

From my experience of working for a number of organisations, large and small, in the UK and Ireland, which underwent change, uncertainty about who **IN** the organisation is the **champion of change** is a prime factor in the change process failing. Change imposed from outside without such a champion is almost guaranteed to fail.

To delay the appointment of a Commissioner unduly would exacerbate the risk of failure. In my opinion, a Commissioner should be appointed in the regular way, perhaps on a short term (3 year) contract, as the champion of change, and should be a member of the Commission on the Future of Policing in Ireland, with the option of being made permanent on the successful completion of the change process.

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