

## CRR1/18: Capacity to Effectively Resource An Garda Síochána

### Context:

An Garda Síochána is operating in an increasingly complex environment, needing to balance increasing citizen expectation & a changing workforce demographic, against economic reality, legacy estates & the relentless pace of technological innovation. More recently, the compounding impacts of the COVID-19 pandemic, growing global political instability & economic uncertainty. Together these factors have drastically changed what an 'ideal' workforce looks like & how it functions.

An Garda Síochána strives to strategically plan & continually review our workforce to address these demands. This requires identifying new ways to continue the recruitment, demand vs capacity planning, training & professional development of the workforce, along with innovation in the safety & sustainability of these processes.

Furthermore, An Garda Síochána is now implementing a new Operating Model to successfully deliver on the vision of the organisation. Also, technology has made large strides in supporting & augmenting the workforce. It is critical that our Operating Model & fulfilment strategies are in line with external changing expectations on work & employment to be able to access & retain specialist talent for the future. The Operating Model & workforce needs to be more agile than ever to rapidly re-skill & re-form on demand thereby delivering on priorities while maintaining resilience & surge capacity.

Based on above, An Garda Síochána does not own the ability to manage resourcing requirements within its own budgetary framework to meet business needs, in the absence of significant governance oversight. This is in addition to the overall resourcing limits of 4,000 Garda Staff & 15,000 Garda Members set by Government Decision in 2016.

### Key Risk Causes:

#### General:

- \* Lack of a Workforce Plan endorsed by the Policing Authority prior to 27 July 2022 & a Policing Demand Model is impacting succession planning & recruitment prioritisation & ability to schedule competitions with PAS.
  - \* Lengthy approval process to sanction new roles required to meet organisational demands (Workforce Plan),
  - \* Lack of devolved autonomy to allow the Garda Commissioner make resourcing decisions within budgetary framework,
  - \* Demands on the Public Appointments Service who are currently the only selection provider aside from An Garda Síochána licence,
  - \* Significant numbers of competitions running concurrently (in part due to backlog as a result of COVID-19),
  - \* Resourcing demands on An Garda Síochána to meet legislative requirements
  - \* An Garda Síochána inability to set out the competition requirements & scheduling to PAS,
  - \* [REDACTED]
  - \* [REDACTED]
  - \* [REDACTED]
  - \* Lack of capacity within An Garda Síochána to run high volume of complex, large scale competitions/specialist recruitment,
  - \* Backlog of competitions, due to inability to run over Pandemic period (Resourcing Taskforce),
  - \* Attrition trends rising due to: high volume retirements in Public Sector, resignations, increase in applications to Civil Service mobility scheme, lack of availability of remote working, competitive employment market, & anecdotally related to Policing, Security & Community Safety Bill & One Organisation Project,
  - \* Specialist resourcing capacity has not been developed in the HRPD team to support recruitment (specialist recruitment expertise).
- Garda Member Recruitment:**
- \* 2022 Recruits competition delayed by updates to Admissions & Accountability Regulations (technical updates)
  - \* [REDACTED]
  - \* Challenges related to batch numbers provided to An Garda Síochána & timings to complete internal process steps (PCT, Medical & Vetting) prior to commencement of Phase 1 Training,
  - \* Significant attrition rates over the course of the recruitment process,
  - \* Budget commitment to provide 1,000 new Gardaí in 2023,
  - \* Lack of staff attached to Appointments Office to maintain current workload.

Overall Rating 25: Consequence (5), Likelihood (5)

Very High

### Key Mitigating Controls

#### General:

- \* First draft of Workforce Plan has been signed off by the Garda Executive & presented to the Policing Authority who have approved the approach & wait the final Workforce Plan report in October 2022. Workforce Plan (WFP) presented to Policing Authority and welcomed. Work to continue as proposed on WFP Strategy to be presented in 2023 and updates to be provided on WFP progress,
- \* Special Advisory Group established to set appointment priorities,
- \* HR training provided by Garda College to a number of HEDs in QQI level 6 in HRM,
- \* Review of priority recruitment to identify core roles for 2022 ongoing with Senior Management,
- \* As part of Workforce plan, new roles vs replacement roles are identified to simplify the approval process & ensure personnel are allocated appropriately (interim fix),
- \* Candidate Manager system introduced, initial testing phase completed, moved to second phase,
- \* Competition backlog being addressed through prioritisation of competitions,
- \* Competition demand for next 12 months identified & engagement with PAS commenced to determine ability to deliver/identify where alternative consultancy support may be required,
- \* Garda Reserve Steering group in place co-chaired by Assistant Commissioner, RPCE & Executive Director, HRPD.

