



# **An Garda Síochána**

## **Human Resources Strategy**

### **2011 - 2013**

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## Introduction

This Human Resource Strategy for An Garda Síochána sets out a prioritised plan of actions for the years 2011 - 2013. The Garda Human Resource Management (HR) function has been undergoing a significant transformation as it modernises its structures and processes. The goal of this change process is to create a “fit for purpose” HR support service that consistently delivers results.

This strategy document will guide Garda HRM in identifying what is important for both internal (Garda Management and Staff, both sworn and unsworn, Reserve and Students) and external customers (Department of Justice and Equality, State Agencies etc.). The staff associations and trade unions play a major part in helping achieve the HR strategy and full engagement will be expected.

Over the life time of the strategy it will form the foundation of the annual HR planning process. In preparing the strategy there was extensive consultations and engagement with a wide range of stakeholders and experts including Garda senior management, operational police officers, staff representatives, HRM staff, government departments, ministerial advisory bodies, senior academics and external HR consultants.

There are recent Government Policy decisions which are fundamental to this strategy and to ensure that An Garda Síochána plays its full part in the economic recovery of this country.

1. The Public Service Agreement 2010 – 2014 (Croke Park Agreement)
2. The revised strength as set out in “The National Recovery Plan 2011 - 2014”
3. The moratorium on recruitment in the Public Service,
4. The Employment Control Framework (ECF)

An Garda Síochána has undergone a period of extensive growth in recent years, growing in strength from 11,635 sworn members in 2000 to 14,343<sup>1</sup> sworn members in 2011. It strived to meet increasing strength targets approved by Government. This major expansion in sworn officer strength has been augmented by the expansion of the Garda Reserve from 330 attested members at the end 2008 to 774 at the end of January 2011, there will be seven intakes of 40 during 2011 with three attestations of 80 reservists planned; while the organisation’s administrative, professional and specialised managerial capacity has been greatly boosted by an expanded programme of civilianisation currently at 2,098 W.T.E. (Whole Time Equivalents) civilian personnel. The challenge for HRM, working in partnership with our colleagues is to ensure that all our employees are trained, deployed and motivated to play their part in the delivery of a quality policing service to the Irish people.

This strategy addresses many of the needs highlighted in the focus group process. It is also aligned to the people-related aspects of the strategic goals included in the

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<sup>1</sup> Strength as at 28/2/ 2011

Garda Síochána Strategy Statement 2011-2012 'Working with our Communities'. There are five strategic goals in this HR Strategy which are underpinned by five key principles. A wide range of commitments and planned initiatives flow from each HR strategic goal. These provide the backdrop for the HR planning process and the supporting HR Implementation Plan for 2011–2013. In this way, the various commitments and planned work initiatives will reflect the annual HR priorities over the next three years.

In addition a key component will be to enhance the provision of the welfare services for members of the organisation. This will be achieved through a review of the Employee Assistance Service (EAS), the regionalisation of the Occupational Health Service and the an improvement in attendance management.

The implementation of this HR Strategy will form a valuable part of the transformation process in An Garda Síochána, while also serving to meet the HR needs of all our customers.

**Fintan Fanning,  
Assistant Commissioner  
Human Resource Management**

## **Human Resource Management (HRM) in An Garda Síochána**

Directed by an Assistant Garda Commissioner, the HRM function in An Garda Síochána provides a wide range of services to the organisation's personnel, including general administration and records, Employee Assistant Services recruitment and selection, transfers, occupational health and absence/attendance management, diversity and equality, student/probationer monitoring, pay and pensions, employee relations and welfare. An increasing number of day-to-day personnel functions are administered on a devolved and localised basis by civilian personnel throughout the Garda regions, divisions and districts. The HRM function can be subdivided into four main services:

- Operational HR,
- Occupational Health,
- Employee Assistance and
- Employee Relations.

This strategy aims to integrate these functions across the HR Department as far as possible. As well as allowing for more efficient and economical use of resources, integration of Garda and Civilian HR is an important component and one of the key HRM objectives. It is envisaged that significant progress will be made on the optimum integration of the HRM function in the lifetime of this HR Strategy. To date Garda Pensions, Garda Records and the Diversity Office have been moved to the Civilian HR facility in Navan, where these services are provided by subject area rather than by employment type.

### **Operational HR**

Operational HR encompasses the standard HR functions such as administration and records, pay and pensions (including family-friendly schemes), student/probationer monitoring, recruitment and selection, transfers and reassignments, employee relations, diversity and equality, competitions and the employee assistant services. The Garda Reserve Management Unit is also the responsibility of Operational HR.

HR services have traditionally been carried out separately for Gardaí and Civilians. At present, most aspects of Garda operational HR operate from Garda Headquarters under the Chief Superintendent, HRM, while Civilian HR is based in Navan (as part of the government decentralisation programme) and under the Director of Civilian HR. The integration of operational HR functions is planned over the lifetime of this HR Strategy.

### **Occupational Health Service**

The Occupational Health Service (OHS) is led by the Garda Chief Medical Officer (CMO). Together with his assistants and other professional medical personnel, the OHS provides a number of medical services for all Garda Staff.

These services include:

- Occupational Health Policies – Fitness for duty, absence and Health Screening.
- Vaccination programmes for Garda personnel.
- Medical examinations of injuries in the line of duty, resulting in compensation claims
- Medical examinations for new entrants and ongoing medicals for specialists units e.g. Emergency Response Unit
- Advises the Commissioner on all medical matters

By agreement with the Department of Finance and the Civilian Staff Unions, the Garda CMO will assume responsibility for the provision of occupational health services for all civilian personnel of An Garda Síochána (this service having previously been provided by the CMO for the wider civil service). This development will allow a fully integrated and dedicated approach to the occupational health management of all employees of An Garda Síochána. This is expected to commence in 2011.

The provision of increased health screening and the operation of 2 remote centres at Ballyshannon and Garda College are key developments for 2011 which will seek to provide earlier intervention.

The Occupational Health Service (OHS) works closely with HRM and local management and together the strategy is to manage attendance within the organisation. A key component of this strategy is:

- a) Reduce sickness absence by 20% for long and short term sickness absence.
- b) To ensure earlier intervention by the Occupational Health Service (OHS) in sickness absence and reduce this from 60 days to 28 days.

### **Employee Assistance Services (EAS)**

The Garda Employee Assistance Service, is a proactive response by An Garda Síochána to support and assist members in managing and resolving personnel difficulties or problems at an early stage and therefore maintaining their health and wellbeing. It is a confidential professional support and referral service available to both serving and former members of An Garda Síochána, their immediate families, students, and retired members of external police services and their families' resident in the State.

Each Employee Assistance Officer is dedicated to providing a comprehensive impartial support service within his/her respective region to all ranks and has successfully completed a National Diploma in Employee Assistance & Social Support which is currently accredited by the National University of Ireland (NUI) in Galway.

In an attempt to negate the potential harmful effect of a critical incident a Peer Supporter programme was established in 1994. Peer Supporters are colleagues who have received appropriate training in helping members cope with the effect of

a traumatic incident in the workplace. Very often in circumstances of traumatic incident, the immediate notification and response from a Peer Supporter will have a huge impact in assisting colleagues in the aftermath of such occurrences. The Peer Supporter programme will continue to be evaluated with a view to ensuring that sufficient numbers are available in each Division/District. The Divisional Welfare Committee meets every quarter. The national Welfare meeting chaired by AC HRM meets at least once a year.

