



**CANDIDATE BRIEFING DOCUMENT  
FOR THE POSITION OF  
DEPUTY GENERAL SECRETARY,  
GARDA REPRESENTATIVE ASSOCIATION.**

## GARDA REPRESENTATIVE ASSOCIATION

### ORGANISATION OVERVIEW

The Garda Representative Association (GRA) was formed in 1978. It is a professional association of members of An Garda Síochána of Garda Rank established to meet the needs of its members.

The GRA is organised at District, Divisional and National levels with committees and officers elected every four years by the democratic vote of its members. It is funded by subscriptions paid by its members at the rate of 0.6% of basic salary.

The Central Executive Committee (CEC) is comprised of one elected member from each Garda Division. The President and Vice President of the Association are elected every two years. The Associations Headquarters are located at Floor 5, Phibsborough Tower, Dublin 7.



### MISSION

The mission of the GRA is to defend and promote members' interests, with due regard for public wellbeing and the Garda oath to protect and serve. We negotiate and advocate for members of Garda rank in respect of policy, Garda welfare and pay, terms & conditions. We also provide member services of relevance and value.

### VISION

The GRA's vision is of a world-class police service enabled by dignity and fairness for our members. We believe that to maintain public safety and security and support social cohesion; our members should be part of a well-equipped, well-trained organisation, visible in the community and representative of the diversity of Irish society.

### VALUES

The Association's activity is guided by the ethos that collectively we can achieve more than we can individually. We subscribe to organisational best-practice in democracy, transparency, governance and member support, while observing exemplary standards of personal and corporate conduct.

**For further information on the Garda Representative Association please visit [www.gra.ie](http://www.gra.ie)**



## Deputy General Secretary

### THE ORGANISATION

With almost 12,000 members across Ireland, the Garda Representative Association (GRA) represents serving members of Garda rank within An Garda Síochána. The Association aims to unite and organise members and provide a means for the expression of their 'collective' opinion on all matters affecting their interests, welfare and well-being. It comprises a Central Executive Committee in addition to Divisional and District Committees.

### THE PERSON

The ideal candidate will be an excellent strategist with proven negotiation, judgement and decision-making skills in an industrial relations context. With a demonstrable understanding of policing, the person will possess the intellect, courage and outstanding communication skills required to support and deputise for the GRA General Secretary and will act as a strong, compelling public face and advocate for the Association's members.

### THE ROLE

The Association is seeking to appoint a **Deputy General Secretary** who will be driven by the challenges of a high profile national role and will help lead the GRA into the next stage of its development.

Further information, including details on how to apply are available on [www.gra.ie](http://www.gra.ie)

### To Apply:

**Lansdowne Executive Search has been retained by the GRA to manage this recruitment process.**

If you feel you would benefit from a confidential discussion about this opportunity, please contact Seán McDonagh, Partner, Lansdowne Executive Search on [sean.mcdonagh@lansdownesearch.ie](mailto:sean.mcdonagh@lansdownesearch.ie) or 087 7961062

**Closing date for applications is Thursday 12th September 2024.**

**The GRA is committed to a policy of equal opportunity and encourage applications under all nine grounds of the Employment Equality Act.**



# GARDA REPRESENTATIVE ASSOCIATION

## JOB DESCRIPTION

Post Title:	<b>Deputy General Secretary, Garda Representative Association</b>
Post Status:	Four Year Fixed Term Contract***
Location:	Floor 5, Phibsborough Tower, Dublin 7
Reports to:	GRA General Secretary & GRA Central Executive Committee
Closing Date for Application:	Thursday 12th September 2024

The Garda Representative Association wishes to appoint a Deputy General Secretary who will report directly to the General Secretary and serve as one of the three non-voting Officers of the Garda Representative Association. The GRA is seeking applicants with trade union and industrial relations experience. The successful candidate will be expected to display interpersonal skills conducive to developing and maintaining the confidence of members of the GRA.

