



## An Garda Síochána people strategy

2019 - 2021



## Exceptional policing through our people

I am delighted to publish An Garda Síochána's People Strategy 2019-2021.

Our vision as an organisation is to serve and protect, and this can only be achieved by our people across all roles and levels within this organisation. In order to achieve the organisational strategy of An Garda Síochána, we must have a clear people strategy in place. This people strategy details the strategic initiatives and actions being undertaken to ensure that we put the right tools and supports in place so that our people are empowered to excel in providing an excellent policing service to the people we serve. With the collaboration of leadership and staff from across the organisation we have developed a people strategy to take us to 2021. This people strategy is built on four pillars:

- **Our people:** attracting, retaining and developing a diverse workforce;
- **Our leadership:** building leaders at all levels;
- **Our diverse and inclusive culture:** bringing our values to life through our culture; and
- **Our wellness:** providing opportunities for our people to thrive and be well.

Across each of these pillars a series of initiatives will allow An Garda Síochána to deliver and achieve its overall people vision, address feedback from the cultural audit, implement recommendations of the Commission on the future of Policing in Ireland, and advance us towards an organisation of 21,000 people by 2021.

In order to succeed we must continue to work on the critical enablers which support the people strategy delivery, the most important being the continued commitment of the organisation and leadership to the vision it espouses, and working to our Code of Ethics. Our people strategy must be owned by the organisation as a whole; it is the responsibility of all of us to ensure its implementation. I am personally committed to this people strategy and ensuring its implementation, and know that this commitment is shared by the leadership team across An Garda Síochána.



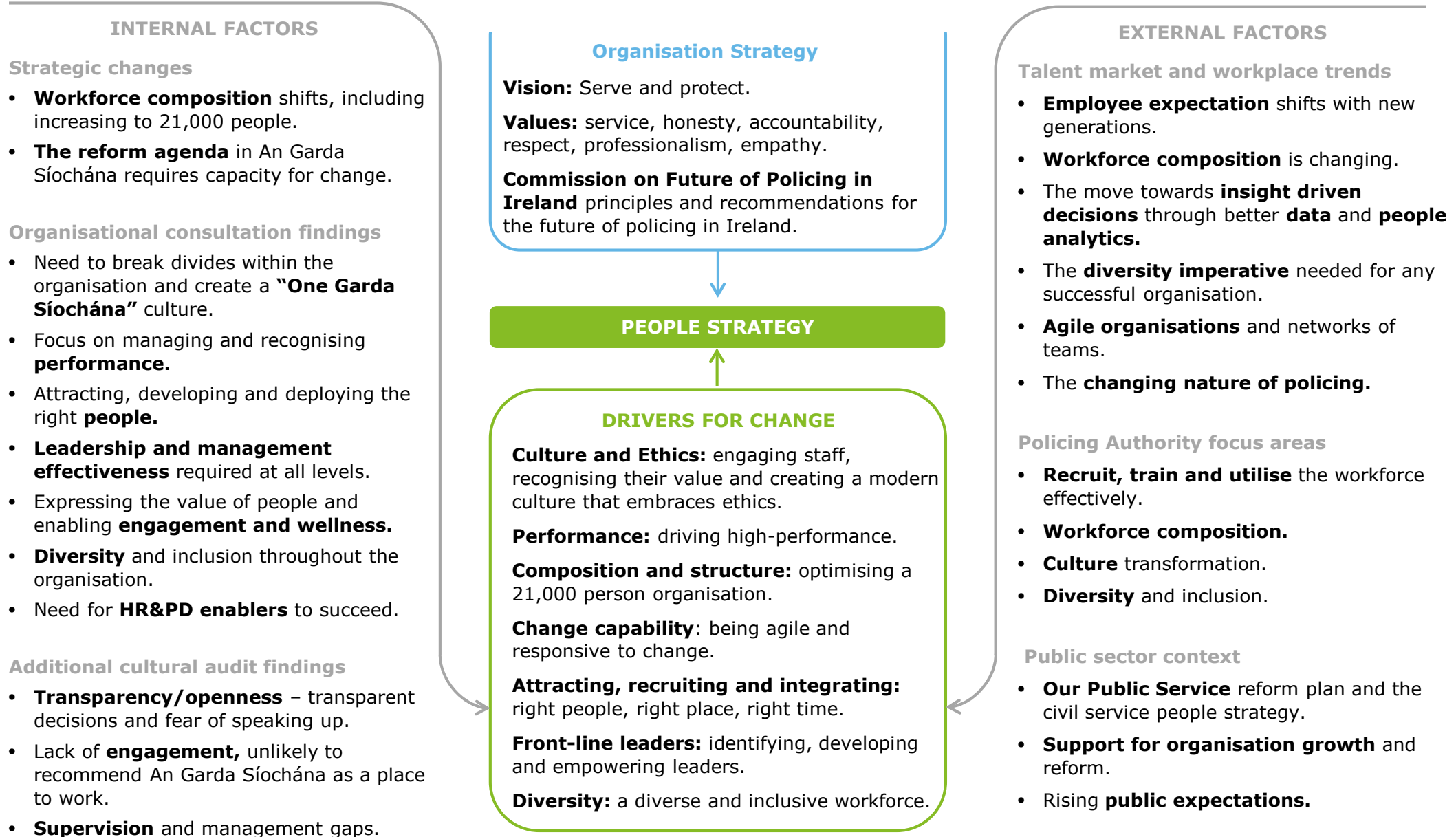
By focusing on our people, our leadership, our diverse and inclusive culture and our well-being, An Garda Síochána is prioritising the areas where the greatest impact can be delivered to all staff and, as a result, to the people that we serve.

