intelligence
A/C Special Crimes Operations
A/C Western Region
A/C Northern Region
A/C Dublin Metropolitan Region
A/C Southern Region
A/C South Eastern Region
A/C Eastern Region
A/C
Roads Policing and Major Event Management
A/C Community Engagement & Public Safety
Chief Superintendent
Garda National Roads
Policing and Major Event
Management
Operational Support
Services

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
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Garda Headquarters
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Dublin 8
Ireland

Láithreán Gréasáin / Web site:
www.garda.ie

Ríomhphost / E-mail:
commissioner@garda.ie

Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:

Bí linn/Join us

CMR_35-412285/15

CONFIDENTIAL

Secretary General
Department of Justice
and Equality
51, St. Stephen's Green
Dublin 2
D02 HK52

Re: Critical vacancies in An Garda Síochána

Dear Secretary General

I am writing to you to seek an update in respect of my correspondence of 3rd March in which I again sought approval to fill a number of critical vacancies at Assistant Commissioner Rank in An Garda Síochána.

As I indicated, the posts identified exceed the number under the Employee Control Framework (ECF), however as previously outlined the unfilled posts pose very significant risks to the governance and operational effectiveness of An Garda Síochána.

You will also be aware we are engaged in a significant programme of reform which we are committed to delivering on. This reform programme is delivering and will continue to deliver, the improvements and safeguards necessary to address weaknesses and failures, however as previously stated this requires the necessary leadership capacity (Garda and Civilian) to do so. Quite simply we need the staffing and support of the Department and Policing Authority to implement and give effect to the radical administrative overhaul as outlined in the Modernisation and Renewal Programme.

The request sought approval to fill three posts at Assistant Commissioner Rank in the areas of (1) Roads Policing and Major Event Management; (2) Community Engagement and Public Safety; and in (3) Governance and Accountability. In the intervening period, conscious of the major public concerns relating to Roads Policing and in order to deliver in our commitment of a radical overhaul of Roads Policing I have had to move to dedicate an Assistant Commissioner exclusively to this area of responsibility. However, this has meant that other responsibilities, in this case responsibility for the operation of the Northern Region have had to be transferred to another Assistant Commissioner, doubling up on a very large portfolio already held by that individual.

I have previously written that the ECF controls were put in place in 2012 recognising the economic pressures in the State. However, since that time recruitment to the organisation has recommenced while in parallel the compliance, responsibility and accountability demands have also increased significantly. In that environment the risk of the existing Assistant Commissioner team carrying extraordinarily large portfolios is not sustainable and poses significant governance risks. As Garda Commissioner, I have responsibilities as to the health and safety of all those who work for the organisation. The 24x7x365 nature of the responsibility is onerous for an individual holding one brief, but almost impossible to hold more than one portfolio over a prolonged period.

I welcome the appointment of one Assistant Commissioner filling a vacancy resultant from a recent retirement at that level. However, to provide assurance to the public, and to get to the bottom of the major issues of national concern regarding traffic data, I have assigned this Assistant Commissioner to undertake an immediate investigation in this regard given our recognition of the gravity of the situation. This Assistant Commissioner will of course remain available to assist whatever team are set up to conduct the investigation announced by Government last week, which I understand is to be undertaken on behalf of the Policing Authority. I await further communication in this matter and until such time the Assistant Commissioner will continue with his task.

I very much welcome the fact that the Policing Authority filled a panel with 5 suitably qualified members, from which appointments can be made. I would ask that this panel now be used to address the organisational risk referenced above.

You will be aware I have identified the necessary reform required to take place to strengthen the accountability and governance of the organisation, given that I have moved to permanently fill the position of roads policing, there are now gaps in leadership capacity in the following Regions:

- Northern Region
- Western Region
- Governance and Accountability
- Community Engagement and Public Safety
- Executive Services and Corporate Support
- Dublin Metropolitan Region (20th April)

These are in addition to the Civilian posts at Executive Director Grade already identified. I am very prepared to have further discussion about the potential to explore the future civilianisation of two of these posts. However given the recent experience and time taken to get sanction, approval and the recruitment process completed in relation to the other civilian posts, you will appreciate, it is imperative that these posts are filled immediately given the critical and urgent organisation needs identified. Even if the current panel was to be exhausted there remains significant organisational leadership gaps which can be further explored with your Department, the Policing Authority and the Department of Public Expenditure and Reform.

I recognise that the ECF was a necessary response by Government to the economic emergency. The Government decision of July last approved an expansion in Garda numbers. With the support of Government, recruitment of trainee Garda members has recommenced and we will welcome the next tranche

of new probationer Gardaí to the community over the coming weeks. However, there must also be a consequential expansion in numbers at supervisory and management levels. This is a matter addressed in the reports of the Garda Inspectorate. Accordingly, under separate cover I will write to you in relation to other demands at Chief Superintendent and Superintendent Rank.

Separately, as you are aware the current Assistant Commissioner who holds the responsibility for our largest region, the DMR, and additionally for Community Engagement and Public Safety, will retire on 20 April. In that regard, I would ask for your support and that of the Policing Authority to make an immediate appointment from the Assistant Commissioner panel and allow for the appropriate and essential structured handover required. I have copied this correspondence to the Policing Authority for their information.

I would be happy to provide any further information you may require to clarify the issues above.

Yours sincerely,

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

April 2017

CC Chairperson Policing Authority

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
D08 HN3X

Tel/Teileafón:(01)66 62053/20/16/22
Fax/Facs: (01) 66 62013
Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:

Office of the Commissioner
Corporate Affairs
Garda Headquarters
Phoenix Park
Dublin 8
D08 HN3X

Láithreán Gréasáin / Website:
www.garda.ie

Ríomhpost / E-mail:
commissioner@garda.ie

Bí linn/Join us

CMR_35-412285/15

Confidential

Ms. Anne Barry
Principal – Policing Division
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Request for approval of new posts at Assistant Commissioner rank

Dear Ms. Barry,

I am directed by the Commissioner to refer to your correspondence of the 9 March 2017, the contents of which have been noted by the Commissioner.

There would not be any additional support costs in connection with these critical posts as these posts are currently in place and utilising existing resources

Yours sincerely,

MARK CURRAN
CHIEF SUPERINTENDENT
COMMISSIONER'S OFFICE
14th
March 2017

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
Fax/Facs: (01) 666 2013

Luaigh an uimhir tharaghta seo a leanas le do thoil:
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Láithreán Gréasáin / Web site:
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Ríomhphost / E-mail:
commissioner@garda.ie

CMR_35-412285/15

Confidential

Secretary General
Department of Justice
& Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Approval for appointments to fill critical vacancies in An Garda Síochána

Dear Secretary General

I am writing to you to raise again the question of obtaining approval to fill a number of critical vacancies at Assistant Commissioner level in An Garda Síochána. The posts detailed below relate to areas of responsibility over and above those recognised in the Employee Control Framework (ECF) numbers, and are critically required for the safe and smooth running of An Garda Síochána. Specifically I am seeking approval for three posts at Assistant Commissioner level - (1) Roads Policing and Major Event Management, (2) Community Engagement and Public Safety, (3) Governance and Accountability. I have attached the Form DJE/PD 01 as requested in respect of each position.

I am conscious that we have previously written in relation to the filling of senior level positions. I am also guided in this area by the total rank ceilings of the ECF for An Garda Síochána which was put in place in June 2012, in accordance with the National Recovery Plan with the aim to reduce costs through reducing the overall headcount to 12,000.

In relation to Assistant Commissioners, this ECF reduced the number of posts to eight (8) from the previously agreed level of twelve (12). As a result, it has proved necessary for Assistant Commissioners to double up on assignments and be accountable for very large, complex and high risk areas of responsibility. Examples of this are –

- Assistant Commissioner South Eastern Region is covering Governance and Accountability.
- The Assistant Commissioner for the biggest region, the DMR, now carries the additional responsibility for Community Engagement and Public Safety.
- The Assistant Commissioner for the Southern Region also holds responsibility for the Western Region.
- The Assistant Commissioner for the Northern Region also holds responsibility for the very critical area of Roads Policing and Major Event Management and Corporate Services and Executive Support.

You will appreciate that this position is untenable from both a human and governance perspective.

I am very concerned as to the level of demands placed on these individuals, where a visible presence, nationally and locally across large geographic areas, 24 hours a day 7 days a week 365 days a year is expected. I am conscious that there is a competition underway which will put in place a panel to address the compulsory retirements due to take place up to and including June 2017 which will reduce the numbers of Assistant Commissioners further by three (3) to five (5). However, I am very concerned at the ongoing impact of the requirement for the Assistant Commissioners to continue to hold more than one portfolio, the management load resultant from this requirement and the consequent serious risks that flow from this arrangement. I am very conscious of my obligations as an employer to manage the health and safety risks of all staff under my care. The continuing requirement for such a large proportion of senior officer to operate this demand poses very difficult challenges in that regard.

You will be aware that An Garda Síochána Modernisation and Renewal Programme (MRP) 2016 — 2021 was published on the 9th June 2016 and which charts a journey for the organisation over the next five years, combined with a Government decision in July 2016, provides for an organisational workforce plan that will result in organisational strength of twenty one thousand (21,000) persons. The MRP's Governance and Organisational structure came into being on 1st September 2016. This set out the new portfolios pertaining to the key functions. The portfolios are now so large that I have major concerns for the capacity of the individuals involved to manage the continuing risks across all their areas of responsibility.

I respectfully submit that the MRP's resource demands must now supersede the ECF for successful implementation. The MRP demands that the organisation changes to reflect the expectations of citizens; counteract the emerging security and policing challenges; and reform to meet the demands of the next five years. The ECF was developed around an operational strength of twelve thousand (12,000). At the end of 2016 it is projected that the number of uniformed members will be closer to thirteen thousand (13,000) and will be fifteen thousand (15,000) by 2021. Recognising this position, I would ask therefore that consideration be given to the ECF being adjusted to reflect the new organisation strength requirements. In that regard it is my intention to write to you separately in respect of the need to additionally increase the number of positions at Chief Superintendent and Superintendent level. However, given the current competition for Assistant

Commissioners I thought it important to write to you immediately in respect of those roles.

[redacted] With that in mind, I would ask for approval to fill the critical vacancies at the earliest opportunity,

I would welcome the opportunity to discuss this further with you.

Yours sincerely

D/CR

Nóirín O'Sullivan
Commissioner of
An Garda Síochána

March 2017

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Síochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD

Details of Senior Post	
Title of post	**Roads Policing & Major Event Management**
Rank	**Assistant Commissioner**
Location	**Garda Headquarters**

Job description —
 	
see Appendix A
	List main responsibilities and skills required:
	
	Assistant Commissioner, Roads Policing & Major Event Management has responsibility as follows:
	
	• Oversight and strategic management for policing the Irish roads network, the strategic police management of all major events and the strategic management of the operational support units.
	• Strategic development and ownership of comprehensive police policies and strategy for policing the Irish roads network.
	• Oversight and strategic management and development of national plans for major events.
	• Leading the critical task of developing strategic policies to reduce road fatalities and road collisions
	• Driving and delivering the development of mechanisms across the organisation to intervene and impact on criminals who are using the national roads network.
	• Development of strategic partnerships aimed at making Irish roads safer for all road users.
	• Developing and delivering strategic plans to effectively enforce road traffic legislation nationwide and to bring offenders before the Courts.
	• Oversight and strategic management of the Garda National Traffic Bureau.
	• Oversight and strategic management of the Garda Operational Support Units:
	  ▪ Dog Unit
	  ▪ Mounted Unit
	  ▪ Air Support Unit
	  ▪ Water Unit
	• Thorough knowledge of the theory and practice of all aspects of modern police management and the environment with due regard to both the National and European legal regulatory requirements.

Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**

What is the business rationale for the new post?	• Delivering a policing and security service in compliance with the legislative functions as outlined under Section 7 of the Garda Síochána Act 2005. • The post holder has responsibility for the oversight and strategic management for policing the Irish roads network, the strategic police management of all major events and strategic management of the operational support units. • The post holder will have responsibility for safer roads which will reduce road deaths/serious injuries and enhance community safety with a specific focus on reducing opportunities for criminals to use the road network which will reduce crime and protect communities. This will be achieved by adopting an all-organisation approach within our Police Service and working in partnership with other agencies and organisations such as the Road Safety Authority, National Roads Authority, port authorities and local authorities.
How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	One of the key critical success factors for delivering and embedding the much needed and significant changes under An Garda Síochána's Modernisation and Renewal Programme is to ensure that the Assistant Commissioner vacant positions in the new organisational structure are filled to allow this programme to be fully effective. The 2017 Garda Síochána Annual Policing Plan has in consultation with the Policing Authority determined the priorities and performance targets for the Service. The result of this collaboration is a Policing Plan that clearly shows our key priorities for 2017, how we will deliver these priorities and measure their success. This Policing Plan has five key areas and this Post encapsulates the area of Roads Policing. This Roads Policing & Major Event Management role is vital in its' contribution to the strategic development of An Garda Síochána by adopting an all – organisational approach to keep our roads and communities safe by enforcing our roads policing strategy which is designed to meet the objectives laid out in the Government's Road Safety Strategy 2013 -2020 and has an expanded role in tackling criminality on the Irish road network. Stakeholder engagement in this area includes Department Justice and Equality, Department of Transport, Tourism and Sport, State Claims Agency, Health and Safety Authority and Road Safety Authority.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies? contd	As part of the Transformation Programme, this post holder will have overall responsibility for the additional national remit: An Garda Síochána's Major Event Management strategy which will provide a national framework for all major events and associated public safety issues through a professional risk assessed structure.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[Indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	During the current transformational programme, a key objective of the HR high-level strategic overview regarding the ongoing staffing structure in An Garda Síochána is the 'Civilian by Default' principle. This principle's guidelines ensure that each new role in the Service is individually assessed to consider whether the position can be filled by a Civilian member. Following assessment, this post has been determined as a mission critical portfolio, its roles and functions are of an operational nature which necessitates it to be undertaken by a member of An Garda Síochána with the necessary experience and expertise in all matters of policing and national security.

Impact of not filling the post?	This is a critical post under the transformation organisational design process, which is currently being covered by an Assistant Commissioner as an additional role to his/her own very significant portfolio. It is imperative that this critical vacancy is filled in the new management structure of An Garda Síochána to ensure we meet the significant challenges ahead during the process of effecting the vision of the reform and modernisation agenda. This vacancy can only be filled by a sworn officer who understands all aspects of the operational policing and security roles in An Garda Síochána. The role of an Assistant Commissioner, as the process owner Roads Policing & Major Event Management is a key strategic function within the Senior Executive team, not having this role is a serious risk to the organisation and to the public. At this juncture, it cannot be over emphasied and indeed has to be highlighted, that the impact of allowing this critical vacancy to remain unfilled in the Service poses a very significant risk to the strategic leadership, management, governance and accountability of An Garda Síochána.
Copy of organisation chart displaying functional reporting lines to be attached - See Appendix C	

Signature: _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile /Job Description – Assistant Commissioner Roads Policing & Major Event Management

He/she is responsible and accountable for, but not limited to:-

- Assisting the Commissioner directing and controlling the Garda Service and exercising such functions as the Commissioner shall assign;
- Strategic development and ownership of comprehensive police policies and strategy for policing the Irish roads network;
- Oversight and strategic management and development of national plans for major events;
- Building an effective management team to ensure that functions and priority work processes are cohesively managed and led;
- Leading the critical task of developing strategic policies to reduce road fatalities and road collisions;
- Driving and delivering the development of mechanisms across the organisation to intervene and impact on criminals who are using the national roads network;
- Development of strategic partnerships aimed at making Irish roads safer for all road users;
- Developing and delivering strategic plans to effectively enforce road traffic legislation nationwide and to bring offenders before the Courts;
- Oversight and strategic management of the Garda National Traffic Bureau, Major Events and Operational Support Units (Mounted Unit, Air Support Unit, Dog Unit and Water Unit);
- Ensuring effective budgetary control in respect of expenditure relating to their areas of responsibility, driving up efficiency and productivity and delivering value for money;

- Discharging the legal powers and duties conferred by statute, to his/her rank and/or role;
- Ensuring the effective performance, governance, discipline and professionalism of Garda and civilian members of An Garda Síochána and Civilian members attached in his/her area of responsibility.

Assistant Commissioner, Roads Policing & Major Event Management reports to Deputy Commissioner, Policing and Security

Personnel Qualities

Decision Making: Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Leadership

- **Leading strategic change:** Thinks in the long term, establishing a compelling vision based on the values of An Garda Síochána, and a clear direction for the service. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the Service.
- **Leading the workforce:** Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the Service

by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the Service, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

- **Managing Performance:** Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good practice looks like by highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibility appropriately and empowers personnel to make well balanced decisions.

Professionalism: Acts with integrity, in line with the values and ethical standards of An Garda Síochána. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the Service. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service delivery and commits to putting it right.

Public Service: Promotes a real belief in public service, focusing on what matters to the public and what will best serve their interests. Ensures that all Garda and Civilian members in An Garda Síochána understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall and continuous policing service to the public.

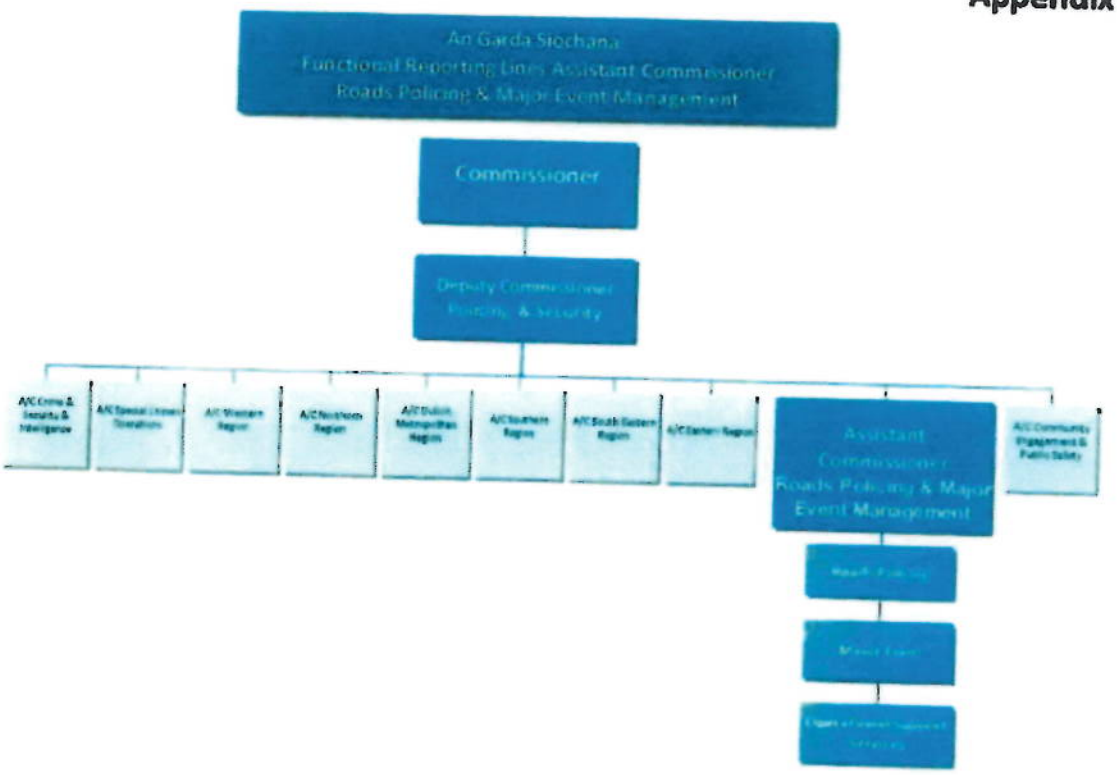
Working with others: Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the organisation and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of An Garda Síochána. Sells ideas convincingly, setting out benefits of a particular approach, and strives to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to executive team decisions and goals set by the Garda Commissioner.

Total estimated annual cost of filling of post including allowances payable, support costs

Appendix B

Post	Incumbent	Gross Salary	PRSI	Total Salary cost	Average expenses*	Total Cost
Roads Policing & Major Event Management		€ 134,675.96	10.75%	€ 149,153.63	€ 8,500.00	€ 157,653.63

Appendix C


An Garda Síochána
Functional Reporting Lines Assistant Commissioner
Roads Policing & Major Event Management
Commissioner
Assistant
Commissioner
Roads Policing & Major
Event Management

FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Síochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD

Details of Senior Post	
Title of post	**Community Engagement & Public Safety**
Rank	**Assistant Commissioner**
Location	**Garda Headquarters**

Job description — **see Appendix A**	List main responsibilities and skills required: Assistant Commissioner, Community Engagement and Public Safety has responsibility as follows: • Oversight and strategic management for community based policing, crime prevention, public safety and diversity integration. • Strategic development and ownership of comprehensive Garda policies and strategies for community engagement, stakeholder management, diversity integration and national public safety initiatives / campaigns. • Driving organisational resilience in the development of strategic partnerships and provision of operational supports on all programmes and targeted initiatives focused on reducing crime and the opportunity for crime. • Establishing and maintaining effective partnerships with the public and partner agencies in order to make policing more responsive in tackling local, regional and national concerns and increasing public confidence in the organisation. • Developing cohesive community engagement strategies and delivering strategic, multi agency approaches designed to address public safety issues. • Driving development and provision of operational supports for delivery of community policing initiatives (Neighbourhood Watch, Business Watch, etc); Joint Policing Committees and Garda CCTV schemes. • Delivering effective strategic policies and building Garda services which support victims of crime. • Driving the development and implementation of operational policies and plans which supports the provision of comprehensive policing services to diverse communities and minority groups. • Developing and implementing a Garda Diversity Strategy which supports Governmental policy on interculturalism. • Management of statutory programmes aimed at youth crime and diversion.

What is the business rationale for the new post?	• Delivering a policing and security service in compliance with the legislative functions as outlined under Section 7 of the Garda Síochána Act 2005. • The post holder will have responsibility for the oversight and strategic direction of Garda policy for Community Policing, Crime Prevention, Public Safety and Diversity Integration. • The post holder will have a thorough knowledge of all aspects of modern police management and the policing / security environment which will ensure the objective that An Garda Síochána is a police service that is professional and accountable to the people it serves, which will result in enhanced community relations and public safety.
How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	One of the key critical success factors for delivering and embedding the much needed and significant changes under An Garda Síochána's Modernisation and Renewal Programme is to ensure that the vacant Assistant Commissioner positions in the new organisational structure are filled to allow this programme to be fully effective. The 2017 Garda Síochána Annual Policing Plan has in consultation with the Policing Authority determined the priorities and performance targets for the Service. The result of this collaboration is a Policing Plan that clearly shows our key priorities for 2017, how we will deliver these priorities and measure their success. This Policing Plan has five key areas and this Post encapsulates the area of Community Engagement. This Community Engagement and Public Safety role is vital in its' contribution to the ongoing strategic development of An Garda Síochána by focusing on what matters to the public and providing them with a policing service that is more visible and more accessible. This will deliver the style and type of community policing which will be capable of satisfying the needs of the Irish community in the 21st Century.

Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "civilian by default" policy? **[indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	During the current transformational programme, a key objective of the HR high-level strategic overview regarding the ongoing staffing structure in An Garda Síochána's 'Civilian by Default' principle. This principle's guidelines ensure that each new role in the Service is individually assessed to consider whether the position can be filled by a Civilian member. Following assessment, this post has been determined as a mission critical portfolio, its roles and functions are of an operational nature which necessitates it to be undertaken by a member of An Garda Síochána with the necessary experience and expertise in all matters of policing and national security.
Impact of not filling the post?	This is a critical post under the transformation organisational design process, which is currently being covered by an Assistant Commissioner as an additional role to his/her own very significant portfolio. It is imperative that this critical vacancy is filled in the new management structure of An Garda Síochána to ensure we meet the significant challenges ahead during the process of effecting the vision of the reform and modernisation agenda. This vacancy can only be filled by a sworn officer who understands all aspects of the operational policing and security roles in An Garda Síochána. The role of an Assistant Commissioner, as the process owner for Community Engagement & Public Safety is a key strategic function within the Senior Executive team, not having this role is a serious risk to the organisation and to the public. At this juncture, it cannot be over emphasied and indeed has to be highlighted, that the impact of allowing this critical vacancy to remain unfilled in the Service poses a very significant risk to the strategic leadership, management, governance and accountability of An Garda Síochána.

Copy of organisation chart displaying functional reporting lines to be attached - See Appendix B

Signature : _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Assistant Commissioner Community Engagement and Public Safety

He/she is responsible and accountable for, but not limited to:-

- Assisting the Commissioner in the direction and control of the Garda Service and to exercise such functions as the Commissioner shall assign;
- Strategic development and ownership of comprehensive Garda policies and strategies for community engagement, stakeholder management and national public safety / security initiatives and campaigns;
- Driving organisational resilience in the development of strategic partnerships and provision of operational supports on all programmes and targeted initiatives focused on reducing crime and the opportunity for crime;
- Establishing and maintaining effective partnerships with the public and partner agencies in order to make policing more responsive in tackling local, regional and national concerns and increasing public confidence in the organisation;
- Developing cohesive community engagement strategies and delivering strategic, multi agency approaches designed to address public safety issues;
- Driving development and provision of operational supports for delivery of Community Policing Initiatives (Neighbourhood Watch, Business Watch, etc).Joint Policing Committees and Garda CCTV schemes;
- Delivering effective strategic policies and building Garda services which support victims of crime;
- Driving the development and implementation of operational policies and plans which supports the provision of comprehensive policing services to diverse communities and minority groups;
- Developing and implementing a Garda Diversity Strategy which supports Governmental policy on interculturalism;
- Command and operational management of statutory programmes aimed at youth crime and diversion;

- Ensuring effective budgetary control in respect of expenditure relating to their areas of responsibility, driving up efficiency and productivity and delivering value for money;
- Discharging the legal powers and duties conferred by statute, to his/her rank and/or role;
- Ensuring the effective performance, governance, discipline and professionalism of Garda and civilian members of An Garda Síochána and Civilian members attached in his/her area of responsibility.

Assistant Commissioner, Community Engagement and Public Safety reports to Deputy Commissioner, Policing and Security.

Personnel Qualities

Decision Making: Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gains a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

- **Leadership**

  Leading strategic change: Thinks in the long term, establishing a compelling vision based on the values of An Garda Síochána, and a clear direction for the Service. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the Service.

- **Leading the workforce:** Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the Service by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the Service, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.
- **Managing performance:** Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver. Sets ambitious but achievable timescales and deliverables, monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good practice looks like by highlighting good practice. Confronts underperformance and ensure it is addressed. Delegates responsibilities appropriately and empowers personnel to make decisions, holding them to account for delivery.

Professionalism: Acts with integrity, in line with the values and ethical standards of An Garda Síochána. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the Service. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service delivery and commits to putting it right.

Public Service: Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all Garda and Civilian members in An Garda Síochána understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging

with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall policing service to the public.

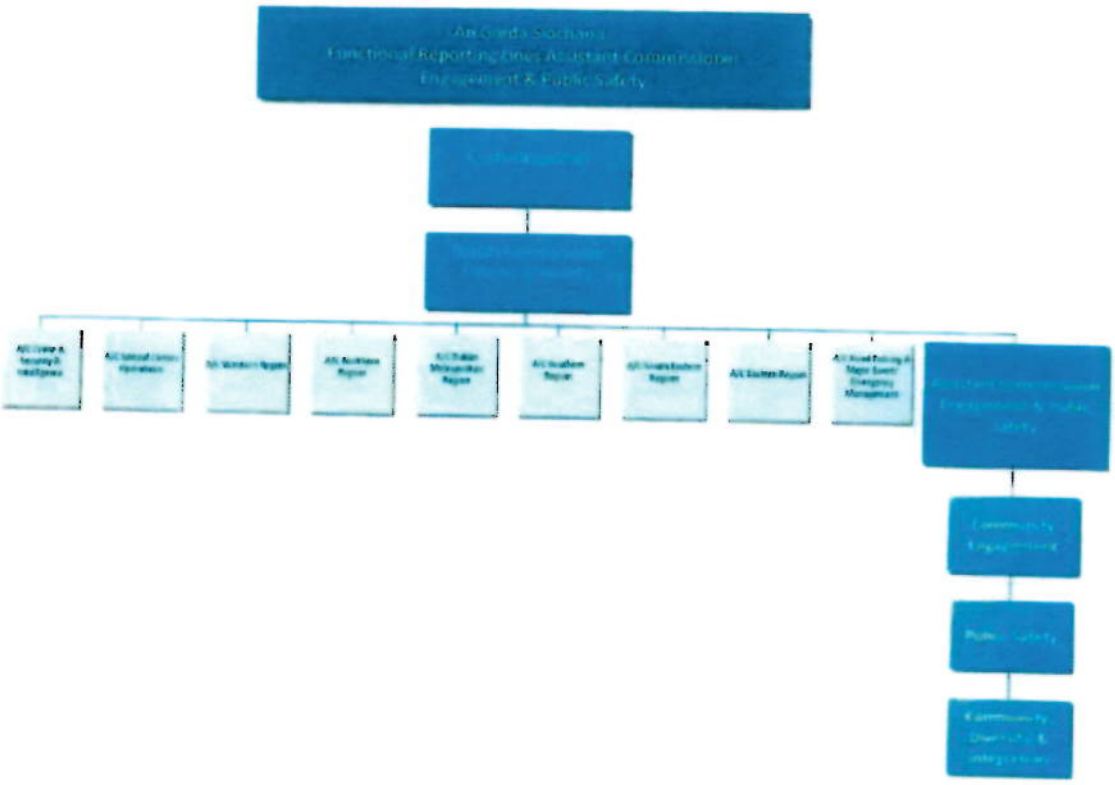
Working with others: Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the organisation and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of An Garda Síochána. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to executive team decisions and goals set by the Garda Commissioner.

Total estimated annual cost of filling of post including allowances payable, support costs.

Appendix B

Post	Incumbent	Gross Salary	PRSI	Total Salary cost	Average expenses*	Total Cost
Assistant Commissioner Community Engagement & Public Safety		€ 134,675.96	10.75%	€ 149,153.63	€ 8,500.00	€ 157,653.63

Appendix C



FORM DJE/PD 01 (December 2016)

Approval for increase in the employment control framework (ECF) applying to the ranks of Assistant Commissioner, Chief Superintendent and Superintendent

This form is to be completed in all cases where an increase in the ceiling under the ECF is sought for the ranks of Assistant Commissioner, Chief Superintendent and Superintendent. A form is to be completed for each individual post. Where a request comprises of a number of posts, an overall high-level case may be presented, supported by a completed form in relation to each post. Please type information sought.

Completed forms should be returned to Garda Síochána Section (HR), Department of Justice and Equality, 51 St Stephen's Green, Dublin 2, D02 HK52 signed by the Chief Administrative Officer/Executive Director of HR&PD.

Details of Senior Post	
Title of post	**Governance & Accountability**
Rank	**Assistant Commissioner**
Location	**Garda Headquarters**

Job description **see Appendix A**	List main responsibilities and skills required: Assistant Commissioner, Governance and Accountability has responsibility as follows: • Oversight, strategic management and policy formation for delivering professional standards of policing, internal investigations and discipline, internal auditing and inspections, and for developing and implementing policy to mitigate risk in operational policing environments • Policy owner and maintaining executive oversight of the Protected Disclosures Process to ensure the correct operation of the policy and that lessons learned are embedded in to organisation, policies processes and systems through training and education. Champion and support voluntary whistle blowing. • Strategic management, development and ownership of comprehensive policies for the delivery of a professional police service, internal discipline, police service audits and for mitigating identified risks. • Driving organisational compliance with all relevant statutory and regulatory requirements. • Developing and delivering good governance, quality assurance standards, auditing mechanism and effective risk management processes throughout the organisation. • Compliance, control and implementation of high standards in the delivery of policing services and the management and operation of the Garda Síochána (Discipline) Regulations. • Internal oversight and management of investigations and discipline to ensure accountability and the maintenance of good conduct while ensuring lessons learned. • Consulting and engaging with all key internal and external stakeholders, including the Garda Síochána Ombudsman Commission, Policing Authority, Garda Inspectorate, Audit Committee, in the development of strategies and plans.
Total estimated annual cost of filling of post including allowances payable, support costs, etc. (estimated costs to be set out separately)	**See Appendix B**

What is the business rationale for the new post?	• Delivering a policing and security service in compliance with the legislative functions as outlined under section 7 of the Garda Síochána Act 2005. • The role holder will oversee the internal disciplinary procedures and will ensure an appropriate and effective governance framework for the Internal Audit, Garda Professional Standards and Risk Management functions to ensure compliance with key regulatory and legal requirements, while at all times ensuring the confidence of the public. • The role holder will maintain executive oversight of the Protected Disclosures Process to ensure the correct operation of the policy and that lessons learned are embedded in to organisation. • Development of a governance framework which will ensure the organisation reflects best practice legally, ethically and professionally and will facilitate An Garda Síochána's primary purpose of delivering a high quality and effective Policing and National Security Service.
How does the request support the reform programme, policing priorities and policing plan, other Gov. policies?	One of the key critical success factors for delivering and embedding the much needed and significant changes under An Garda Síochána's Modernisation and Renewal Programme is to ensure that the vacant positions in the new organisational structure are filled to allow this programme to be fully effective. In addition a fundamental key to the renewal aspect of the Modernisation Programme is governance, accountability and enhancing oversight on discipline matters, complaints, audit and Professional Standards. The 2017 Garda Síochána Annual Policing Plan has in consultation with the Policing Authority determined the priorities and performance targets for the Service. The result of this collaboration is a Policing Plan that clearly shows our key priorities for 2017, how we will deliver these priorities and measure their success. This Policing Plan has five key areas and this Post encapsulates the area of Organisational Development and Capacity Improvement.

How does the request support the reform programme, policing priorities and policing plan, other Gov. policies? contd	This Governance and Accountability role is pivotal and will be vital in its' contribution to the strategic development of An Garda Síochána by analysing and managing complex policing issues and understanding the breadth of factors which impact on the Governance of the Service. This position will allow for the enhancement of governance, oversight and accountability of our policing and security roles by ensuring an effective governance framework is managed with defined roles, responsibilities, enhancement of reputation and provides assurances and confidence in the Organisation.
Has the post been considered for filling, directly or indirectly, by a qualified civilian in accordance with the "Civilian by Default" policy? **[Indirect filling would involve the redeployment to this post of an officer whose post could be filled by a civilian]**	During the current transformational programme, a key objective of the HR high-level strategic overview regarding the ongoing staffing structure in An Garda Síochána is the 'Civilian by Default' principle. This principle's guidelines ensure that each new role in the Service is individually assessed to consider whether the position can be filled by a Civilian member. Following assessment, this post has been determined as a mission critical portfolio, its roles and functions are of an operational nature which necessitates it to be undertaken by a member of An Garda Síochána with the necessary experience and expertise in all matters of policing and national security.

