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**Circular 11/2002: Confined competition for appointment to the post of Director of Regimes, at Principal (Higher Scale) level, in the Irish Prison Service, Department of Justice, Equality and Law Reform**

A Dhuine Uasail,

1. I am directed by the Minister for Finance to announce the holding, by the Civil Service Commission, of a confined competition for appointment to the post of Director of Regimes in the Irish Prison Service, Department of Justice, Equality and Law Reform. The post is at Principal (Higher Scale) level, and may be competed for by Assistant Principals, Principals, Prison Governors and other eligible grades (see paragraph 8 for full details of eligible grades).

**Background**

2. The Prison Service is currently part of the Department of Justice, Equality and Law Reform. However, legislation is being prepared to establish it as an independent, executive agency. Under the legislation, the Service will have responsibility for day-to-day management of the State's prisons, including responsibility for prison services, finance and staffing.

3. The Prison Service is headed by a Director General who was appointed in July, 1999 as part of the process of transition to agency status. The Director General has day-to-day responsibility for the operation of the Prison Service pursuant to an Order made under the Public Service Management Act 1997. Once the Prison Service is established as a statutory agency, the Director General will report to a non-executive Prison Board to be established under the legislation. Pending enactment of the legislation, the Minister for Justice, Equality and Law Reform has appointed a Prisons Authority Interim Board.

4. The Director of Regimes will be one of five Directors in the new Prison Service. The appointee will report directly to the Director General and be based at the Prison Service Headquarters. The headquarters is currently located at Monastery Road, Clondalkin, Dublin 22.

**TO ALL DEPARTMENTS**

[For Department, read Department/Office throughout this Circular.]

5. The Prison Service has a budget of approximately €273m and comprises more than 3,000 staff in 17 institutions throughout the country as well as some 75 Headquarters staff. All staff in the institutions and almost all headquarters posts will transfer to the new, independent Prison Service. The new Service is being strengthened by the appointment of a total 60 additional headquarters staff.

### **Nature of work**

6. The Director of Regimes will be a key member of the senior management team in the Irish Prison Service who will be expected to contribute actively to the successful achievement of the Service's strategic targets. The Director will have lead responsibility for the care and rehabilitation of prisoners, including prisoner living conditions and prisoner access to medical, psychological, counselling, spiritual and care services. S/he will also be responsible for promoting rehabilitation opportunities for prisoners through education, work, training and special programmes addressing offending behaviour. The Director of Regimes will work closely with the Director of Operations and prison-based services, in achieving a balanced approach in the effective performance of the Service's care and custodial functions. An extract from the current Performance Management and Development System Role Profile Form for the post is at Appendix 3.

Specifically, the successful candidate will be responsible for:

- Ensuring satisfactory living conditions i.e. accommodation, catering, laundry and hygiene for prisoners;
- Significant enhancement of positive sentence management, incorporating initial assessment of prisoners on committal, access to prison-based services and programmes and pre/post release support;
- Ensuring that prisoners have available to them appropriate education, work, training, psychology, welfare and chaplaincy services;
- Developing and implementing relapse prevention programmes for prisoners ensuring programmes operate to required standards set, as far as possible, by independent accreditation boards; and
- Such other duties and responsibilities relevant to the management of the Prison Service as may be assigned from time to time by the Director General.

### **Personal requirements**

7. The successful candidate will possess the following essential requirements:

- Substantial senior management experience, involving a significant level of personal responsibility;
- Proven leadership, people management, judgement and decision-making skills;

- Proven ability to adopt strategic approaches (both generally and in solving logistical and other problems) and be a driver of significant organisational change and development;
- Excellent interpersonal, communication and presentation skills.