The successful candidate will provide significant support to the General Secretary thus ensuring the efficient and effective management of the GRA and its functions to the highest standards, achieving its objectives on behalf of its members. The successful candidate shall in the absence of the General Secretary, deputise for him/her and shall perform all the functions and duties assigned to the General Secretary, otherwise the day-to-day functions of the Deputy General Secretary shall be the responsibility of the General Secretary.

### THE SUCCESSFUL APPLICANT WILL:

- be involved in negotiations on behalf of members on matters of pay, pensions, welfare and conditions of service.
- be a spokesperson with media and external stakeholders.
- develop and maintain effective relationships with a diverse range of stakeholders and represent the interests of members to senior levels in An Garda

Síochána, government and the civil service, in Industrial Relations forums and to the public at large;

- support the General Secretary in marshalling the collective voice of members on identified priorities, terms and conditions of employment and welfare, and act on their instructions.

## KEY DUTIES & RESPONSIBILITIES

### NEGOTIATION:

- Act as a key negotiator in matters of pay, pension and conditions of service, developing strategies and tactics as appropriate.

### COMMUNICATIONS, MEDIA AND STAKEHOLDERS:

- Act as a key spokesperson, under the direction of the General Secretary, in the media and support in the development of effective relationships with external stakeholders such as Government, Oireachtas, senior civil servants, Garda management, Garda Ombudsman Commission, Garda Inspectorate, the Police Authority, other Garda Representative bodies and relevant trade unions.
- To assist in the development and promotion of a cohesive and effective communications process within the Association and its members.
- Present an authoritative, credible and persuasive public image on behalf of the Association and its members while at all times behaving in a professional and considerate manner.
- To attend Annual Delegate or Special Delegate conference and, where necessary, address same.
- To carry out duties and functions in accordance with the Constitution and Rules of the Garda Representative Association and as assigned by the General Secretary.

**SUPPORT TO GENERAL SECRETARY:**

- Deputise for General Secretary in his/her absence.
- Contribute to providing strong and credible leadership to the Association.
- Keep the voice and interests of members at the centre of the Association's work.
- Ensure that the Association, at all times, acts with the highest levels of probity and achieves value for money from the resources entrusted to it.

**OPERATIONAL MANAGEMENT:**

- Support the Central Executive Committee, including taking of minutes and maintaining of appropriate records.
- Support sub-committees, through the provision of advice, position papers and policy documents, performance and risk management reporting as well as structured and precise information regarding the work of the Association. Regular representation at high level meetings with regard to sub-committee business.
- Ensure that all current and newly elected representatives receive full training and induction.
- Develop and review all current training plans and ensure that all new procedures and issues are included in training processes.
- Ensure that the Association deploys effective practices and innovations in membership organising, campaigning and/or representation.
- Ensure the safe custody of all reports, papers and resolutions passed or approved at Conference.
- Assist in the development and implementation of a robust information management system for the Association.
- Oversee content and development of the Garda Representative Association website and appropriate social media.
- Attend scheduled meetings of the Central Executive Committee, by leave of that Committee, and carry out lawful instructions of the General Secretary and the Central Executive Committee.

- Prepare a Conference Report to appraise members on the progress of all objectives and policies.

**This job description is not intended to be an exhaustive list of duties and the post-holder may be required to undertake any additional work that the General Secretary deems appropriate. The role will evolve in line with the changing priorities of policing and of the Association and its members. This job description is liable to change over time.**

**QUALIFICATIONS, EXPERIENCE & COMPETENCIES**

The ideal candidate will demonstrate the following:

**EXPERIENCE & KNOWLEDGE**

- A successful track record at senior level, preferably in a comparable membership organisation.
- Substantial practical negotiation experience with a national Association or equivalent body. Knowledge and experience of the Industrial relations institutions of the State is desirable.
- Experience and knowledge of policing with an understanding of the complexities and challenges associated with the delivery of operational policing.
- Experience of public speaking and/or active engagement with the media and a proven ability to communicate effectively and concisely to a diverse range of audiences is essential.
- Experience of dealing with diverse stakeholders in a complex membership organisation, preferably in the public services.

**ABILITIES & PERSONAL QUALITIES**

- A strong personal commitment to the goals of the Garda Representative Association
- Exceptional communication, interpersonal, negotiating and influencing skills.