The EAS is currently being reviewed in a bid to establish if there are further enhancement which can be added and also the question of more integration of Garda and Civilian personnel so that their needs can be met by a single service provider – An Garda Síochána.

## **Employee Relations**

An important aspect of the HR is employee relations. Employee Relations section deal with the partnership process for Garda and Civilian staff members. Another important function is the management of claims for conciliation and arbitration. This function reports to Assistant Commissioner HRM. Assistant Commissioner HRM chairs the Partnership Boards and represents the Commissioner at Conciliation and Arbitration.

There are four main civilian unions representing civilian staff in the general civil service and professional/technical grades, within An Garda Síochána and they are,

- The Association of Higher Civil and Public Servants (AHCPS) represents the grades of Director, Principal Officer and Assistant Principal Officer.
- The Public Service Executive Union (PSEU) represents Higher Executive Officers and Executive Officers.
- The Civil, Public and Services Union (CPSU) represents Staff Officers (including District Finance Officers) and Clerical Officers; and
- The IMPACT Union represents Professional and Technical grades, such as Professional Accountants, Telecommunications Technicians, Photographers and Teachers. It also represents Service Officers and Cleaners.

There are four Garda Staff Associations,

- The Garda Representative Association (GRA).
- The Association of Garda Sergeants and Inspectors (AGSI).
- The Association of Garda Superintendents (AGS).
- The Association of Chief Superintendents (ACS).

The role of Garda Associations has been reflected in legislation at Section 18 of the Garda Act 2005 and includes *... representing members of the Garda Síochána in all matters affecting their welfare, and efficiency (including Pay, Pensions and conditions of service).*

The legislation provides that the Associations must be independent and not associate with any body or person outside An Garda Síochána. It also prohibits

members of An Garda Síochána from being members of a Trade Union or Association other than that provided for in law.

The GRA and AGSI are parties to a Memorandum of Understanding, signed with the then Minister of Justice, Mr. Gerard Collins TD. This memorandum deals with such issues as; the role and status of representative bodies, discipline affecting members generally, transfers, promotions and review body.

The Garda Associations have access to all levels of management in relation to the appropriate matters and there is a strong emphasis on early resolution of any issues that arise. The formal structures include:-

- **Formal meetings** between Assistant Commissioner HRM and Staff Associations;
- **Formal meetings** between Garda Commissioner and Associations;
- **Working Groups** e.g. Employee Assistance, Bullying & Harassment etc.

### **Consultative Council**

The Consultative Council is a formal structure following the Conroy Commission (set up in 1968 as an independent commission of inquiry under Judge Charles Conroy to investigate pay and conditions of service in the Force as a whole) whereby the Commissioner can meet with the Associations to discuss matters pertaining to it.

### **Conciliation & Arbitration**

The Garda Conciliation & Arbitration (C & A) Scheme, which is similar to schemes operating elsewhere in the Public Service, was established in 1959 and revised in 2004 and provides the industrial relations mechanism for resolving issues of interest to the Representative Associations and Garda Management. Facilitation services and the use of an Adjudicator and an Arbitration Board are also part of the scheme. It is designed to deal exclusively with pay and other specified conditions of service of members of all ranks up to and including the rank of Chief Superintendent and can act on request from either the official or association side.

The Conciliation Council consists of a Chairman (an Assistant Secretary in the Department of Justice Equality & Law Reform) and not more than six official side and six staff side representatives. The official side is representative of the Department of Justice Equality & Law Reform, the Garda Commissioner and the Department of Finance.

The Arbitration Process deals with claims that cannot be resolved through the Conciliation process under the chair which is independent and is nominated by the Department of Finance. These decisions are binding except where they are not accepted by the Government.

### **Out of Council meetings**

Out of Council meetings reflect the effort from the Official side and the Representative Associations to work in a more informal setting to achieve a resolution and report back to the chairman of the Conciliation Council. An example of this is the current working group on Taxation of Allowances.

### **Garda Civilian Council**

The Garda Civilian Council is the formal setting for the conduct of industrial relations between management and the civilian unions in An Garda Síochána. It operates within the structure of the Civil Service Conciliation and Arbitration (C & A) Scheme. The Council usually meets five times a year.

The Civil Service C & A Scheme includes a General Conciliation Council which deals with claims, etc., that have general effect across a number of Government Departments and Offices. It also includes Departmental Councils which deal with claims and relevant issues in specific Departments or Offices. In the case of An Garda Síochána, the Council is formally called the Conciliation Council of the Civilian Staff of the Garda Síochána.

The Garda C & A Scheme is an important aspect of the HR function that deals with industrial relation issues. The Employee Relations section deal with the partnership process for Garda and Civilian staff members. Another important function is the management of claims for conciliation and arbitration. This function reports to Assistant Commissioner HRM. Assistant Commissioner HRM chairs the Partnership Boards and represents the Commissioner at Conciliation and Arbitration.

### **Implementation Body for the Public Service (Croke Park) Agreement 2010-2012**

The Implementation Body for the Public Service (Croke Park) Agreement is chaired by Mr P.J Fitzpatrick. Mr Fitzpatrick is also the chair of the Garda Implementation Body which will oversee the implementation of the Croke Park Agreement in An Garda Síochána. A main priority for employee relations will be the implementation of the agreement and it will form a key element of this strategy.