I am pleased to present this people strategy as a means for us to deliver exceptional policing through our people.

Drew Harris  
**Commissioner**

# People strategy influences

Internal and external people factors create the drivers for change which, along with the organisations priorities, inform the development of this people strategy.



# Our people strategy

An Garda Síochána is a people driven organisation providing policing and security to the people we serve. Our people strategy will guide how we plan, deliver and lead our workforce over the next 3 years to provide exceptional policing to the communities we serve.

## People strategy

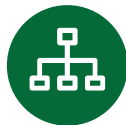
We will deliver an exceptional policing service through a diverse workforce that reflects the communities we serve

### Our PEOPLE



We will attract, retain and develop a diverse workforce to provide exceptional policing to the communities we serve.

### Our LEADERSHIP



We will build leaders at all levels through a clear understanding of requirements and focused development.

### Our DIVERSE and INCLUSIVE CULTURE



We will bring our values to life and engage our people through building a diverse and inclusive culture for all.

### Our WELL-BEING



We will provide opportunities for our people to thrive and safeguard their mental, physical and social health.




## Enabled by

**Strategic workforce plan**  
**Investment**  
**Technology**  
**HR&PD transformation**  
**Leadership owned**

**Strategic plan for our resources**  
**Investment in people and facilities**  
**Technology to enable delivery and well-being**  
**Implementation of a high impact HR&PD operating model**  
**Our leadership as champions of the people strategy**

# Our people strategy

In considering the current people landscape and the desired outcomes we have outlined a high level view of what the people strategy will deliver.

