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Letters to the Editor
Letters will be welcomed by the editor and should be addressed to

Peter Fitzgerald, The Editor, Communique,
Office of Deputy Commissioner SRM,
Garda Headquarters, Phoenix Park, Dublin 8.

Short articles which meet the criteria in Notes for Contributors overleaf will be welcomed by the Editorial Board.
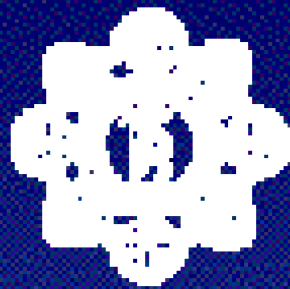
Change Management

Irish Security Industry Association

Irish Security Industry Association

COMMUNIQUE

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NOTES ON THE CONTRIBUTORS

SUPERINTENDENT JOHN MANLEY is a native of Bohola, Co Mayo who joined An Garda Síochána in 1971 and is currently the Superintendent in charge of the 'G' District, D.M.R. South. He has previously served in Sundrive Road; Burnfoot, Co Donegal; Stepaside; Blackrock; Rathfarnham; Command and Control, Harcourt Square and Rathmines. Prior to his current appointment he served as District Officer in Milford and Glenties, Co Donegal. He holds a Certificate in Supervisory Management from Rathmines College and is also the holder of a B.A. Degree in Police Management.

INSPECTOR LORRAINE WHEATLEY Finance A Branch Garda H.Q. joined An Garda Síochána in 1985 and has served in DMR North Central, Area Office Harcourt Sq, Crime Branch Garda H.Q. Office of the Deputy Commissioner Operations, DMR South Central and Finance and Procurement. She holds a diploma in Legal studies form the College of Commerce Rathmines (1989) and a Bachelors degree in Computer Science from Trinity College Dublin.

SUPERINTENDENT PAUL MOCKLER is a native of Ballintubber, Co. Roscommon. He joined An Garda Síochána in 1966. He is currently a District Officer in Gort, Co. Galway which was also his first station. He also served in Garda Headquarters, Athlone, Garda College, Ennis, Bridewell DMR, and Newcastlewest. He is a holder of a Certificate of Supervisory Management from the Irish Management Institute and a Bachelor of Arts Degree in Police Management.

BARRY BRADY is the Executive Director of the Irish Security Industry Association. He came into the security industry five years ago after a long career in Banking. He joined the old Munster and Leinster Bank (now AIB) in 1963 and during his 33 years served in the four provinces. He managed a number of branches over 10 years and finally moved to Adelaide Road, Dublin where he managed administration and facilities for a high tech building. Barry and his wife, Betty, live in the seaside town of Skerries, Co. Dublin and have 3 grown-up children. Among his interests are art, gardening and rugby and he is an avid supporter of Skerries Rugby Football Club.

INSPECTOR A. J. NOLAN, a native of Co. Laois joined An Garda Síochána in 1977 and served in Barrack St. Cork, Rathdowney and Abbeyleix in Laois/Offaly Division, Clones in Cavan/Monaghan Division and Tullamore in Laois/Offaly Division. He is currently an Inspector in the Change Management Section, IT Division, Garda HQ. engaged on Pulse Release 2 and the Government e-Services Catalogue work. He was a member of the Study Group that examined the area of Purchasing and Supplies Management. He holds a Diploma in Applied Social Science and B.Sc. (Hons) degree in Social Science from the Open University. He also holds a M.Sc. in Criminal Justice Studies from the University of Leicester, UK where his research interest centred on the impact of civilianisation on a police organisation. He is currently studying at Trinity College Dublin, towards a Ph.D. in the area of 'Change Management as influenced by IT Strategies within the Public Sector'.

Policing Public Order

Superintendent John Manley

John Manley

INTRODUCTION

The problems of public disorder present challenges to An Garda Síochána and to society. They prompt concern and distress amongst the community, a concern which is mirrored throughout the media and a distress which has fuelled a search for solutions.

One of the key debates centres on the ability of the police service to understand its own environment and its relationships with external agencies. What is the response by the Garda Síochána to issues of crime and disorder? What is the perceived reaction by them to problems of social exclusion? Is there a sense of empathy or emergency directed towards the community?

EUROPEAN STUDY

The Irish Report to the European School Survey Project on Alcohol and Other Drugs (E.S.P.A.D.)(Morgan, 2001[i]) found that the Irish students were near the top of the European league in terms of the use of tobacco, alcohol and certain illegal drugs, such as cannabis and ecstasy. Similar findings emerge in a 2002 study. However, in the earlier study there was little evidence of the use of heroin. We were not given a breakdown of the geographic and socio-economic distribution of the schools involved in the study. In that review of the links between poverty and drug abuse the general consensus was that, in Dublin, the abuse of heroin was confined to deprived areas. It would have been useful to know if any of the schools were situated in those areas.

There is some evidence from the reports on treated drug abusers by the Health Research Board that the majority of those attending treatment centres had very low educational standards. It may be safe to assume that the secondary school pupils in the 16 year-old bracket would be unlikely to have been involved in heroin abuse. Morgan points out (The Irish Times, 7th November 1997) that "while a lot of people have given a good deal of attention to illegal drugs, it remains the case that the main problem in Europe is legal drugs like cigarettes and alcohol and this is especially the case among teenagers in Ireland".

Dr. Mark Morgan in his paper "A Model of Adolescent Substance Abuse" suggests that research indicates that smoking, drinking and illicit drug abuse generally increase with age. For example among Dublin boys regular smoking appears to increase up to 14 years where it remains constant until about 18 years, at which time another sharp increase is observed. Among Dublin girls regular smoking seems to increase up to 16 years, after which it remains reasonably constant. Regular drinking also shows substantial age related increases. Both Dublin boys and girls show very low rates of drinking, as they enter adolescence, which increase rapidly with each passing year. However, the drinking rates for boys

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increase somewhat more rapidly than those for girls. Use of drugs other than alcohol and tobacco show a very similar pattern to that for drinking. Both boys and girls initially report very low rates of drug use which, for boys, increase throughout adolescence.

A survey by the World Health Organisation for annual pure alcohol consumption in Ireland (per person in litres) indicates a rise from 6.9 litres in 1988 to 8.1 litres in 1997. This is a substantial increase and compares unfavourably with the U.K. which shows a decrease from 7.6 litres to 7.3 litres over the same period. The E.U. average is 9.88 litres which also indicates a decline in alcohol intake. A 2002 study indicates that the level of alcohol consumption is still rising.

A European-wide survey on this subject was carried out in Spring, 1999. The target population were students born in 1983 i.e. 15/16 years. The survey was conducted in a number of countries throughout the European Union as well as Eastern block countries and became known as the E.S.P.A.D. Report published in February 2001. In the majority of the E.S.P.A.D. (European School Project on Alcohol and Drug Abuse) countries beer consumption has increased. There are "typical beer countries" like Denmark and Ireland, which are sharing the top position in 1999 with the U.K. Another measure related to alcohol intoxication is the frequency of having five or more drinks in a row (binge drinking). The proportion indicating such consumption three times or more during the last 30 days in 1999 varied considerably over the E.S.P.A.D. countries. Overall, more boys than girls report this behaviour. Exceptions are Ireland and Norway, where there is little gender difference. In this context Ireland is top of the league table as illustrated in Figure 1.

FIGURE I BINGE DRINKING – BOYS AND GIRLS
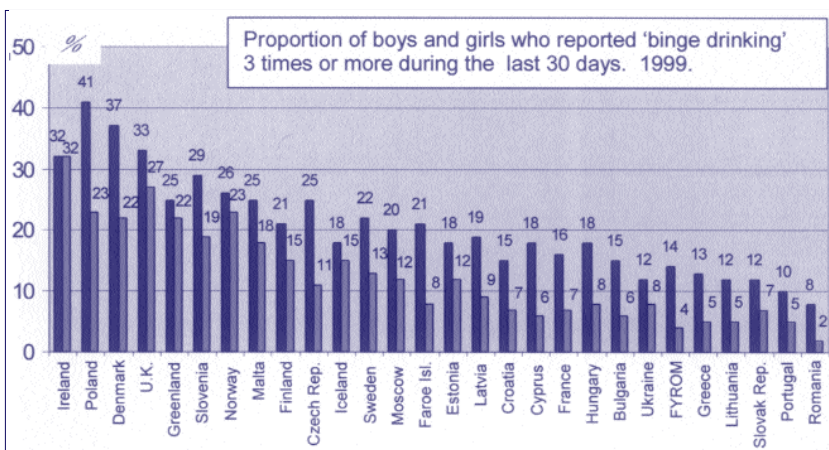
Source E.S.P.A.D Report February 2001

This represents a very high and frequent alcohol intake. Similarly, Ireland is above the average in comparison with the other E.S.P.A.D. countries in most categories as illustrated in Figure 2.

FIGURE 2. ALCOHOL/DRUG USE: COMPARISON, IRELAND AND ALL COUNTRIES SURVEYED

Source: E.S.P.A.D. Report February 2001.

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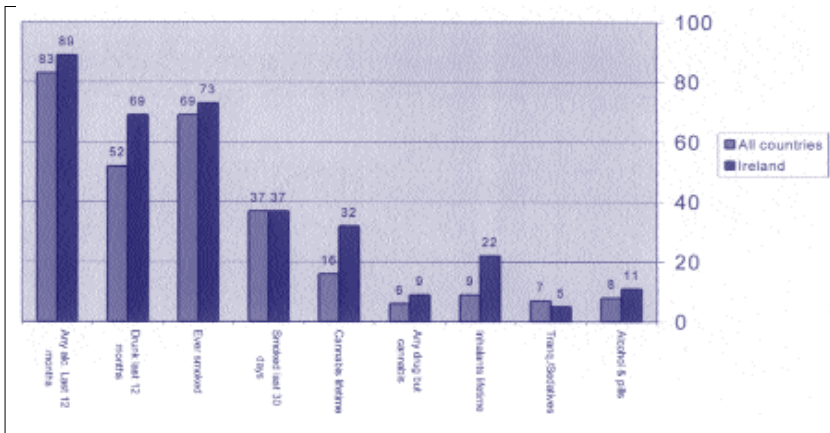
The greatest difference between the average for all other countries and Ireland are under the categories drunk in the last 12 months, cannabis used in a lifetime and inhalants used in a lifetime. These are disconcerting statistics requiring immediate remedial attention.

ASSESSING THE RISK OF DISORDER; THE IRISH EXPERIENCE
Incidents of major disorder or riot are relatively rare in Dublin. However, there have been significant departures from this passive state and these include the riot at Merrion Road in Dublin in 1981, in which a large number of Gardaí and civilians were injured, as a result of a violent protest by activists supporting the 'H Block' protest in Northern Ireland.

Football violence at Lansdowne Road during an Ireland and England soccer match in 1995 resulted in the game being abandoned. Following an enquiry by a High Court Judge, Thomas Finlay, total blame was apportioned for the violence to the English fans.

SETTING THE STRATEGIC DIRECTION – A STRATEGIC FRAMEWORK
A strategic model developed by the Home Office Inspectorate in London is particularly appropriate in this regard and applies equally to crime and disorder.