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- Ability to build and develop effective relationships with a range of internal and external stakeholders.
- An ability to work independently and adapt to the demands of a dynamic membership organisation.
- Personal resilience to effectively discharge the responsibilities of the role.
- Good knowledge and experience of Microsoft Office or similar.
- Personal integrity, honesty and good character.

### PRINCIPAL CONDITIONS OF SERVICE

#### GENERAL:

The appointment will be on a fixed-term contract basis for four years.

If the person appointed is a serving Garda, the appointment may be offered on the basis of a secondment.

#### REMUNERATION:

An attractive salary will be provided reflecting the seniority and importance of the position.

#### WORKING HOURS:

While normal office hours will generally apply, the role carries a requirement to periodically work irregular and unusual hours, including evenings and weekends. The role will involve some travel. No additional remuneration or overtime payments will apply.

#### ANNUAL LEAVE:

Annual leave associated with this post will be 28 days plus public holidays.

### COMPETENCIES

#### COMMUNICATIONS

Has the ability to make a real impact through oral and written communication. Excellent presentation skills with a strong presence. Is proactive at networking with critical internal and external individuals, and organisations. Has the ability to communicate appropriately to different audiences, ensuring focused messages are delivered. Listens actively and speaks clearly and directly.

#### INFLUENCING AND NEGOTIATING

Is able to influence others, inside and outside the Garda Representative Association, to promote Garda Representative Association goals and policies. Understands that negotiation is not always 'black and white' and is flexible in pursuing the best outcome for members' goals. Aims to achieve buy-in among members, Garda management and other stakeholders for the desired optimal outcomes.

#### ADAPTABILITY

Is comfortable dealing with ambiguity and complexity and can adapt to rapidly changing situations with a calm and professional approach. Remains flexible and open to new ideas and encourages others to value change. Persists towards solutions and goals in changing circumstances. Acknowledges new information and adjusts responses accordingly. Overcomes obstacles to achieve results.

#### DEFINING, UNDERSTANDING AND DELIVERING ON OBJECTIVES

Uses sound judgement, evidence and knowledge to deliver on objectives. Clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well-reasoned decisions. Effectively plans projects, collaborating with others to ensure a clear delivery of required results.

### **PROBLEM SOLVING AND DECISION MAKING**

Ability to look into the causes of problems and propose solutions. Ability to explain to different audiences why these solutions are appropriate but can also make reasonable changes to get acceptance. Can offer constructive criticism of other's decisions where needed but understands loyalty to decisions of the General Secretary and the Central Executive Committee and will always support them publicly. When needed and authorised, can make clear decisions and implement them. Able to defend and explain decisions when necessary.

### **SELF-MANAGEMENT**

Able to work without close supervision and manage a complex changing workload. Ability to develop policies and procedures under the direction of the General Secretary. Will have the confidence to take initiatives where needed but understands the need to seek guidance from the General Secretary where necessary. Will keep accurate records of decisions made. Will be prompt and helpful in dealing with Garda Representative Association representatives and members.

### **PROFESSIONAL INTEGRITY**

Will always put the interests of the Garda Representative Association and its members first. Adheres to, and promotes values and an ethical approach to, the mandate and policies of the Association. Brings a consistently high level of personal and professional commitment and will always be loyal in defending and promoting the decisions of the Central Executive Committee, the General Secretary and the Delegate Conference. Will be honest and straightforward in dealing with members and their Representatives, with other stakeholders in Garda Síochána, and in other public bodies. Will act and speak in public and to the media in a way that promotes the interests of the Garda Representative Association and upholds its good name.

## **RECRUITMENT PROCESS**

The GRA has engaged Lansdowne Executive Search to manage the recruitment process for this position. Candidates for this role will be sought via two channels: (a) Lansdowne Executive Search's own search activities and (b) On-line advertising on selected industry websites.