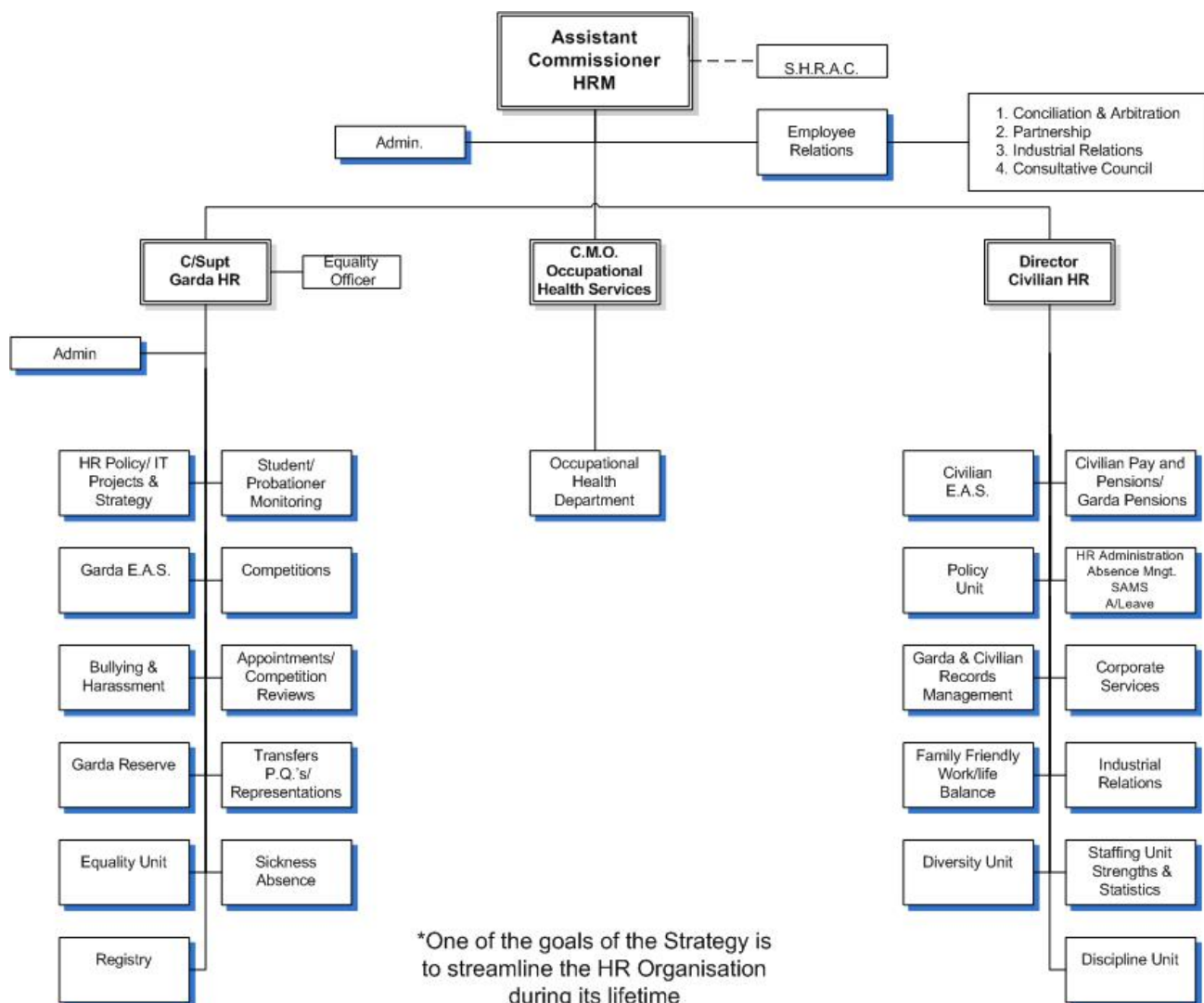
### **Partnership in the Garda Síochána**

The Partnership Structures in the Garda Síochána were put in place over the course of the Sustaining Progress pay agreement and have been built upon during the course of the subsequent social partnership agreement 'Towards 2016'. The main objectives of the Partnership Process in An Garda Síochána are for management, staff and the staff associations to;

- Engage in a meaningful way in modernising the Garda Síochána through consultation, participation and co-operation
- Jointly own and implement the action plans
- Ensure a participative approach to resolving issues and challenges generally.

## Current HRM Organisation Structure

The current structure of HRM in An Garda Síochána is shown in the chart below. One of the objectives of this strategy is to review this structure and to make recommendations to senior management to streamline the functions and to improve efficiencies and effectiveness.



## **Drivers for Change**

The working environment in An Garda Síochána has changed dramatically over the past number of years.

This strategy will strive to deliver appropriate change to meet current and future external and internal customer demands. The field of human resources has also changed and is increasingly focused on the delivery of organisational business goals through a strategic approach to people issues.

This section provides an analysis of some of the key drivers of change in the Garda organisation. Some of these drivers arise from developments which occurred some years ago but which will continue to necessitate organisational change for some years to come. Other drivers arise from very recent and/or evolving developments which will have a sizeable impact on how An Garda Síochána carries out its business, both internal and external. These include the Moratorium on Public Service Recruitment of March 2009, the Public Service Pay and Reform Agreement 2010 – 2014 (Croke Park), the Employment Control Framework (ECF), the National Recovery (2011-2014) Plan and the 3rd and 6th report of the Garda Síochána Inspectorate.

HRM will play a central role in driving and overseeing the implementation of all of the above commitments and it will form a key element of the strategy. The National Recovery Plan includes a reduction in the headline numbers of Public Servants including Garda Staff.

### **The Public Service Pay and Reform Agreement 2010-14 (Croke Park)**

This agreement requires that a number of projects are completed over the life time of this strategy. The development of the projects has commenced under the stewardship of Assistant Commissioner HRM and forms a key element of this strategy for An Garda Síochána. These projects are;

- The development of a more effective Garda rostering system to more closely match the availability of staff with policing demands, while protecting the welfare of members;
- The appropriate redeployment of civilian staff from elsewhere in the public service, with the objective of maximising the availability of members for duties of a policing character and enhancing support for policing services and undertake to co-operate with this process;
- The enhancement of Garda training, in line with the Report of the Training and Development Review which has recently been published;
- The development of a performance management system which takes account of the unique nature of a policing service;
- The implementation of appropriate reporting arrangements involving members and civilian staff in the Garda Síochána;
- The development, introduction and implementation of a new ICT Strategy;
- The setup of an arrangement whereby all payments, salary or otherwise, to members in the Garda Síochána shall be made exclusively by means of electronic funds transfer.

- The use of the state claim agency process for Garda compensation claims
- The outsourcing of safety cameras

The Garda Síochána Action Plan for the Implementation of the Public Service Pay and Reform (Croke Park) Agreement is included at Appendix (B).

A Project Board has been approved by the Commissioner to oversee the implementation of the Croke Park Agreement. The Board is chaired by Assistant Commissioner F Fanning, HRM.

Working Groups have commenced work on each of the Sectoral actions, with appropriate Staff Association involvement to address the other proposed measures under Croke Park Agreement. Plans are at an advanced stage and they focus on 3 areas in terms of cost savings as follows:

- **Cash savings in terms of the provision of services**
- **Avoiding expenditure and providing greater value and enhanced service provision.**
- **Improvement that will lead to a better public service.**

The Project Board will report progress to the Commissioner so that the Implementation Body can be informed of progress. The Implementation Body was established to drive the implementation of the Agreement across all sectors and to ensure that early, robust and verifiable reforms are secured.

### **The National Recovery Plan 2011 - 2014**

The reductions in numbers sought under the National Recovery Plan 2011 – 2014 will bring Garda numbers back to 13,000 (2006/2007 levels). At present the moratorium on recruitment and appointments in the public service (Implementation of Savings Measures on Public Service Numbers – dated 27<sup>th</sup> March 2009) applies to full time membership in An Garda Síochána (but not to the Garda Reserve).

Details of a new ‘employment control framework’ (ECF) for the Garda civilian area were communicated to the Civilian HR Directorate by the Department of Finance on 16 February 2010. That set out targets for new WTE civilian staffing reductions as follows:

- 2,049 by end 2010
- 2,027 by end 2011
- 2,005 by end 2012

### **The Garda Síochána Act, 2005**

The Garda Síochána Act, 2005 is reforming legislation aimed at modernising and increasing accountability within An Garda Síochána. Some of the most significant changes it has brought include the introduction of the Garda Reserve, the Garda Inspectorate and the Garda Síochána Ombudsman Commission; the transfer of civilian support staff from the employment of the Department of Justice to that of

the Garda Commissioner; and the Commissioner being designated Accounting Officer for the Garda organisation. These initiatives affect HRM in various ways i.e. by:

- ensuring the successful implementation of the Garda Reserve and various Garda Inspectorate recommendations,
- ensuring the effective and equitable management of civilian staff on behalf of the Commissioner,
- helping the Commissioner, as Accounting Officer, to ensure that value for money is achieved from the human resources at his disposal.