Impact of not filling the post?	This is a critical post under the transformation organisational design process, which is currently being covered by an Assistant Commissioner as an additional role to his/her own very significant portfolio. It is imperative that this critical vacancy is filled in the new management structure of An Garda Síochána to ensure we meet the significant challenges ahead during the process of effecting the vision of the reform and modernisation agenda. This vacancy can only be filled by a sworn officer who understands all aspects of the operational policing and security roles in An Garda Síochána. The role of an Assistant Commissioner, as the process owner for Governance and Accountability is a key strategic function within the Senior Executive team, not having this role is a serious risk to the organisation and to the public. At this juncture, it cannot be over emphasied and indeed has to be highlighted, that the impact of allowing this critical vacancy to remain unfilled in the Service poses a very significant risk to the strategic leadership, management, governance and accountability of An Garda Síochána.
Copy of organisation chart displaying functional reporting lines to be attached - See Appendix C	

Signature : _____

Chief Administrative Officer

Date: _____

Appendix A

Role Profile / Job Description – Assistant Commissioner Governance and Accountability

He/she is responsible and accountable for, but not limited to:-

- Assisting the Commissioner directing and controlling the Garda Service and exercising such functions as the Commissioner shall assign;
- Assistant Commissioner Governance and Accountability has responsibility for the oversight, strategic management and policy formation for delivering professional standards of policing, internal investigations, discipline, internal auditing / inspections, and developing policy for managing risk including implementing policy to mitigate risk in operational policing environments;
- Strategic management, development and ownership of comprehensive policies for the delivery of a professional police service, internal discipline, police service audits and for mitigating identified risks;
- Driving organisational compliance with all relevant statutory and regulatory requirements;
- Developing and delivering good governance, quality assurance standards, auditing mechanism and effective risk management processes throughout the organisation;
- Compliance control and implementation of high standards in the delivery of policing services and the management / operation of the Garda Síochána (Discipline) Regulations;
- Consulting with and engaging with all key internal and external stakeholders, including the Garda Síochána Ombudsman Commission, in the development of strategies and planning
- Ensuring effective budgetary control in respect of expenditure relating to their areas of responsibility, driving up efficiency and productivity and delivering value for money;
- Discharging the legal powers and duties conferred by statute, to his/her rank and/or role;
- Ensuring the effective performance, governance, discipline and professionalism of Garda and civilian members of An Garda Síochána and Civilian members attached in his/her area of responsibility.

Assistant Commissioner, Governance and Accountability reports to Deputy Commissioner, Governance and Strategy.

Personnel Qualities

Decision Making: Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Leadership

Leading strategic change: Thinks in the long term, establishing a compelling vision based on the values of An Garda Síochána, and a clear direction for the service. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the Service

- **Leading the workforce**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the Service by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the Service, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

- **Managing performance**

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable

timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good practice looks like by highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers personnel to make decisions, holding them to account for delivery.

Professionalism: Acts with integrity, in line with the values and ethical standards of An Garda Síochána. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the Service. Asks for and acts on feedback regarding own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service delivery and commits to putting it right.

Public Service: Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all Garda and Civilian members in An Garda Síochána understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall policing service to the public.

Working with others: Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the organisation and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage

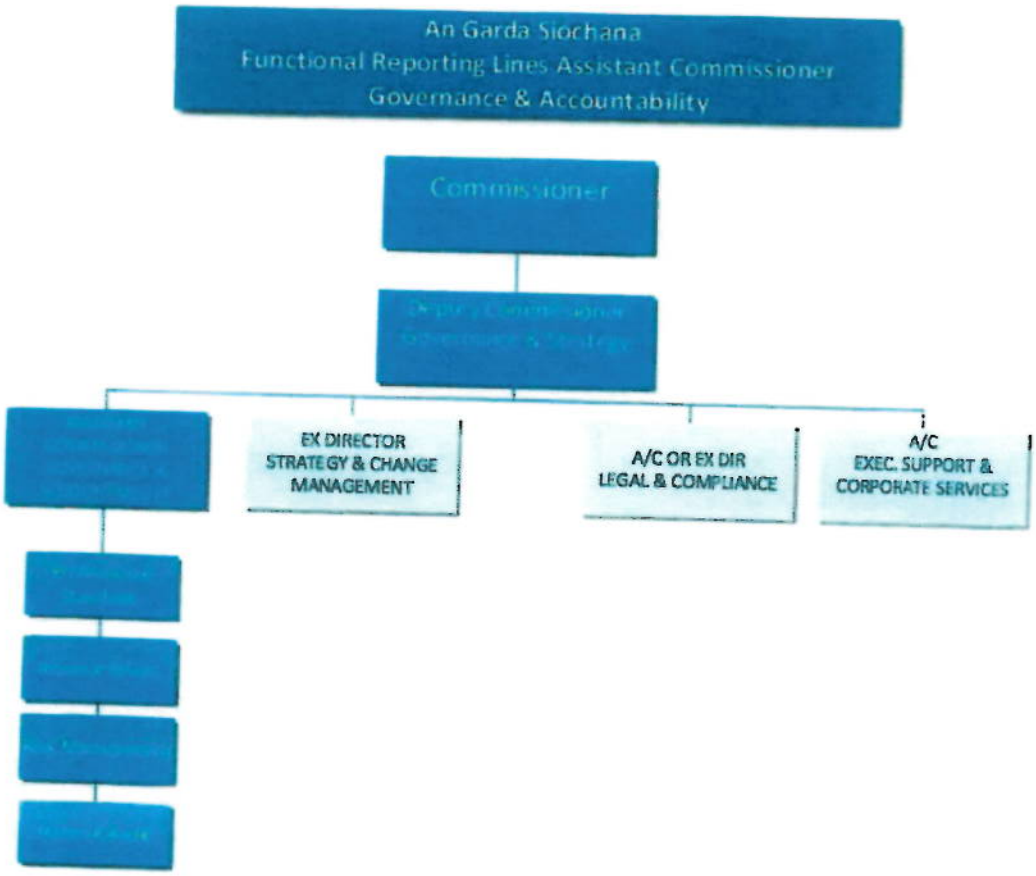
with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of An Garda Síochána. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to executive team decisions and goals set by the Garda Commissioner.

Total estimated annual cost of filling of post including allowances payable, support costs

Appendix B

Post	Incumbent	Gross Salary	PRSI	Total Salary cost	Average expenses*	Total Cost
Assistant Commissioner Governance and Accountability		€ 134,675.96	10.75%	€ 149,153.63	€ 8,500.00	€ 157,653.63

Appendix C


An Garda Siochana
Functional Reporting Lines Assistant Commissioner
Governance & Accountability
Commissioner
EX DIRECTOR
STRATEGY & CHANGE
MANAGEMENT
A/C OR EX DIR
LEGAL & COMPLIANCE
A/C
EXEC. SUPPORT &
CORPORATE SERVICES

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
Fax/Facs: (01) 666 2013

Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:

Bí linn/Join us

Office of the Commissioner
Garda Headquarters
Phoenix Park
Dublin 8
Ireland

Láithreán Gréasáin / Web site:
www.garda.ie

Ríomhphost / E-mail:
commissioner@garda.ie

CMR_35-462173/16

CONFIDENTIAL

Secretary General
Department of Justice
and Equality
51, St. Stephen's Green
Dublin 2
D02 HK52

Re: Approval for appointments to fill critical vacancies in An Garda Síochána

Dear Secretary General

I am writing to you to seek your assistance in obtaining approval to fill a number of critical vacancies at senior levels in An Garda Síochána. The posts detailed below include a number which are "new" i.e. relate to new areas of responsibility over and above those recognised in the Employee Control Framework (ECF) numbers, and are critically required for the safe and smooth running of An Garda Síochána.

I am conscious that we have previously written in relation to the filling of senior level positions. I am also guided in this area by the total rank ceilings of the ECF for An Garda Síochána which was put in place in June 2012, in accordance with the National Recovery Plan with the aim to reduce costs through reducing the overall headcount to 12,000.

In relation to Assistant Commissioners, this ECF reduced the number of posts to eight (8) from the previously agreed level of twelve (12). As a result, it has proved necessary for Assistant Commissioners to double up on assignments and be accountable for very large, complex and high risk areas of responsibility. As examples

- The Assistant Commissioner for the biggest region, the DMR, now carries the additional responsibility for Community Engagement and Public Safety.
- The Assistant Commissioner for the Southern Region also holds responsibility for the Western Region.
- The recently appointed Assistant Commissioner for Roads Policing and Major Event Management has also had to be assigned with the additional responsibility for the Northern Region.

I am very concerned as to the level of demands placed on these individuals, where a visible presence, nationally and locally across large geographic areas, 24x7x365 is expected. I am also minded that a series of compulsory retirements due to take place up to and including June 2017 will reduce the numbers of Assistant Commissioners further by three (3) to five (5). I am very concerned at the impact of these losses and the effect of requiring the remaining five (5) Assistant Commissioners to take on an even greater management load and the consequent serious risks that flow from this arrangement. I am very conscious of my obligations as an employer to manage the health and safety risks of all staff under my care. The absence of such a large proportion of senior officers poses very difficult challenges in that regard.

In relation to the role of Chief Superintendent, similar problems emerge and impacted further by the demands made of An Garda Síochána to deliver a range of new services and initiatives, all of which require the appointment of an officer at Chief Superintendent level.

[redacted]

3. Central Vetting Unit

In May 2016 the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 was commenced. In the first three months of the live operational use of the eVetting system, over one hundred thousand (101,515) eVetting applications have been processed. Under Section 22 the act there is provision for a Chief Bureau Officer who will be designated by the Commissioner.

4. Internal Affairs

   Public confidence in the professional management of the discipline regime within the organisation is essential.

5. Roads Policing

   Road safety remains a public policy priority for An Garda Síochána. The DMR Chief Superintendent with responsibility for roads policing in the capital is also expected to manage the delivery of services nationwide.

[redacted]

In respect of Superintendents, An Garda Síochána continues to carry vacancies across the country. The allocation of Superintendents to other roles and the restrictions of the ECF, has meant that it has not proved possible to place Superintendents in Tuam, Claremorris, Mallow, Gurranbraher, Ballymote as well as in a number of national units including Roads Policing & Major Event Management.

You will also be aware that the Garda Síochána Modernisation and Renewal Programme (MRP) 2016 – 2021 was published on the 9th June 2016 and which charts a journey for the organisation over the next five years, combined with a Government decision in July 2016, provides for an organisational workforce plan that will result in organisational strength of twenty one thousand (21,000) persons. The MRP's Governance and Organisational structure came into being on 1st September 2016. This set out the new portfolios pertaining to the key functions. The portfolios are now so large that I have major concerns for the capacity of the individuals involved to manage the continuing risks across all their areas of responsibility.

I respectfully submit that the MRP's resource demands must now supersede the ECF for successful implementation. The MRP demands that the organisation changes to reflect the expectations of citizens; counteract the emerging security and policing challenges; and reform to meet the demands of the next five years. The ECF was developed around an operational strength of twelve thousand (12,000). At the end of 2016 it is projected that the number of uniformed members will be closer to thirteen thousand (13,000) and will be fifteen thousand (15,000) by 2021. Recognising this position, I would ask therefore that consideration be given to the ECF being adjusted to reflect the new organisation strength requirements.

I understand that the Policing Authority is keen to take on responsibility for appointments to senior Garda Member positions at the earliest opportunity. The Policing Authority already has responsibility for appointments to senior Civilian

Member positions and is currently actively engaged with the organisation around the recruitment and appointments to a number of Civilian Member positions. In that regard I think it important for me to reiterate the commitment of An Garda Síochána to a 'civilian by default' appointment process. The critical vacancies identified above are to posts which could only be filled by Garda Members in senior ranks.