#### Resourcing Taskforce:

- \* Resourcing Taskforce established to undertake a review & optimisation of the recruitment & selection processes, improving & enhancing selection & campaign management efficiency & effectiveness, enhancing effective pipeline management & placing it on a programme management footing,
- \* Project Resource assigned to Talent Acquisition (looking at end to end process to increase capacity) & WFP to support development of Workforce Plan,
- \* An "As is" role repository & workforce capacity analysis is under development to support the Workforce Plan & Policing Demand Model (Status: Work is near completion for HQ/National & Regions/Divisions. Expected completion date by Q3 2022),
- \* The identification of resistance to Civilianisation is being addressed under the Resourcing Taskforce Project.

#### Garda Member Recruitment

- \* Project Management Support assigned to Garda Trainee Recruitment,
- \* High Level Steering Group convened under chair of Deputy Commissioner, Policing & Security & CAO,
- \* PAS delivered the names of 163 candidates from the first batch of the 2022 campaign to An Garda Síochána on 23 August 2022. [REDACTED] which were deemed ineligible by PAS. These applicants are currently in stage 4 of the process which includes medical, PCT and vetting. A further 124 names were provided by PAS on 30 September 2022. In batch 2 (a further [REDACTED] are awaiting eligibility checks by PAS). 38 candidates from batch 1 & 2 have successfully completed all elements of the recruitment process and are scheduled to commence in the Garda College, on 28 November 2022. As of 28 October 2022, a further 130 names have been delivered under batch 3 from PAS (15 of these are via Irish Stream [REDACTED] has chosen to go with the English stream and therefore only [REDACTED] will now proceed through the Irish stream). Batch 3 candidates are currently processing through the medical, PCT and vetting stages. PAS delivered the names of 163 candidates from the first batch of the 2022 campaign to An Garda Síochána on 23 August 2022. [REDACTED] which were deemed ineligible by PAS). These applicants are currently in stage 4 of the process which includes medical, PCT and vetting. A further 124 names were provided by PAS on 30 September 2022. In batch 2 (a further [REDACTED] are awaiting eligibility checks by PAS). PAS delivered the names of 117 candidates for general stream and 13 from the Irish stream for Batch 3 on 10th November 2022 (a further [REDACTED] are awaiting eligibility checks by PAS). 92 candidates from batch 1, 2 & 3 have successfully completed all elements of the recruitment process and commenced in the Garda College, on 28 November 2022. 17 additional candidates completed all stages of the process, however deferred the November intake and will be part of the February intake. As of 29th November 2022, a further 118 names from general stream and [REDACTED] from Irish stream have been delivered under batch 4 from PAS (a further [REDACTED] are awaiting eligibility checks by PAS). Batch 4 candidates are currently processing through the medical, PCT and vetting stages. Batch 5 is due to be delivered by PAS the week commencing 12th December 2022.
- \* Engagement with PAS to increase the numbers being interviewed,
- \* Early & continuous engagement with Dept. of Justice on updates to Admissions & Accountability Regulations has commenced to avoid unnecessary delays to future competitions including promotions.

#### Garda Staff Recruitment:

- \* Streamlined process for backfills introduced within Workforce Planning, requiring sign off only at Executive Director, HRPD level on all vacancies from the 1 June 2021,
- \* PAS have completed national CO competition, pulling candidates from lists,