## **Civilianisation**

While civilian support staff have been serving in An Garda Síochána in significant numbers since the 1970s their functions have traditionally been confined to the provision of clerical support in Garda stations and offices. The period since 2006, however, has seen not only a greatly expanded programme of recruitment at clerical and supervisory/junior management levels but also the introduction of technical, professional and specialised managerial staff in such areas as HR, finance and procurement, ICT, accommodation, crime analysis, internal audit, press and communications, legal services, and medical services. It should be noted that all civilian staff that transferred to An Garda Síochána are covered by Section 19(3) of the Garda Síochána Act 2005 which states that a member of civilian staff of the Garda Síochána is a civil servant of the Government

The period in question has also seen the expansion or establishment of a number of vital operational support centres staffed almost entirely by civilians, such as the Garda Information Services Centre in Castlebar, Co. Mayo, the Garda Central Vetting Unit and the Fixed Charge Penalty Office (both in Thurles, Co. Tipperary).

Between 2006 and 2009, the number of whole-time equivalent civilian personnel in An Garda Síochána increased by over 80%. Subject to the National Recovery Plan 2011 – 2014 this strategy will continue with civilianisation as far as possible. The current ratio of civilians to police officers in An Garda Síochána stands at approximately 1:7 compared to international best practice norms of between 1:3 and 1:5. Therefore, if we are to maximise the potential benefits for An Garda Síochána itself, for the public it serves and for the Irish taxpayer, further civilianisation will be required well into the future, and the organisation is committed to achieving a ratio of 1:4 over time and as resources allow.

## **The Garda Síochána Inspectorate Reports**

The first report of the Garda Síochána Inspectorate, Senior Management Structure (October 2006) made a number of recommendations on the restructuring of An Garda Síochána, including the establishment of a number of senior civilian management roles within the organisation.

The third Inspectorate report published August 2007, 'Looking Forward', addresses Organisation Structures, Police Operations and Police Administration. Among the recommendations was the development of a comprehensive HR strategy and the

development of a fully integrated HR function for all sworn and non-sworn employees.

The sixth Inspectorate report, published in February 2010, addresses issues of 'Resource Allocation' in the Garda organisation. It includes a number of significant recommendations relating to the HR function, including a review of rosters, the introduction of a Human Resource Information System (HRIS) and a Resource Management System.

### **Demographic influences**

The Garda organisation is based geographically on six operational Regions in addition to specialist and headquarters functions. These are further organised into Divisions, Districts and Stations. There are 704 Garda Stations spread throughout the country. The Garda Síochána is the only police service in the Republic of Ireland and is responsible for all aspects of State Security, Immigration, Road Traffic Policing as well as day to day policing duties.

There are 14,343<sup>2</sup> full time Gardaí and 774 Reserve Gardaí, this equates to 338 Gardaí per 100,000 head of population (based on the population census in 2006, and a population of 4,239,848). Within the organisation itself 81.3% of members are at Garda rank. The need to reduce the garda numbers to 13,000 will present a challenge. This strategy aims to help the organisation to cope with the reduction and to ensure the delivery of the service is maintained.

### **Economic influences**

The Garda Commissioner was appointed as the Accounting Officer for the Garda Vote in July 2006 and this provides one of the key economic drivers for change in the Garda organisation. In effect the Commissioner is now directly accountable to the Public Accounts Committee (PAC) for the financial management of the Garda annual budget.

In more recent times, An Garda Síochána has had to manage significant budgetary constraints arising from the difficulties in the public finances, and the organisation is likely to continue to face a very challenging budgetary environment for some years to come. This makes it all the more essential that the Garda organisation obtains the best possible value from the resources it has, including its human resources.

### **Social influences**

Demographically Ireland is a much more culturally and ethnically diverse country than it was 15 years ago and has also seen significant growth in its population due to inward migration. These changes in the demographic mix and increases in population affect the Garda organisation in a number of ways. Diversity has now become an important area of focus from the perspective of operational policing, particularly in the new multicultural communities that have sprung up around the

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<sup>2</sup> Strength as at 28/ 2 /2011

country. The manner in which the organisation recruits and trains new staff is also an area where much has changed.

The general public, An Garda Síochána's primary customer base, have also become more demanding and expect a consistently high level of service from their local police officers.

### **Technological influences**

A key driver from a HR perspective is the need for an Integrated HRM I.T. system. Currently the systems in place include PeopleSoft for civilians and GRIPS for Garda personnel. Taken in the context of the current budgetary constraints a HR I.T. system will need to be prioritised by Garda ICT and until this is delivered HRM will work with ICT to continue to develop current systems and interim systems to meet its needs (e.g. Sickness Absence Management System). The role of ICT within this strategy is to assist HRM in its IT requirements and its priorities in this strategy. During the lifetime of this strategy, HRM will strive to develop and improve the current IT systems to meet the needs and demands of the organisation. It will prioritise the development of a HR IT system that fully integrates all aspects of HR and will allow for the advancement of devolved responsibility and regionalisation.

## HR Strategy - Operational Framework

The HR Strategy is founded on a vision and mission that reflects the corporate strategy. It is underpinned by five principles outlined below.

### HR Vision

Our HR vision is to be a dynamic, value-adding HR service that directly supports the achievement of organisational objectives. This will be achieved through **Connecting with our customers** including the public, all Garda employees, managers, the unions and associations, and other key organisational stakeholders.

### HR Mission

Our mission is to **support** the organisations corporate strategy statement of 'working with communities to protect and serve'. We aim to achieve this through excellence in HR leadership, incorporating the integration of best practice HR services (people, technology & business systems) to all of our customers. Thereby creating a committed and engaged workforce that adds value to the Garda organisation and ensures our corporate strategic goals and objectives are met.

### Key Principles of the HR Strategy

The key principles of this HR Strategy are to:

- Provide an integrated Garda and Civilian HR function thereby providing an efficient and accessible service to all staff and managers (e.g. advice on entitlements, HR policies, career development etc.).
- Devolve the authority and responsibility of day to day issues to line management, thereby allowing the central HR function to focus more closely on longer-term strategy and the continuous improvement of people-related policies and practices.
- Develop the HR Section in a way that fosters commitment and motivation from its staff thereby creating a culture of job satisfaction and a positive working environment.
- Promote a positive work environment that endorses equality of opportunity and a culture of mutual respect for all.
- Enhance the expertise within HR so that it can be a source of support and service to management and provide information in the relevant HR Policies to enhance the organisation.

### HR Strategic Goals

The HR Strategy statement identifies five strategic goals which underpin the Organisation's Corporate Strategy Statement. They are not in order of priority. The

strategic goals imbue the HR Vision and Mission and are influenced by the key principles.

The strategic goals reflect the HR priority of the Garda Organisation over the next three years. During the term of the strategy statement a review will be conducted to ensure continuous congruence with the HR environment.

There are core elements to each strategic goal which will inform an implementation plan. These elements will be actioned over the three year life span of the HR strategy statement and are mapped against key milestones.