An Garda Síochána welcomes the transfer of responsibility for Garda Member appointments to the Policing Authority and that process is ongoing. However, allowing for the time for the Policing Authority to put in place the necessary administrative processes and the subsequent time to organise recruitment competitions, it could conceivably be the middle of 2017 before the senior vacancies identified above could be filled.

[redacted]. I am cognisant of the fact that the remaining panels for the Assistant Commissioner, and Chief Superintendent ranks are in place and could fill some of the critical vacancies. This would provide an opportunity to mitigate these significant and reputational risks which arise from carrying these vacancies and those projected into mid-2017. With that in mind, I would ask for approval to fill the critical vacancies at the earliest opportunity,

I would welcome the opportunity to discuss this further with you.

Yours sincerely,

DÓNALL Ó CUALÁIN
ACTING COMMISSIONER
AN GARDA SÍOCHÁNA

30 November 2016

An Garda Síochána

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CMR_35-412285/15

Ms. Josephine Feehily
Chairperson
The Policing Authority
4th Floor
90 King Street North
Dublin 7
D07 N7CV

Dear Josephine

Thank you for your correspondence of 29 June 2016.

Further to our discussions at the recent Policing Authority Meeting and your subsequent correspondence to Assistant Secretary O'Callaghan, copied to this office, I note your position and your acknowledgement that the number of positions in the senior ranks is a matter in law between An Garda Síochána, The Departments of Justice and Equality and Public Expenditure and Reform.

As outlined at the meeting the panels proposed are sufficient to fill critical vacancies, mitigate the risk and provide a safe transition to the new arrangements whereby future appointments will fall to the Authority. A position which An Garda Síochána welcomes. I have attached a table which sets out the current numbers, the numbers provided for in the Ranks Order and the minimum number of vacancies that will arise in 2017 as a result of compulsory retirements (this does not include non compulsory retirements). Based on compulsory retirements alone while taking into account the promotion of all personnel on the existing three panels there will still be a requirement to hold competitions in 2017 to replace 3 Assistant Commissioners, 6 Chief Superintendents and 10 Superintendents, plus the consequential vacancies this will create.

Given the current realities and demands it is simply not possible to continue to operate within the current Employment Control Framework. It is proposed to move to restore the established strength and Ranks Order contained in SI 390/09.

Regarding the structure of An Garda Síochána, it is noted that you are finalising your views and wish to raise some questions and concerns. As suggested at previous Authority Meetings, it may be beneficial to the Authority Members to have a detailed presentation on the Modernisation and Renewal Programme and context of the organisation structure proposed. It may be useful to have a joint meeting of the Authority Members, Garda Inspectorate and officials from the Department of Justice and Equality and the Department of Public Expenditure and Reform. This would have the benefit of creating a shared and objective understanding of the programme in its entirety and in particular the organisational structure.

In the interim we remain prepared to give a detailed presentation of the plan, its contents and implementation to the Authority Members at a time and place of your convenience.

As requested in your correspondence of 28 June 2016, I have also attached for your information the promotion data in relation to gender and length of service for the three competitions.

Your position in relation to the retention of the details of the promotion panels is noted.

DÓNALL ÓCUALÁIN
ACTING COMMISSIONER
AN GARDA SÍOCHÁNA

8 July 2016

Rank	Current Strength	Ranks Order	Compulsory Retirements 2017
Assistant Commissioners	8	12	3
Chief Superintendents	35	53	6
Superintendents	157	191	10

Assistant Commissioner competition 2015/2016

Applicants	21	100%	
Male applicants	17	81%	
Female applicants	4	19%	
Successful applicants	6		
Successful male	5	83%	
Successful female	1	17%	
Unsuccessful applicants	15		
Unsuccessful male	12	80%	
Unsuccessful female	3	20%	
Length of service	25-30	30-35	35-40
Length of service of applicants	13	1	7
Length of service of successful applicants	1	1	4
Length of service of unsuccessful applicants	12		3

Chief Superintendent competition 2015/2016

Applicants	77	100%		
Male applicants	67	87%		
Female applicants	10	13%		
Successful applicants	18			
Successful male	16	89%		
Successful female	2	11%		
Unsuccessful applicants	59			
Unsuccessful male	51	86%		
Unsuccessful female	8	14%		
Length of service	20-25	25-30	30-35	35-40
Length of service of applicants	7	12	36	22
Length of service of successful applicants			12	6
Length of service of unsuccessful applicants	7	12	24	16

Superintendent competition 2015/2016

Applicants	113	100%			
Male applicants	99	88%			
Female applicants	14	12%			
Successful applicants	26				
Successful male	23	88%			
Successful female	3	12%			
Unsuccessful applicants	87				
Unsuccessful male	76	87%			
Unsuccessful female	11	13%			
Length of service	15-20	20-25	25-30	30-35	35-40
Length of service of applicants	9	28	19	46	11
Length of service of successful applicants	1	6	6	12	1
Length of service of unsuccessful applicants	8	22	13	34	10

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CMR_35-412285/15

CONFIDENTIAL

Secretary General
Department of Justice
and Equality
51, St. Stephen's Green
Dublin 2
D02 HK52

RE: Appointments to Senior Positions in An Garda Síochána

Dear Secretary General

Further to correspondence of 11th March and 28th June 2016 in the above matter, I have previously outlined the profound risks which continue to exist in the governance structures, leadership capacity, operational delivery and accountability with the gaps in critical senior management positions in An Garda Síochána. I have highlighted these risks and the position to the Policing Authority, who have supported the filling of the positions up to the current Employee Control Framework.

In discussions with you and your officials and in correspondence, the position has been outlined in the context of the increasing demands and complexities of the operating environment, including the significant and unsustainable demands being placed on individual senior officers to manage multiple portfolios of responsibility in addition to the day job. There is now a clear and present requirement to strengthen the governance arrangements and mechanisms within the organisation in response to a total of 43 reports into An Garda Síochána including the eleven reports of the Garda Inspectorate. This cannot be done within the prevailing Employee Control Framework which was designed in response to stringent austerity measures and which envisaged a significantly reduced workforce.

The Garda Inspectorate in their previous reports, including the most recent Report Number 11, highlights the need to address these governance deficiencies. As you are aware all 43 reports and their recommendations are addressed in our Modernisation and Renewal Programme (MRP) which sets out a pathway of renewal for An Garda Síochána and is the most significant reform programme in the history of the organisation.

[redacted]

The support for the day to day operational policing and security functions being undertaken by An Garda Síochána on behalf of the State is appreciated. In addition the support and funding for the reform programme is both acknowledged and welcomed. The Programme for Government which commits to increasing the workforce to circa 21,000 members (Garda, Civilian and Reserve) is most encouraging and welcomed. What is now required is the leadership capacity to deliver.

You will appreciate given the increasing day to day demands placed on the organisation and individual Officers, coupled with the delivery of the most significant reform programme in the 94 year history of An Garda Síochána, that we cannot continue to operate effectively within the prevailing Employee Control Framework.

You will be aware that the Employee Control Framework was imposed in 2012 in response to stringent austerity measures and at a time when it was envisaged the organisation would reduce to 11,500.

Given the current realities and demands it is simply not possible to continue to operate within this framework. It is proposed to move to restore the established strength and Ranks Order contained in SI 390/09.

In the immediate context, and as outlined in my previous correspondence it is now essential to have the appointments of the existing panels of Assistant Commissioners, Chief Superintendents and Superintendents made immediately to mitigate the existing risks.

Even with the appointments of these panels there are and will continue to be a number of vacancies at each of the senior levels within An Garda Síochána which will fall to the Authority to fill. The appointments of existing panels now will ensure a smooth transition to the new arrangements.

Once again, I request that these matters are brought to the attention of Government so that the appointments can be made as a matter of urgency.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

7th July 2016

An Garda Síochána

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CMR_35-412285/15

CONFIDENTIAL

Secretary General
Department of Justice
and Equality
51, St. Stephen's Green
Dublin 2
D02 HK52

RE: Appointments to Senior Positions in An Garda Síochána

Dear Secretary General,

I refer to previous correspondence of 11 March 2016 highlighting the significant strategic, operational and reputational risks to An Garda Síochána and the State arising from the depleted leadership capacity of An Garda Síochána. At that time I requested that the six critical vacancies at Assistant Commissioner level be approved for immediate appointment and attached a panel of six successful candidates (Tab "A").

You will be aware on 24th May, four of the six appointments were made, without appointments to the consequential positions, I have been unable to allocate the four (4) Assistant Commissioners pending appointments of Chief Superintendents. Therefore I attach for your information the list of existing vacancies and critical leadership gaps at the relevant ranks, ie. Assistant Commissioner, Chief Superintendent and Superintendent levels (Tab "B"). This leaves an urgent and immediate requirement to appoint the remaining two candidates on the existing Assistant Commissioner panel as a matter of urgency.

In order to ensure the necessary level of leadership, governance and management of the organisation in an increasingly complex environment also attached for your urgent consideration are copies of the results of the recently held Chief Superintendents and Superintendents competition. The Chief Superintendents panel contains a total of eighteen (18) successful candidates and the Superintendents panel contains a total of twenty six (26) successful candidates.

I am now requesting that arrangements be made for the immediate appointment by Government of the;

- Remaining panel of two (2) Assistant Commissioners (Tab "C")
- Panel of eighteen (18) Chief Superintendents (Tab "D")
- Panel of twenty six (26) Superintendents (Tab "E")

I cannot over emphasise the criticality of these appointments to ensure the appropriate leadership capacity of the organisation and to ensure robust governance, management and accountability structures.

Since my last request you will be aware of the publication of the O'Higgins report, highlighting recurring deficiencies in the governance and accountability mechanisms in the organisation. An Garda Síochána is committed to addressing these issues and putting in place mechanisms and structures to mitigate the potential for these failures to reoccur. Central to this commitment is a leadership capacity commensurate with the requirement to meet the demands of the operational environment and to support the strengthened governance arrangements within which An Garda Síochána operates.

On 9 June 2016, An Garda Síochána launched our Modernisation and Renewal Programme 2016-2021. The programme and initiatives contained therein will address not only the issues raised in the O'Higgins report, but the recurring issues identified in a total of 43 reports into An Garda Síochána since 2005 (Including the 11 reports of the Garda Inspectorate). Central to the renewed culture of An Garda Síochána is an emphasis on "Leading and Governing a Changing Organisation", with a revised organisational structure (Tab "F") designed to provide central and cohesive governance, including supporting the Policing Authority; Garda Inspectorate and GSOC in performing their respective functions.

This Modernisation and Renewal Programme is the most significant reform programme undertaken by An Garda Síochána in its 94 year history. The programme will inform our strategic planning process through our Strategy Statements and Policing Plans which can be used as a framework on which The Policing Authority can oversee the performance of An Garda Síochána and delivery against the programme objective.

In addition to driving the implementation of the reform programme, you will appreciate we are operating in an unprecedented complex policing and security environment; nationally and internationally. I have highlighted in my correspondence of 11 March 2016, some of these complexities and the significant risks arising. In order to balance the continuity of providing policing and security services with the necessary agility, flexibility and demonstrable accountability to meet current and emerging threats and challenges and drive the implementation of the most significant police reform programme in the history of the State, the immediate appointments of the panels is now an extremely urgent priority and I request the matter is brought to the attention of Government.