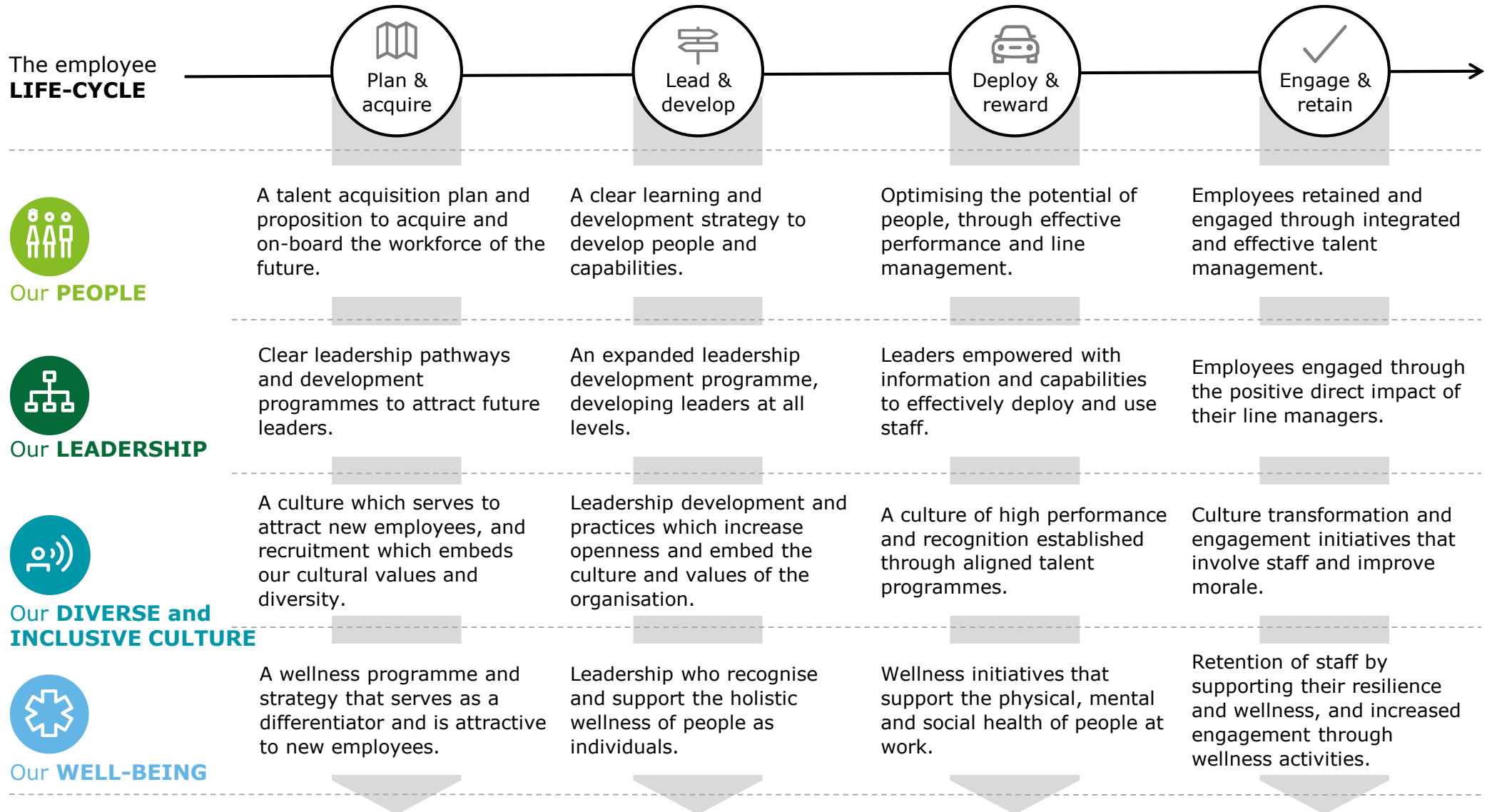
	Our <b>PEOPLE</b> 	Our <b>LEADERSHIP</b> 	Our <b>DIVERSE and INCLUSIVE CULTURE</b> 	Our <b>WELL-BEING</b> 
Challenges of today	<ul style="list-style-type: none"> <li>• Challenges with workforce planning.</li> <li>• Ambitious recruitment targets.</li> <li>• Limited focus of current Learning &amp; Development offerings.</li> <li>• Linear career paths but varied career opportunities.</li> <li>• Ineffective performance management.</li> </ul>	<ul style="list-style-type: none"> <li>• Strength of leadership alignment.</li> <li>• Varied approaches to managing change.</li> <li>• Different people management capability at front line supervisor level.</li> <li>• No single approach to succession planning.</li> <li>• Limited development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Building meritocracy.</li> <li>• Culture of silence.</li> <li>• Insufficient integration across workforce.</li> <li>• Many sub-cultures in place but common purpose across the organisation.</li> <li>• Diversity and inclusion practices are limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements to working environment required.</li> <li>• Limited change supports.</li> <li>• Absence of holistic wellness strategy or plan to guide the management of employee wellbeing.</li> <li>• Minimal proactive mental health initiatives.</li> <li>• Reactive use of Employee Assistance Service.</li> </ul>
Desired outcomes	<ul style="list-style-type: none"> <li>• Effective strategic workforce planning.</li> <li>• Talent acquisition strategy delivering project 21:21 and reassignment targets.</li> <li>• Learning &amp; Development strategy delivering capability uplift.</li> <li>• Matrixed career paths visible and enabled.</li> <li>• Effective performance management processes.</li> <li>• Living the code of ethics.</li> <li>• Updated industrial relations mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear definition of expected leadership behaviours.</li> <li>• Leadership development framework enhanced.</li> <li>• Front line management capability improved.</li> <li>• Succession plans for critical roles in place.</li> <li>• Living the code of ethics.</li> </ul>	<ul style="list-style-type: none"> <li>• Desired organisation culture defined and plan to create in place.</li> <li>• Diversity &amp; Inclusion strategy in place and effective.</li> <li>• An Garda Síochána seen as an employer of choice.</li> <li>• Effective organisation communication process.</li> <li>• Employee engagement actively monitored and managed.</li> <li>• Human Rights and Ethics embedded in culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Holistic wellness strategy in place and effective.</li> <li>• Integrated programme for employee wellbeing focused on the employee, their family and their entire experience in life and at work.</li> <li>• Recognition schemes in place that include non financial components.</li> <li>• Openness and diversity of ideas and communication.</li> <li>• Proactive mental health initiatives implemented.</li> </ul>



# Our people strategy

Implementation of the people strategy will impact positively on the people experience across all stages of the employee lifecycle.