### **Eligibility**

8. Candidates must,

(a) on the date they apply for the competition, be serving in an established capacity in the Civil Service in one of the following grades:

- Assistant Principal (standard scale),
- Assistant Principal (higher scale),
- Principal (standard scale),
- Principal (higher scale),
- a departmental grade listed in **Appendix 1** to this circular,
- Assistant Principal on secondment to the Health and Safety Authority from the Civil Service,
- Assistant Regional Director or Regional Director on secondment to FÁS from the Civil Service,
- Prison Governor, Classes I, II or III,

### **AND**

(b) on 1 March 2002, those candidates who are serving in an established capacity as Assistant Principal Officer or as Psychologist II in the Department of Justice, Equality and Law Reform must have not less than three years' service in their existing grade or an aggregate of three years' service in eligible grades. In this context credit is given for all job-sharing service on the same basis as full-time service.

9. Officers on special leave with pay may apply, if otherwise eligible. Officers on special leave without pay (e.g. to serve with the EU) may be eligible; Personnel Sections should check individual cases with this Department if they are not covered by Department of Finance Circular 33/91.

10. Officers on career break may apply if the terms of their career break conform with the provisions of Department of Finance Circular 18/98 and if they are otherwise eligible.

11. A candidate who resigns, retires or is dismissed from his or her post will cease to be eligible for appointment from this competition.

### **Conditions of appointment**

12. The appointment will be at Principal (higher scale) level. The salary scale for Principal (higher scale) is:

€63,908.46 - €66,544.43 - €69,188.03 - €71,824.00 - €74,076.52 - €76,449.66 (after three years' satisfactory service at the maximum) - €78,820.26 (after six years' satisfactory service at the maximum).

In addition, an allowance of €5,563.99 per annum will be payable.

13. If the successful candidate is a Prison Governor, then the appointment, superannuation and retirement arrangements set out in **Appendix 2** to this Circular will apply to that person.

14. The appointment will be subject to the usual conditions governing such appointments. If the appointment is a promotion then it will be in an acting capacity in the first instance. An officer whose service is not satisfactory, or who opts not to remain in the post, may, at any time up to the end of one year, be returned to his/her former Department or duties. Any extra payment arising from the assignment would then cease.

### **The competition**

15. Selection will be by competitive interview conducted by the Civil Service Commission. The interview board may, having examined the applications of all candidates by reference to the nature of the duties and the personal requirements described in paragraphs 6 and 7 above, decide that not all of the candidates will be invited to attend before the board for interview. In addition, the board may, at its discretion, require candidates to undergo a preliminary interview and invite only those who reach the requisite standard to attend for competitive interview, which will select the candidate best qualified for appointment. The interview(s) will be conducted by a board to be set up by the Commission. It is planned to hold interviews towards the end of March 2002. The onus is on candidates to make themselves available for interview at short notice. Requests for postponements will not be considered.

16. In determining the order of merit at the competitive interview, the Civil Service Commission will give credit for proficiency in both Irish and English in accordance with Department of the Public Service Circular 43/75 and Department of Finance Circular 30/90 and any other instruction to candidates qualified for the award of such credit on or before the date of the interview, or such other date as may be agreed between the Department of Finance and the relevant staff associations.

### **Applications**

17. Candidates should obtain their application forms from their own Personnel Section. The Civil Service Commission will supply application forms to Personnel Sections on request. Candidates should return their completed application forms directly to the **Chief Executive Officer, Office of the Civil Service and Local Appointments Commissioners, Chapter House, 26-30 Abbey Street Upper, Dublin 1**, or via e-mail to [Denise.Fitzpatrick@csclac.irlgov.ie](mailto:Denise.Fitzpatrick@csclac.irlgov.ie) to arrive not later than **5.15 p.m. on Friday 15 March 2002**. This closing date must be strictly observed. Candidates should use only one means of application i.e. hard copy or e-mail.

18. The Civil Service Commission will contact Personnel Sections in respect of candidates being called to competitive interview. For each such candidate the Personnel Officer will be required:

(i) to certify that he or she

- has worked well and been satisfactory in his/her present grade,
- has been satisfactory in general conduct,
- fulfils the conditions of eligibility set out in paragraphs 8-11 above,

**and**

(ii) to send to the Commission an assessment of the candidate's suitability for

- appointment to the post applied for, **and**
- promotion if appropriate,

on a form to be supplied by the Commission.