The Garda Síochána has a strategic framework within which to operate to deal effectively with disorder in its current Annual Policing Plan and in the Report of the Youth Advisory Body but there is need to widen and

FIGURE 3. MAXIMISE CRIME AND DISORDER REDUCTION OPPORTUNITIES

'Hot Spot' Management Focus resources – crime and disorder prone areas Tackle the bullies Engage the community Win back the streets	Connect crime and disorder Identify the patterns Focus resources – "big hits" Maximise returns -stop the series Analyse method - learn
Target active criminals The prolific offender The career criminal role model The networked infrastructure Incapacitate individuals & network	Preventative measures CCTV – overt & covert Target hardening Community action plans Design in crime & disorder frustration

Source: Home Office U.K.

deepen the process. The Report of the Youth Advisory Body assessed the problem of alcohol-related public disorder and street violence and proposed solutions.   The framework needs to complement – and integrate with – the overall operational strategies of the service and to accommodate all types of disorder ranging from low level disorder associated with anti-social behaviour through to large scale public disorder.

NEW AND EMERGING FORMS OF PROTEST

The strategic framework needs to be flexible enough to provide a positive response to specific types of disorder that have emerged in recent years, from the newer forms of non-violent protest surrounding, for example, farmer protests, environmental concerns and single-cause issues. The mobility of protestors provides a challenge to An Garda Síochána as supporters of an organisation can move from site to site, with potential for disorder at each location.

These groups, environmental groups such as the eco-warriors, adopt a strategic long term approach to their protests employing new and innovative tactics to frustrate authorities and achieve their objectives. Sometimes the tactics can be more environmentally, socially and economically damaging than the objective of their activity. The police response has to be equally innovative, focused and determined, with energy directed to intelligence gathering and dissemination at local and national level.

INTELLIGENCE-LED POLICING

It is important for the organisation to enhance and focus its intelligence system to gather information and intelligence from a wide number of sources. The proactive use of informants and community contacts is an area most Gardaí are familiar with (and something we excel at).   The use

of local pamphlets and newspapers provide a valuable insight to potentially new and emerging causes that may present operational problems for the local Gardaí and the local population. It is essential that close contact is maintained with the community and that intelligence and information systems continue to develop and evolve.

The focus on intelligence-led policing in relation to crime is well established as part of the culture of the organisation. The gathering of information about crime and the drive to develop criminal intelligence is regarded as a normal part of policing. The same approach to disorder would reap huge rewards for the community and the service.

It should be impressed upon all operational personnel that the gathering of information about people, places and events associated with disorder, as a task, is critical to successful policing. This will require a change in mindset for many operational personnel, as traditionally crime fighting was perceived more important than dealing with disorder, which would appear to be of less importance in their scale of policing. This problem perception, and attitude change requires strategic and visionary management with a broad and long term view of where the organisation is going.

TENSION INDICATORS

Incident analysis provides useful intelligence and information that assists assessment of the risk of disorder. Incident data can be analysed for a variety of factors but most commonly it is analysed looking at location, nature of incident, times of occurrence and people involved. This clarity provides sufficient information to identify 'hot spots' offering the potential to develop a problem-solving approach.

In England, as a result of the Morgan Report (1991) and Crime and Disorder Act, 1998, a statutory duty has been placed upon local authorities, the Police, Health authorities and probation committees to work together to tackle problems of crime and disorder in their area. By April 1999 the partnerships had to produce and publish a strategy to reduce these problems based on evidence drawn from an audit of crime and disorder in the locality. There are 376 crime and disorder partnerships in England and Wales. The Home Office provide assistance to the partnerships in compiling their audits, which is part of a wider programme of research assessing the challenges and successes being achieved by these partnerships.

MINIMISING, MANAGING THE RISK OF DISORDER: COMMUNICATING WITH THE COMMUNITY

An important aspect of policing is the ability of the organisation to easily and regularly communicate with the community it serves. This applies

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equally at an organisational level with its network of meetings, systems and processes as well as the daily personal interactions between Gardaí and the public.

The value of community intelligence, and the role it plays in policing, is invaluable especially in forging new community links. When tension rises in the community, effective communication channels at all levels are essential and must be a two-way process. This process captures matters of community concern, details of minor incidents and other relevant information so that Gardaí can take action to address the problem. Police action must be communicated back to the community through a range of channels, so that public reassurance is achieved. In the event of serious or sustained disorder it is essential that these communication channels remain open.

Community policing is more effective when it is adopted in a consistent fashion. Occasionally, support units can be utilised and can be a valuable resource and response for dealing with disorder bringing additional skills and experience to a particular situation. However, there may be particular sensitivities in a particular area, such as a minority ethnic community, and actions by a specialist unit can be open to misinterpretation and can impact on the relationship between Community Police and the community. It is vital therefore that any specialist unit is properly briefed by local Gardaí so they are fully aware of local issues and sensitivities.

It is essential that Community Gardaí can contact people in the community at times of rising tension. Community leaders provide a valuable communication link and can act to dispel rumours and minimise the potential for disorder.

MULTI-AGENCY PARTNERSHIPS
The role of partnerships, as illustrated in the previous paragraphs, in minimising and managing the risk of disorder, is vital. Working in partnership can be a most effective method to counter disorder. There are several models for partnership activity, many of which are extremely effective in delivering action and in assisting the decision-making process.

All require effort and commitment by all those involved to ensure success. Many partnerships, formed to address crime issues, have taken action which has also had an impact on disorder. Much research has been conducted into the complex causes of disorder. The long term solutions are equally complex and generally involve many agencies operating together. The Gardaí are involved in a myriad of activities with agencies, organisations, and individuals in the statutory and voluntary sectors working together to reduce crime and disorder.

Part of the research for this article – to support it empirically – was to obtain a printout of public order complaints lodged by the public to the Garda Command and Control system based at Harcourt Square in respect of the Crumlin Garda District between the period 1/1/1995 to 31/12/1999. The research also included similar information in respect of Tallaght Garda District, comprising of Tallaght and Rathfarnham stations and in respect of Terenure Garda District comprising Terenure and Rathmines stations. The statistics are as follows:-

FIGURE 4 PUBLIC ORDER CALLS 'G' DISTRICT – CRUMLIN, SUNDRIVE STATIONS 1995 - 1999
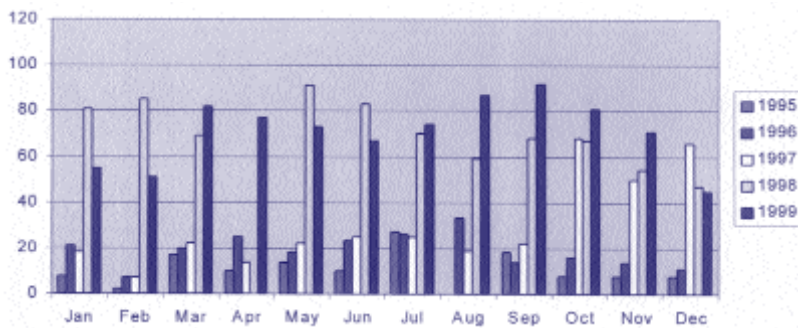
FIGURE 5: PUBLIC ORDER CALLS 'M' DISTRICT – TALLAGHT, RATHFARNHAM 1995 - 1999
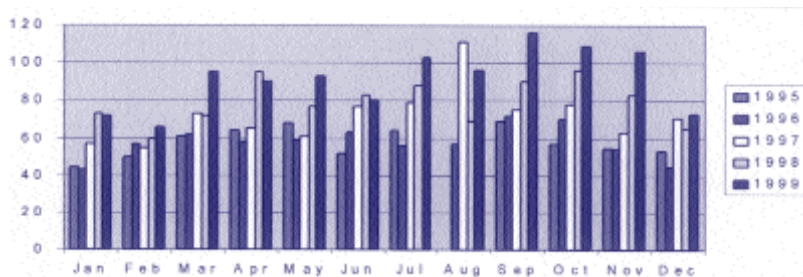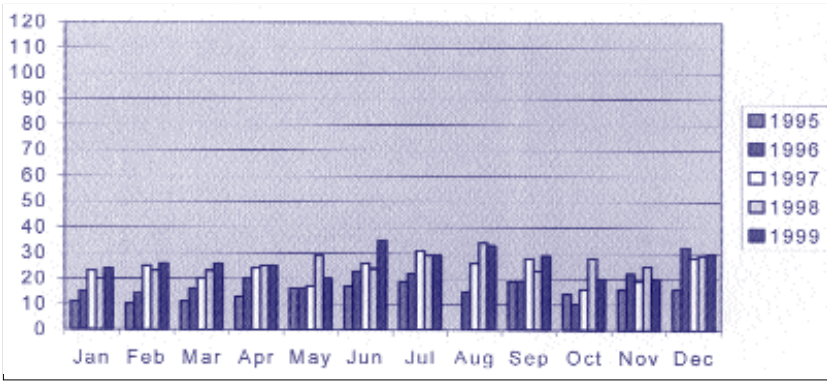

TABLE 1: PUBLIC ORDER CALLS 'M' DISTRICT 1995-1999

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FIGURE 6: PUBLIC ORDER CALLS 'P' DISTRICT – TERENURE, RATHMINES 1995 – 1999

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TABLE 2 MONTHLY PUBLIC ORDER CALLS 'P' DISTRICT – TERENURE, RATHMINES 1995 – 1999

	1995	1996	1997	1998	1999
Jan	11	15	23	20	24
Feb	10	14	25	23	26
Mar	11	16	20	23	26
Apr	13	20	24	25	25
May	16	16	17	29	20
Jun	17	23	26	24	35
Jul	19	22	31	29	29
Aug	0	15	26	34	33
Sep	19	19	28	23	29
Oct	14	10	16	28	20
Nov	16	22	19	25	20
Dec	16	32	28	29	30
Total	162	244	283	312	317
	177				

The anterisk for calls recorded for August 1995 relates to a fault in the recording tape for those months in the Command & Control Room and consequently no calls could be returned. If the monthly average is inserted for the missing month the figure for 1995 is 177.

ANALYSIS OF STATISTICS

The level of calls from the public for the 'G' and 'P' Districts for 1995 were significantly lower as the legislation pertaining to public order had only recently been enacted in 1994. The 'M' District had a high incident rate in 1995 at 637 calls for the year. It is noticeable that, from October 1997 to the end of December 1999, the rate of increase in calls in respect of the 'G' and 'M' District is noticeably higher, whereas the 'P' District remained relatively static. This may be explained by the configuration of the Districts concerned. The 'G' and 'M' Districts have large urban housing estates whereas a large proportion of the 'P' District is flatland. This sudden increase in public order calls may possibly be explained by the growth of the Celtic tiger, where all sections of society, especially teenagers, found extra disposable money to spend on alcohol and drugs etc. The rate of increase in calls from the public for the 'G' District from 1995 to 1999 is 600 per cent, a startling figure even from a low base. The

percentage increase for the 'M' District is 58 per cent and the 'P' District 79 per cent for the comparable period.

While the crime rate has reduced by 20.7% nationally from 1995 to 1999 the rate of increase in public order for the DMR Southern Division has increased substantially by an average of 63% each year in respect of the 'G' District, 12.5% in respect of the 'M' District and 16% for the 'P' District. There is a wide range between these figures from 12.5% to 63% but there is no reason to doubt that a similar range applies to many Garda Districts in Dublin as well as large urban centres throughout the country. This indicates the increasing level of anti-social behaviour, vandalism and assaults that are occurring in society. Public order not only impinges on individuals, but it effects a whole street, community or neighbourhood.

CONCLUSIONS

Profound changes are taking place in Ireland today. The external environment in which the Garda Síochána operates has changed dramatically in the last decade. The break-down in social order, family unit, decline in religious beliefs and increased urbanisation are contributory factors in this environment. The outsider looking at Irish society must be struck by the contrast between our remarkable economic achievements, giving increased prosperity and standards of living beyond our wildest dreams, and the serious social ills which, heretofore, were insufficiently acknowledged and inadequately addressed. The reason, most often, then, was a lack of sufficient resources. The problem of drink and drug abuse is a problem urgently needing a solution. It took the impact of the recently published international report on drink and drug consumption among European teenagers to open a national debate that should have started years ago.