All applicants to advertisements will receive an acknowledgement of their application and all will be assessed based on the criteria specified for the role. Applications will be via eMail only. No original certificates or references should be submitted as any part of an application. **Following the completion of the advertising and search processes, a short-listing process will be utilised based on the information supplied on the completed C.V and Key Achievements Form.**

The number of applications received for a position generally exceeds that required to fill the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the GRA may decide that a smaller number will be called to interview.

In this respect, the GRA provide for the employment of a short-listing process to select a group for interview who, based on an examination of the application documents, appear to be the most suitable for the position. An expert board will examine the application documents against a pre-determined criteria based on the requirements of the position.

This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. **It is therefore in your own**

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### **interest to provide a detailed and accurate account of your qualifications/experience in your application.**

Candidates selected from the short-listing process will be invited for a competency-based interview with the GRA. It is likely that a small number will be called for second interview, in which case they may be asked to prepare a presentation in response to a possible case study or proposed strategic scenario.

As appropriate, shortlisted candidates may be required to undertake psychometric tests.

## COMPETITIVE INTERVIEWS

**The preliminary interviews for this post are likely to be held in Late September 2024.** (Please see Recruitment Process Timetable below). Video conferencing software may be used in the interview process. **Interviews will be semi-structured in format, with candidates asked to provide examples of the competencies for the role as outlined on pages 6-7 of this Information Booklet.** We will endeavour to give as much notice as possible of interview dates.

**Candidates who do not attend for interview as scheduled, or who do not furnish such evidence as required in regard to any matter relevant to their application, will have no further claim to consideration in this process.** It is important to be aware that candidates must let the GRA/Lansdowne Executive Search know of any extenuating circumstances prior to or during the particular stage of the selection process. Any documentary evidence must be supplied within 5 working days.

Please note that submission of such document(s) is not a guarantee that the circumstances outlined will alter the decision/outcome. A candidate who undertakes any

part of the selection process and who subsequently claims extenuating circumstances should note that this will not be considered. Examples of possible extenuating circumstances include hospitalisation or bereavement. The onus is on candidates to ensure that they perform to the best of their ability. Therefore, issues such as tiredness, nerves, travel to tests/interviews or expected results/performance not achieved, are not considered extenuating circumstances.

**A copy of the Constitution and Rules of the Association will be made available on request to all shortlisted applicants.**

## CANVASSING WILL DISQUALIFY

## APPLICATION PROCEDURE

Applications should be made by **completing the attached Key Achievements Form (Appendix 1).**

All sections of the form must be fully completed. Once you complete your application you must email a comprehensive Curriculum Vitae and Key Achievements Form to:

**Seán McDonagh, Partner**  
**Lansdowne Executive Search Limited**  
(e) sean.mcdonagh@lansdownesearch.ie  
Or for a confidential discussion please call Seán on +353 87 796 1062.

### **PLEASE NOTE:**

- Candidates must **submit ONE** document containing CV and Key Achievements Form together.
- The document must be **TYPED**. Handwritten forms will not be accepted.
- All questions must be answered.
- Boxes may be expanded as required – please comply with maximum word count requirements.



- Please read the job specification (**Pages 4-8 of this Information Booklet**) which provides relevant information about the requirements of this post.
- The GRA is an equal opportunities employer. Recruitment to posts within the GRA is on the basis of merit as assessed during the recruitment process.
- Please note that omission of any or part of the requested application documentation or incorrect formatting, as set out below, will render the application incomplete.
- Late or incomplete applications will not be considered.

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

**RECRUITMENT PROCESS TIMETABLE**

Application closing date	Thursday 12th Sept 2024
Eligibility Sift (Lansdowne)	Mid-Sept 2024
Qualified candidates presented to GRA for short listing	Mid-Sept 2024
First Stage Interviews (GRA)	Late Sept 2024
Final Stage Interviews (GRA)	Late Sept 2024
Offer extended to successful applicant	Early Oct 2024

**COMPETITION PROCESS**

**COMPETITIVE INTERVIEWS**

Your application must be submitted by email **no later than Thursday 12th September 2024**.

If you do not receive an acknowledgement of receipt of your application within 5 working days of applying, please contact **Seán McDonagh, Lansdowne Executive Search**.