19. Candidates should note that (i) eligibility for the competition and (ii) health and the level of sick leave are not verified by the Civil Service Commission until a candidate comes under consideration for appointment. Admission to the competition therefore, does not imply acceptance by the Commission. In particular, candidates should note that the Personnel Officer will not have verified the health and the level of sick leave of those called to competitive interview; accordingly, admission to the competition and/or an invitation to competitive interview does not imply that they meet the health and sick leave criteria. In considering a successful candidate's suitability for appointment from the point of view of health and sick leave the Commission will have regard to Department of the Public Service Circular 34/76 (as amended by Department of Finance Circulars 32/91 and 33/99). If candidates have any doubts about any aspect of their eligibility, they are advised to clarify their position with their Personnel Section before proceeding with the application.

**Circulation**

20. Personnel Sections should bring this Circular to the notice of all eligible officers serving in their Departments and associated Offices without delay, including eligible officers on maternity leave, career break or other relevant forms of leave (see paragraphs 9 and 10 above).

21. If candidates have any queries about this Circular they should contact their Personnel Section. Subsequent enquiries about their candidature should be addressed directly to the Civil Service Commission.

Mise le meas,

Joe McGovern  
Assistant Secretary

**APPENDIX 1**

**DEPARTMENTAL GRADES ELIGIBLE TO COMPETE**

**Office of the Comptroller and Auditor General**

Senior Auditor  
Deputy Director of Audit

**Courts Service**

Any grade at Assistant Principal or Principal level attached to the Courts

**Department of Foreign Affairs**

First Secretary  
Counsellor

**Department of Justice, Equality and Law Reform**

Co-ordinator of Work and Training  
Co-ordinator of Education  
Director of Psychology  
Chief Psychologist  
Psychologist I  
Psychologist II

**Office of the Houses of the Oireachtas**

Principal Clerk  
Assistant Principal Committee Clerk  
Principal Committee Clerk  
Clerk Assistant of the Seanad

**Office of the Ombudsman**

Investigator  
Senior Investigator

## APPENDIX 2

### APPOINTMENT, SUPERANNUATION AND RETIREMENT ARRANGEMENTS RELEVANT TO PRISON GOVERNORS

1. Prison Governors Classes I, II and III will be eligible to compete for the post of Director of Regimes in the Irish Prison Service.
2. A Governor who is successful in the competition will be appointed as a Principal (Higher Scale) and will be remunerated on the salary scale for that grade, plus the Director post allowance of €5,563.99 per annum. If a Governor's existing gross pay exceeds starting pay on promotion to Director (Principal, Higher Scale, plus allowance) he or she may retain existing gross pay on a mark-time basis in accordance with normal pay on promotion rules. By way of exception, a Governor Class I whose allowances plus highest scale point exceed the maximum gross pay of a Director will, on appointment to the Director post, continue to be paid the Governor Class I salary scale and existing allowances.
3. On appointment to the Director post as Principal (Higher Scale), a Governor will transfer his or her service in accordance with the existing provisions i.e. credit of four-thirds of actual service in the Prison Service (e.g. a Governor with 27 years' service would transfer 36 years' service on appointment to a Director post).
4. In the event of a Director reverting to fill a vacancy in the relevant Governor grade, the following provisions will apply:
  - (i) He or she will be remunerated at the point of the Governor salary scale which he or she had reached prior to being appointed Director, with credit being given by way of additional increments for the period of service as Director (up to the maximum point of the Governor scale).
  - (ii) The existing provisions for transfer of service will apply, i.e. credit of three-quarters of service with provision for "double benefit" being applied to the reduced service combined with any subsequent service in excess of 20 years.
  - (iii) The period of service as Director (on the basis of the transfer provisions at (ii) above) will reckon towards calculation of the minimum service requirement of 30 years in the Prison Service provided that all the service is given in the Prisons/Prisons Authority area. (Subject to the recommendations of the Commission on Public Service Pensions, as decided on by Government, different conditions may apply to future entrants).
  - (iv) Where reversion occurs within the last three years of service, a Governor's salary will be averaged for the purpose of calculating pensionable salary. Pensionable salary will be based on the salary payable on the last day of pensionable service and any payments resulting from a greater amount of salary paid to that person in the last three years of reckonable service shall be treated as an allowance and averaged accordingly.