Goal 1	Support Organisational Effectiveness
Goal 2	Support a Positive Working Environment
Goal 3	Enhance Employee Relations
Goal 4	Enhance Employee Development
Goal 5	Enhance the HR function

## **Strategic Goal 1 - Support organisational effectiveness**

An Garda Síochána is highly dependent on its staff to provide a professional policing service of the highest standard and to ensure that its internal support services are of equally high quality. HR will play a key role in ensuring that all staff are optimally allocated and deployed to match the evolving policing needs of our society and the corresponding business needs of the Garda organisation.

### **Workforce Planning**

A review of the deployment/ allocation model will be carried out to factor in reductions in operational capability through medium term absences (i.e. maternity leave, career breaks etc.). The current system in place to assist in deployment is 'GERM'. This system is used to assist in the allocation of Gardaí at Divisional Level within the organisation. Ideally a Resource Deployment system would be developed in tandem with a HR system. HRM will work with Garda ICT to provide HR support and development of the systems. In the interim HRM will work with GERM and other systems in place to plan for workforce allocation and deployment in the context of the reduced numbers outlined in the National Recovery Plan 2011-2014.

A Resource Planning Unit will be established in HRM. This Unit will examine and make recommendations on resource deployment across the organisation in the context of ensuring the necessary balance of skills, gender, age and diversity. The Unit will assist in planning for a high quality workforce. Processes will be introduced to maximise the benefits of efficient and effective recruitment, resourcing and retention initiatives to meet Garda and Government priorities.

A review of the current policing rosters will be carried out as a result of the Public Service Pay and Reform (Croke Park) Agreement 2010-14 and the Garda Inspectorate Report<sup>3</sup>, in consultation with all stakeholders with a view to developing a new roster system that meets the requirement of the EU Working Time Directive, while focusing on the business needs and our employees' welfare.

### **Recruitment of Garda Trainees**

Subject to the constraints of the Employment Control Framework set down by Government Garda Trainees will be recruited in line with the set targets for attested Garda strength and the national recovery plan. The recruitment of ethnic and religious minorities will continue to be encouraged to ensure that An Garda Síochána is reflective of the diverse communities we now serve. However it is likely that over the lifetime of the strategy, the focus on recruitment will be into the Garda reserves.

### **Civilianisation**

Subject to the constraints of the Employment Control Framework set down by Government, the use of civilian staff will be enhanced to support operational

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<sup>3</sup> Garda Inspectorate Report No.6 (Resource Allocation' October 2009)

policing through the provision of administrative, professional and specialised managerial services. This comes under the terms of the Public Service Pay and Reform (Croke Park) Agreement 2010-14. Civilian staff will be strategically appointed, allocated and (as required) redeployed so as to release the maximum possible number of Gardaí to operational duties, for example in Command and Control suites.

Comprehensive proposals will be developed towards attaining a medium- to long-term ratio of one civilian staff member for every four Garda members which is the stated commitment of the Garda Commissioner and is in line with international best practice, subject to the constraints of the civil service recruitment moratorium.

## **Garda Reserves**

The Garda Reserve consists of voluntary unpaid members (save for an annual allowance of €1,000 net), drawn from the community to assist the existing Service. Garda Reserve members have limited Garda powers while on duty. They perform policing duties as determined by the Commissioner under the supervision of, and accompanied by, full time Gardaí. The role of the Garda Reserve is to provide local patrols and participate in crime prevention initiatives, targeted at specific local problem areas. Reserve Gardaí are involved in policing major incidents and events, and in providing other operational support to full time Gardaí. The mission of the Garda Reserve is to provide an efficient response and a quality service at all times and to enhance partnership between the An Garda Síochána and the local community.

The recruitment of new Garda Reserves will continue during the lifetime of this Strategy to reach the Government target of 10%. The Programme for Government pledges to support the Garda Reserve and ensure that its strength reaches and is maintained at ten percent of the Garda strength by 2012. The duties and deployment of Garda Reserves will be reviewed with a view to identifying new duties and initiatives that will assist An Garda Síochána serve the community. In the current economic climate the Garda Reserves will be prioritised and numbers increased, to improve the police service, improve relations with local communities and offer opportunity for those finding it difficult to find employment.

A review will be carried out into the functions and deployment of the Garda Reserve<sup>4</sup>.

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<sup>4</sup> Garda Inspectorate Report No. 6 (Recommendation No.2)

## **Strategic Goal 2 - Support a Positive Working Environment**

An Garda Síochána aspires to create a positive working environment, where all staff regardless of their background are treated equally and with care and respect. By focusing on and supporting employee welfare, occupational health and work/life balance needs, an engaged and committed high performing organisation can be achieved. This will be achieved through enhancing the Occupational Health Service, the Employee Assistance Service and a number of new policies.

### **Occupational Health Strategy**

A comprehensive review of current policy is being carried out to ensure that there is an Occupational Health Strategy which best meets the needs of the organisation and all its personnel. The Occupational Health Strategy will focus on a number of areas. These include enhancing the delivery of occupational health through the development of new structures including an expanded and regionalised occupational health service. New processes will be identified for reporting and recording absence/attendance management and introduce initiatives to reduce absenteeism throughout the organisation. Long term sickness absence will be closely monitored and case conferences will be held to encourage a speedy return to work. Focus will be on delivering a best practice response to stress-related absence.

Absence/attendance management will form a key part of this Strategy. The Occupational Health Service (OHS) works closely with HRM and local management and together the strategy is to manage attendance within the organisation. A key component of this strategy is:

- c) Reduce sickness absence by 20% for long and short term sickness absence.
- d) To ensure earlier intervention by the Occupational Health Service (OHS) in sickness absence and reduce this from 60 days to 28 days.

A new drugs and alcohol policy will also be developed for the organisation. This will focus on the welfare of the member and a key element being the rehabilitation process. This policy will be introduced during the life time of this strategy and it will be developed in consultation with all relevant stakeholders.

### **Employee Assistance Service**

The Garda Employee Assistance Service Review Working Group was established under the Chair of Assistant Commissioner HRM. The term of reference was “To Review the Garda Employee Assistance Service and advice on its enhancement to ensure it continues to meet the requirements of the Organisation”.

The multi-disciplinary group consists of a number of internal Garda personnel, two external Professional Consultants, and representatives from each of the Garda Associations and Civilian Unions (A.H.C.P.S., P.S.E.U., IMPACT and C.P.S.U).

The following areas are being reviewed by the Working Group

- Integration of the Garda Employee Assistance Service and Civilian Employee Assistance Service
- Increased Resources
- Training and qualifications
- Communication process
- Reporting structures

The final report is due to be submitted during the second half of 2011. The findings of this report will be reviewed and a plan for implementation of required changes will be developed.

### **Work / Life Balance**

The goal will be to continue to make An Garda Síochána a family friendly work place for its entire staff. This will be achieved through exploring and introducing various work life balance schemes including, for example, a flexi-time system for all non-rostered staff (subject to budgetary constraints).

The pilot term time scheme has been continued for all attested staff and the shorter working year scheme will be continue for all Garda Civilian Staff. It is intended that where possible and with the support of both sworn and unsworn staff that these schemes will be integrated during the lifetime of the strategy.