The E.U. survey offered a depressing picture of the leisure habits of Irish teenagers. They are Europe's greatest binge drinkers, and are rated second in their use of cannabis. Binge drinking and other inappropriate heavy drinking have to be seen against the wider background of the effects of alcohol abuse on society. These include accidents, drownings, violence, public disorder, crime, poverty, family disintegration, unemployment, intimidation and a reluctance in certain areas to walk the streets. The adverse effects of alcohol abuse are not confined to drinkers and their families, but affect the entire population. Recent studies indicate that alcohol consumption continues to increase.

The results, however depressing, are scarcely surprising. Many parents, doctors in accident and emergency units in hospitals and Gardaí already know, at first hand, the cost and consequences of excessive drinking and drug taking by young teenagers. They feel powerless to influence or alter their behaviour, given that Ireland is dominated by a "drinks culture", which is underpinned by a socially liberal attitude towards alcohol consumption at all levels of society. The solution can only come with change of attitude and behaviour in our national drinking habits. That requires each section of society to accept its share of responsibility in achieving the required level of change.

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These unprecedented levels of alcohol/drug abuse amongst teenagers are reflected in the ever increasing levels of complaints, in relation to public order, from the public. For the DMR Southern Division, the increase is starkly illustrated as part of the research undertaken for this article. While there is a wide range between these figures from 12.5% to 63% annual increase in respect of the Garda Districts concerned, there is no reason not to believe that a similar range applies to many Garda Districts in Dublin as well as large urban centres throughout the country. Overcoming this problem will obviously require a combination of legislative change, strict and strong enforcement of liquor licensing laws and voluntary effort both to influence new social attitudes and alter behaviour.

Since crime has decreased by 20.7% nationally from 1995 – 1999 extra resources should now be re-allocated to match and tackle the increase in public order in areas where this problem is predominant, and by providing a proactive response, particularly to juvenile offending. Two public order research projects have been completed, one by the Crime Forum and another initiated by the Garda Commissioner. The results of these enquiries have done a signal service to reducing public disorder in Ireland, as they identify a way forward for Garda Districts in the country, which like Crumlin, have suffered such an increase in public disorder.

An unnecessarily restrictive approach is unlikely to succeed, but there is little doubt that certain restrictions are desirable. Drinking in public places such as the street, parks and public holiday sites should be forbidden. A compulsory identity card system for teenagers should be introduced with strict enforcement by the Gardaí. This raises the question of additional legislation to regulate late night venues, such as fast food outlets, night clubs etc., to prevent hundreds of people leaving establishments simultaneously, often in a drunken state, thereby exacerbating the potential for public disorder, violence and assaults. The legislators have acted recently, and legislation is but one part of the equation.

The partnership approach to formulate a strategy, initially to educate teenagers at primary level on the dangers of alcohol, drug and substance abuse, is essential. A 2002 survey indicates that youth alcohol consumption is increasing.

Public disorder is partly the result of incivility, a lack of societal coherence and a break-down in societal controls, including parental control. Stephen L. Carter[2] (1998) has defined civility for us with 15 rules of manners of democracy. Civility matters, if we want to reduce public disorder, violence, impatience and aggression. This will require a partnership and multi-agency approach by Government, Gardaí, the media, drink companies, sporting organisations, teachers and parents associations, to change Irish society and set criteria and standards for the youth of this country to follow.

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1. *Morgan M. (2001) "Paper on Adolescent Substance Abuse".*
2 *Carter S. (1988) "Civility, Manners, Morals and Etiquette of Democracy,*
   Basic Books, NY, p. 227-286.

Issues in Garda Purchasing and Supplies Management

Inspector Lorraine Wheatley

Lorraine Wheatley

In this article I will present some of the major issues which influence Garda Purchasing and Supplies Management. In particular, the focus will be on the supplies and services requirements, method of delivery (i.e. the most appropriate mix between direct delivery and central warehousing of stock), budgets, financial sanction, procurement structure and procedures, legal constraints, support agencies, sanctioning authority and auditing procedures.

An Garda Síochána is an organisation with in excess of twelve thousand personnel, and a budget of approximately nine hundred million Euro for 2002. The discretionary spending is approximately 15% of the total budget and goes, primarily, on supplies and services. The expenditure is controlled by adherence to Budgets, internal controls and compliance with Public Procurement Guidelines[1] and is monitored by the Department of Finance, together with a number of agencies which include the Comptroller and Auditor General, (C&AG), Government Contracts Committee (GCC), The EU Commission and the European Courts of Justice.

A comprehensive codified set of guidelines for the awarding of public sector contracts in Ireland was first published in 1986 – "An outline of Government Contract Procedures". A revised edition[2] was published in 1996 which updated procedures in accordance with developments, especially EU developments where extending the public procurement regime became an important part of the EU internal market. The EU guidelines are contained in three directives which where issued in 1992 and 1993. They govern three areas namely contract works, supplies and services, and utilities. The directives have legal force in member states and any violation of theses directives by pubic bodies can give rise to serious legal and financial sanctions. The purpose of these regulations is to ensure that the public procurement of works, goods and services is carried out in an open, accountable and transparent manner[3].

The procurement function in An Garda Síochána is wide ranging and has undergone continuous change over the last five years. From the foundation of An Garda Síochána the purchasing and supplies management functions have been centrally managed by the Garda Barrack Masters Section, now Finance and Procurement Section, in conjunction with the Office of Public Works (OPW) and the Government Supplies Agency (GSA). This resulted in large volumes of stock being stored and distributed from the Finance and Procurement Section on an ongoing basis. The stores area consisted of a number of buildings which were very old, of poor quality, and which were unsuitable for some of the storage needs. This meant that without the use of technology and appropriate staff training, stock levels were difficult to control. This was highlighted in the early 1990s when the Comptroller and Auditor Generals Office carried out an inspection of the Garda Stores and was critical of some stock levels, particularly overstocking of clothing which then existed.

A computer system (Mapics) was acquired in 1992. However, because of inadequate investment in training, the system was underused. It was only after a new Systems Administrator was appointed in 1997 that it was used and

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developed to its present level and can now provide a full range of financial and stock control reports as required.

A committee was established to review stores procedures, and the review[4] of purchasing and supplies was completed in January 1996. An implementation plan was drawn up to carry out the main recommendations of the Report. A steering group consisting of Officials from the Department of Justice, Department of Finance, and An Garda Síochána was established to oversee the implementation of the main recommendations of the report which were as follows

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- That An Garda Síochána become a member of the Irish Institute of Purchasing and Materials Management (IIPMM).
- That the IT system be revamped
- Staffing levels with appropriate skills be assigned.
- That a staff training strategy be introduced
- That the section be restructured upon functional lines
- The establishment of a product research unit, (Purchasing Support Office (PSO))
- That practices and procedures of both Purchasing and Accounts Payable would be revised and properly documented.

The Barrack Masters section was reorganized into the following offices
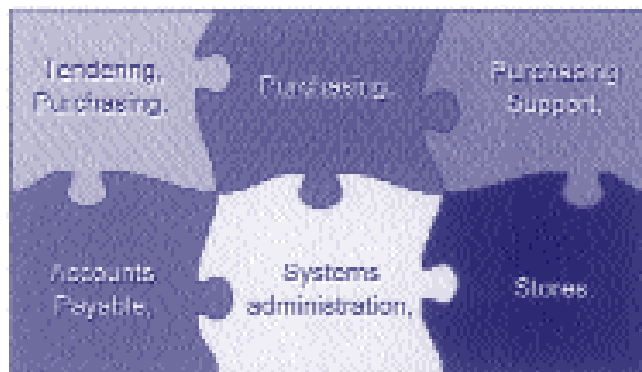
 In 2000 construction commenced on a custom-built warehouse in Santry. The new stores became operational in the autumn of 2001. An Garda Síochána became a member of IIPMM. The IIPMM completed a detailed in-house training programme for An Garda Síochána. Over fifty(50) Garda and Civilian staff attended the courses. The courses covered store procedures and practices, EU and Government Guidelines and project management.

In line with the recommendation of the Deloitte and Touche report, which was commissioned in 1995 and reported in 1996 on civilianisation in An Garda Síochána, civilian professional accountants have now joined this section. A Director of Finance was appointed in March 2000. Two assistants, a management accountant and a financial accountant were appointed in June and July respectively. Following the reorganization of Garda H.Q. in November 2001, the Director of Finance assumed responsibility for the procurement function. This has also impacted significantly on the processes and involves

moving from an over-centralized and generally short term financial management approach, towards a more decentralized devolved management structure, with an emphasis on efficiency and effectiveness.

GARDA PURCHASING REQUIREMENTS

Our purchasing requirements are wide and varied. It is important to ensure that all areas are provided with necessary clothing and equipment. With the vast range of specialist units, the nature and expense of items purchased is on the increase. Good planning is required to ensure that funding is available to meet the core operational requirements. Garda buyers are required to stay up-to-date on developments on all types of clothing and equipment.

There are over eight thousand (8000) inventory items on the Mapics computer system. Garda transport, uniforms, furniture, stationery, and office and IT equipment are purchased from the annual budgets. There are over two hundred (200) items of uniform and equipment in the standard kit supplied to members on overseas duty with the United Nations or other international organisations.

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The ordering process for stationery has been streamlined by the use of standard forms, which are completed at local level. There are over five thousand (5000) orders a year processed by Procurement Section. There is an ongoing challenge to obtain the correct balance between stock and direct delivery of items. Furniture, IT, office equipment, and the general issue of uniforms are now directly delivered. This avoids storage and potential obsolescence. To maximize the benefits of direct delivery and to be fair to suppliers, orders should not be below a minimum value. For low value items, this can be achieved by orders being collated at District, Divisional or Regional Level.

TABLE 1: SPENDING BREAKDOWN €M., 2001

DESCRIPTION	€ MIL
Cleaning	2.03
Clothing	3.30
Communications	23.61
Computers	13.20
Consultancy	0.12
Fuel & Lighting	4.06
Furniture	1.90
Office Equipment	1.26
Postal services	1.5
Publications	.25
Road Traffic equipment	1.27
Stationery	0.76
Telecommunications	7.23
Training	4.57
Transport Maintenance	9.5
Transport Purchases	6.98
Travel	22.6

LEADING CHANGE

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling, and problem solving. Leadership is a set of processes that creates organizations in the first place, or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles (see below).

SUCCESSFUL CHANGE AND THE FORCE THAT DRIVES IT -
MANAGEMENT VERSUS LEADERSHIP

MANAGEMENT

Planning and budgeting: establishing detailed steps and timetables for achieving needed results, then allocating the the resources necessary to make it happen

Organizing and staffing: establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation

Controlling and problem solving: monitoring results, identifying deviations from plan, then planning and organizing to solve these problems.

↓

Produces a degree of predictability and order and has the potential to consistently produce the short-term results expected by various stakeholders (e.g., for customers, always being on time; for stockholders, being on budget)

LEADERSHIP

Establishing direction: developing a vision of the future - often the distant future - and strategies for producing changes needed to achieve that vision

Aligning people: communicating direction in words and deeds to all those whose cooperation may be needed so as to influence the creation of teams and coalitions that understand the vision and strategies and that accept their validity

Motivating and inspiring: energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs.