A Director reverting to Governor will be bound by the Prison Officer superannuation terms relating to retirement age. Following from that, no reversion will be possible once the Director reaches 60 years of age.



### **APPENDIX 3**

#### **Extract from current PMDS Role Profile Form**

##### **Job Title**

Director of Regimes, Irish Prison Service.

##### **General Description**

The Director of Regimes has responsibility for the care and rehabilitation of prisoners, including prisoner living conditions and prisoner access to medical, psychological, counselling, spiritual and care services. S/he is responsible for promoting rehabilitation opportunities for prisoners through education, work, training and special programmes addressing offending behaviour.

##### **Key functions / responsibilities:**

- Ensuring satisfactory living conditions for prisoners, enhancing positive sentence management, ensuring availability of appropriate education, work, training, psychology, welfare and chaplaincy services and developing and implementing relapse prevention programmes for prisoners;
- Leading and managing the Regimes Directorate, comprising multidisciplinary team of general service, prison service and professional grades, responsible for psychology, education, work and training, prisoners programmes, drug treatment and living conditions of prisoners;
- Implementing the relevant strategies and targets regarding care and rehabilitation of prisoners as set out in chapters 3, 4 and 5 of the Irish Prison Service Strategy Statement 2001-2003;
- Member of the Senior Management Team in the Irish Prison Service, contributing to the successful achievement of the Service's strategic targets.

##### **Key long term objectives:**

- Implementation of Positive Sentence Management for all prisoners;
- Re-balancing of the Irish Prison Service's custodial and care/rehabilitation functions;
- Ensuring effective prisoner programmes, including programmes addressing offending behaviour;
- Effective multidisciplinary working in the Prison Service;
- Improved prisoner living conditions in accordance with Strategy Statement targets.

**Key objectives for 2002**

- Build new Regimes Directorate with a coherent multidisciplinary approach;
- Chair Working Group to plan the introduction of Positive Sentence Management;
- Implement accepted recommendations of the Prison Based Drug Treatment Review Group;
- Expand the Connect Project;
- Co-ordinate the input of the Irish Prison Service to the review of the prison education curriculum to ensure its continuing relevance to prisoners.

**Key performance indicators (2002)**

- Regimes Directorate established and operational;
- Positive Sentence Management defined and implementation plan agreed;
- Review of education curriculum completed;
- Minimum of one programme in each prison addressing offending behaviour;
- Improved drug treatment services for prisoners and at least five drug free units in closed prisons.

**Critical success factors factors (2002)**

- Commitment to multidisciplinary working throughout the prison system;
- Effective engagement of all internal and external providers of services to prisoners.

**Competencies required;**

- Leadership: ability to lead and motivate a multidisciplinary team and establish a coherent, cohesive Regimes Directorate;
- Networking/influencing: ability to work closely with others stakeholders to ensure a balanced approach to the effective performance of the Irish Prison Service's care and custodial functions;
- Initiative: be capable of new thinking, creative in developing effective programmes for prisoners and have the ability to adopt strategic approaches.

**Knowledge and skills required;**

- Senior management ability and experience, with leadership, judgement, people management and decision making skills;
- Ability to exercise a significant level of personal responsibility;
- Ability to drive forward significant organisational change and development;
- Communication, interpersonal and presentation skills.