

Status Implementation Update

First Report of the Garda Inspectorate on Senior Management Structure

The Inspectorate commends the Garda Síochána on the implementation of ten of the twelve recommendations contained in its first report, *Senior Management Structure*, which was published in September 2006.

Two recommendations have yet to be implemented:

- Filling of the post of Director of Strategy (Recommendation 1.5)
- Filling of the post of Executive Director of Human Resource Management (Recommendation 1.6)

The Inspectorate understands that both of these recommendations, which have been accepted, can be implemented notwithstanding current restrictions on recruitment to public service posts.

Garda Inspectorate
August 2010

Status Report as of 30 June, 2010 on the Implementation of the Recommendations of the First Report of the Garda Inspectorate - “Senior Management Structure”

	Recommendation	Recommendation: Accepted (A); Accepted with Modification (AM); Rejected (R)	Comment and Current Status	Original Target Date for Implementation	Revised Target Date for Implementation	Responsibility
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 th 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 th 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 nd 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 has to be considered in the context of the employee control framework, which has been set for the Garda Síochána, by the Department of Finance.	2 nd 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 this post has to be considered in the context of the employee control framework, which has been set for the Garda Síochána, by the Department of Finance.	Implemented 2 nd 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 th 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	<p>Twelve administrators at Higher Executive Officer (HEO) level was sanctioned to provide administrative support at regional level. The administrators are principally involved in the planning function at regional level including policing plans, event management plans, and roads policing plans.</p> <p>Six HEO posts were sanctioned and filled to provide HR support at regional level. The HR functions that have been devolved to regional level include, monitoring of sick leave, annual leave, identification of training needs and co-ordination with the divisional Executive Officers (EOs) on HR matters.</p> <p>As a result of increased recruitment, finance officers have been appointed to all Garda districts to manage travel and subsistence claims, overtime, and invoices at local level.</p> <p>Thirty-one posts have been sanctioned for the Analysis Service. To date, twenty nine posts have been filled, including the Head of the Analysis Service and two deputies. All regions now have analyst coverage.</p>	Implemented		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 is being 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.	Implemented		Deputy Commissioner Strategy and Change Management
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