



An Roinn Airgeadais  
Department of Finance

E109/50/02

29 September, 2004

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**Circular 13/2004: 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 Principals, Assistant Principals, Prison Governors and other eligible grades (see paragraph 7 for full details of eligible grades).

**Background**

2. The Irish Prison Service is an executive office of the Department of Justice, Equality and Law Reform. The Service has a budget of approximately €273m and comprises more than 3,000 staff in 16 institutions throughout the country as well as some 120 Headquarters staff. Legislation is being prepared to establish the Service as an independent, statutory service responsible to a non-executive Prisons Board. Pending enactment of the legislation, the Minister for Justice, Equality and Law Reform has appointed a Prisons Authority Interim Board.

3. The Irish Prisons Service is headed by a Director General who has day-to-day operational responsibility for prison services pursuant to an Order made under the Public Service Management Act 1997. The Director of Regimes is one of six Directors who report directly to the Director General. The appointee will be based at Irish Prison Service Headquarters, which are currently located at Monastery Road, Clondalkin, Dublin 22.

4. **Decentralisation:** in Budget 2004, the Government announced a major programme of decentralisation of Government Departments and other agencies from Dublin to locations around Ireland. In a decentralised civil and public service, all offers of employment must be conditional on a person's agreement to work in a particular location.

**TO ALL DEPARTMENTS** [For Department read Department/Office throughout this Circular]

As part of the public service decentralisation programme, the Irish Prison Service Headquarters will decentralise to Longford. Where the relocation of a Department or office outside Dublin is planned but has yet to take place, it is likely that staff will be required to work in Dublin for a period before moving to the new location.

Accordingly, the person appointed will be required to certify his or her agreement to serve either in Dublin or Longford as required. The provisions of Circular 6/89, Removal Expenses, will **not** apply in the event that the person appointed is required to serve in Longford.

### **Nature of work**

5. The Director of Regimes is a key member of the senior management team in the Irish Prison Service and contributes actively to the successful achievement of the Service's strategic targets. The Director will have lead responsibility for the care and rehabilitation of prisoners. S/he will also be responsible for prisoner access to psychological, counselling, spiritual and care services and for promoting rehabilitation opportunities for prisoners through education, work, training and special programmes addressing offending behaviour. The Director of Regimes works 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 indicative Performance Management and Development System Role Profile Form for the post for 2004 is at Appendix 3.

Specifically, the successful candidate will be responsible for:

- Development of appropriate regimes for prisoners including particular regimes for specific prisoner groups;
- Ensuring proper living conditions for prisoners including development and monitoring of defined care standards in areas such as accommodation, hygiene, laundry and catering;
- Ensuring that prisoners have available to them appropriate education, work, training, psychology, welfare and chaplaincy services;
- Development of Positive Sentence Management involving a new prisoner-centred approach to service delivery and improved linkages with community-based services in the provision of pre and post release supports;
- Developing and implementing prisoner programmes and ensuring that programmes operate in accordance with best practice and are subject to ongoing review and periodic evaluation;
- 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**

6. 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

7. In order to be eligible to compete, candidates must:

(a) be serving in an established capacity in the Civil Service in one of the following grades:

- Principal (higher scale)
- Principal (standard scale)
- Prison Governor, Classes I, II or III
- Assistant Principal (higher scale)
- Assistant Principal (standard scale)
- 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
- A departmental grade listed in Appendix I to this Circular, **and**

(b) On 1 September, 2004, those candidates who are serving in an established capacity at Assistant Principal Officer level or as Psychologist II in the Department of Justice, Equality and Law Reform must have not less than **two years' service** in their existing grade or an aggregate of **two years' service** in eligible grades. In this context credit is given for all job-sharing service on the same basis as full- time service.

8. 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.

9. 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.

10. 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**

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

**Modified Scale:** €75,955 - €79,088 - €82,229 - €85,364 - €88,040 - €90,861 (after three years' satisfactory service at the maximum) - €93,678 (after six years' satisfactory service at the maximum). **In addition, an allowance of €6,080 per annum will be payable.**

**Personal Pension Contribution Scale:** €79,957 - €83,250 - €86,558 - €89,859 - €92,673 - €95,638 (after three years' satisfactory service at the maximum) - €98,605 (after six years' satisfactory service at the maximum). **In addition, an allowance of €6,400 per annum will be payable.**

12. 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.

13. 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.

14. Your attention is also drawn to the information on location and decentralisation contained in paragraph 4.

## **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 paragraph 6 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 in mid November, 2004. 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. Applications must be made on the official application forms which are available on the Office of the Civil Service and Local Appointments Commission website [www.publicjobs.ie](http://www.publicjobs.ie). Completed forms must be submitted so as to reach that Office not later than 21 October, 2004. This closing date must be strictly observed.

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 7-10 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, 33/99 and 17/03). 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 8 and 9 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,

John O'Connell  
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
- Head of Psychology Service
- 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 €6,080 (Modified Scale)/€6,400 (Personal Pension Contribution Scale) 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 provisions 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 recommendation 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

### Indicative 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 prisoners living conditions and prisoner access to 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/responsibility

- Leading and managing the Regimes Directorate, comprising multidisciplinary team of general service, prison service and professional grades, responsible for regimes services;
- Development of appropriate regimes for prisoners including particular regimes for specific prisoner groups;
- Ensuring proper living conditions for prisoners based on defined care standards in areas such as accommodation, hygiene, laundry and catering;
- Ensuring that prisoners have available to them appropriate education, work, training, psychology, welfare and chaplaincy services;
- Development of Positive Sentence Management involving a new prisoner-centred approach to service delivery and improved linkages with community-based services in the provision of pre and post release supports;
- Developing and implementing prisoner programmes and ensuring that programmes operate in accordance with best practice and are subject to ongoing review and periodic evaluation;
- Ongoing implementation of 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:

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

### **Key objectives:**

- Continue the development of Regimes Directorate with a coherent multidisciplinary approach;
- Lead the planning process for the introduction of Positive Sentence Management;
- Continue input into implementation of policies and practices in relation to drug treatment;
- Draw up Action Plan aimed at maximising the vocational training opportunities for prisoners;
- Support ongoing development of the prison education curriculum, and
- Develop effective partnerships with statutory and non-statutory bodies to facilitate the successful integration of prisoners into the wider community.

### **Key performance indicators (2004)**

- Develop and implement an Action Plan for peer review of the Thinking Skills Programme;
- Establishment of Steering Group to plan for the implementation of Positive Sentence Management (PSM) based on the Report of the Scoping Group on PSM;
- Review issues relating to participation in the Sex Offender Programme;
- Develop an Action Plan to maximise vocational training opportunities for prisoners;
- Finalise the draft Report of the Steering Group on the Development of the Psychology Service, and
- Develop and maintain effective partnerships with statutory and non-statutory bodies to facilitate the integration of prisoners into the community.

### **Critical success factors (2004)**

- Commitment to multidisciplinary working throughout the prison system;
- Effective management 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 other 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 drive forward significant organisational change and development;
- Communications, interpersonal and presentation skills.