The programme for Government commits to increasing the workforce to somewhere in the region of 21,000 members with 15,000 Garda, 2,000 Reserves and in excess of 4,000 Civilian members, this is a very welcome development. This will therefore necessitate a commensurate increase in senior leadership of

Garda and Civilian members, which will fall to the Authority to oversee and make necessary arrangements for appointments. You will be aware we are in the process of making business cases for Senior Civilian and additional Garda appointments

I have highlighted the significant intolerable and unsustainable risk to the Policing Authority at our meeting in February 2016 to whom I have copied my letter to you of 11 March 2016. I will also be forwarding a copy of this request to the Policing Authority. An Garda Síochána welcomes the establishment of the Policing Authority and is committed to supporting the Authority in the performance of its functions. Central to that commitment is ensuring that I, as Commissioner, am in a position to fully discharge my functions in the delivery of an effective policing service supported by an appropriate corporate structure. An Garda Síochána welcomes the transfer of the senior appointments process to the Policing Authority. However it is our understanding that the arrangements for the Authority to be in a position to commence the promotion competitions will not be in place until at very earliest year end.

Given the significant risks being carried, in my opinion it is not feasible to await the transfer of the arrangements to fill the current positions, which would likely be next year, at the earliest. The current situation cannot continue without posing serious and significant risks and can only be mitigated with the appointment of the current panels.

Therefore I request the existing panels are immediately recommended to Government for appointment to mitigate the serious risks to maintaining the delivery of policing and security functions in an accountable and effective manner.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

28th **June 2016**

An Garda Síochána

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CMR_35-412285/15

Ms. Josephine Feehily
Chairperson
The Policing Authority
4th Floor
90 King Street North
Dublin 7
D07 N7CV

RE: Appointments to Senior Positions in An Garda Síochána

Dear Chairperson,

Further to previous correspondence and discussions in the matter of appointments to senior positions in An Garda Síochána, please find attached a copy of correspondence forwarded to the Acting Secretary General, Department of Justice and Equality on today's date.

I am available to discuss the matter further, should you wish to do so.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

28th **June 2016**

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Confidential

Secretary General
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Proposal to fill existing vacancies for Assistant Commissioner.

Dear Secretary General,

A competition to fill vacancies arising at Assistant Commissioner Rank has been completed and the results of the board are attached. Assistant Commissioners form an essential part of the Executive team of An Garda Síochána and are critical to the delivery of an effective Policing and Security Service, providing strong leadership, governance and transformation.

Given the significant depletion in the Executive Team of An Garda Síochána, I am now seeking the immediate appointment of six (6) Assistant Commissioners to fill critical vacancies that have arisen and which will bring the overall number of Assistant Commissioner's to ten (10). This will mitigate the risk inherent in what is currently a depleted leadership capacity and will ensure the organisation has the appropriate leadership structure and capability to meet the complexities and demands of the policing and security environment, whilst at the same time delivering on the implementation of a modernisation and renewal programme to meet Government reform commitments. It will also ensure the leadership team of An Garda Síochána is adequate and proportionate to the discharge of the functions vested under the Garda Síochána Act 2005.

The appointment of six Assistant Commissioners will bring the overall number to ten as of the 2 April 2016. This is two less than the ranks order assigned under S1 390 of 2009, which set the ranks order for Assistant Commissioners at twelve (12), when An Garda Síochána was at a strength of 14,717.

In June 2012, in accordance with the National Recovery Plan and in an aim to reduce costs through reducing headcount to 12,000, an ECF was proposed to reduce Assistant Commissioner's to eight (8), commensurate with the reduction in overall headcount. This ECF coincided with a significant reduction in the numbers in all ranks to its lowest level, which currently stands at 12,770 sworn members, 2,002 Civilian Staff and 925 Reserve Gardaí, a total of 15,697 employees. The reduction in all ranks placed significant demands on the operational and organisational capability of the Organisation.

As you are aware and in order to address this issue, recruitment recommenced in 2013 with a commitment to ongoing continuous recruitment and a stated intention to increase the numbers in An Garda Síochána. This is a very welcome development and will significantly contribute to restoring the capacity of An Garda Síochána. However, the Executive Leadership capacity of the organisation has continued to reduce, due to retirements and promotions and as of the 2nd April 2016 will have reduced to a total of four (4) Assistant Commissioners (two of whom are to retire by June 2017). [redacted]

[redacted]

You will be aware that in response to the Government commitment to reform An Garda Síochána, a modernisation and renewal programme has commenced (Policing and Security with TRUST). This is a comprehensive programme addressing the recommendations contained in 41 various reports into An Garda Síochána and the 700 plus recommendations contained therein, including the eleven reports of the Garda Inspectorate, findings of Tribunals of Inquiry and recurring strategic risk issues. The detailed roadmap sets out a journey to transform and renew An Garda Síochána over the next five years.

Successful implementation of the programme is predicated on a capable and effective leadership structure being in place at Executive Level. The programme will be delivered whilst simultaneously managing the delivery of an effective policing and security service.

[redacted] The existence of the significant leadership gaps at Executive Level and the associated risk was highlighted to the Policing Authority at a meeting held on the 24 February 2016.

[redacted] the following critical vacancies need to be filled

immediately to ensure a properly functioning and accountable Policing and Security Service.

- Assistant Commissioner Dublin Metropolitan Region – Vacant
- Assistant Commissioner Southern Region – Vacant
- Assistant Commissioner Western Region – Vacant
- Assistant Commissioner Roads Policing – Vacant (Traffic)
- Assistant Commissioner Governance and Accountability – Vacant (ODSP)
- Assistant Commissioner Northern Region –Vacant (2nd April)

In addition to the four Regional portfolios there is a critical vacancy for an Assistant Commissioner for Roads Policing. The Assistant Commissioner is required to bring a strategic focus to initiatives to reduce serious road injuries and road fatalities. In [redacted]

The Assistant Commissioner for Road Policing will also have responsibility for major event management. The Assistant Commissioner will have responsibility for strategic relationships with the Road Safety Authority, Department of Transport etc. in introducing initiatives aimed at reducing road deaths and serious injury collisions and meeting our national and international targets.

The post of Assistant Commissioner Governance and Accountability is essential to ensure delivery of consistent, professional and accountable policing service and to ensure proactive and constructive engagement with stakeholders such as, the Garda Inspectorate, the Garda Síochána Ombudsman Commission and the Policing Authority.

Given the revised legislative arrangements and organisational structure, the absence of an Assistant Commissioner and a member of the executive team with specific responsibility for governance and risk management is not sustainable. The Assistant Commissioner is also required to focus on and take responsibility for functions such as Internal Audit, Professional Standards, Internal Affairs/Discipline, Risk Management and Governance. These are issues that have been highlighted in successive reports.

The filling of these posts would bring the total number of Assistant Commissioner's to ten (10). Together with the ranks of Deputy Commissioner (2), the Chief Administrative Officer (1) (competition currently underway), Executive Directors (3) and the Chief Medical Officer (CMO) (1), this would bring the total number of the Executive to (17).

This accounts for 0.07% of the organisation and is extremely narrow in comparison to other public sector departments and agencies, who operate in a more static and controlled environment, where the average executive apex is 4%.

The complexities of the operating environment coupled with the need to meet the requirements of revised legislation and oversight and accountability mechanisms, has led to a considered approach to restructuring the governance of the organisation at Corporate Executive level. It is the carefully considered view of the Senior Management Team that this is the appropriate structure required at this time to ensure the effective delivery of a national Policing and Security Service in a strong framework

of Governance and accountability. It will also enable me as Accounting Officer to fully discharge my functions as set out in the Garda Síochána Act, 2005.

As you are aware, there will need to be discussions to seek relief on the civilian ECF to accommodate two new civilian posts. Job descriptions and role profiles have also been created for two Assistant Commissioner posts, which would bring the strength of the Assistant Commissioner level to twelve (12) in line with the 2009 Ranks Order.

You will note the revised structure provides for an increased Executive, bringing the number to a total of twenty one (21); seven (7) civilian staff and fourteen (14) sworn members, creating a ratio of 2:1. This creates a strong and cohesive Executive Leadership structure which will enable strong governance and accountability and provide mechanisms to ensure consistency and oversight of operational delivery.

Being mindful of the role of the Policing Authority in appointments at Senior Level, it is not intended to pursue these positions at this time. The filling of these positions will become a matter for the Policing Authority when the relevant legislation has been enacted.

The current situation where the four remaining Assistant Commissioners are managing multiple operational and corporate portfolios is no longer sustainable and poses an intolerable strategic, reputational and operational risk to the continued delivery of an effective Policing and Security Service. This depletion of the Executive Leadership of the organisation has reached such a crisis point that the current situation not only exposes An Garda Síochána to corporate risk but creates significant risk for the Government and Ireland's national and international reputation. I intend to forward a copy of this letter to the Chair of the Policing Authority and discuss this matter further with her.

Therefore I request the results of the Interview Board are forwarded and recommended to Government so that the six critical vacancies at Assistant Commissioner level can be approved for immediate appointment.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

11 March 2016

Table 1 - Assistant Commissioner Vacancies

	Current Vacancies	Date	Reason
1	DMR	2015	Vacant*
2	Western Region	2015	Vacant*
3	Northern Region	2016	Vacant*
4	Southern Region	2015	Vacant*
5	Governance & Accountability	New	Critical post in the Organisation new Governance structure
6	Executive Support and Corporate Services.	Previously formed part of ODSP	Critical post in the new Organisation structure/ Inspectorate Reports
7	Roads Policing & Major Event Management	Formerly Traffic	Vacant
8	Community Engagement & Public Safety	Formerly ODSP	Vacant - Critical operations post in new Organisation structure

*4 Appointments to Assistant Commissioner made on 24th May, no allocations made - pending the consequential Chief Superintendent Promotions.

Table 2– Chief Superintendent Vacancies

	Chief Superintendent Current Vacancies	Date	Reason
1	DMR East	2016	Vacant – Due to Retirement
2	Cavan/Monaghan	2015	Vacant – Due to Retirement
3	Meath	2015	Vacant – Due to Transfer
4	Kerry	2016	Vacant – Due to Retirement
[redacted]			
6	Roads Policing & Major Event Management	2016	Vacant – Due to Transfer
7	Garda College	2016	Vacant – Due to Promotion
8	Wicklow	2016	Vacant – Due to Retirement
9	Internal Affairs	2015	Vacant – Due to Transfer
10	Technical Bureau	2009	Vacant – Due to Retirement
11	Drugs & Organised Crime Bureau	2016	Vacant – Due to Promotion
12	National Bureau of Criminal Investigation	2016	Vacant – Due to Promotion
13	Commissioner's Office	2014	Vacant – Due to Transfer
[redacted]			
15	Central Vetting Unit (See temporarily	*See note at end of document	Vacant – Critical operations post due to new legislation and

	suppressed posts)		Organisation structure
	Chief Superintendent Future Vacancies	Date	Reason
1	Cork West	29/09/2016	[redacted]
2	Cork City		
3	Liaison & Protection		

	Chief Superintendent Vacant Positions	Date	Posts Temporarily Suppressed
1	Operational Support Unit	2009	Suppressed following retirement
2	DMR Office	2009 *see note at end of document	Suppressed following transfer
3	Garda Reserve	2009	Suppressed following transfer
4	Information Technology		Propose to utilise Chiefs position to fill Central Vetting Unit
5	Telecommunications		Propose to utilise Chiefs position to fill [redacted] and Statutory Liaison position

Table 4 - Superintendent Vacancies

	Superintendent Current Vacancies	Date	Reason
1	Cahir	2014	Vacant – Due to Retirement
2	Ballymoate	2014	Vacant – Due to Transfer
3	Ballinasloe	2015	Vacant – Due to Transfer
4	Tuam	2015	Vacant – Due to Transfer
5	Bruff	2015	Vacant – Due to Transfer
6	Community Relations	2015	Vacant – Due to Promotion
7	CAO	2015	Vacant – Due to Transfer
8	Trim	2015	Vacant – Due to Retirement
9	Clifden	2015	Vacant – Due to Transfer
10	Thomastown	2015	Vacant – Due to Transfer
11	Roads Policing and Major Event Management	2015	Vacant – Due to Retirement
12	Mallow	2015	Vacant – Due to Retirement
13	Risk Management (formerely ODU)	2007	[redacted]
14	Ardee	2016	Vacant – Due to Transfer
15	Baltinglass	2016	Vacant – Due to Transfer

16	D.O.C.B.	2016
17	Policy and Governance	
	Superintendent Consequential Vacancies	Date
1	Dun Laoghaire	03/10/2016
2	Blackrock	11/10/2016
4	Technical Bureau	
6	Blanchardstown	
7	NBCI	
9	Crumlin	
10	Blanchardstown	
11	HR&PD	
12	D.M.R. –Crime Tasking and Coordination Unit	
13	Internal Affairs	
14	Gurranabraher	
15	Store Street	
16	Galway	
17	Anglesea Street	
18	Athlone	
19	G.C.V.U.	
20	Garda College	

***NOTE:**

The tables above set out the existing vacancies, the impending vacancies and the posts that were previously suppressed in order to meet the temporary reduction in the ranks order. Given the unprecedented policing and security environment we find ourselves in and the subsequent demands placed on the organisation; this coupled with the additional obligations placed on the organisation servicing the administrative demands of the oversight bodies, the Commissioner has advised that the organisation is working towards restoring the 2009 ECF of 53 Chief Superintendents and will be seeking to have the additional posts filled in course.

