

**Status Report as of 30 June, 2009 on the Implementation of the Recommendations of the First Report of the Garda Inspectorate - “Senior Management Structure”**

	<b>Recommendation</b>	<b>Recommendation: Accepted (A); Accepted with Modification (AM); Rejected (R)</b>	<b>Comment and Current Status</b>	<b>Original Target Date for Implementation</b>	<b>Revised Target Date for Implementation</b>	<b>Responsibility</b>
1.1	The new post of Deputy Commissioner Strategic Change Management should be filled by means of a competition for which assistant commissioners and chief superintendents would be eligible.	A	Following the recommended competition, a Deputy Commissioner was appointed to this post on 17 <sup>th</sup> January 2007.	Implemented		Commissioner
1.2	The new post of Chief Administrative Officer should be filled by way of open public competition run by the Public Appointments Service. Candidates should possess a relevant professional qualification and a well-proven, broad-base management experience sufficient to achieve delivery of leading edge HR, ICT and financial support services to the Garda Síochána.	A	Following the recommended competition, the post of Chief Administrative Officer was filled on 12 <sup>th</sup> September 2007.	Implemented		Commissioner

1.3	The Commissioner should be assisted in discharging his functions by a Garda Síochána Executive Committee which would include the deputy commissioners, the Chief Administrative Officer and the Legal Advisor. The Director of Communications would be designated Secretary to the Committee.	AM	The Executive Committee convenes weekly and is chaired by the Commissioner. The nucleus of the Committee consists of the Commissioner, the two Deputy Commissioners and the Chief Administrative Officer. The Committee is augmented, when required, by the attendance of other senior managers such as the Head of Legal Affairs and the Director of Communications.	Implemented		Commissioner
1.4	The new civilian post of Director of Communications should be filled by open public competition run by the Public Appointments Service. The successful candidate would be responsible for bringing a new professional perspective to managing internal and external communications.	A	Following the recommended competition, the Director of Communications post was filled on 22 <sup>nd</sup> October 2007.	Implemented		Commissioner
1.5	The new post of Director of Strategy should be filled within a very short time of the appointment of the Deputy Commissioner Strategic Change Management.	AM	Filling of this post is subject to the current moratorium on recruitment and promotion in the Public Service.	2 <sup>nd</sup> Quarter 2008	Deferred	Chief Administrative Officer
1.6	Two new civilian Director posts – Executive Director of Human Resource Management and Director of Information and Communications Technology need to be established. The successful candidates for these posts should possess a relevant academic qualification and substantial experience in their respective disciplines in challenging environments. They should be ‘top performers’ aspiring to further career development.	A	Following the recommended competition, the post of Executive Director of ICT was filled on 1 July, 2008.  Filling of the post of Director of Human Resource Management is subject to the current moratorium on recruitment and promotion in the Public Service.	Implemented  2 <sup>nd</sup> Quarter 2008	Deferred	Chief Administrative Officer

1.7	The new post of Legal Advisor should be filled by open public competition run by the Public Appointments Service. Candidates should possess a recognised legal qualification and, ideally, have significant experience in managing the legal department of a substantial organisation.	A	Following the recommended competition, the post of Legal Advisor was filled on 3 November, 2008.	Implemented		Chief Administrative Officer
1.8	The post of Assistant Commissioner Training and Development should be filled by a once-off competition among serving chief superintendents.	AM	The revised organisation structure assigns responsibility for training and development to Assistant Commissioner Strategy.	Implemented		Commissioner
1.9	The post of Assistant Commissioner, Professional Standards should be filled by a serving assistant commissioner.	A	An assistant commissioner was appointed to these functions on 10 <sup>th</sup> May 2007.	Implemented		Commissioner
1.10	The six regional assistant commissioners should be depicted at the heart of the Garda Síochána organisation chart.	A	This recommendation is incorporated in the latest organisation chart.	Implemented		Commissioner
1.11	The Commissioner must be supported in his wish to ensure that the regional assistant commissioners are appropriately resourced with operational, financial, HR and analytical support to accomplish their missions.	A	The Commissioner established a high-level Working Group under Deputy Commissioner Operations which has considered this issue. A very comprehensive position paper has been prepared which is currently under consideration by Deputy Commissioner Operations. The Deputy Commissioner will present the paper for the Commissioner's consideration.	1 <sup>st</sup> Quarter 2008	4 <sup>th</sup> Quarter 2009 (for Commissioner's consideration of paper)	Commissioner

1.12	Managers and supervisors must promote strategies that emphasise the importance of uniformed field operations and deliver fulfilling career paths that reward police officers who remain committed to uniformed police services.	A	The importance of the uniformed officer will be highlighted in the rollout of Community Policing, which is being adopted, integrated and mainstreamed in each of the 112 Garda districts in the state. . All uniformed Gardaí, not just those assigned to community policing units, will be critical to the new community policing ethos.	4 <sup>th</sup> Quarter 2008	A phased implementation will commence in the 3 <sup>rd</sup> Quarter 2009 to be completed by the end of the 4 <sup>th</sup> Quarter 2009	Deputy Commissioner Strategy and Change Management
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