### **Diversity / Equality**

A major aim of this HR Strategy is to build tolerance and acceptance of a more diverse and intercultural workplace and to ensure policies are in place to provide equality of opportunity for all employees. The plans, policies and procedures (e.g. in recruitment, transfers, promotion) will fully reflect the objectives of the Garda Síochána Diversity Strategy. To facilitate this, a Diversity Unit will be established to implement the HR elements of the Diversity Strategy.

### **Employee Engagement**

In promoting a positive working environment the area of employee engagement will be explored and initiatives will be identified to improve employee engagement within the Garda workforce. Initiatives such as the introduction of an 'exit interview' process for all key staff leaving the organisation will be introduced. Before the end of the Strategy an employee engagement survey will be completed. This will take the form of a series of focus groups. The focus groups will represent all groups within the organisation and the analysis will cover topics such as leadership behaviours, career advice/support, career options, performance recognition and feedback.

### **Bullying & Harassment Policy**

This policy is currently under review. One of the main aims of the review is to amalgamate the current Garda and the Civil Service policy into a single policy thereby enhancing and improving the policy. The review included the Staff Associations and Unions as part of the review group.

## **Strategic Goal 3 – Enhance Employee Relations**

A partnership-oriented approach provides the most suitable communicative and consultative process for managers and staff at all levels in the organisation when looking to resolve difficulties, be they day-to-day local matters or the more complex industrial relations issues that occur from time to time. Management will implement all initiatives, which would have a significant impact in the workplace.

### **Partnership Process**

The objective is to strengthen the partnership model of problem-solving between management and staff representatives. An integrated partnership approach which will integrate and strengthen partnership and other consultative processes across all levels of the organisation which will address the issues of all staff will be put in place.

To achieve this, a review of the current partnership model has commenced in order to identify and promote best practice. This review will provide areas for further development and will recommend on the best way forward. This will enable management, representative bodies and employees to determine the best structures, size and membership of the partnership committees over the longer term. The existing productive, partnership-based relationships with the Garda representative bodies and Civilian unions on key issues of strategic importance to the organisation will be enhanced.

All employee representative bodies will be informed in advance of the rationale and implementation dates for all new work initiatives which are likely to have a significant effect on work practices.

### **Industrial Relations - (Conciliation & Arbitration)**

The formal resolution of industrial relations issues in an impartial and even handed manner through the Garda/Civil Service Conciliation & Arbitration (C&A) schemes will continue to be promptly managed. All C&A claims will continue to be processed in a timely and efficient manner.

### **HR Communications**

HRM will actively pursue the use of the Garda Portal as a communications tool and in particular may publish this strategy on portal along with the Garda Action Plan for the Croke Park Agreement. New processes will be developed to enhance HR communications with our customers and to allow for more two-way communication. Annual inputs from our customers and stakeholders on the implementation and evolution of HR services and associated strategic planning will be sought through the 'Lessons Learned Framework'. Regular articles will be published in 'News Beat' (An Garda Síochána staff news letter) to update employees on the HR agenda and developments in the area. All relevant civilian staff changes (intakes, transfers, promotions etc) will be included in our HR bulletins. Over the course of

the Strategy the HRM communications strategy will be revised to ensure that all innovative communications channels available are being utilised.

### **Reporting Structure**

An important development for HR and the organisation will be the further development and agreement of an integrated reporting structure. This comes under the terms of the Public Service Pay and Reform (Croke Park) Agreement 2010-14. This will be a priority for HR during the life time of this strategy and will impact on many HR functions such as performance management, competitions, assessments etc.

## **Strategic Goal 4 – Enhance Employee Development**

Development should be a continual process throughout the careers of all staff in An Garda Síochána. Proactive career development interventions will provide significant long term benefits to both the employee and the organisation as a whole.

### **Probationer Monitoring and Development**

Probationer Gardaí will be proactively managed from their attestation. Their progression will be monitored in line with the Professional Competency Model as set out in Garda Code Chapter 4. An equivalent model for new Civilian staff will be developed and implemented.

A review of Garda training has been completed which recommended a reduction in Student Training from 52 to 30 weeks. The report also recommended the introduction of competency based driver testing and changes to promotion and development courses. It also included the formulation of a Civilian training faculty.

As part of the implementation of the transformation agenda (Croke Park Agreement) there is ongoing discussions within the Partnership process. A separate Working Group with staff associations is progressing well under chair of Chief Superintendent Garda College, who will report to the Croke Park Implementation Project Board.

### **Employee Appraisal and Development**

In collaboration with our colleagues in the Training & Development function the Performance Management and Development System (PMDS) will be implemented for all Civilian staff. A performance management system will be introduced for sworn members.

Performance management will provide a mechanism to improve employee involvement. It will be a key component of the HR Strategy in achieving more and better results with fewer resources. It will also meet the requirements of the Public Service Pay and Reform Agreement 2010-14 (Croke Park) and the recommendation of the Garda Inspectorate Report<sup>5</sup>

A process to provide every employee with an opportunity to avail of an individual career development plan will be established. A key element of the new appraisal system will incorporate a career development plan.

### **Career Mobility**

Current mobility policies which include transfers, secondments and placements in specialist units and any other issues which affect the mobility of personnel

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<sup>5</sup> Report of the Garda Síochána Inspectorate 'Resource Allocation Report' October 2009

throughout the organisation will be kept under review. The use of employee movement as a leadership and talent management development intervention will be formalised.

In order to enhance the flexibility of the resource deployment, a review of the Transfer Policy will be completed and implemented. In order to gain experience for outside organisations existing secondment arrangements with the Police Service of Northern Ireland and other suitable national/ international organisations will be further developed. The possibility of secondments with other Irish public sector bodies which may be in a position to enhance the skills and experience of our personnel will also be explored.

### **Career Advancement**

In order to streamline competitions annual plans for promotion and specialist competitions will be developed. In keeping with our commitment to equality of opportunity, all attested ranks and civilian grades will be taken into account. All competitions will be carried out in accordance with the Commission for Public Service Appointments Code of Practice, and an annual review of all competitions including an impact analysis of all interviews will be carried out.

Equality of opportunity will be ensured for all employees through the identification and establishment of a civilian career structure that compares favourably with that available to attested members in terms of outlets for internal promotion up to senior management levels.

A review of career structures for civilian members of staff will be carried out and a report will be developed that will outline existing opportunities and recommendations will be made to reflect opportunities elsewhere in An Garda Síochána and the Public Service.

## **Strategic Goal 5 – Enhance the HR function**

HRM will carry out an impact assessment on all projects in the Public Service (Croke Park) Agreement 2010-2014 to assess the impact on the HR function. HRM will develop an implementation plan to cater for the likely impacts on HR.

HR performance reporting will be introduced to track key Performance Indicators and help manage customer expectations e.g. turnaround of transfer applications, support in the performance appraisal process (line manager training, identification of training needs from personal development plans) etc.

Through a review and restructuring of the HR function, and with effective forward planning and the introduction of 'fit for purpose' technology solutions, a more strategic and dynamic approach to HR can be adopted. This will add value to the services provided and help to advance the HR modernisation agenda.

### **HR Structural Transformation**

The current HR structures will be reviewed to ensure that the section delivers its services in a comprehensive, efficient and proportionate fashion. The HR function within An Garda Síochána will be modernised and the transition from an administrative and transaction-focused 'Personnel' function to a dynamic, value-adding HR service that directly supports the achievement of organisational objectives, will be completed.