↓

Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (e.g., new products that customers want, new approaches to labour relations that help make a firm more competitive)

Source: From A Force for Change: How Leadership Differs from Management by John P. Kotter. Copyright 1990 by John P. Kotter. Adapted with permission of The Free Press, a Division of Simon & Schuster.

SUCCESSFUL TRANSFORMATION IS 70 TO 90 PERCENT LEADERSHIP AND ONLY 10 TO 30 PER CENT MANAGEMENT. Many organization today don't have much leadership. And almost everyone thinks about the problem as one of managing change. Last century, as we created thousands and thousands of large organizations for the first time in human history, we didn't have enough good managers to keep all those bureaucracies functioning. So many companies and universities developed management programs, and hundreds and thousands of people were encouraged to learn management on the job. And they did. But

people were taught little about leaders... leadership and we needed hundre... enterprises.

This emphasis on management is... employees from learning how to lead. ingredient in producing this outcom... produces much growth. Meanwhile... under control becomes the primary c... managerial competencies are nur... management but not leadership, bur... But with continued success, the pr... unhealthy arrogance begins to evolve... any transformation effort much r... managers can overevaluate their ... position, listen poorly, and learn slow... difficulty seeing the very forces th... Bureaucratic cultures can smother t... conditions. And the lack of lead... organisations to break out of the mor...

Cultures that resist change, managers... change – managers who have not beco... inevitable under these conditions. **Urg... guiding coalition** with sufficient lead... and strategies are not formulated by i... with plans and budgets. Sufficient ... **communicating a new sense of dir ct...** light of a history of simply handing ... lack of training, or supervisors are ... want to help implement the vision. **V...** after some **short-term wins**, consoli... who have been instructed to think in ... or weeks, not years. And **new ap...** organization's culture by people who... formal structure, not culture.
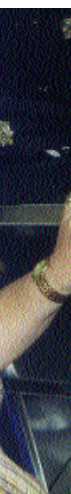
As a result, hoped-for synergies are... control, huge projects take too long ... new strategies are never implemen...

Irish Security Industry Association

Public Order Policing

Garda...

*Photos by Garda Photographic Section and ISIA*

P O I N T

ship. Management is easier to teach than
...ds of managers to run ever-growing

... a corporate culture that discourage
... Ironically, past success is usually the key
... The syndrome goes like this: Success
..., keeping the ever-larger organization
...hallenge. So attention turns inward, and
...tured. With a strong emphasis on
...eaucracy and an inward focus take over.
...oblem often goes unaddressed and an
.... All of these characteristics then make
... more difficult. (See below.) Arrogant
... current performance and competitive
...y. Inwardly focused employees can have
...at present threats and opportunities.
...hose who want to respond to shifting
...dership leaves no force inside these
...ass.

... who have not been taught how to create
...ome leaders – are lethal. Errors are almost
...gency is not an issue. A **powerful** enough
...lership is not created by people. Visions
...ndividuals who have learned only to deal
... time and energy are never invested in
...tion to enough people – not surprising in
... out the latest plan. Structures, systems,
...allowed to dis**empower** employees who
...**/ictory** is **declared** much **too soon**, often
...dated gains and more change by people
... terms of system cycle times: hours, days,
...**proaches** are seldom **anchored** in the
...p have been taught to think in terms of

... not created, costs are not kept under
...d and provide too little benefit, and bold
...nted well. The rate of environmental

THE CREATION OF AN OVERMANAGED, UNDERLED CORPORATECULTURE
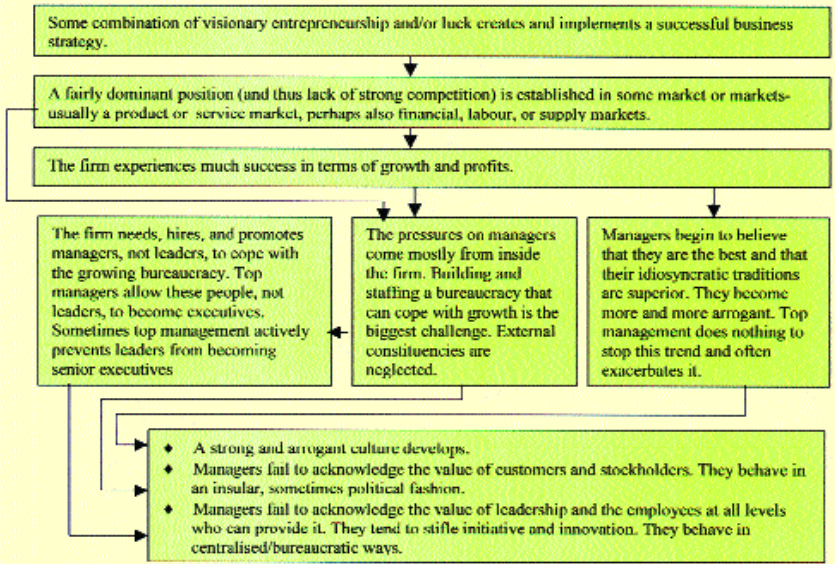
Source: From Corporate Culture and Performance by John P. Kotter and James L. Heskett. Copyright 1992 by Kotter Associates. Inc. and James L. Heskett. Adapted with permission of The Free Press, a Division of Simon & Schuster.

movement will increase and that the pressures on organizations to transform themselves will grow over the next few decades.   The only rational solution is to learn more about what creates successful change and to pass that knowledge on to increasingly larger groups of people.   Helping to better understand transformation has two components. The first relates to the various steps in Kotter's eight-step change process, urgency to anchoring new approaches shown above *(underlined and bold)*. Most of us still have plenty to learn about what works, what doesn't, what is the natural sequence of events, and where even very capable people have difficulties. The second component is associated with the driving force behind the process: leadership, leadership, and still more leadership.

PETER FITZGERALD, EDITOR

... Purchasing and Supplies

Best Value Policing

Change Management

EU DIRECTIVES AND NATIONAL GUIDELINES

It is a basic principle of Government procurement that a procedure based on competitive tendering should always be used, unless exceptional circumstances apply, in which case the approval of the GCC (see footnote 2 below) must always be obtained.

The Tendering Office in Garda HQ co-ordinates tender competitions. Staff there prepare Request for Tenders (RFT) notices for publication in the EU Journal. They ensure that all tendering is conducted in accordance with EU directives and Public Procurement Guidelines and this office is also responsible for developing Garda policy and procedures in this area.

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These tenders have to be advertised in a prescribed format in the EU Journal and National Newspapers. Work has been ongoing at EU level on the development of a new directive which will replace all three existing directives. This directive is due to issue in the near future.

Threshold values for contracts, which must be published in the Official Journal of the European Communities are shown at Table 2.

TABLE 2 CONTRACTS THRESHOLD VALUES: MUST BE PUBLISHED IN THE EU OFFICIAL JOURNAL

Directive	€
Works	5,358,153
Supplies & Services	139.312
Utilities Services	5,358,153

COMPETITIVENESS

Contracts should be renewed on a regular basis to help ensure we are getting the best value, and it permits new suppliers to bid.

SUPPLIER SELECTION

There are a number of ways in which suppliers can be invited to bid for contracts. Contract values below the EU threshold for high value items must be advertised in the national papers. In a confined competition tenders can be invited from suppliers who are on the Garda Tender list. Supplier selection must always be transparent and it is only in exceptional cases that we should be dealing with a sole supplier. The Governments Contracts Committee (GCC) must give approval for all contracts that exceed €50,000 in cases where there was no tender competition held or if only one tender was received.

SPECIFICATIONS

The items or service required should be described in unambiguous terms in the specification circulated to potential suppliers. It is essential that the specification does not favour a particular brand. The clearer the specification the easier it is to conduct an objective assessment and to justify the selection.

AWARD CRITERIA

While every competition should aim to obtain the lowest price, other factors

determine that the cheapest may not be the most economically advantageous. The selection criteria used will vary depending on the product or service. An appropriate weighted average should be allocated to each criterion. The appropriate criteria must be prioritised before the receipt of tenders.

SUBMISSION OF TENDERS

Invitations to tender should outline the supplier's obligation with regard to tax clearance, Health and Safety and other regulations. Tenders should be sealed and opened on the date specified. The acceptance of late bids is specifically prohibited and they should be returned unopened. The opening of tenders should be conducted by a minimum of three persons at the appropriate level of the organization and the details recorded simultaneously. Where EU contracts are involved, the Department of Justice, Equality and Law Reform is represented in the capacity of contracting authority.

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These principles apply equally to all purchasing outside the Central purchasing function. In 2001 the Garda Finance Section produced 'Divisional Procurement Guidelines'. These guidelines outlined the relevant procurement regulations and tendering procedures to be followed at District level. The services contracted at District level would be the provision of meals for prisoners, towing of Garda vehicles or private vehicles in which An Garda Síochána has an interest, taxi service, cleaning services and gardening services.

LEGAL CONSTRAINTS
TAX CLEARANCE CERTIFICATES

Companies who provide services or goods in excess of €6500 to the public sector must have a valid Tax Clearance Certificate. This ensures that suppliers conducting business with public bodies have their tax affairs in order.

Prompt Payments Act, 1997
This legislation provides for the payment of interest penalties if invoice payment is not made by prescribed payment date if specified, or otherwise, within 45 days of either receipt of an invoice or date of supply, whichever is later. Invoices must always be date stamped on receipt, otherwise the invoice date becomes the appropriate date for the purpose of the Act. The supplier cannot waive this interest payment penalty. This legislation applies to all invoices received by An Garda Síochána. If an invoice is incorrect in any material respect there is a provisions in the legislation to put it into dispute, which has the effect of "stopping the clock". A new EU Directive 2000/35 on combating late payments in commercial transactions will reduce the number of days to thirty(30). To avoid penalties invoices must be processed quickly, bearing in mind that payments in most cases are made by Finance Division, Killarney. Claims for Payment should reach them within twenty days of receipt by An Garda Síochána.

HEALTH AND SAFETY REGULATIONS

All items of equipment and clothing purchased must comply with Health and Safety Regulations. The high standards required brings with it increased costs. Suppliers bidding for public contracts must provide evidence that their business and products comply with all health and safety regulations and standards.

TRANSPORTATION OF DANGEROUS GOODS ACT

Suppliers now must also comply with the provisions of this legislation. This regulates the transport and disposal of dangerous substances. A member of the Garda purchasing staff is qualified as a Dangerous Goods Safety Advisor and the requirements under the Act are specified in all relevant tenders.

GOVERNMENT SUPPLIES AGENCY (GSA)

The GSA has the responsibility for the central management of procurement for all Government Departments and An Garda Síochána. They are responsible for procuring the Garda fleet, clothing, printing, binding services, paper publications, stationery, cleaning materials and general office supplies.   An Garda Síochána is obliged to order their requirements for these items from GSA Suppliers even though the costs are charged to the Garda budget. An Garda Síochána purchases and makes payment directly from and to the suppliers. These items are ordered by the Central Purchasing Unit and should not be purchased locally.

OFFICE OF PUBLIC WORK (OPW)

The OPW is responsible for housing and accommodation, and has responsibility for the purchasing of furniture and electrical goods for all Government Department including An Garda Síochána.   All purchasing in connection with construction, refurbishment or maintenance is handled directly by the OPW. In the past, purchasing and payments to suppliers was carried out by the OPW on behalf of the An Garda Síochána. This is no longer the case, the OPW now arrange supplier contracts, but the purchasing and accounts payable process is now the responsibility of An Garda Síochána. This change means that Garda buyers are now required to have greater expertise and knowledge in this area.

