



Department of
Justice
www.justice-ni.gov.uk

APPOINTMENT TO THE ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION 2017

CANDIDATE INFORMATION PACK

TRUSTEE

This Candidate Information Pack has been produced as a guide to help you provide the relevant information when completing the application form to become a Trustee of the Royal Ulster Constabulary George Cross Foundation. These documents are only a memorandum and should not be taken as constituting conditions of appointment. The qualities required and details of how to complete the application form are set out within this pack. It is recommended that you read this information carefully before completing the application form.

An e-version of the application form may be obtained from the Department of Justice's website at www.justice-ni.gov.uk/doj-public-appointments. This pack and the Application Form can be made available in alternative formats. Candidates are requested to advise of their requirements as soon as possible allowing for the fact that the closing date is noon on Thursday 28 September 2017.

The Department of Justice is committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. The Department is committed to providing equality of opportunity for all applicants. Applications are welcomed regardless of age, gender, disability, marital status, religion, ethnic origin, political opinion, sexual orientation or whether or not you have dependants. **We particularly welcome applications from women, people from the Roman Catholic community, people under the age of 40, ethnic minorities and people with a disability who are currently under-represented on the RUC GC Foundation Board. In keeping with the Departmental Policy on Equality, Diversity and Inclusion, we would also welcome applications from those not currently serving on public bodies.** All applications for appointment will be considered strictly on merit.

Completed application forms must be received in the Department of Justice no later than NOON on Thursday 28 September 2017.



ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION CANDIDATE INFORMATION PACK

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CONTACTS

If you would like to speak to someone in connection with any aspect of the process or if you require an application pack in a different format such as Braille, large print, audio, translation service, sign language etc. please contact:

Andrew Wilson	Telephone: 028 9052 2821 Email: rucgcfoundationrecruitment@justice-ni.x.gsi.gov.uk
Coral Cullen	Telephone: 028 9052 6569 Email: rucgcfoundationrecruitment@justice-ni.x.gsi.gov.uk

ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION CANDIDATE INFORMATION PACK

SECTION 1: OUTLINE OF THE DEPARTMENT OF JUSTICE, THE ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION AND ITS ROLE

DEPARTMENT OF JUSTICE

The Department of Justice (DOJ) came into existence on 12 April 2010 following the devolution of policing and justice powers to the NI Assembly. It was established by the Department of Justice Act (Northern Ireland) 2010 and is responsible for a range of devolved policing and justice functions, as set out in the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

The role of the Department is to support the Minister of Justice to help keep the people of Northern Ireland safe.

In addition to its statutory functions, the Department provides resources and a legislative framework for its agencies and arm's length bodies (which together constitute most of the justice system in Northern Ireland). Together with these organisations, the Department is responsible for ensuring there is a fair and effective justice system in Northern Ireland and for increasing public confidence in that system.

THE ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION (RUC GC)

The Foundation was created by virtue of Section 70 of the Police (Northern Ireland) Act 2000 for the purpose of marking the sacrifices and honouring the achievements of the Royal Ulster Constabulary. It commenced work in December 2001.

The functions of the Foundation allow it to look back on a long proud history of policing, to preserve the name of the RUC GC in the policing world, and to look forward by supporting the professional development of current serving officers and innovations in policing.

The Foundation has a number of statutory functions including the following:

- the disbursement of funds and funding of projects commensurate with the aim of marking sacrifices and honouring the achievements of the RUC GC;
- supporting the professional development of police officers and innovations in policing by means of bursaries and scholarships;
- undertaking joint initiatives with the Widows' Association and other groups within the police family; and
- taking responsibility for the Memorial Garden.

Bursary Scheme

The Bursary Scheme was established to enable current serving officers to undertake research relating to specific themes which will contribute to the development of their professionalism and help the Police Service of Northern Ireland deliver a better service to the community.

Royal Ulster Constabulary George Cross Memorial Garden

His Royal Highness The Prince of Wales (Patron of the RUC GC Foundation) officially opened the Royal Ulster Constabulary George Cross Garden on 2 September 2003.

The Garden, which is situated at Brooklyn, 65 Knock Road, Belfast, pays tribute to policing in Ireland. It, in particular, marks the service and sacrifice of RUC GC officers.

The RUC GC Garden has moved away from the traditional concept of a war memorial, adopting a more contemporary aspect and allows people to take different experiences from their visits.