[redacted]

As a result of the Vetting Act An Garda Síochána is required to set up a Vetting Bureau. This necessitates a Chief Superintendent being assigned to the Bureau who will be the arbiter of all decisions, this also includes decisions relating to FOI and Data Protection matters. The Chief Superintendent will also act as the Garda liaison with the Data Protection Commissioner.

[redacted]

These three Chief Superintendent positions are critical operations posts in the new organisation structure of An Garda Síochána and need to be filled without delay.

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
Fax/Facs: (01) 666 2013

Luaigh an uimhir tharaghta seo a leanas le do thoil.

Please quote the following ref. number:

Office of the Commissioner
Garda Headquarters
Phoenix Park
Dublin 8
Ireland

Láithreán Gréasáin / Web site:
www.garda.ie

Ríomhphost / E-mail:
commissioner@garda.ie

Bí linn/Join us

CMR_35-412285/15

Confidential

Ms Frances Fitzgerald TD
Minster for Justice and Equality
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Selection of candidates for appointment to the rank of Assistant Commissioner in An Garda Síochána

Dear Minister,

Please be advised an Interview Board sat at Garda Headquarters from the 3 – 11 March 2016 where a total of 21 candidates were interviewed for Assistant Commissioner positions in An Garda Síochána.

Herewith are the results of the Board.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

11 March 2016

An Garda Síochána

Stiúrthóir Feidhmiúcháin,
Acmhainní Daonna agus Forbairt Daoine,
Ceannceathrú Gharda Síochána,
Páirc an Fhiomnuisce,
Baile Átha Cliath 8
D08 HN3X
Teileafón/Tel: 01-666 1833/1693
01-666 1641/1623

Executive Director,
Human Resources and People Development,
Garda Headquarters,
Phoenix Park,
Dublin 8
D08 HN3X
Láithreán Gréasain/Web Site: www.garda.ie
Ríomh-phoist:/Email:
HRM_competitionsoffice@garda.ie

Bí linn/Join us

B19/157/15
BB_comp19-471806/15

CONFIDENTIAL

Re: Garda Síochána (Promotion) Regulations, 2006:
Selection of Chief Superintendents for Appointment to the rank of Assistant Commissioner

In accordance with the Commissioner's instructions of 23rd December 2015, interviews for the post were held at the Office of the Garda Commissioner, from 3rd March 2016 to the 11th March 2016.

The Board was unanimous in selecting the following member(s) as being the most suitable for the post(s).

Name	Reg. No.	Division
[redacted]		

Signed: _____ **Chairperson**
Dr. Dorothy Scally

Signed: _____ **Member**
Mr. Tom Moran

Signed: _____ **Member**
Commissioner Nóirín O'Sullivan

Dated this 11th **day of** March **2016**

D

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2020 / 2022
Fax/Facs: (01) 666 2021

Office of the Commissioner
Garda Headquarters
Phoenix Park
Dublin 8
Ireland

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www.garda.ie

Ríomhphost / E-mail:
commissioner@garda.ie

Luaigh an uimhir thoraghn seo a leanas le do thoil:
Please quote the following ref. number:

Bí linn/Join us

CMR_35-412285/15

Confidential

Ms Frances Fitzgerald Tánaiste
Minster for Justice and Equality
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Selection of candidates for appointment to the rank of Chief Superintendent in An Garda Síochána

Dear Tánaiste

Please be advised an interview Board sat at Garda Headquarters from the 30 March – 9 May 2016 where a total of 78 candidates were interviewed for Chief Superintendent positions in An Garda Síochána.

The Board selected 18 Superintendents as being suitable for appointment to the rank of Chief Superintendent. Attached are the results of the Board.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

24th **May 2016**

Commissioner

An Garda Síochána Promotion Regulations, 2006
Selection of Superintendents for Appointment to the rank of Chief Superintendent, 2015

Re: Interviews to fill vacancies for Chief Superintendent Rank in An Garda Síochána

---

The Interview Board sat between the 30th of March, 2016 and the 9th of May, 2016 and interviewed all candidates. The Board selected the under-named Superintendents as being suitable for promotion to fill vacancies which will arise in Chief Superintendent rank. This panel will be exhausted when Section 12 of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015 in so far as it relates to the appointment of persons to the rank of Chief Superintendent is commenced, or 31st December 2016, whichever is earlier. They are placed in order of merit:

	Name	Reg. No.	Station
[redacted]			

Interview Board: Valerie Little **Chairperson**
Ms Valerie Little

Board Member
Mr Eddie Sullivan

Board Member
Deputy Commissioner Dónall Ó Cualáin

Date: 13th May 2016

E

Oifig an Choimisinéara
An Garda Síochána
Páirc an Phionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
Fax/Facs: (01) 666 2013

Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:

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An Garda Síochána

Office of the Commissioner
Garda Headquarters
Phoenix Park
Dublin 8
Ireland

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www.garda.ie

Ríomhphost / E-mail:
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CMR_35-63976/12

Confidential

Ms Frances Fitzgerald Tánaiste
Minster for Justice and Equality
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Selection of candidates for appointment to the rank of Superintendent in An Garda Síochána

Dear Tánaiste

Please be advised an Interview Board sat at Garda Headquarters from the 10 March – 9 June 2016 where a total of 113 candidates were interviewed for Superintendent positions in An Garda Síochána.

The Board selected 26 Inspectors as being suitable for appointment to the rank of Superintendent. Attached are the results of the Board.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

24th June 2016

Commissioner,

An Garda Síochána Rank Order Regulations, 2006
Selection of Inspectors for Appointment to the rank of Superintendent, 2015

Re: Interviews to fill vacancies for Superintendent Rank in An Garda Síochána

---

The Interview Board sat between the 10th March, 2016 and the 9th June, 2016 and interviewed all candidates. The Board selected the under-named Inspectors as being suitable for promotion to fill vacancies which will arise in Superintendent rank. This panel will be exhausted when Section 12 of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Act 2015 in so far as it relates to the appointment of persons to the rank of Superintendent is commenced, or 31st December 2016, whichever is earlier. They are placed in order of merit:

	Name	Reg. No.	Station
[redacted]			

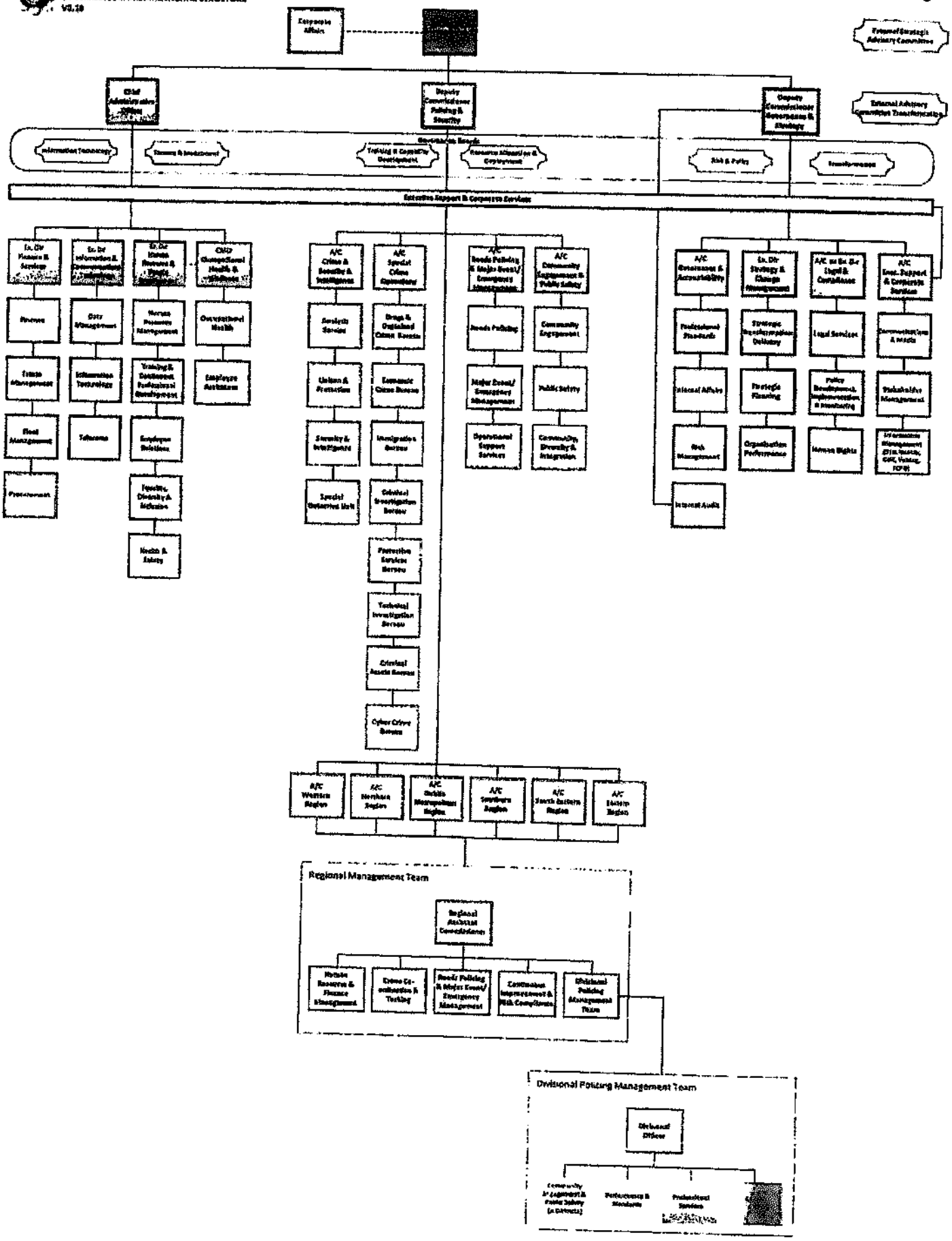
Interview Board: [signature] Chairperson
Ms Maureen Caulfield

[signature] Deputy Commissioner
John Twomey

[signature] Lay Member
Ms Noeline Kinsella

Date: 10/6

AN GARDA SÍOCHÁNA
GOVERNANCE & ORGANISATIONAL STRUCTURE
V3.10



An Garda Síochána

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Please quote the following ref. number:

Bí linn/Join us

CMR_35-412285/15
SCM_71-367274/15
Your ref. PA/2016/63

Ms. Josephine Feehily
Chairperson
The Policing Authority
4th Floor
90 King Street North
Dublin 7
D07 N7CV

Dear Chairperson

I refer to your correspondence of 29th April 2016 regarding the filling of vacancies at Assistant Commissioner level in the Garda Síochána in which you request the total cost of each Assistant Commissioner position, including *total remuneration, average expenses, the typical size and cost of personal staff.* These figures may be calculated as follows;

PRSI	Assistant Commissioner salary	Average expenses	Average personal staff	Total
Class A PRSI	€134,675.96	€8,500	€218,460	€361,635.96
Class B PRSI	€130,288.48	€8,500	€218,460	€357,248.48

While vacancies for six Assistant Commissioners exist, personal / support staff are already in place and any increase will relate only to the salary of the Assistant Commissioner and his/her associated expenses.