THE FUNDING PROCESS

The principles of Government accounting spring from Bunreacht Na hEireann, 1937, our constitutional basic law[5]. Article 11 of the Constitution lays down that, unless otherwise provided by law, all revenues of the State shall form one fund. This fund is called the Central Fund or the Exchequer. Draw-downs (appropriations) from the central fund finance spending on state services, including An Garda Síochána. The Dail must approve all expenditure. Garda receipts are surrendered to the Exchequer and do not form part of the annual funding. Prior statutory authority is always required before incurring expenditure. The statutory authority is derived from:

1. Central Fund (Permanent Provisions) Act, 1965
    This allows up to 4/5th of previous years estimate to be expended prior to Dail approval

2. Annual Appropriation Act
    This gives statutory effect to all individual estimates approved by the Dail throughout the year.

Funding for Government Departments is based on the estimates process. In order to secure adequate funding it is important that our estimates are accurate and realistic, and that expenditure will take place in the year for which they were voted. An Garda Síochána estimates are forwarded to the Department of Justice

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(DOJELR), where they may be adjusted. Funding is then negotiated with the Department of Finance (DOF). The Dail votes its approval of this expenditure. The Vote is broken down into various Subheads. Funding is granted under the various sub-heads e.g. Clothing, Furniture, Office equipment. Only amounts sanctioned by the Department of Finance can be paid out of monies provided. The provision in an Estimate that has been approved by the Oireachtas does not convey authority to spend without financial sanction. In the interest of efficiency, the Department of Finance grants "Delegated Sanction" for certain purchases. This is granted on the basis of estimates submitted. Delegated sanction limits are set for the various sub-heads by the Department of Finance. A delegated sanction allows An Garda Síochána to spend monies up to a certain limit.

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Funding cannot be moved (vired) between subheads without prior sanction from the Department of Finance. Savings in one year cannot be transferred to future years. In some instances it may be possible to obtain additional funding by way supplementary estimate. All These activities are open to scrutiny by the Comptroller and Auditor General (C&AG).

YEAR END REPORTING AND THE AUDITING PROCESS

Annually each Government Department must prepare its year-end books known as their Appropriation Accounts. They include:

1. Details (against Estimate provision) of actual cash receipts and payments, significant variances must be explained.

2. Statement of Assets (Asset Register).

3. Closing Accruals Statement (Accrued Expenses and income; Prepayments; Deferred income)

These accounts are prepared by the DOJELR, audited by the C&AG and presented to the Dail. The Public Accounts Committee (PAC) examines and reports to the Dail on the Accounts. Departments may be asked to explain aspects of their Accounts and they do this by way of formal reply to the PAC. The Secretary General of each Government Departments is the Accounting Officer who can be requested to appear before the PAC to answer further queries. From the foundation of An Garda Síochána, the Secretary General of the DOJELR has been the accounting Officer for An Garda Síochána.

"The Accounting Officer is personally responsible for safeguarding public funds, and the regularity and propriety of all transactions in the Appropriation Account, and also for the economy and efficiency of the administration of the Department".

One of the recommendations of the Strategic Management Initiative was for the Garda Commissioner to become the Accounting Officer for An Garda Síochána.

The C&AG's Office is there to ensure no money is issued from the Central Fund except for purposes approved by the Oireachtas. The C&AG Office carries out various types of audits on public bodies and is not permitted to comment on Policy. An Garda Síochána has been subject to the various types of Audits over the years.

TABLE 3 COMPTROLLER AND AUDITOR GENERALS OUTPUTS

Type of Audit	Purpose	Frequency
Regularity Audit	Adequacy of internal control systems Compliance with authorities (Law and Regulations) Probity and propriety of administrative decisions	Annual Report Special
Financial Audit	Certification of Appropriation Accounts Certification of Prompt payments Audit Opinions of Financial Statements	Annually
Value for Money (VFM) The Desired impact of Value for money (VFM) audit *	*Better accountability Improve performance Better use of resources Savings Improvement in systems and processes Better management of effectiveness	Ad Hoc

The Desired impact of Value for Money (VFM) audit

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An Garda Síochána, like every Government Department, is bound to ensure that the best possible value for money is achieved within the constraints in which they operate and that it is achieved in an accountable, open and transparent manner. To do this they must satisfy the following criteria at all times. Purchasing must comply with a set of basic requirements; it must represent value for money, have the appropriate financial sanction and be in line with EU directives, national procurement guidelines and legislation. All processes and procedures must be clearly documented and stand up to scrutiny by the office of the C&AG.

CLOSING COMMENT

It is essential that the appropriate expertise and technology is available in Finance and Procurement at all times to ensure that An Garda Síochána has a highly professional and efficient purchasing and distribution management system to provide the best possible support for their colleagues in the operational area. An Garda Síochána have a range of checks and balances and controls, such as the Accountant, Department of Justice, Equality and Law Reform, and the Garda Internal Audit Section, as well as audits by Garda Management in the course of formal and informal inspections. From time to time the C&AG examines and issues a report, which is placed in front of the Dail's Public Accounts Committee. Purchasing and procurement standards in the public sector have become more economical, efficient and effective throughout the past decade. That improvement is nowhere more evident than in An Garda Síochána.

But the years ahead will be marked by a series of further improvements.

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The Concept of Best Value Policing

Superintendent Paul Mockler

Paul Mockler

INTRODUCTION AND DEFINITION

Best Value Policing as legislated in the UK is the achievement of the ultimate objective of a police management system fulfilling and balancing accountability to central government and the local community.

> Best value is "a duty to deliver services to clear standards covering both costs and quality by the most effective economic and efficient means available".[1]

It focuses on outcomes, adding value to the lives of real people living in communities where the service is delivered. It examines policies, strategies, processes, functions, activities and operations engaged in while delivering the service. It reviews the best use of resources, the economic and efficient deployment of personnel and finances to deliver value for money services. It facilitates accountability not only to government but also through a process of consultation to the local community. It guides best practice, achieved through a process of comparison based on similar criteria in other organisations or in similar parts of the same organisation. While best value policing has become an international concept guiding management thinking in the Irish and Scottish police forces, it is a statutory duty for the 43 police authorities and forces in England and Wales since the 1st April, 2000. This article will examine the UK experience and comment on its relevance to An Garda Síochána and to policing in Ireland.

LOCAL GOVERNMENT ACT 1999

Following the May 1997 election, Tony Blair's Government placed "Best Value" on the public policy agenda and, following a consultative process through white and green papers, the Local Government Act was passed on the 27th July 1999 and became law on 1st April, 2000. This was the end result of John Prescott's promise "when we were elected we promised to bring government back to the people"[2] because "people are increasingly demanding higher standards and greater choice in their local services.[3]

STRATEGIC MANAGEMENT INITIATIVE

The Irish Government's commitment to improving public services resulted in the publication of "Delivering Better Government" in 1996. This resulted in the application of the S.M.I. initiative to all aspects of the civil and public service in Ireland without a specific legislative framework. Following the June 1997 Report of the Steering Group on Efficiency and Effectiveness of the Garda Síochána, a Garda S.M.I. implementation section was established and bottom up reviews were carried out. In 1998 the Garda Quality Service Bureau was established and surveys of customer satisfaction have been carried out to evaluate our effectiveness. Consultative groups are also in place.

CONTINUOUS IMPROVEMENT

Under Section 3(1) of the British Local Government Act 1999 a best

value authority must make arrangements to secure continuous improvements in the way in which its functions are exercised having regard to a combination of economy, efficiency, and effectiveness.

"This new framework for service delivery and performance management will effect every member of each police authority and police force".[4]

The English forces are tasked with delivering this continuous improvement through a review process, which is at the core of the best value approach.

REVIEW

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The review process differs from the S.M.I. approach in that all functions must be reviewed every five years with annual performance plans identifying the percentage reviewed and specifying the proposed actions for improving the area reviewed. It involves the collection, measurement, assessment of data and the provision of a management framework for doing that. Different forces adopted different strategies to deliver the review process. These approaches are described at Figure 1.

FIGURE 1:
STRATEGIES FOR CONTINUOUS IMPROVEMENT IN THE UK POLICE

(A) In some areas new sections were established at their H.Q. while other forces allocated this function to already existing management teams.

(B) The Cleveland police (Budget 2000 £79m) identified and recorded all the functions that were to be reviewed over the five years and then prioritised 20% of the matters to be reviewed during year 1 ranging from intelligence, patrol, training and strategic planning.

(C) Greater Manchester police (Budget 2000 £358m) adopted a geographical approach and selected four inner city sub divisions e.g. (size of Garda Districts) for their review. They looked at all significant issues in which improvement could be achieved resulting in a two year performance improvement plan listing the proposed improvement objectives and targets.

Four examples of practical improvement aims are:
1. **AIM**　　　　Attack crime that hurts the community most
   OBJECTIVE　Reduce burglary at dwellings
   TARGET　　15% reduction in burglary at dwellings
2. Establish amount of burglary repeat victim premises and set target to reduce
3. Increase level of victim satisfaction to 96%
4. **AIM**　　　　Strive for total trust from our community
   OBJECTIVE　Encourage the reporting of crime against vulnerable groups
   TARGET　　Establish the level of underreporting of crimes and set a target in year 2 to reduce the level.

You will note how detailed and specific the Greater Manchester Police Plan is (at C in Figure 1), while other plans, including our own Annual Policing Plans, have more general aims. However, Garda policing plans are very strong with specific performance indicators which are evaluated each year in our Annual Report. Our policing plans are also strengthened by their relevance to the prioritised needs of the community we serve. Regular public attitude surveys identify the policing needs of the community, and this is shown in our Policing Plan 2002 where these priorities form our top eleven corporate goals.

In the case of Derbyshire Constabulary (Budget 2000 was £98.8m sterling) 67 services were identified for review over five years. They developed a staged systematic review process – preparation, collecting information, reviewing against the 4 C's (challenge, consult, compare and compete), performance plan and monitoring.

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All the forces use an adapted version of the European Foundation for Quality Management (E.F.Q.M) model as a tool to evaluate their performance. It contends that control process, supported by strategic leadership, resources and skilled personnel, will achieve continually improving performance and enhance staff and customer satisfaction whilst having a beneficial impact on society. A number of forces are now introducing the Balanced Scorecard Quality System, particularly in Scotland.

AUDIT
The local Government Act provides for the Independent Audit of the Annual Performance Plans. Section 7 states that an audit of a performance plan is an inspection for the purpose of establishing whether the plan was prepared and published in accordance with the Act. The auditor's functions are to :
1. Certify that the plan has been audited.
2. Consider the extent to which the plan accords with the statutory requirement.
3. Recommend remedial action where judged necessary.
4. Where deficiencies or failures are identified, recommend further inspection or report to the Secretary of State for his intervention.

Following audit by 30th June of the financial year to which it relates the plan must be published and any corrective action implemented within 30 days. Through its publication people will be in a position to examine the areas identified for improvement and make judgements as to how well the police are doing in that particular area. One commentator has said that the Local Government Act introduces managerialism on a statutory basis to the police forces in England and Wales. The English and Welsh forces were subject to external audit and inspection by Her Majesty's

Inspectorate of Constabulary, and were well accustomed to manageralism prior to its statutory introduction in 2000.

Best Value in the Garda Síochána
Likewise the publication of the Corporate Strategy Policy Document 1993 – 1997 introduced a clearer and more formal manageralism to the Garda Síochána The Garda Corporate Strategy 2000-2004 together with the Annual Policing Plans built on that. The current policing plans prioritises aims and objectives such as drugs enforcement, crime investigation and prevention, victim support, reducing the fatality rate on our roads, public order, and state security.