Royal Ulster Constabulary George Cross Day

To mark the foundation of the RUC on 1 June 1922, the Foundation has declared the first Sunday in June each year to be "Royal Ulster Constabulary George Cross Day".

An inter-denominational church service held on this day celebrates the service of the RUC family and also serves as a reminder of the sacrifice that was made.

FURTHER INFORMATION

Further information about the Foundation is available on their website <http://www.rucgcfoundation.org>

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SECTION 2: ROLE PROFILE

Trustees of the RUC George Cross (GC) Foundation are appointed by the Minister of Justice. Their role is to carry out the statutory functions of the organisation and decide on the appropriate disbursement of funds and the funding of projects commensurate with the Foundation's aim of marking the sacrifice and honouring the achievement of the RUC and supporting the professional development of police officers and innovations in policing. They also undertake joint initiatives with the Widows' Association and other groups within the police family. Trustees also have responsibility for the Memorial Garden.

The key function for Trustees is to ensure the effectiveness of the RUC GC Foundation.

Members of the Board of Trustees undertake a wide range of activities, such as:

- Establishing the Foundation's overall strategic direction within the policy and resources framework determined by the Department of Justice (DOJ) and any other guidelines or directions issued by the DOJ/Minister in respect of the exercise of any individual functions, powers and duties of the Foundation.
- Ensuring the Minister of Justice is kept informed of any changes that may affect the Foundation's direction and performance.
- Ensuring statutory or administrative requirements for the use of public funds are complied with, within the limits of its statutory authority and any delegated authority agreed with DOJ, and in accordance with any other conditions relating to the use of public funds; and that in reaching decisions, the Board takes into account guidance issued by DOJ.
- Ensuring that the Board receives and reviews regular financial information concerning the management of the Foundation; is informed in a timely manner of any concerns about the activities of the Foundation; and provides positive assurance to DOJ that appropriate action has been taken on such concerns.
- Demonstrating high standards of corporate governance at all times, to help the Board to address the key financial and other risks facing the Foundation.
- Developing and adopting an annual business plan and three year corporate plan.
- Promoting the strategic aims and statutory function of the RUC GC Foundation.
- Overseeing the corporate governance, operation and performance of the Foundation's business and resources.

Trustees will contribute to the work of the Foundation by:

- Being familiar with the RUC and its legacy, as well as the current policing environment.
- Participating in the business and decision making process of the Board through active involvement in Board meetings.
- Undertaking a representative role on behalf of the Foundation through attendance at external meeting and events.

Code of Conduct and Accountability

Individual Board members shall act in accordance with their wider responsibility as Members of the RUC GC Foundation Board – namely to:

- comply at all times with the Code of Practice that is adopted by the Foundation and with the rules relating to the use of public funds and to conflicts of interest;
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- comply with the Board's rules on the acceptance of gifts and hospitality, and of business appointments; and
- act in good faith and in the best interests of the Foundation.

Time Commitment

The time commitment as a Trustee will be dependent upon the prevailing business needs of the Foundation. However, it is anticipated that Trustees will be occupied on Foundation business for approximately four days per month. This may involve commitment both inside and outside of normal working hours.

Remunerations

Trustees are not remunerated. Under Regulation 6 of the RUC GC Foundation Regulations 2002, the Foundation may, with the approval of the Minister of Justice, pay to its Trustees such allowances as the Foundation may determine.

Period of Appointment

In accordance with Statutory Rule 2002 No. 260 Royal Ulster Constabulary GC Foundation Regulations 2002, Trustees shall be appointed for a term of 5 years. The maximum a Board Member can serve is two terms.

Performance Assessment

An annual performance assessment of Board Members will be carried out by the Foundation's Chairperson during the term of appointment.

Training and an induction will be provided by the Foundation on appointment.

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SECTION 3: PERSON SPECIFICATION – TRUSTEES

Qualifications

No formal qualifications are required for this appointment.

Criteria

A Trustee must be committed to the principles and objectives of the RUC George Cross Foundation which are to mark the sacrifices and honour the achievements of the Royal Ulster Constabulary.

All applicants must demonstrate, with examples, competences as follows:

- four essential criteria and one desirable criterion. The criteria are all of equal weight.

Please note that examples can be drawn from experience gained in areas other than employment, for example, through voluntary work, caring responsibilities or outside interests. It is important to note that applications will be considered against the specific criteria and the criteria will form the basis of the interview.