The appointment of an Assistant Commissioner will most likely result from the promotion of a Chief Superintendent with no less than 7 years service, on the maximum of the pay scale which is €94,998.00. The resulting increase in salary is €35,290. For six Assistant Commissioners, this will cost an additional €211,740 per annum.

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA
25th **May 2016**

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
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Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number:

Bí linn/Join us

CMR_35-412285/15

Ms. Josephine Feehily
Chairperson
The Policing Authority
4th Floor
90 King Street North
Dublin 7
D07 N7CV

Re: Proposal to fill existing vacancies for Assistant Commissioner

Dear Chair,

As you are aware, a competition to fill vacancies arising at Assistant Commissioner Rank has now been completed. Assistant Commissioner's form an essential part of the Executive team of An Garda Síochána and are critical to an effective Policing and Security Service, providing strong leadership, governance and transformation.

As outlined at the Policing Authority meeting of the 24 February 2016, a number of critical leadership gaps currently exist at Assistant Commissioner Level. Given the current volatile and increasingly complex policing and security environment coupled with the modernisation and renewal programme underway there is now a critical and urgent need to address the gaps in the leadership capacity and capability. In order to fully and effectively discharge the range of Policing and Security functions vested in An Garda Síochána at local, national and international level and meet the statutory obligations and oversight requirements placed on the organisation and the individual accountabilities pertaining thereto, there is an immediate and critical need to address the current leadership deficiencies and gaps at Executive Level.

The current situation as of this week where four remaining Assistant Commissioners are managing multiple operational and corporate portfolios is no longer sustainable and poses an intolerable strategic, reputational and operational risk to the continued delivery of an effective Policing and Security Service. This depletion of the Executive Leadership of the organisation has

reached such a crisis point that the current situation not only exposes An Garda Síochána to corporate risk but creates significant risk for the Government and Ireland's national and international reputation. On this basis I have written to the Secretary General and attach a copy of that correspondence for the information of the Authority.

In light of the foregoing I am seeking your support and that of the Policing Authority to ensure the six critical vacancies at Assistant Commissioner Level are filled without any further delay.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

30th **March 2016**

Cc: Secretary General,
Department of Justice & Equality

An Garda Síochána

Oifig an Choimisinéara
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CMR_35-412285/15

Confidential

Secretary General
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Proposal to fill existing vacancies for Assistant Commissioner.

Dear Secretary General;

A competition to fill vacancies arising at Assistant Commissioner Rank has been completed and the results of the board are attached. Assistant Commissioners form an essential part of the Executive team of An Garda Síochána and are critical to the delivery of an effective Policing and Security Service, providing strong leadership, governance and transformation.

Given the significant depletion in the Executive Team of An Garda Síochána, I am now seeking the immediate appointment of six (6) Assistant Commissioners to fill critical vacancies that have arisen and which will bring the overall number of Assistant Commissioner's to ten (10). This will mitigate the risk inherent in what is currently a depleted leadership capacity and will ensure the organisation has the appropriate leadership structure and capability to meet the complexities and demands of the policing and security environment, whilst at the same time delivering on the implementation of a modernisation and renewal programme to meet Government reform commitments. It will also ensure the leadership team of An Garda Síochána is adequate and proportionate to the discharge of the functions vested under the Garda Síochána Act 2005.

The appointment of six Assistant Commissioners will bring the overall number to ten as of the 2 April 2016. This is two less than the ranks order assigned under S1 390 of 2009, which set the ranks order for Assistant Commissioners at twelve (12), when An Garda Síochána was at a strength of 14,717.

In June 2012, in accordance with the National Recovery Plan and in an aim to reduce costs through reducing headcount to 12,000, an ECF was proposed to reduce Assistant Commissioner's to eight (8), commensurate with the reduction in overall headcount. This ECF coincided with a significant reduction in the numbers in all ranks to its lowest level, which currently stands at 12,770 sworn members, 2,002 Civilian Staff and 925 Reserve Gardaí, a total of 15,697 employees. The reduction in all ranks placed significant demands on the operational and organisational capability of the Organisation.

As you are aware and in order to address this issue, recruitment recommenced in 2013 with a commitment to ongoing continuous recruitment and a stated intention to increase the numbers in An Garda Síochána. This is a very welcome development and will significantly contribute to restoring the capacity of An Garda Síochána. However, the Executive Leadership capacity of the organisation has continued to reduce, due to retirements and promotions and as of the 2nd April 2016 will have reduced to a total of four (4) Assistant Commissioners (two of whom are to retire by June 2017) [redacted]

[redacted]

You will be aware that in response to the Government commitment to reform An Garda Síochána, a modernisation and renewal programme has commenced (Policing and Security with TRUST). This is a comprehensive programme addressing the recommendations contained in 41 various reports into An Garda Síochána and the 700 plus recommendations contained therein, including the eleven reports of the Garda Inspectorate, findings of Tribunals of Inquiry and recurring strategic risk issues. The detailed roadmap sets out a journey to transform and renew An Garda Síochána over the next five years.

Successful implementation of the programme is predicated on a capable and effective leadership structure being in place at Executive Level. The programme will be delivered whilst simultaneously managing the delivery of an effective policing and security service.

In order to continue to fully and effectively discharge the range of policing and security functions vested in An Garda Síochána at local, national and international level and meet the statutory obligations and oversight requirements placed on the organisation and the individual accountabilities pertaining thereto, there is an immediate and critical need to address the current leadership deficiencies and gaps at Executive Level. The existence of the significant leadership gaps at Executive Level and the associated risk was highlighted to the Policing Authority at a meeting held on the 24 February 2016.

Given the current escalation within organised crime activity and ongoing threats to state security, coupled with the need to maintain stability in day to day delivery of policing and security requirements, the following critical vacancies need to be filled

immediately to ensure a properly functioning and accountable Policing and Security Service.

- Assistant Commissioner Dublin Metropolitan Region – Vacant
- Assistant Commissioner Southern Region – Vacant
- Assistant Commissioner Western Region – Vacant
- Assistant Commissioner Roads Policing – Vacant (Traffic)
- Assistant Commissioner Governance and Accountability – Vacant (ODSP)
- Assistant Commissioner Northern Region –Vacant (2nd April)

In addition to the four Regional portfolios there is a critical vacancy for an Assistant Commissioner for Roads Policing. The Assistant Commissioner is required to bring a strategic focus to initiatives to reduce serious road injuries and road fatalities. In [redacted]

The Assistant Commissioner for Road Policing will also have responsibility for major event management. The Assistant Commissioner will have responsibility for strategic relationships with the Road Safety Authority, Department of Transport etc. in introducing initiatives aimed at reducing road deaths and serious injury collisions and meeting our national and international targets.

The post of Assistant Commissioner Governance and Accountability is essential to ensure delivery of consistent, professional and accountable policing service and to ensure proactive and constructive engagement with stakeholders such as, the Garda Inspectorate, the Garda Síochána Ombudsman Commission and the Policing Authority.

Given the revised legislative arrangements and organisational structure, the absence of an Assistant Commissioner and a member of the executive team with specific responsibility for governance and risk management is not sustainable. The Assistant Commissioner is also required to focus on and take responsibility for functions such as Internal Audit, Professional Standards, Internal Affairs/Discipline, Risk Management and Governance. These are issues that have been highlighted in successive reports.

The filling of these posts would bring the total number of Assistant Commissioner's to ten (10). Together with the ranks of Deputy Commissioner (2), the Chief Administrative Officer (1) (competition currently underway), Executive Directors (3) and the Chief Medical Officer (CMO) (1), this would bring the total number of the Executive to (17).

This accounts for 0.07% of the organisation and is extremely narrow in comparison to other public sector departments and agencies, who operate in a more static and controlled environment, where the average executive apex is 4%.

The complexities of the operating environment coupled with the need to meet the requirements of revised legislation and oversight and accountability mechanisms, has led to a considered approach to restructuring the governance of the organisation at Corporate Executive level. It is the carefully considered view of the Senior Management Team that this is the appropriate structure required at this time to ensure the effective delivery of a national Policing and Security Service in a strong framework

of Governance and accountability. It will also enable me as Accounting Officer to fully discharge my functions as set out in the Garda Síochána Act, 2005.

As you are aware, there will need to be discussions to seek relief on the civilian ECF to accommodate two new civilian posts. Job descriptions and role profiles have also been created for two Assistant Commissioner posts, which would bring the strength of the Assistant Commissioner level to twelve (12) in line with the 2009 Ranks Order.

You will note the revised structure provides for an increased Executive, bringing the number to a total of twenty one (21); seven (7) civilian staff and fourteen (14) sworn members, creating a ratio of 2:1. This creates a strong and cohesive Executive Leadership structure which will enable strong governance and accountability and provide mechanisms to ensure consistency and oversight of operational delivery.

Being mindful of the role of the Policing Authority in appointments at Senior Level, it is not intended to pursue these positions at this time. The filling of these positions will become a matter for the Policing Authority when the relevant legislation has been enacted.

The current situation where the four remaining Assistant Commissioners are managing multiple operational and corporate portfolios is no longer sustainable and poses an intolerable strategic, reputational and operational risk to the continued delivery of an effective Policing and Security Service. This depletion of the Executive Leadership of the organisation has reached such a crisis point that the current situation not only exposes An Garda Síochána to corporate risk but creates significant risk for the Government and Ireland's national and international reputation. I intend to forward a copy of this letter to the Chair of the Policing Authority and discuss this matter further with her.

Therefore I request the results of the Interview Board are forwarded and recommended to Government so that the six critical vacancies at Assistant Commissioner level can be approved for immediate appointment.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

11 March 2016

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Á : Átha Cliath 8
Éire

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Confidential

Ms Frances Fitzgerald TD
Minster for Justice and Equality
Department of Justice and Equality
51 St. Stephen's Green
Dublin 2
D02 HK52

Re: Selection of candidates for appointment to the rank of Assistant Commissioner in An Garda Síochána

Dear Minister,

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Herewith are the results of the Board.

Yours sincerely

NÓIRÍN O'SULLIVAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

11th March 2016

An Garda Síochána

Stiúrthóir Feidhmiúcháin,
Achmainní Daonna agus Forbairt Daoine,
Ceannoeathru Gharda Síochána,
Pairc an Fhionnuisce,
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Executive Director,
Human Resources and People Development,
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Bí linn/Join us

B19/157/15
BB_comp19-471806/15

CONFIDENTIAL

Re: Garda Síochána (Promotion) Regulations, 2016:
Selection of Chief Superintendents for Appointment to the rank of Assistant Commissioner

In accordance with the Commissioner's instructions of 23rd December 2015, interviews for the post were held at the Office of the Garda Commissioner, from 3rd March 2016 to the 11th March 2016.

The Board was unanimous in selecting the following member(s) as being the most suitable for the post(s).

[redacted]

Signed: _____ **Chairperson**
Dr. Dorothy Scally

Signed: _____ **Member**
Mr. Tom Moran

Signed: _____ **Member**
Commissioner Nóirín O'Sullivan

Dated this 11th **day of** March **2016**