The people strategy will be monitored quarterly and reviewed annually to ensure it remains fit for purpose.



# Our people

We will attract, retain and develop a diverse workforce to provide exceptional policing to the communities we serve.



An Garda Síochána's most important asset is its people, and it is through our people's professionalism, dedication and determination that we are able to effectively provide policing and security to our communities. In order to continue to do this we must attract, retain and develop the right people, and deploy them in the right place at the right time to provide the exceptional policing our communities expect and deserve. The people priority of our strategy sets out how we will attract and grow the workforce, develop our people and make best use of their talents.

## Key linkages:



### Our leadership

- Clear leadership expectations
- Change leaders
- Front line managerial skills



### Our diverse and inclusive culture

- Diversity planning
- Performance culture
- Integrated organisation



### Our well-being

- Fair, inclusive and diverse environment
- Enhanced working conditions and proactive management of people's well-being
- Recognition

## How we will deliver this

To deliver our people strategy we must have aligned and integrated talent management practices in place. To be effective these practices must be owned and led by our organisations leadership. HR&PD will play the important role of steward of the people pillar of the strategy by ensuring foundational HR operations are in place, assigning appropriate resources and implementing the tools and processes which enable the business to manage people effectively.

Priorities to be delivered in the future include:

- A strategic workforce plan ensuring the right people are in the right place at the right time.
- Talent acquisition that supports resourcing plans and reassignment opportunities.
- Diversity and inclusion embedded in our talent acquisition and people management activities.
- Review of rosters and allowances to ensure most efficient, effective and responsive service.
- Learning & Development strategy supporting capability uplift across all levels.
- Optimising the potential of people through effective performance management.
- Review of Discipline process and associated regulations.
- Living our Code of Ethics.

## What does success look like?

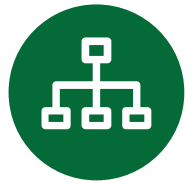
- Performance management in place for all employees within 12 months.
- Year on year improvement in diversity and inclusion goals.
- Industrial relations structures in place.
- Effective Discipline process.
- Access to appropriate people data.

Key metrics:

- Equality and diversity metrics.
- % employees with critical skills.
- % employees engaged in the performance management process.
- Time to fill vacancies.
- # of completed reassignments.

# Our leadership

We will build leaders at all levels through a clear understanding of requirements and focused development.



The need to identify talented individuals for critical roles is a crucial aspect of the people strategy. Effective development of our existing and future leaders is a priority to ensure we have the right capabilities in place to deliver on our objectives. Organisational leadership will be a critical element of the change agenda and the required shifts in our culture. The leadership priority of our people strategy focuses on how we can provide the leadership capabilities at all levels to meet the changing needs of our organisation now and in the future.

## Key linkages:



### Our people

- Talent acquisition
- Performance Management
- Learning & Development
- Succession planning



### Our diverse and inclusive culture

- Empowered managers
- Leadership communication
- Role model behaviours



### Our well-being

- Promoting flexibility
- Increasing engagement
- Coaching/mentoring

## How we will deliver this

To deliver our people strategy we must have strong leaders at all levels. Effective leadership enables the organisation to respond to changing demands with agility and to positively impact the culture of the organisation.

Priorities to be delivered in the future include:

- Clear definition of expected leadership behaviours communicated to all leadership levels.
- Leaders and managers role modelling the behaviours associated with culture change.
- Leadership programme revised to include culture, ethics and psychological safety elements.
- Front line management effectively managing performance, and engaging staff.
- Leadership development model enhanced to include development experiences outside traditional learning methods, including peer learning opportunities.
- Succession plans for critical roles in place, building a strong leadership pipeline to meet the changing needs of An Garda Síochána.
- Living our Code of Ethics.

## What does success look like?

- Increased diversity in our leadership.
- Behavioural changes aligned to organisation culture and values.
- Revised leadership programme in place, including peer learning.
- Mobility opportunities in place.

Key metrics:

- Retention of key leaders.
- Our leadership reflects our diverse society.
- Performance management measures.



# Our diverse and inclusive culture

We will bring our values to life and engage our people through creating a culture that is open to diversity and inclusion.