Essential Criteria

All applicants must demonstrate that they have the essential skills, knowledge, experience and qualities required. They will need to show, both on the application form and at interview, how they meet the following criteria:

Governance and Management of Resources

To ensure funds are accounted for and the organisation is managed effectively.

We are looking for an example (or examples) which demonstrates your personal involvement in promoting good governance within an organisation in the community, voluntary, public or private sector that ensured that the organisation's funds were used wisely, provided value for money and maximised the organisation's purpose.

Examples of the type of evidence the selection panel will be looking for are:-

- *how you ensured that the organisation obtained best value/value for money when organising an event or activity, or purchasing items*
- *how you ensured that the funds available were spent on the organisation's priorities.*

Governance is about the leadership, direction and supervision of an organisation. It means making sure that the organisation is well run (or governed) and carries out the work it was set up to do. This involves planning for the future, guarding the organisation's values and reputation, looking after the money and people and being accountable for the organisation's actions and decisions.

The term 'organisation' can be defined as a body operating in the public, community, voluntary or private sector.

**Working in
Partnership and
Relationship
Management**

The ability to build and maintain effective working relationships with partners, to ensure the delivery of successful results.

We are looking for an example (or examples) which demonstrates how you personally built and maintained effective working relationships with partners to ensure the delivery of successful results for the organisation.

Examples of the type of evidence the selection panel will be looking for are:-

- *how you identified the partner and how you went about building the relationship;*
- *once the relationship was established how you kept it going;*
- *the successful results that were achieved.*

**Thinking
Strategically**

Setting the priorities and direction of your organisation, by anticipating emerging issues, analysing evidence and problem solving to ensure the organisation delivers on its functions.

We are looking for an example (or examples) which demonstrates how you personally influenced the strategic direction of an organisation in the community, voluntary, public or private sector. Please illustrate your example(s) by demonstrating how you anticipated emerging issues, analysed evidence, problem solved, to ensure the organisation delivered on its functions.

Examples of the type of evidence the selection panel will be looking for are:-

- *setting a clear direction and articulating the vision;*
- *seeing potential future scenarios that may impact on the organisation and planning how they should be addressed;*
- *making good decisions based upon a mixture of analysis, wisdom, experience and judgement.*

Communications and Interpersonal Skills

Highly effective communication skills, both written and oral, and the ability to listen and respond to the views, needs and concerns of a wide range of other stakeholders.

We are looking for an example (or examples) of how you have used written and oral communications skills to address a concern of stakeholders or people with an interest in the work of your organisation.

Examples of the type of evidence the selection panel will be looking for are:-

- *the ability to listen and reflect on another person views;*
- *be able to respond with clarity and sensitivity;*
- *be open and honest, friendly and respectful;*
- *choose the right medium, oral or in writing etc.*

Desirable Criterion

Understanding and empathy

An understanding of, and empathy, for the work of the Foundation and of the policing family.

We are looking for evidence of your understanding of, and empathy, for the work of the Foundation and of the policing family.

Examples of the type of evidence the selection panel will be looking for are:-

- *an understanding of the work and remit of the Foundation;*
- *why it was set up;*
- *the work the Foundation carries out;*
- *how it relates to the work of the wider policing family.*

SECTION 4: GENERAL GUIDANCE

CRITERIA BASED SELECTION PROCESS

Criteria based selection is currently the most common method of making public appointments in Northern Ireland. What this means is that the onus is on you to provide evidence of workplace or personal performance which demonstrates that you can perform to the specified standard.

Under each of the criteria headings in the application form you are required to provide specific and relevant examples of past behaviour which illustrate how you match the competences being sought. It is not just *what* you have done – but also *how* you did it.

You can use examples from your working life or your personal life including any private, voluntary or community work you are or have been involved in.

It is not appropriate to simply list the various posts that you have held. Assumptions will not be made from the title of your post or the nature of your organisation as to the experience, qualities and skills gained.

You should structure your responses by setting a context for your examples, explain what you were trying to achieve, describe what you actually did and why, indicating your own individual contribution and outline the outcome or results.

You are strongly advised to read the guide to public appointments entitled 'Public Appointments Guide' which is available online at:

<https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/public-appointments-guide.pdf>

Hard copies are also available on request.

