



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Minutes of Meeting of Garda Organisation Development Committee

Date: 20 September 2017

Venue: 90 North King Street, Dublin 7.

Attendance

Authority: Bob Collins (Chair), Valerie Judge, Pat Costello

Appologies: Moling Ryan

Secretary: David Pasley

Executive: Helen Hall, Aileen Healy, Margaret Tumelty, Úna Ní Éigearthaigh

Garda Síochána:

- Mr. Joseph Nugent, Chief Administrative Officer
- Assistant Commissioner Anne Marie McMahon
- Mr. David Gilbride, Executive Director Strategy and Transformation
- Mr. John Barrett, Executive Director Human Resources and People Development
- Mr Alan Mulligan, Director of HR
- Chief Superintendent Aidan Glacken, Strategic Transformation Office
- Inspector Annette Browne, Office of Roads Policing and Major Event/Emergency Management
- Inspector Paul Franey, Strategic Planning
- Sergeant Myles Byrne, Strategic Planning

1. The following matters were considered and discussed as set out in the agenda:

- 1.1. Discussion of Chapter 5 of the 2018 Policing Plan
- 1.2. Civilianisation and Redeployment
- 1.3. Human Resources in the Garda Síochána

2. Actions and matters of note

2.1 Chapter 5 of the Policing Plan concerning Organisational Development and Capacity Improvement was considered with a view to refining priority areas and targets for 2018. This built on a preliminary discussion of the chapter at the Policing Plan workshop held on 18 September. The Committee expressed the need for greater emphasis within the Plan on compliance and oversight,

data quality, and reform. There were also calls for greater specificity on targets and dates. Members made particular reference to the need for a commitment to performance management for all staff, civilian and sworn. With regard to the Code of Ethics, one target identified was that all members of the Garda Síochána would sign the document in 2018. The Garda Síochána representatives committed to finalising the plan within the statutory deadline.

2.2 The Garda Síochána representatives provided an update on key issues concerning civilian recruitment. There was some discussion of the challenges which exist, for example the loss of candidates due to the length of the process, which sees some candidates find employment elsewhere. They further stated that it was a competitive environment and that the Garda Síochána is facing competition from other areas of public service. The representatives stated that they were committed to the Government Decision which set out the numbers of civilian staff required, but that they needed to know what the organisation would look like in the future and what roles would be required.

2.3 The Committee highlighted that by 2021, 50% of Garda Members would have less than five year's experience and raised the associated concern regarding supervision and future leadership within the organisation.

2.4 The representatives from the Garda Síochána outlined a number of issues in relation to HR, including drawing leaders from within the service, the requirement for a training needs analysis and understanding where recruits will come from in the future. While work has been done on organisation development, it was agreed that there was a lack of a long term vision for the organisation and that this needed to be developed with some urgency.

2.5 The Committee repeatedly expressed the requirement for a strategy from the Garda Síochána to address these issues.