



# PUBLIC SERVICE EXECUTIVE UNION

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Ms Sinead Ryan  
Secretary to the Commission on Future Policing

## **Re: Submission from PSEU to the Commission on Future Policing**

13<sup>th</sup> November 2017

Dear Ms Ryan

I refer to your correspondence of 7/9/2017 in regard to the consultation exercise being carried out by the Commission on the Future of Policing in Ireland.

In this regard the PSEU wishes to make a submission under the heading of Civilianisation, Training & Recruitment. We do realise that the work of the Commission is much wider in terms of addressing a vision and structure for the future of policing in Ireland.

### **Civilianisation**

The Civilianisation Programme is currently underway in An Garda Siochana and this will bring an increase in HEO and EO positions across the organisation. However, in order for this to be successful, there must be clearly defined roles and responsibilities for HEOs and EOs. Civilians at the rank of HEO and EO must be given substantive work at management level and should not be placed into offices to give the impression of 'civilianisation'.

Recommendations:-

1. training programmes for new and existing civilian staff should be expedited as a priority.
2. There is a need to promote a better understanding within Garda Management (Chief Superintendents and Superintendents) with regard to the structure and ranks of civil servants and the skills and experience that civil servants can bring to An Garda Siochana.
3. Under the Modernisation and Renewal Programme we can also achieve a meaningful career path for PSEU members, through the Divisional Policing Model and Duty and Roster Management system. However, the success of these initiatives is very much dependent our members being consulted at the research and development phase and

at

pilot

stage.

## **Training**

Recommendations:-

- 1) PMDS must be rolled out for civilians as a matter of priority. PMDS is the platform whereby civilian staff can have access to a clear and tangible list of training courses within a reasonable timeframe.
- 2) There should be more courses that support distance learning or onsite training in Templemore to allow civilians across all regions to put themselves forward and commit to continuous professional development.
- 3) Training should be tailored for roles e.g. all HEOs and EOs require Management training and an awareness of HR. This would enhance greater development of job specifications and ensure people are aware of what their scope is and what training will support the development of their roles, in turn, building a stronger skilled workforce.
- 4) There should be a separate budget for civilian training or transparency of the existing budget to show how it is shared between Gardaí and Civilians.
- 5) Accredited courses continue to be advertised to garda ranks with limited or no access for civilians. There should be equal opportunity for both civilian and garda members to access these courses.

## **Recruitment**

At present the Terms of Reference with regard to entry routes into An Garda Síochána for civilian staff are set out in Section 19 (1 -7) of the Garda Síochána Act, 2005 - Civilian staff.

Section 19(1) & (2) provides that :-

- “the Garda Commissioner may appoint such numbers of persons as civilian staff of the Garda Síochána, as may be approved by the Minister with the consent of the Minister for Finance.
- The Garda Commissioner shall determine the grades of civilian staff and the numbers in each grade in the categories of professional, administrative and specialist staff, as may be approved by the Minister with the consent of the Minister for Finance. “

Currently entry routes into An Garda Síochána for police officers from other police services are set out at Sections 52 and 53 of the Garda Síochána Act, 2005 and provide for the appointment or secondment of officers from the Police Service of Northern Ireland.

Direct Entry into An Garda Síochána could be explored via 2 possible routes. A number of UK Police Forces have already adopted Direct Entry programmes. Direct Entry points have been pitched at the ranks of Inspector and Superintendent. The Direct Entry training and development programmes are demanding and essentially condense work over a total of 3 years.

The UK Police College works in partnership with over 20 police forces across England and Wales to recruit what they consider proven leaders onto their Direct Entry programmes.

Recommendations:

1. Recruitment to An Garda Síochána for police officers from other police services.
2. Opening up of promotion opportunities to the rank of Inspector and Superintendent to PSEU members working in An Garda Síochána and to persons outside An Garda Síochána.
3. Direct entry will open up recruitment to persons from diverse backgrounds who will bring different experiences from other sectors, thereby enhancing continuous development of policing.
4. Direct Entry will create opportunities to draw in and utilise the skills and experience PSEU members and people from other sectors,
5. Direct Entry will require candidates to excel in the set requirements of leadership and aims to have a positive impact on policing culture. The aim of An Garda Síochána should be to have the best person in the role, be they an existing sworn member, civilian or from a career of a wholly different source.
6. Training and accreditation should form part of the entry process for civilians, currently working in An Garda Síochána to allow for PSEU members to compete for posts of Inspector and Superintendent.
7. A skills audit to be carried out in respect of civilian members, to establish experience and qualifications.
8. The requisite amendments to be made to An Garda Síochána Act, 2005, to allow for Direct Entry, for civilians.
9. Appointment to Positions in the Civil Service and Public Service – Codes of Practice - support the appointment of civilian staff to the positions of Inspector or Superintendent.
  - The codes of practice have been created by the CPSA and set out guidelines and standards for all those carrying out internal and external recruitment in the public service. The main principles of the codes are that of probity, merit, equity and fairness.
  - All standards and codes are upheld to make the recruitment process effective, efficient and ethical.
  - The best person in terms of qualifications, attributes and skills is appointed to the job.
  - All recruitment processes and practices are efficient, cost effective and in line with best practice. The recruitment process is completely free of discrimination of any kind.
  - The recruitment process is open and transparent and that it provides Candidates with honest feedback.

### **Internal Promotion Competitions**

Recommendation:

1. The governance and management of all internal garda competitions for both civilians and gardai should be managed centrally and this should be the sole function of Garda/Civilian HR Directorate, this will promote a sense of fairness and equality. Currently local competitions for gardai are managed by HRM Competitions, Garda HQ, while competitions for civilians come under the remit of the Garda/Civilian HR Directorate.

We are living in an ever changing society, many of the current workforce from both home and abroad have been impacted by two recessions since the 1980's. This has led to people emigrating and working in different sectors gaining experience, skills and developing leadership qualities. It would be remiss not to consider the huge bank of knowledge, exceptional leadership and talent within An Garda Síochána, particularly, civilian members.

We thank the Commission on Future Policing for this opportunity to make a submission. This submission is informed from previous submissions that our members have made and from discussions with our members.

We look forward to meeting with the Commission at a future date.

Yours sincerely

*George Maybury*

Assistant General Secretary