The guide suggests the following model to help you structure your examples and express them in a logical manner:-

- Situation:** Briefly outline the situation.
- Task:** What was your objective?
What were you trying to achieve?
- Action:** What did you actually do?
What was your unique contribution?
- Result:** What happened?
What was the outcome?
What did you learn?

SUITABILITY FOR APPOINTMENT – SKILLS, KNOWLEDGE AND EXPERIENCE

Successful applicants will not necessarily have followed a traditional career path. These appointments are open to people who have relevant personal experience, or people who do voluntary or community work, or are involved in trade union activity. Please use the application form to provide practical evidence and examples of what makes you suitable for appointment as a Trustee on the Board of the RUC GC Foundation.

The information you provide should enable an assessment to be made of the extent to which you meet the various criteria. The information will be used for short listing and may be referred to at interview.

When completing the application form you should write about **your role** and what **you** have done individually, or your role as a team member. You will need to ensure there is relevance between the examples used and the selection criteria. In addition, you should bear in mind the following points:

- use language which is simple and easy to understand in your examples to describe what **you** have done;
- use **actual** examples, rather than ‘how you **would** do something’;
- use examples from either your working or personal life including any private, voluntary or community or trade union work you are, or have been, involved in;
- avoid statements that describe your personal beliefs or philosophies – focus on specific challenges and results; and
- **describe what you did** and how you behaved – if your example includes activities undertaken by a team, **focus on your role** and not that of the team as a whole.

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SECTION 5: APPLICATION AND SELECTION PROCESS

APPLICATION PROCEDURE

Completed application forms can be submitted in a variety of ways.

By post to:

**RUC GC FOUNDATION RECRUITMENT TEAM 2017
Department of Justice
Policing Policy and Strategy Division
Room A4.15
Castle Buildings
Stormont
Belfast BT4 3SG**

Or deliver by hand to:

**RUC GC FOUNDATION RECRUITMENT TEAM 2017
Department of Justice
Block B Reception
Castle Buildings
Stormont Estate
Belfast**

Or email to:

rucgcfoundationrecruitment@justice-ni.x.gsi.gov.uk

no later than:

NOON on Thursday 28 September 2017

Applicants are reminded that email is not a secure medium, and that anyone who has any concerns about information security may submit their application and monitoring information questionnaire in hard copy format.

Please note that, to ensure equality of opportunity for all applicants:

- CVs, letters, or any other supplementary material in place of, or in addition to, completed application forms will **not** be accepted;
- If completing the application electronically, you must use **Arial font size 12**. The layout of the application form should not be changed or altered in any way. **Any attempt to alter the form will render your application invalid;**

- If completing electronically, applicants must comply with the character limits that have been set for the relevant section of the form;
- Handwritten or typewritten applications should be legible and completed using **black ink**. If handwriting, please keep within the space provided for each section. Any information over and above the word count will be redacted by the admin. team before being submitted to the selection panel.
- Applications will not be examined until after the closing deadline. Applicants should ensure that the form is fully completed before being submitted;
- Applicants invited for interview **will not** be eligible for reimbursement of travelling expenses;
- The Department must ensure that the individual appointed is committed to the principles and values of public service. These principles are Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership;
- The Department must take account of actual, or perceived, conflicts of interest. Therefore, applicants, in their application form, must disclose information or personal connections, which, if they were to be appointed, could lead to a conflict of interest or be perceived as such. Conflicts of interest may not be a barrier to appointment but both real and perceived conflicts must be discussed with all candidates by the Interview Panel. This is to ensure that the public can have confidence in the Board's independence and impartiality and the integrity of the potential appointee;
- Successful candidates will be asked to complete a Political Activity Questionnaire form. The Committee on Standards in Public Life recommended that all candidates for public appointments be asked to declare any significant political activity (including office holding, public speaking and standing for election) that they may have undertaken in the previous five years. The question only asks for information that is already in the public domain;
- If you are successful and are appointed to serve on the Board some information on your completed application form will be made public at the time of the announcement. This will include a brief summary of your career/experience; length of the appointment; remuneration; details of any other public appointments held with any related remuneration received; and your response to the political activity question; and
- If your application is submitted by e-mail we will require you to sign the declaration section of the application form if invited for interview.

PUBLIC OR OTHER APPOINTMENTS

You will be asked to give details of current appointments or other appointments held. For example, this may include experience gained at Management Committees and Boards from community, voluntary or private sectors.