Research
Research indicates a desire for continual developmental change in the Garda Síochána to enhance the qualitative services already being consistently delivered. A minority view was that without legislation the aspiration for best value policing would remain "pie in the sky".

The implementation of the best value changes in England and Wales does increase bureaucracy and has possibly reduced police street presence – at least while reviews are going on. The long-term benefits in an improved organisation would be increased cost effectiveness and improved overall service. Based on the budget size of the English forces, and the number of personnel involved, it is my estimate that it would require a staff of close to 90 people to implement a similar process in the Garda Síochána (Budget 2000 £671M). At present the policy in Ireland is to "deliver better government" through implementing the recommendations of the Strategic Management Initiative group thereby "avoiding unnecessary regulation".[5]

Legislation
Regulating the relationship between the Department of Justice, Equality and Law Reform as the Garda Commissioner becomes the accounting officer for the service will require legislation as would the issue of recruiting and developing civilian staff devolved to the Garda Commissioner. A SMI report on Civilianisation notes, "We endorse the move as conducive to good management, rationalisation and better use of resources".[6]

Conclusion
My conclusion is that continuous organisational improvement can be achieved without a specific legislative framework as in the U.K. but that the insights gained from the S.M.I. process must be implemented through an internal inspectorate based at Garda Headquarters. Its function would be to plan and co-ordinate an ongoing review process in conjunction with the Garda Internal Audit Section already in existence.

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The value of an adapted EFQM model for evaluating performance will be assessed from the pilots ongoing in some Garda Divisions. Developments in the UK and Sweden in introducing the Balanced Scorecard quality framework must also be monitored closely.

While Best Value Policing is not a panacea for policing issues, it is a useful framework for guiding management thinking in anticipation of future demands. It supports a high level of accountability, produces clear performance feedback to the community we serve, but is resource-hungry, as additional police administrators have to produce the data which is required by law.

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The irish security Industry Association – Maintaining and improving quality standards

Barry Brady

Barry Brady

INTRODUCTION

The Irish Security Industry Association (ISIA) was established in 1972 for the purpose of ensuring standards and accountability within the security sector in Ireland. The organisation now represents over 60 of Ireland's leading security companies including some well-known multinational firms, ADT, Chubb, Group 4, Securicor and SecuritasGroup 4 and Chubb Ireland. Regarded as the country's leading security industry association, it represents companies of all sizes across the full spectrum of services. ISIA companies are directly involved in providing Manual Guarding Services, Technical Services, Manufacturing and Distribution Services and Central Monitoring Stations.

The ISIA has also played a prominent role in lobbying for the introduction of security legislation and it now appears that the Private Securities Security Bill will be enacted this year. ISIA members are conscious of the massive expansion in the security industry in Ireland and are firmly of the view that legislation is a vital element in ensuring accountability and sanction.

After 30 years representing the industry in so many different areas, this year ISIA decided to introduce some changes and new support services to ensure that standards are maintained and the organisation continues to grow and develop into the future.

ISIA LAUNCHES NEW CORPORATE IMAGE

Earlier this year the ISIA launched a new corporate image including a new logo. A prominent Dublin design company, Baseline, headed the project. Deputy Garda Commissioner Peter Fitzgerald launched the new image in Dublin on the 20 February 2002. This new corporate image, which is centred on the Irish Ringfort or Rath, represents a bright and progressive future for ISIA and it's members. It also represents security, community and the strength of commitment to customers.

Speaking at the launch Ray Guinan, President of ISIA said, " ISIA is celebrating its 30th anniversary this year. We have developed into an industry with a high profile position in the marketplace. We have achieved significantly in the past 30 years; however, it's now time for changes as we plan for the future. We chose the Ringfort as the basis for our new image as it is one of the most basic and tangible symbols of protection. The idea incorporates a gate or key in the Ringfort, representing our multifaceted side, which embraces all types of security firms."

At the launch members were given a pack containing detailed application guidelines for the new logo. As part of the high profile launch guests were also shown a video, which not just presented the new image but also delivered some very positive messages about ISIA in regard to standards, training and the future. Former RTE security correspondent, Tom McCaughren, did the voiceover for the video.

Speaking after the launch, I said, "The entire process of changing our corporate image took several months. Understandably there was some resistance initially; however, we involved membership in the process and the outcome has been very positive. We engaged Baseline Creative Services and Young Communications to assist us with the process – and essentially our executive worked in partnership with the advisers to ensure an outcome which was accepted and added value to the association"

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SGS QUALICERT – A VISIBLE AND TRANSPARENT REPRESENTATION OF STANDARDS

In the last year ISIA has developed a partnership with the internationally recognised standards company SGS Yarsley. As Executive Director of the ISIA I know that our members are extremely focused on maintaining standards, which ensure top class service delivery to customers. SGS Qualicert is an independent and transparent validation of our members' professional approach.

The SGS Group is the world's largest organisation in the field of inspection and verification and ISIA members will benefit significantly from the standards process which is now being developed. For ISIA member companies that achieve the SGS certification, there will be an independently verified commitment to quality, a differentiation from companies that don't have independent quality certification and a promotion of existing and developing services.

ISIA has always endeavoured to promote standards and accountability and this has been embraced by member companies. SGS Yarsley brings total independence and over 100 years experience to this crucially important area.

In February this year Provincial Security Services, Newbridge, became the first Irish Guarding Security Company to receive two Quality Certificates from SGS Yarsley. The certs presented were, SGS Qualicert for Guarding Services and the SGS Quality Management Certificate ISO 9002. Jim Brady, Operations Manager, accepted the presentations on behalf of the company. Chubb Ireland were also presented with two awards, SGS Qualicert for Monitoring Centre and SGS First Certificate for I.S. 228: 1997.

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Both Chubb Ireland and Provincial Security Services are the first members to avail of the promised 'one stop shop' auditing for all relevant security standards. Other SGS Quality Certs presented on February 20th were; the SGS Qualicert for Manufacturing Security Products was presented to Interlogix Ireland and accepted by Geoffrey McIvor and the SGS Qualicert for Distributor of Security Products was presented to Gardiner Security (I.E.) Limited, and accepted by John Power.

ISIA has continued to expand its base of member companies, now certified by the internationally recognised standards organisation SGS Yarsley. Three member companies were presented with the first ever SGS Qualicerts in Dublin last November. CP Security received the first SGS Qualicert for Cash in Transit operation; RAS Security Systems received the SGS Qualicert for Electronic Systems Installation, and the SGS Qualicert for the Characteristics of Guarding Services was awarded to Securicor Security Services

ISIA Partnership with FAS

As part of an ongoing policy to ensure effective training systems ISIA can now confirm significant progress in the establishment of a most beneficial partnership with the national training authority FAS. Recently a FAS/ISIA Traineeship for the Security Guarding Industry was established – based on EU models. The ISIA, in conjunction with other bodies, is already involved with FAS in the provision of a 'National Skills Certificate in Security Alarm Installation, Manual Handling, Customer Relations and Computer Literacy'.

ISIA sees training as a core value – with extensive introductory and continuous training already being carried out by the member companies. The ongoing relationship with FAS has the potential to significantly enhance the quality and quantity of training available and positively contribute to overall service deliver.

It is now proposed to run the first pilot course for the Traineeship of Guarding Services in September this year. The course, which is currently being designed by FAS, will provide participants with the skills and knowledge necessary to establish a career in Guarding Services. The course will include an agreed European Training Module for Basic Guarding. At present there are plans to run courses in the following training centres, Dundalk, Cork, Ballyfermot and Galway.

With the ongoing development of standards by ISIA, it is clear that standardised training is becoming an essential element of the overall makeup of member companies. Ray Guinan, the newly appointed President of ISIA said recently, "Security is now an established industry in Ireland and people joining the security companies deserve and expect career development. All of us experience difficulty in retaining staff and

I am confident that if we provide initial and ongoing career training we can alleviate this problem". FAS, the national training authority, is the ideal partner for ISIA in developing training programmes that meet their needs for to-day – and plans for the future. As the industry becomes more sophisticated, especially in regard to technology, training will no longer be optional but essential.

RAY GUINAN, RECENTLY ELECTED PRESIDENT OF ISIA

At the recent Annual General Meeting of the Irish Security Industry Association, Ray Guinan was elected President. Ray is currently Managing Director of SAS Security Systems. It is widely accepted within the ISIA that Ray is the ideal person to lead the Association into the next phase of its development. Speaking after his election Ray Guinan, presenting his vision and plans for the future said, "My main objectives over the next two years are to grow and broaden our membership. I also want to involve a greater number of members in the association and raise its profile both in Ireland and in Europe. It will also be important for this association to assert its influence on emerging Irish legislation and even more so, in the Standards which are being developed in Brussels."

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Born in Cork, Ray Guinan went to school in the North Monastery and later graduated from UCC with a B.Sc. in Applied Mathematics. He then spent 14 years in the computer industry with Aer Lingus - as a programmer, systems analyst, sales and general management. He then spent a number of years as business development manager with ICL before being recruited by ADT as Managing Director for Ireland in 1991.

Ray Guinan added, "Just before I joined, ADT acquired Allied Alarms. Allied was then our largest indigenous electronic security company and we had to integrate it with the ADT world. With ADT I had first hand experience of all aspects of the security industry – electronics, manned services, distribution and monitoring centres." With two ADT colleagues, John Murphy and Chris Dawson, Ray acquired SAS in August 2000. Since the acquisition, SAS has grown from strength to strength justifying their decision to get involved with a smaller company, which had a strong reputation as a provider of superior quality service.

CONCLUSION

The ISIA is undergoing exciting changes which will benefit the industry and prepare it for a most competitive future, where the quality of service delivered will differentiate those who prosper from those who don't and where staff training and development will be key drivers to growth and profitability. Under Ray Guinan's guidance members of the ISIA can expect further progress and development to build on their recent corporate launch in Clontarf Castle.

Change management in An Garda Síochána
– *The Long March*

A. J. Nolan

Inspector A. J. Nolan

FOREWORD BY CHIEF SUPERINTENDENT G.P. SMYTH

Embracing and managing change requires vision, commitment, risk taking, management skills, diplomacy and courage. An Garda Síochána embarked on an ambitious change programme in 1996 when the contract for the *PULSE* Project was signed, a requirement of which was to make information available at the point of need within the organisation.

The introduction of new technology to An Garda Síochána required that a Change Management Strategy be formulated to enable the benefit realisation of the *PULSE* Project to accrue. A change management programme within an organisation such as An Garda Síochána must recognise that initiating change is a complex process that requires the necessary framework, tools and techniques to lead the organisation through the change journey.

Information Technology such as the Garda computer project *PULSE* requires the Garda organisation to change its work processes, its attitude to certain historical practices and to enthusiastically embrace new mores and processes.

Commitment and leadership from executive management are key elements of this process. Changing the corporate culture of the organisation by partnership, leadership, resistance management and support are equally important.

I believe that we as a modern police organisation are on the right track, we are making progress but there is still some distance to travel. Real progress only becomes apparent in time and I believe that the efforts of all involved in the current change journey will be justified as An Garda Síochána moves into the future, firmly to the forefront of leading police technologies.