<p><b>CRR1/18: Capacity to Effectively Resource An Garda Síochána</b></p> <p><b>Garda Staff Recruitment:</b></p> <ul style="list-style-type: none"> <li>* The effect of promotion completions, mobility &amp; natural attrition has led to increased pressure on Garda staff Recruitment to meet needs, e.g. 513 vacancies 31/0/22. This is creating barriers to movement in the organisation where backfills are pending.</li> <li>* Increased demand for specialised recruitment leading to more competitions creating a draw on resourcing capacity within HRPD (e.g.. IT specialist roles).</li> <li>* 1 month notice release policy on mobility &amp; long backfill times removing handover periods.</li> <li>* Recruitment of Garda staff for GNCCB, CAD, GISC and STO prioritised.</li> </ul> <p><b>Redeployment:</b></p> <ul style="list-style-type: none"> <li>* Lack of clarity on 1500 target set in 2016 (per CoFPI report feedback) – focused on target like for like replacements, not role/location assessment,</li> <li>* Resistance to appointment of Garda Staff in administrative roles in operational functions due to high levels of attrition &amp; ability to backfill,</li> <li>* The ability to deliver on Garda reassignments from the Front of House role due to legal issues around various duties, access &amp; training on PULSE &amp; CAD systems yet to be resolved,</li> <li>* Growing number of Garda Members resourcing areas due to inability to resource with Garda Staff, reducing potential for reassignment,</li> <li>* Redeployment team reduced to 1 PO [REDACTED]. Appointment of AP and EO awaited.</li> <li>* Assignment of redeployed Garda staff has been suspended pending the prioritization of staffing for other areas across the organisation.</li> </ul> <p><b>Garda Reserve Recruitment</b></p> <ul style="list-style-type: none"> <li>* No current capacity to launch a Garda Reserve Campaign, likely to be end of 2023.</li> </ul> <p><b>Key Potential Consequences:</b></p> <ul style="list-style-type: none"> <li>* Potential inability to meet commitments as Accountable Officer,</li> <li>* Inability to meet recruitment &amp; redeployment targets,</li> <li>* Attrition &amp; loss of knowledge &amp; expertise due to no handover periods on backfill positions,</li> <li>* Impact on delivery of national projects &amp; recommendations,</li> <li>* Missed opportunities to enhance efficiency &amp; effectiveness of An Garda Síochána through its workforce (inclusive of increased requirement for consultancy services &amp; overtime provision),</li> <li>* Negative impact on morale, with H&amp;S &amp; welfare implications in terms of long working hours culture,</li> <li>* Damage to the organisation's reputation with oversight bodies,</li> <li>* [REDACTED]</li> </ul> <p><b>Policing Priorities: ① ② ③ ⑤ ⑥</b></p> <p><b>Category: Inter Agency, Personnel/Talent Management, Reputational, Budgetary/Financial</b></p>	<p>Overall Rating 25: Consequence (5), Likelihood (5)</p> <p>Very High</p>	<p><b>Key Actions Required To Further Mitigate Risk</b></p> <ul style="list-style-type: none"> <li>* Workforce Plan – Final Report due for submission to PA for meeting, on 24 October 2022 &amp; subsequent quarterly updates to take place,</li> <li>* Following submission of Workforce Plan progress towards full delegated authority to Commissioner within agreed overall ECF/Strengths (initial positive discussions with PA in terms of An Garda Síochána operating autonomously within agreed numbers) &amp; a fully costed resourcing plan,</li> <li>* Review of ECF to establish if business case to increase required,</li> <li>* Implement new HRPD structure,</li> <li>* Engage with Key stakeholders to ensure prioritisation is afforded to critical areas, especially those that are legislatively bound,</li> <li>* Utilise Candidate Management System to streamline resourcing process &amp; enable quicker resourcing decisions,</li> <li>* Sample Mobility panel to analyse reasons for uptake &amp; retention opportunities,</li> <li>* Introduce measures to mitigate potential delays due to Admission &amp; Accountability Regulations,</li> <li>* Engage with PAS re mobility timelines,</li> <li>* 6 month pause on mobility transfers to be considered as a short term solution to resourcing issues,</li> <li>* Seek update in relation to CoFPI redeployment targets 2016,</li> <li>* Resolve legal, training &amp; related issues relating to front of office roles,</li> <li>* Complete Policing Demand Model Project,</li> <li>* [REDACTED]</li> <li>* Identify initiatives to expand specialist recruitment capacity (including examination of services delivered by PAS),</li> <li>* Develop a framework to enable the organisation to measure the effort &amp; costs associated with new mandates eg. Compensation Bill Team, Operating Model.</li> </ul>
Executive Director HR&PD		