As a fundamental part of this process the core HR administration processes will be re-engineered to enable the devolution of much of the day-to-day administration, thus allowing central HRM to focus more closely on longer-term strategy and on the review and enhancement of policies and procedures. The structure of the Corporate HR function will be reviewed and recommendations made to redefine it.

The Integration of the Garda and Civilian HR functions will result in a more efficient and streamlined HR services delivery model in the way that HR services are delivered to the Garda organisation.

### **General Administration**

A root and branch review of our general administrative processes will be carried out, with a view to establishing more efficient and effective processes, where required. A system to streamline the process for managing and responding to parliamentary questions will be developed.

There will be devolution of authority and responsibility of day to day issues to line management, thereby allowing the central HR function to focus more closely on longer-term strategy and the continuous improvement of people-related policies and practices.

An electronic means of communicating payroll changes to our partners in Financial Shared Services will be developed by the Director of Civilian HR in consultation with the Chief Superintendent HRM.

### **HR Strategy and Policy Unit**

In order to ensure that the evolving HR needs of our customers and the organisation are met a strategic approach to the planning and delivery of HR services must be adopted. To facilitate this, a dedicated Strategy and Policy Unit within HRM will be established. This will be a cross functional unit comprising senior Garda and Civilian HR staff.

The Strategy & Policy Unit will play a key consultative and collaborative role with our colleagues in Strategy & Change Management on the development of future organisational strategy statements and change management projects. The unit will similarly engage with other functional areas on business projects and initiatives as required. This will enable HRM to provide a more strategic support service to the wider organisation and ensure that it is fully aligned with its goals and attuned to its needs.

The Unit will also keep all HR policies under continuing review. In consultation with our colleagues in Legal Affairs section, the Unit will also ensure that all relevant developments in employment law are closely monitored and taken into account in the development of policy in all HR areas, including key areas such as equality, appointments and promotion regulations; bullying and harassment; grievance etc.

This Unit will also assist with the implementation of this HR Strategy and will continuously monitor and review progress on the commitments and actions therein. The Unit will also co-ordinate the annual HR Policing Plan for each of the three years of this strategy document.

### **HR Skills & Competency Development**

The HR function is highly dependent on its staff to provide a professional service of the highest standards. The core HR capability within the organisation will be enhanced. A clear career development path for employees will be provided within the function.

An audit to determine the skills and knowledge base of all HR staff will be carried out. Any training or development interventions necessary to enhance skills and knowledge will be provided.

HR capability will continue to be increased through interventions such as customised HR development programmes which will up skill key staff in HR to ensure the credibility and consistency of the HR function. A twice-yearly HR conference for all HR staff will be organised which will bring in external speakers from relevant areas to enhance their knowledge in particular areas. This will provide an internal forum for discussion and for an exchange of 'best practice' initiatives across the organisation. HR's input to the personnel officers network in the public service will be enhanced and improved.

The membership of the Chartered Institute of Personnel and Development (CIPD) and other professional bodies will be maintained and built upon to ensure that we meet 'best practice' standards in the HR function.

### **Human Resource Information System**

In consultation with our colleagues in ICT and subject to budget constraints, the legacy HR information systems will be replaced with one core integrated Human Resource Information System (HRIS) which will effectively and efficiently manage the evolving HR needs of the Garda organisation.

Pending the development of an integrated system existing systems such as GRIPS and PeopleSoft will continue to be maintained. Interim systems will be developed to address the needs of the organisation, in particular the monitoring and recording of absenteeism as recommended in the Garda Inspectorate Report on Resource Allocation.

In the absence of a full HR system during the lifetime of this Strategy and in close co-operation with our colleagues from ICT, other interim systems will be developed, for example Sickness Absenteeism Management System (SAMS), Student Information Personnel System (SIPS) and Regional Area Personnel Information Dashboard (RAPID). The enhanced development of the SAMS system will continue during the lifetime of this Strategy and will be expanded to allow for the integration into existing systems where possible.

### **HR Helpdesk**

To assist our employees with HR queries we will establish a first point of contact for HR queries. For the purpose of advancing this initiative HR will review all HR processes. The review of the processes should reduce duplication of effort and activity across HR. The objective will be to continue the review of processes and procedures in HR, to document them and to develop appropriate policies for them so that the HR Helpdesk will function efficiently and the service provided can be enhanced.

### **Business Partner Relations**

Ongoing relationships with all current and future external HR service providers to the Garda organisation will continue to be efficiently managed and developed. Appropriate Service Level Agreements (SLAs) will be established and managed with our primary service providers such as the Public Appointments Service and the Financial Shared Services Centre in Killarney. The possibility of forging new business partner relationship that will benefit Garda HR and the organisations as whole will continue to be explored.

## Appendix

### **A. Strategic Action Plans 2011 – 2013**

### **B. Public Service Pay & Reform (Croke Park) Agreement 2010-2014**

## Appendix A Strategic Action Plans

Strategic Goal 1 - Support Organisational Effectiveness	Core Elements	Owner	Action Required	2011		2012		2013	
				1st	2nd	1st	2nd	1st	2nd
	Work Force Planning	C/Supt HRM	Establish a Resource Planning Unit and assess impact of National Recovery Plan.						
		A/C HRM, A/C South & A/C DMR	Review current Policing Rosters and develop a roster system in line with EU work time directive etc						
	Recruitment of Garda Trainees	C/Supt HRM	Review the Deployment and allocation model 'GERM' and include Civilian Staff						
		C/Supt HRM	Recruit Gardai subject to ECF and Government Sanction						
	Civilianisation	Dir. Civ. HR	Identify and agree posts to be civilianised						
		Dir. Civ. HR	Deploy Civilian staff - dependent on ECF and moratorium						
	Garda Reserves	C/Supt HRM	Review current Garda Reserve deployment and duties						
		C/Supt HRM	Recruit Garda Reserves						

Strategic Goal 2 - Support a Positive Working Environment	Core Elements	Owner	Action Required	2011		2012		2013	
				1st	2nd	1st	2nd	1st	2nd
	Occupational Health	C/Supt HRM, Supt HRM & CMO	Implement occupational health strategy						
			Regionalisation of Service delivery to Northern and Southern Regions						
			Develop/implement processes for recording/monitoring absenteeism						
			Introduce case management for long term absenteeism						
			Develop a new drugs and alcohol policy						
			Implement new drugs and alcohol policy						
	Bullying & Harassment Policy	C/Supt HRM	Review the Garda Policy						
			Implement revised Garda Policy						
	Employee Assistance	C/Supt HRM	Review current Employee Assistance Policy						
			Implement Review findings						
	Work Life Balance	C/Supt HRM & Dir. Civ. HR	Review work life balance initiatives						
			Review the pilot scheme for 'Term Time'						
			Implement recommendations of Term Time Pilot						
			Pilot a flexi time initiative for HR Staff						
			Implement flexi time for HR Staff						
	Diversity & Equality	C/Supt HRM	Implement Diversity Strategy						
			Establish Diversity Unit						
	Employee Engagement	C/Supt HRM Dir. Civ. HR	Introduce exit interviews						
			Employee Engagement Focus Groups						