DISABILITY REQUIREMENTS

You should let us know if you require any reasonable adjustments, due to disability, to enable you to take part in any part of the assessment process. Any information provided will be used for this purpose only and will not form any part of the selection process. Should you be successful, you will be asked to outline any adjustments you consider necessary in order for you to carry out the role effectively.

SELECTION PROCESS

A selection panel consisting of two Departmental officials and an independent assessor will assess your application form against the essential criteria. Applications will be anonymised at sifting stage.

The selection panel will reach a decision as to whether or not your application meets each criterion on the basis of the evidence you supply on the application form.

- An anonymised sift and short-listing process will be employed. When assessing each application against the selection criteria, panel members will use a Marking Frame to determine how the evidence provided meets each of the criteria. Only those applicants assessed as meeting the essential criteria will be eligible to proceed to the next stage of the selection process. Applications which do not meet all of the criteria will be sifted out.
- If the Department receives a high number of applications which meet the selection criteria, the Panel reserve the right to apply a scoring system to further short-list for interview, based on the quality of evidence provided.

All those sifted out or short-listed out will be provided with feedback based on the agreed Panel's assessment of their application. If an applicant wishes to contest the decision not to short-list them for interview they should do so within 5 working days of receipt of their feedback letter. Further details about the process will be provided in the feedback letter. All correspondence will be acknowledged by return.

Should the outcome of the enquiry result in the applicant being short listed for interview, the Department will make the necessary arrangements.

It is anticipated that interviews will be held on **11 and 12 October 2017** with the successful candidates confirmed shortly afterwards, subject to a Minister being in place and the necessary pre-appointment security checks. This may be subject to change.

The Minister is not involved in the short listing or interview stage of the process.

Applicants whom the selection panel assess as not deemed suitable for appointment will be advised of the panel's decision following interview.

Applicants whom the selection panel assess as suitable for appointment and whose names are being presented to the Minister will be advised of this following interview. Following the interviews, the Minister will be presented with an applicant summary of each applicant deemed suitable for appointment by the selection panel. The Minister will be presented with the list of those judged suitable for appointment in an unranked order i.e. the Panel members will score candidates at interview against an agreed pass mark and those found to be above the line will be recommended to the Minister. They will not be ranked in order reflecting the scores at interview. A 'candidate summary' will provide the Minister with an objective analysis of each candidate's skills and experience, based on the information provided by each candidate during the appointment process and the Panel's assessment of that candidate.

If you are successful you will be invited, by telephone, to accept the appointment.

The appointment will then be formally confirmed in writing and you will be required to confirm acceptance of the post and the Terms of Appointment.

All other interviewees will be advised in writing of the outcome of their interview once the appointment process has been completed.

The Minister may create a reserve list to cover any unforeseen vacancies that arise within twelve months. Interviewees will be advised if they are on a reserve list.

LATE APPLICATIONS

The deadline for receipt of applications in all cases is **NOON on Thursday 28 September 2017**. Applications will be individually date stamped and the time of receipt formally recorded and acknowledged. It is the responsibility of the applicant, taking into account their chosen method of delivery, to ensure that sufficient time is allowed for their application to arrive with the Department on or before the deadline. **Late applications will not be accepted.**

Please ensure that posted applications bear the correct amount of postage as any shortfall may lead to a delay in delivery, causing you to miss the deadline. Applicants who send their application electronically are also required to meet the deadline for receipt. To ensure equality of opportunity, applications will not be examined until after the closing deadline.

FEEDBACK

The Department of Justice is committed to ensuring that the process used is fair and in accordance with the principles of the Commissioner for Public Appointments (NI) Code of Practice. The Department is committed to providing feedback in respect of decisions taken in determining shortlisting as well as at interview. The Department will forward any feedback requests to the Chair of the Selection Panel, who will be responsible for providing feedback in respect of decisions taken in determining shortlisting as well as at interview. All requests for feedback are welcome.

CANVASSING

Applicants must not contact or seek support for an application from a member of the Selection Panel or any official involved in this recruitment campaign.

Canvassing, either directly or indirectly will disqualify you from appointment.

DATA PROTECTION

The DOJ takes its obligations under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process.

Data may also be used for the purposes of monitoring the effectiveness of the recruitment process, but in these circumstances, all data will be kept anonymous.

The equal opportunities form is used for monitoring the selection process only.

If you are unsuccessful, your personal data relating to your application will be destroyed after two years.