INTRODUCTION

The processes and dynamics of the Change Management Section within An Garda Síochána is the subject matter of this article. An Garda Síochána, the national police service for the Republic of Ireland, like many other national police services, stands at the beginning of the 21st Century on the threshold of change. The means by which change may be brought about[1] remains one of the abiding preoccupations of business leaders in both public and private sectors organisations (Pendlebury, Grouard, and Meston, 1998). The rapid pace of technological innovation, globalisation, industry consolidation and deregulation are factors affecting the business life of organisations[2] (Kanter, 1999, Graetz, 2000). These factors also affect An Garda Síochána on a continual basis and like many other police organisations, it is continuously required to meet eclectic targets in a constantly changing environment. The conceptual design, construction and implementation of the Garda computer system, *PULSE* has been one of the ways in which An Garda

Síochána has responded to the changing requirements of policing. Change Management within An Garda Síochána has evolved in parallel with the development of the *PULSE* Project and is now positioned to transfer the skills and expertise gained on that project to many other areas within the organisation.

The purpose of this article is to provide a contemporary overview of Change Management within An Garda Síochána, from its inception to its current position. The author will highlight the requirement for a Change Management Section within An Garda Síochána and describe its unique relationship with the *PULSE* Project. Some of the theories relating to the management of change will be discussed and due consideration will be given to the prevailing climate for change within the business world. A contemporary definition of change management will be presented and some of the more traditional definitions will be referred to. The article will also set out a potential future development path for the section.

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CLIMATE FOR CHANGE

An Garda Síochána, the national police service for the Republic of Ireland, like many other police services stands at the beginning of the 21st Century on the threshold of change. Like other hierarchically structured organisations, executive management can order changes of a strategic or operational nature at any time. Authoritative figures within the discipline of change management such as Kotter (1995) and Kanter (1999) suggest that bold and authoritative decisions can indeed initiate change but they do not necessarily generate the capability within organisations to sustain such changes over time[3].

> *Years of study and experience show that the things that sustain change are not bold strokes but long marches – the independent, discretionary, and ongoing efforts of people throughout the organisation. Real change requires people to adjust their behaviour, and that behaviour is often beyond the control of top management.[4]* (Kanter, 1999).

The world as we know it is undergoing many major transitions, some of which involve the meaning of business and the character and shape of the organisations that carry out the functions of business. What is required in the post modern world are flexible organisations, adaptable to change with relatively few layers of hierarchy among all its constituent stakeholders, (Kanter, Stein and Jick, 1992[5]). This type of change adaptability is applicable to both public and private organisations. The applicability of this concept to policing is obvious when one considers the many political, social, economic and environmental variables that impact upon police services. Changes in policing as in society at large is inevitable and the Garda Commissioner Mr. M. P. Byrne articulated this in the Garda Síochána Corporate Strategy Document when he stated as follows;

> *No one should underestimate the complexity of the changes in the internal and external environment in which policing will operate in the next five years ahead.* (Garda Corporate Strategy 2000-2004).[6]

DEFINITION OF CHANGE MANAGEMENT

There are as many definitions of change management as there are of management in general, however the author considers the following contemporary definition as reasonably close to what the management of change epitomizes,

Change Management is the methodology that integrates change and the ability to adapt into an organisation. It is the organised, systematic application of knowledge, tools and the resources of change that provide organizations with a key process to achieve their basic business strategy, (Nicodemus, 2000).[7]

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Accepted traditional theorists such as Lewin (1951) and Kanter et al. (1992) suggest that change management involves movement between fixed states, so that change occurs while moving from one state to another. Lewin's 'ice cube' analogy in particular refers to this as the 'unfreezing – movement – refreezing' process[8]. This would appear to be a useful explanation for the changes that occur within police organisations embarking on new initiatives.

DRIVERS FOR CHANGE WITHIN AN GARDA SÍOCHÁNA

Change and the means by which it may be brought about remains one of the abiding preoccupations of business leaders in public and private sectors organisations, (Pendlebury, Grouard, and Meston, 1998). The rapid pace of technological innovation, globalisation, industry consolidisation and deregulation are factors affecting the business life of all organisations, (Kanter, 1999, Graetz, 2000). The Irish Government's, *'Programme for Prosperity and Fairness',* stipulates that, *"change is a requirement of a modern high-performing public service"*[9] (Framework 1, Annex 11, p36), The concept of new public management with the emphasis on customer satisfaction, value for money and performance appraisal is closely aligned to this requirement[10, 11,12] (Heekes, 1999, Chandler, 2000, Collins, O'Shea, 2000). There are other reasons why police agencies must change, including the onset of the Information Age, the requirement to police a rapidly changing society and the obsolescence of the traditional law enforcement model. The requirement for change is also driven by the new generation of policing influenced by global and international occurrences, systems management, technological change and in particular the development of the means to process and share data electronically across international boundaries, (Larson and Coe, 2000)[13].

CONCEPTUALISING AND IMPLEMENTING A CHANGE MANAGEMENT PROGRAMME

One of the Garda responses to change requirements has been the establishment of a Change Management Section, initially staffed by one Chief Superintendent and now comprising a total of 18 Garda personnel backed up by civilian staff as required.

The management of change was conducted informally within An Garda Síochána prior to the conceptual design of the *PULSE* computer system in 1994. Both Andersen Consulting (now Accenture) and the other

competing contractors made it a prerequisite of their tender for the design and construction of the *PULSE* system that this area of work would be under the control of a full time Chief Superintendent supported by a skilled team. Consequently the work of the change management team has been closely related to the design, construction and implementation of the *PULSE* Project.

The importance of change management to an organisation can be gauged when one considers the many dimensions of change that must be factored into the strategic and operational planning of major projects. Pendlebury et al. (1998), stress that in order to successfully implement change in any organization the following five dimensions of change must be considered;

1. **Strategy** is what determines the activities and objectives of a business or organization and how it achieves these objectives.
2. **Structure** can be defined as the way in which the resources of a business are organized and where employees fit in relation to other staff and the business environment as a whole.
3. **Systems** control the flow of everything within the structure and the ability of a business to react to changing environments is usually determined by its systems.
4. **Culture** is the set of lasting values shared by the members of the organization who express them in their habits and rituals.
5. **Management Style** is one of the important components of the soul of a business or organization and is often closely related to the personalities of managers who are responsible for implementing change in an organization, (Pendlebury, Grouard, Messton, 1998).[14]

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In addition to the above, change management programmes also require a vision, a plan, executive sponsorship, organisational analysis, implementation programmes, resistance management, a communication programme and a feedback mechanism to successfully implement change and achieve the corporate goals of an organisation.

Joyce (2000) argues that a number of key leadership activities associated with the strategic change process are also of considerable importance[15]. He describes these activities in diagrammatic form 'as the strategic change process'.

FIGURE 1. STRATEGIC CHANGE PROCESS
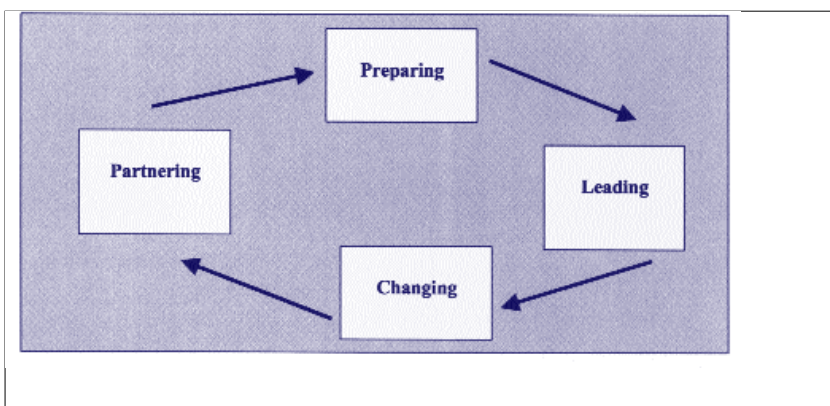
In explaining this process map (figure 1), he argues that,

Preparing for strategic change must involve executive management being sure that the organisation is fit for and totally committed to the change process.

Taffinder (1998) supports this argument and asserts that leaders must trigger the organisation's will to change and demonstrate this in deed also[16]. Joyce (2000) develops the other three elements of his process map:

... Leading is about the vision and the foresight to take an organisation into the future and develop its long-term direction.
... Changing requires the engagement of the entire organisation through unremitting and relentless effort.
... Partnering is the final stage of the development of a change process and must occur to ensure the success of the three previous constituent parts of the change process.

THE CHANGE MANAGEMENT SECTION IN AN GARDA SÍOCHÁNA

Within An Garda Síochána Change Management is a structured section, the ideology and methodology of which incorporates the elements of critical thinking, process analysis, communication and process re-design. The Change Management Section is responsible for identifying the impact of the changes to processes and roles in the organisation and preparing it for the future state. Its principal functions include promoting sponsorship and leadership for the change programme among executive management.

The involvement of executive management is seen as fundamental to the success of the transformation process in any organization[17, 18], (Kotter, 1995; Stata, 1992; Stace and Dunphy, 1996; Kanter et al, 1992; Nadler et al, 1995). Creating buy-in and commitment from all levels within the organisation to the proposed changes and involving the critical mass of the organisation at every stage ensures that the general membership is conscious of the need for and the direction of the change[19]. At the core of the Change Management Section is business process re-engineering which focuses on streamlining and automating work processes, eliminating non-value-added tasks and defining new procedures and work flow methodologies.

Organisational analysis is another key responsibility of the section and includes analysing discrepancies between future processes and existing working models in terms of legislation, policies, roles and responsibilities. Communications and marketing are also major responsibilities of the Change Management team in surmounting the enormous difficulties that organisations face in trying to introduce change and new practices such as those associated with the *PULSE* Project. One of the world's leading consultancy groups, Gartner, estimate that,

Change management for IT operations is critical to improving availability, performance and throughput. Strong change management is

the backbone for IT operations, (Paquet and Scott, 2002) [20].

A dedicated communications team is tasked with developing a comprehensive programme that generates confidence and commitment to the change programme throughout An Garda Síochána. The vision for change may be created by executive management but requires constant reinforcement by communication before the new style behaviors necessary for change are institutionalised within the organization (Graetz, 2000). The set-up and maintenance of the Change Network i.e. the network of sponsors, and *PULSE* change agents responsible for building ownership and commitment to the changes required by *PULSE* is also a major commitment.

Change agents are responsible for promoting the changes, which the project will bring to their colleagues, for answering queries, and for bringing legitimate issues and concerns to the attention of executive management for resolution. Training development, the formulation of procedures and directives, the management of User Acceptance Testing (UAT), involvement in System Architecture and the production of the User Manuals of Procedures and Responsibilities are also functions of the Change Management Section. The management, planning and execution of the Pilot Projects connected to the various *PULSE* Releases also involve significant Change Management input. The pilot manager, usually one of the Inspectors attached to the section is tasked with developing a comprehensive plan to address pilot implementation and subsequent full rollout of the new systems and re-designed processes.

The management of resistance is another key function of change management and as Trader-Leigh (2001) argues, major organisational changes or innovations can anticipate resistance [21], especially if proposed changes alter values and visions related to existing order within the organisation contemplating change. The management and easement of friction is a key part of Lynch's leadership loop (2002) [22]

> *Leadership means change.*
> *Change means movement.*
> *Movement means friction.*
> *Friction means easement.*
> *Easement means management.*
> *Management means planning.*
> *Planning means evaluation.*
> *Evaluation means change.*
> *Change means leadership.*
> Lynch, (2002)

Change Management and the PULSE **Project**
The overall approaches to change management on the *PULSE* Project has been founded on the premise that successful change programmes should focus on both the supply and demand aspects of change and integrate these into a coherent change programme. Many change programmes have failed either because they ignored the need for leadership and strong

programme management or because they did not focus on creating demand and ownership for the proposed changes.