Strategic Goal 3 - Enhance Employee Relations	Core Elements	Owner	Action Required	2011		2012		2013	
				1st	2nd	1st	2nd	1st	2nd
	Industrial Relations (C&A)	A/C HRM	Review Partnership model						
			Implement revised partnership model						
			Process C & A claims in an efficient manor						
			Manage implementation of Croke Park agreement						
	HR Communications	C/Supt HRM Dir. Civ. HR	Produce two articles per year for organisations news letter 'News Beat'						
			Review HRM Communication Strategy						
	Reporting Structures	C/Supt HRM Dir. Civ. HR	Agree and implement integrated reporting structures						

Strategic Goal 4 - Enhance Employee Development	Core Elements	Owner	Action Required	2011		2012		2013	
				1st	2nd	1st	2nd	1st	2nd
	Probationer Monitoring and Development	C/Supt HRM	Continue the monitoring of probationers in line with the Professional Competency Model						
			Develop a Professional Competency Model for Civilian Staff						
	Employee Appraisal and Development	A/C HRM C/Supt HRM & Dir. Civ HR	Develop an employee appraisal system for staff						
			Implement the employee appraisal system for staff						
			Performance Management and Development System will be introduced for all Civilian Staff						
	Career Mobility	C/Supt HRM & Dir. Civ HR	Review current mobility policies (transfers, secondments placements in specialist units)						
			Continue secondment arrangements between An Garda Síochána and PSNI.						
			Explore opportunities for secondments with outside organisations						
	Career Advancement	C/Supt HRM & Dir. Civ HR	Implement all competitions in accordance with Civil and Public Appointments Code of Practice						
			Carry out annual audits of competitions for promotion and specialist units						
			Carry out a review of the career structure for civilian members						

Strategic Goal 5 - Enhance the HR Function	Core Elements	Owner	Action Required	2011		2012		2013	
				1st	2nd	1st	2nd	1st	2nd
	HR Structural Transformation	A/C HRM	Review current HR structures and functions and role						
			Seek management approval						
			Implement recommendations of review						
			Relocate the pensions/records/diversity function to the Director of HR, Navan						
	General Administration	C/Supt HRM & Dir. Civ HR	Establish more efficient and effective administration processes						
			Develop a system for managing and responding to Parliamentary Questions						
	HR Skills & Competency Development	C/Supt HRM & Dir. Civ HR	Carry out an audit of the skills and knowledge base of HR Staff.						
			Identify Training and development needs						
			Establish an annual HR Conference for HR Staff						
	Human Resource Information System	A/C HRM & Supt HRM	In consultation with ICT develop new HR Information System (HRIS)						
			Develop a Sickness Absence Management System (SAMS)						
			Implement Sickness Absence Management System (SAMS)						
			Implement Student Information Personnel System (SIPS)						
	Business Partner Relations	A/C HRM	Enhance and maintain partnership with stakeholders						

Strategic Goal 5 - Enhance the HR Function (contd)	Core Elements	Owner	Action Required	2011		2012		2013	
				1st	2nd	1st	2nd	1st	2nd
	HR Performance Reporting	A/C HRM	Develop a HR Performance Reporting System to track key Performance indicators						
			Assess HR Performance Reporting System						
	Public Service Agreement	C/Supt HRM & Dir. Civ HR	· Impact analysis of the HR related projects						
			· HR Action Plan						
	HR Helpdesk	A/C HRM	Develop a Plan to introduce a HR Helpdesk						
			Obtain approval						
			Implement HR Helpdesk						

## Appendix B - Croke Park Agreement Action Plan

Change Project	Description	Phase	Time Frame															
			2010	2011					2012				2013					
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
<b>Rosters</b> (Assistant Commissioners Feehan, Keane )	<i>Will constructively engage for the purposes of developing in 2010 and to be piloted and implemented as soon as possible thereafter, a more effective Garda rostering system to more closely match the availability of staff with policing demands, while protecting the welfare of members;</i>	Planning																
		Development																
		Consult																
		Impact analysis																
		Pilot & Review																
		Implementation																
		Post Implementation support																
		Benefit Realisation																
<b>Civilianisation</b> (Assistant Commissioner Fanning )	<i>Support the augmentation of the civilian staff of the Garda Síochána through appropriate redeployment of staff from elsewhere in the public service, with the objective of maximising the availability of members for duties of a policing character and enhancing support for policing services and undertake to co-operate with this process;</i>	Planning																
		Development																
		Consult																
		Impact analysis																
		Implementation																
		Post Implementation support																
		Benefit Realisation																
		<b>Training Review</b> ( Chief Superintendent Nolan )	<i>Will constructively engage in the enhancement of Garda training, in line with the Report of the Training and Development Review which has recently been published;</i>	Planning														
Development																		
Consult																		
Impact analysis																		
Implementation																		
Benefit Realisation																		

Change Project	Description	Phase	Time Frame												
			2010	2011				2012				2013			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Performance Management</b> ( Assistant Commissioner Twomey)	<i>Acknowledge that An Garda Síochána should be subject to performance management which takes account of the unique nature of a policing service, to be developed in 2010 and to be piloted and implemented as soon as possible thereafter</i>	Planning													
		Development													
		Consult													
		Impact analysis													
		Pilot & Review													
		Implementation													
		Benefit Realisation													
<b>Reporting Arrangements</b> ( Assistant Commissioner Fanning)	<i>Will implement appropriate reporting arrangements involving members and civilian staff in the Garda Síochána;</i>	Planning													
		Development													
		Consult													
		Impact analysis													
		Pilot & Review													
		Implementation													
		Benefit Realisation													
<b>Implementation of ICT Strategy</b> ( Mr Liam Kidd)	<i>Will co-operate with the development, introduction and implementation of a new ICT Strategy (2010 to 2012);</i>	Planning													
		Development													
		Consult													
		Impact analysis													
		Implementation													
		Benefit Realisation													
<b>Electronic Transfer Pay</b> ( Mr Culhane )	<i>Will work constructively towards an arrangement whereby, on or before 31 December 2010, all payments, salary or otherwise, to members in the Garda Síochána shall be made exclusively by means of electronic funds transfer.</i>	Consultation													
		Implementation													
		Benefit Realisation													

Change Project	Description	Phase	Time Frame															
			2010	2011					2012				2013					
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Electronic Transfer Receipts ( Mr Culhane )	Will work constructively towards an arrangement whereby all receipts for payments, salary or otherwise, to members in the Garda Síochána shall be made exclusively by means of electronic transfer.	Planning																
		Development																
		Consult																
		Impact analysis																
		Pilot & Review																
		Implementation																
		Benefit Realisation																
State Claims ( Assistant Commissioner Twomey )	Garda Compensations claims dealt with by state claims agency process	Planning																
		Development																
		Consult																
		Impact analysis																
		Transition Process Review																
		Implementation																
		Benefit Realisation																
Safety Cameras ( Assistant Commissioner Twomey )	Examine efficiencies accruing as result of the outsourcing of speed cameras	Planning																
		Development																
		Consult																
		Impact analysis																
		Implementation																
		Benefit Realisation																

Note: High Level plan subject to change as detailed plans are approved by project board

complete

not started

behind schedule

\* subject to cost benefit analysis and resourcing