APPOINTMENT FOR SECOND TERM

A member of the Board whose term of office has expired or who has resigned shall be eligible to apply for appointment for a second term.

PROBITY AND CONFLICTS OF INTEREST

Probity and Conflicts of Interest - A Guide for applicants is attached at **Annex A** at the end of this Candidate Information Pack.

Candidates will be tested on their responsibilities in relation to probity and conflict of interest during the selection stage of the appointment process.

A further CPA NI leaflet is available: CPA NI Guidance on conflicts of interest, integrity and how to raise a complaint:

<https://www.publicappointmentsni.org/sites/cpani/files/media-files/CPA%20NI%20Guidance%20on%20conflicts%20of%20interest%2C%20integrity%20and%20how%20to%20raise%20a%20complaint.pdf>

SECURITY VETTING / CRIMINAL RECORD CHECK

Given the highly sensitive nature of the information made available to the Board of Trustees, successful candidates will be required to satisfy 'CTC' (Counter Terrorist Check) security clearance prior to appointment.

All documentation relating to the security check will be destroyed by the Department once the appointment process has been completed.

THE TWO TERMS RULE

Applicants who have served two terms in the same position on the same Board cannot apply through open competition for a third term. Applicants who apply for a third term will be discounted at the sift stage.

DOUBLE PAYING

Applicants who already work in the public sector need to be aware that:

- there is a general guiding principle that an individual should not be paid twice from the public purse for the same period of time. As a result applicants who already work in the public sector may not be entitled to claim remuneration for a public appointment if the duties are undertaken during a period of time for which they are already paid by the public sector;
- they may be ineligible for consideration for this appointment if in the Department's view there is a conflict of interest, the perception of a conflict or a potential conflict, between the appointment and their existing commitments;
- where applicable you will be asked to confirm that you have the permission from your employer to take up an appointment if one is offered; and

Each case will be considered individually, however, the guiding principle should be to avoid "double-paying". In the interests of minimising the potential for double paying the Department reserves the right to contact your employer regarding your candidature.

SECTION 6: EQUAL OPPORTUNITIES MONITORING AND COMPLAINTS PROCEDURE

MONITORING INFORMATION

The Equal Opportunities Monitoring Form is for monitoring purposes only. It is required to monitor the age, gender, ethnic origin, community background and disability to ensure that equal opportunity measures are effective. It will not be seen by the selection panel. As with all the information contained in the form, it is gathered, maintained and processed strictly in accordance with our Data Protection Registration, for public appointment purposes only.

EQUALITY AND DIVERSITY

Accessibility to appointments is fundamental and the appointments process promotes and demonstrates equality of opportunity and equal treatment to all applicants at every stage of the appointment process.

The Department of Justice is committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. The Department is committed to providing equality of opportunity for all applicants. Applications are welcomed regardless of age, gender, disability, marital status, religion, ethnic origin, political opinion, sexual orientation or whether or not you have dependants. **We particularly welcome applications from women, people from the Roman Catholic community, people under the age of 40, ethnic minorities and people with a disability who are currently under-represented on the RUC GC Foundation Board. In keeping with the Departmental Policy on Equality, Diversity and Inclusion, we would also welcome applications from those not currently serving on public bodies.**

All applications for appointment will be considered strictly on merit.

COMPLAINTS

Should you wish to make a complaint about any stage of the appointment process you should first direct your concerns, in writing, to:

RUC GC Foundation Appointments 2017
Department of Justice
Policing Policy and Strategy Division
Room A4.15
Castle Buildings
Stormont
Belfast BT4 3SG
Email: rucgcfoundationrecruitment@justice-ni.x.gsi.gov.uk

Your complaint will be handled in line with DOJ Complaints policy. If after receiving a comprehensive response you are still concerned, you may send your complaint, in writing, to:

Judena Leslie
Commissioner for Public Appointments for Northern Ireland (CPA NI)
Dundonald House
Annexe B
Stormont Estate
Upper Newtownards Road
Belfast
BT4 3SB

Tel. No: 028 9052 4820

Email: info@publicappointmentsni.org

Information on how to go about this is available in the [CPA NI leaflet](#):
<https://www.publicappointmentsni.org/sites/cpani/files/media-files/CPA%20NI%20Guidance%20on%20conflicts%20of%20interest%2C%20integrity%20and%20how%20to%20raise%20a%20complaint.pdf>

OTHER INFORMATION

You will be asked to declare if you are the subject of any current or pending legal, criminal or statutory investigations or actions; or if you have been:

- convicted of a criminal offence (other than minor motoring offences) which is not spent in accordance with the Rehabilitation of Offenders Act 1974;
- adjudged bankrupt or have made a composition or arrangement with your creditors over the past 10 years;
- dismissed from any public office over the past 10 years; disqualified from acting as a company director or in the conduct of a company, or are under investigation in relation to a potential directors disqualification; or
- a director, partner or manager of a company which has gone into liquidation, receivership or administration.