Fig. 2: The Change Management Approach:
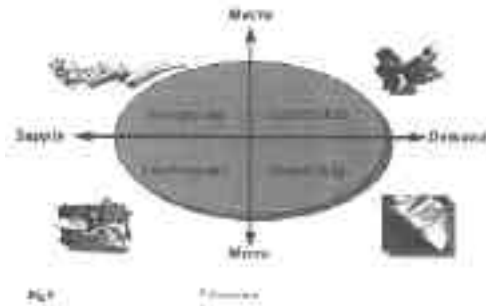
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The Four Quadrant model above outlines the methodology adopted by the *PULSE* Project to facilitate the realization of the true benefits that technology can bring. The model places equal emphasis on each quadrant and underlines the significance of supplying the deliverables necessary for successful change to occur and the creation of the demand for that change. The *PULSE* Project at present is extensively engaged on the supply side and in particular in the Enablement Quadrant. The project will provide the facilities to create the demand, within the scope of the project. However the successful creation of the required demand for change must of necessity come from within the organisation itself and management must play a key leadership role.

Change Management from an International Police Perspective
Change Management is not unique to An Garda Síochána; indeed many police organisations have successfully implemented or are in the process of implementing change programmes.

The Western Australia Police Service (WAPS) completely transformed itself from a situation rife with public dissatisfaction and high crime rates to become an award-winning exemplar of world-class policing. A key component of WAPS change management was the Delta Communication and Technology (DCAT) Program, which overhauled the service's information infrastructure to introduce efficiency and relieve police personnel from paperwork so they could do a better job of protecting the populace (Crannage, 2002)[23].

Also in Australia, the 'Tasmanian Police Report on Organizational Change within a Police Organization', suggests that change can be categorized as a re-engineering opportunity for dramatic changes that can radically alter the service delivery mechanisms of the Police, and enable significant improvements in performance (BATON Report)[24].

The Patten Report on Policing recommends that the Northern Ireland police leadership team should include specialists in Change Management who may be either civilians or police officers, preferably both. The leadership team should produce a program for change to the Policing Board, which will review it periodically. The efficiency and effectiveness of each chief officer should be judged on the basis of, among other things,

their capacity to introduce and adapt to change . [para. 10.3][25]

The London Metropolitan Police initiated a change program entitled, 'Protect and Respect', which was designed to increase race awareness among members of it's force. This program required a new approach and changed attitudes among its membership to ensure its success. (Report of the Commissioner of Police of the Metropolis, 1998/1999)[26].

The transformation of the security forces is a crucial element in the present transition process in South Africa. It aspires to make the police force more representative of South African society at large by accelerated promotions of black officers and the lateral entry of qualified persons from outside the force. A new emphasis on 'community policing' aims to make the police more responsive to community needs by setting up institutionalized consultations in local police-community forums (van Kessel, 2001)[27].

FUTURE DIRECTION
The current Change Management team attached to the *PULSE* Project has acquired considerable skills and expertise in this particular field. An opportunity now exists to consolidate and enhance this section for the future benefit of An Garda Síochána.

The Change Management section was born out of the need to prepare the Garda organization for the transition to a world leadership position in Police Information Technology and the opportunity now exists to transfer these skills to other areas within the organisation. The skills and knowledge garnered throughout the development of the *PULSE* Project will be available for the implementation of many future projects. The SMI Report, the proposed Garda Inspectorate, the implications of the Patten Report for An Garda Síochána, the Schengen Agreement, Pan European Police co-operation, and the International Criminal Court are police related areas that may necessitate change management input to facilitate successful implementation in An Garda Síochána.

CONCLUSION
In summary, this article has set out a methodological approach to the management of change and the drivers of change within An Garda Síochána. It has explained and defined Change Management and it has underpinned these explanations with theoretical examples drawn from contemporary private industry where appropriate. It has placed police change programmes in an international context indicating briefly the approaches adopted and results obtained in other jurisdictions. It has outlined some of the key steps necessary for successful change programmes.

The formal management of change within An Garda Síochána is regarded as a long march and not a bold stroke (Kanter 1999). Like all long marches it goes through a process. The change process in An Garda Síochána, led by the Change Management section has gone through a cycle that closely resembles the 'strategic change process' as described by Joyce (2000). Like all change programs there is no clear finish line on the horizon because while some areas of change are being implemented other

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change areas are only commencing and must then go through all the steps of the 'strategic change process' to be effective.

The long march of bringing about big and fundamental change can take years. To date the Change Management section within An Garda Síochána is six years in existence yet only about one third of the original change vision associated with *PULSE* has been implemented.

The challenge now is for all the stakeholders to commit themselves fully to the concept of change to ensure that the remainder of the vision is fulfilled.
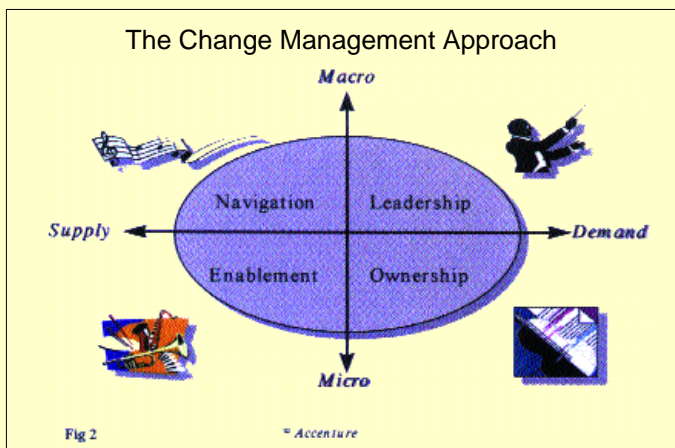
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EDITORIAL

Change management has been highlighted in this and in the last issue of Communique. Last time we provided a clear insight into current best practice in change management, while this issue shows how An Garda Síochána match that best practice. CentrePoint, in this issue, adds to the value of the articles, showing that change has to be led before it can be managed.   Change Management is the methodology that integrates change and the ability to adapt into an organisation. It is the organised, systematic application of knowledge, tools and the resources of change that provide organizations with a key process to achieve their basic business strategy. Embracing and managing change requires vision, commitment, risk taking, management skills, diplomacy and courage. Managing change means leading, managing and responding to Strategy, Structure, Systems, Culture, and Management Style. An Garda Síochána embarked on an ambitious change programme in 1996 when the contract for the *PULSE* Project was signed, a requirement of which was to make information available at the point of need within the organisation. The long march of bringing about big and fundamental change can take years. To date the Change Management section within An Garda Síochána is six years in existence yet only about one third of the original change vision associated with *PULSE* has been implemented. *Years of study and experience show that the things that sustain change are not bold strokes but long marches – the independent, discretionary, and ongoing efforts of people throughout the organisation. Real change requires people to adjust their behaviour, and that behaviour is often beyond the control of top management,* (Kanter, 1999).

The rapid pace of technological innovation, globalisation, industry consolidation and deregulation are factors affecting the business life of organisations (Kanter, 1999, Graetz, 2000). These factors also affect An Garda Síochána on a continual basis and like many other police organisations, it is continuously required to meet eclectic targets in a constantly changing environment. The conceptual design, construction and implementation of the Garda computer system, *PULSE* has been one of the ways in which An Garda Síochána has responded to the changing requirements of policing. Change Management within An Garda Síochána has evolved in parallel with the development of the *PULSE* Project and is now positioned to transfer the skills and expertise gained on that project to many other areas within the organisation. The overall approaches to change management on the *PULSE* Project has been founded on the premise that successful change programmes should focus on both the supply and demand aspects of change and integrate these into a coherent change programme. Many change programmes have failed either because they ignored the need for leadership and strong programme management or because they did not focus on creating demand and ownership for the proposed changes.

The Change Management Approach

Macro

Navigation | Leadership

Supply ← → Demand

Enablement | Ownership

Micro

Fig 2   © Accenture

The challenge now is for all the stakeholders to commit themselves fully to the concept of change to ensure that the remainder of the vision is fulfilled.

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Peter Fitzgerald, Editor:
Communiqué,
Office of Deputy Commissioner,
Garda Headquarters,
Phoenix Park, Dublin 8
Tel: (01) 6662082;
Fax: (01) 6662084;
E-mail: srmstaff@iol.ie

Editorial objectives

Ultimately, the goal of Communiqué as the management journal of An Garda Síochána is to promote best practice in policing operations and management by identifying and communicating excellence from within the organisation and without.

To accomplish this goal, Communiqué encourages:

(a) The submission of appropriate articles on policing operations and management
(b) Views on current criminal justice issues
(c) Criminal justice and, particularly, policing research results
(d) Sound methodological rigorous and substantive critiques of academic issues in policing theory and practice
(e) Contributions to best practice in training and development
(f) Lessons from the international policing arena.

The reviewing process

Each paper is reviewed by the editor and, if it is judged suitable for this publication, it is then sent to the Editorial Board for approval. Based on their recommendations, the editor then decides whether the paper should be accepted as is, revised or rejected.

Manuscript requirements

One copy of the manuscript should be submitted in single line spacing with wide margins. All authors should be shown and **author's details** must be printed on a separate sheet and the author should not be identified anywhere else in the article.

As a guide, articles should be between 1,500 and 3,000 words in length. Preferred length is between 1,500 and 2,000 words.
A copy of the work should also be provided on disk.

A **title** of not more than eight words should be provided. On separate paper, a brief **autobiographical note** should be supplied including full name, affiliation, e-mail address and full contact details. Authors must supply an **abstract** of 100-150 words. Up to six **keywords** should be included which encapsulate the principal subjects covered by the article

Where there is a **methodology**, it should be clearly described under a separate heading. **Headings** must be short, clearly defined and not numbered.

Notes or **Endnotes** should be used only if absolutely necessary and must be identified in the text by consecutive numbers and listed at the end of the article. **Figures, charts** and **diagrams** should be kept to a minimum. They must be numbered consecutively using arabic numerals with a brief title and labelled axes.

Final Submission Requirements

Manuscripts must:

- be clean, good quality hard copy
- include an abstract and keywords
- have Harvard style reference
- include any figures, photos and graphs as good quality originals
- be accompanied by a labelled disk

In the text, the position of the figure should be indicated appropriately, e.g. "as shown in Figure 3 below.".

Tables should be kept to a minimum. They must be numbered with a brief title. In the text, the position of the table should be shown in the same way as for figures.

Photos and **illustrations** must be supplied as good quality originals with captions. Their position should be shown in the text by typing on a separate line the words "take in Plate 1".

References to other publications must be in Harvard style. That is, shown within the text as the first author's name followed by a comma and year of publication all in round brackets, e.g (Fox, 1994). At the end of the article a reference list in alphabetical order must be given as follows: For books: surname, initials, (year) title, publisher, place of publication, e.g. Kenny, I. (1999), Freedom & Order: Studies in Strategic Leadership, Oak Tree Press, Dublin.

For journals: surname, initials, (year) "title" journal volume, number, pages, e.g. Fox S.(1994).
"Empowerment as a catalyst for change: an example from the food industry", Supply Chain Management, Vol. 2 No.3, pp.29-33.

Final submission of the article

The manuscript will be considered to be the definite version of the article. The author must ensure that it is complete, grammatically correct and without spelling or typographical errors. In preparing the disk please use the following format if possible: Word on Windows. For assistance contact Mary O'Brien at the Office of Deputy Commissioner, Strategic Resource Management phone (01) 6662082 or at E-Mail srmstaff@iol.ie