**Applications will not be accepted after the closing date.**



# GARDA REPRESENTATIVE ASSOCIATION

## APPENDIX 1: KEY ACHIEVEMENTS FORM

### SECTION 1 - PERSONAL DETAILS

First Name	
Surname	
Home Address	
Correspondence Address: (if different)	
Home Phone Number	
Mobile Phone Number	
Eircode	
Email address (this is the primary method of communication)	

## **SECTION 2 - STATEMENT OF SUITABILITY**

Please outline how you meet the essential requirements as set out in the Candidate Information Booklet (maximum 400 words)

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### SECTION 3 - COMPETENCIES

For each competency, briefly set out what you consider to be a good example of how you demonstrated key strengths and skills in these areas. Your example should include a brief description of the nature of the task/problem, your specific involvement, and the outcome (**maximum of 250 words per competency**).

**Communications** (maximum 250 words)

**Influencing & Negotiating** (maximum 250 words)

**Adaptability** (maximum 250 words)

## **GARDA REPRESENTATIVE ASSOCIATION**

**Defining, Understanding & Delivering on Objectives** (maximum 250 words)

**Problem Solving & Decision Making** (maximum 250 words)

**Self-Management** (maximum 250 words)

**Professional Integrity** (maximum 250 words)

All parts of the document must be completed and should be submitted, along with a CV, by Thursday 12th September 2024.

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### APPENDIX 2: OTHER INFORMATION

The GRA will not be responsible for refunding any expenses incurred by candidates.

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

Prior to recommending any candidate for appointment to this position the GRA will make all such enquiries that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made.

Should the person recommended for appointment decline, or having accepted it, relinquish it or if an additional vacancy arises, the GRA may, at its discretion, select and recommend another person for appointment on the results of this selection process.

#### CONFIDENTIALITY

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

#### SECURITY CLEARANCE

Vetting and/or police clearance may be sought in respect of individuals who come under consideration for appointment. The applicant will be required to complete and return a Garda Vetting form should they come under consideration for appointment. This form will be forwarded to the National Vetting Bureau for security checks on all addresses at which they resided. If unsuccessful this information will be destroyed by the GRA.

If the applicant subsequently comes under consideration for another position, they will be required to supply this information again.

#### DEEMING OF CANDIDATURE TO BE WITHDRAWN

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

#### FEEDBACK REGARDING THE PROCESS

Feedback will be provided on written request following the interview stage. Such a request should be made within 5 working days of being notified of the GRA's decision.

#### REVIEW PROCESS

Should a candidate be unhappy with an action or decision in relation to their application for appointment, they may write to [dgsinterviewboard@gra.ie](mailto:dgsinterviewboard@gra.ie) setting out the basis on which they seek a review. This request must be made within 5 working days of receiving notification of the decision on their application. This review will be carried out internally by the GRA.



## **CANDIDATES' OBLIGATIONS**

Candidates should note that canvassing will disqualify and will result in their exclusion from the process.

Candidates must not:

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

A third party must not personate a candidate at any stage of the process. Any person who contravenes the above provisions or who assists another person in contravening the above provisions if found guilty of an offence. A person who is found guilty of an offence is liable to a fine/ or imprisonment.

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

- where the candidate has not been appointed to a post, they will be disqualified as a candidate; and
- where the candidate has been appointed subsequently to the recruitment process in question, they shall forfeit that appointment.

## **DATA PROTECTION ACT 2018**

When your application form is received, we create a record in your name, which contains much of the personal information you have supplied. Such information held is subject to the rights and obligations set out in the Data Protection Act 2018 and General Data Protection Regulation (GDPR) 2018. To make a request under the Data Protection Act 2018 or GDPR 2018, please submit your request in writing to **dgsinterviewboard@gra.ie**.

Please ensure that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record. Certain items of information, not specific to any individual, are extracted from records for general statistical purposes.



**Garda  
Representative  
Association**



**LANSDOWNE**  
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[www.lansdownesearch.ie](http://www.lansdownesearch.ie)



Together with  
**Horton International**

**Local knowledge.  
Global access.**