DECLARATION AND SIGNATURE

You will be asked to read the declaration statement and provide your signature if you agree to accept the conditions.

REGULATED APPOINTMENT

The procedure for this appointment is bound by the Code of Practice issued by the Commissioner for Public Appointments for Northern Ireland. This means that it is

based on a fair, open and transparent process that involves independent scrutiny. The Minister of Justice makes the final decision about who to appoint.

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ANNEX A: PROBITY & CONFLICTS OF INTEREST

GUIDANCE FOR CANDIDATES

Standards of behaviour

Ministers expect that the conduct of those they appoint to serve on the Boards of public bodies will be above reproach. Everyone who puts themselves forward for a public appointment must be able to demonstrate their commitment to the maintenance of high standards in public life.

The Seven Principles Underpinning Public Life

In 1995, the Committee on Standards in Public Life defined seven principles, which should underpin the actions of all who serve the public in any way. An overview of the 'Nolan principles', which are the basis of the ethical standards expected of public office holders are:

Selflessness – Holders of public office should act solely in terms of the public interest.

Integrity – Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity – Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability – Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness – Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty – Holders of public office should be truthful.

Leadership – Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

All candidates who put themselves forward for a public appointment must be able to demonstrate their commitment to the principles and values of public service. The Commissioner’s Code of Practice states that individuals must meet the integrity principle. This is highlighted in paragraph 2.7 of the Code, which states:

“Public appointees must be people who understand, apply and are committed to the principle of integrity, and will perform their duties with moral rigour and honesty without personal or corporate gain.”

It is important that the candidate’s commitment to the integrity principle is tested and assessed at interview. One of the issues which might arise in relation to this is that of conflict of interest.

What is a conflict of interest?

Public appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which might be material and relevant to the work of the body concerned should be declared.

There is always the possibility for real or perceived conflicts of interest to arise. Both are a problem, as the perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict.

No-one should use, or give the appearance of using, their public position to further their private interests. This is an area of particular importance, as it is of considerable concern to the public and receives a lot of media attention. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

Surely a perceived conflict is not a problem, as long as I act impartially at all times?

The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a board member can be extremely damaging to the body’s reputation and it is therefore essential that these are declared and explored, in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

What should I do if I think I have a conflict of interest?

You will find a section on conflicts of interest in the application form for you to complete. This asks you to consider and declare whether or not you have a real, or perceived, conflict. If you are unsure if your circumstances constitute a possible conflict, you should still complete this section, in order to give the selection panel as much information as possible.

If I declare a conflict, does this mean I will not be considered for appointment?

No - each case is considered individually. If you are short-listed for interview, the panel will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be handled, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings when an issue is discussed, in which you have an interest. However, if, following the discussion with you, the panel believes that the conflict is too great and would call into question the probity of the Board or the appointment; they can withdraw your application from the competition.

What happens if I do not declare a known conflict, which is then discovered by the Department after my appointment?

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct Underpinning Public Life and may terminate your appointment.

What happens if I do not realise a potential conflict exists?

This situation may arise where the applicant is not familiar with the broad range of work which a body covers and therefore does not realise that a conflict might exist. In some cases, the panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

What happens if a conflict of interest arises after an appointment is made?

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the board becomes apparent. The second is where a member is unfamiliar with the range of the work of the body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the Board, in consultation with the Sponsoring Department, to decide whether or not the member

can continue to carry out their role in an appropriate manner and each case is considered individually.

It may be that the conflict is such that it would be impractical for the member to continue on the board, if they would have to withdraw from a considerable amount of the body's routine business. In such cases, the member may be asked to stand down from the body.

This guidance should be read in conjunction with the information contained in the leaflet "CPA NI Guidance on Conflicts of Interest, Integrity and how to raise a complaint" which provides examples of the types of issues that may give rise to conflicts of interests.