The culture of our organisation underpins every aspect of what we do. We want our culture to reflect the values of An Garda Síochána, and for those values to be lived through our day-to-day behaviours. The cultural audit has identified a number of priority areas to be addressed to transform and develop our culture. Diversity and inclusion will be the hallmarks for creating an organisational culture which mirrors the communities we serve and provides an inclusive, open and positive work environment for our people.

## Key linkages:



### Our people

- An Garda Síochána seen as employer of choice
- Talent acquisition strategy
- Openness and transparency of processes



### Our leadership

- Leadership communication
- Trust & transparency in leadership
- Inclusive leadership



### Our well-being

- Positive engagement
- Diverse & inclusive environment
- Openness

## How we will deliver this

To deliver our people strategy we must define and develop an organisational culture which attracts talented people, contributes positively to the employer brand of An Garda Síochána and embeds diversity and inclusion across all parts of the organisation.

Priorities to be delivered in the future include:

- Desired culture defined and delivery plan actioned with demonstrable results in key areas such as diversity, performance, openness and transparency, leadership communications.
- Embed human rights, ethical behaviour and equality into all of our policing and business activities.
- An inward and outward looking diversity and inclusion strategy is developed and implemented.
- Human Rights unit established and Human Rights strategy developed.
- An Garda Síochána is recognised as an employer of choice.
- Clear communication channels activated and effectively used to impact the organisation positively.
- Employee cultural engagement programme developed, being actively monitored and managed.

## What does success look like?

- Improvement in cultural audit results by 2021.
- Positive external view of our organisation.
- Diversity and inclusion strategy developed and rolling out.
- Human rights, ethics and equality fundamental to business activity.

Key metrics:

- Engagement survey results.
- Performance management participation.
- Diversity and inclusion goals.

# Our well-being

We will provide opportunities for our people to thrive and safeguard their mental, physical and social health.



Our people work on the front-line providing policing to keep communities safe and secure. We recognise the challenges faced by our people and how these impact on health and well-being. We will strive to provide an environment which goes beyond basic health and safety requirements and supports our people to thrive across all elements of their physical, mental and social health and wellness. By prioritising wellbeing as a core pillar of our people strategy we are committing to putting the mental, physical and social health of people to the forefront.

## Key linkages:



### Our people

- Talent acquisition process
- Receptiveness to change
- Development opportunities



### Our leadership

- Motivated and engaged people
- Self-directed teams
- Leaders are role models



### Our diverse and inclusive culture

- An Garda Síochána as a recommended place to work
- Recognition
- Fair, inclusive and diverse

## How we will deliver this.

To support our people strategy we must create an environment that looks after all aspects of wellbeing for our people. We must create a positive working experience that touches on the workforce, their colleagues around them - especially managers and leaders - the work itself and the opportunities for development and growth. All while acknowledging the real dangers our people face providing policing to the public.

Priorities to be delivered in the future include:

- A holistic wellness strategy delivering opportunities for our people to thrive and safeguard their physical, social and mental health.
- Integrated programme for employee wellbeing focused on the employee, their family and their experience in life and at work.
- Post incident supports enhanced and in place for all.
- Recognition schemes in place that include non financial components.
- Proactive mental health initiatives, with active take up of supportive programmes.

## What does success look like?

- Holistic wellness strategy designed, developed and rolling out within 18 months.
- Increased proactive use of Employee Assistance Service by 2020.
- Recognition schemes in place.
- Reducing rates of absenteeism by 2021.

Key metrics:

- Health and wellness data.
- Absenteeism rates.
- Exit interview data.

# Roadmap of priority people initiatives sequenced over the next three years to 2021

	DO NOW within 12 months	DO NEXT within 24 months	DO LATER within 36 months
OUR PEOPLE	<ul style="list-style-type: none"> <li>Conduct an organisation wide census.</li> <li>Revise our strategic workforce plan.</li> <li>Continue to implement workforce reform plan.</li> <li>Commence assessment of workforce acquisition opportunities.</li> <li>Review, engage and continue roll-out of performance management to all employees.</li> <li>Commence review and revision of Garda discipline regulations.</li> <li>Commence a review to update our Learning &amp; Development strategy.</li> <li>Appoint Learning &amp; Development Director.</li> <li>Commence review of Garda Reserve role.</li> <li>Establish industrial relations structures.</li> <li>Commence review of rosters and allowances.</li> </ul>	<ul style="list-style-type: none"> <li>Review workforce reform progress.</li> <li>Implement appropriate strategic workforce acquisition activities.</li> <li>Develop the Garda Síochána brand.</li> <li>Review performance management participation and progress.</li> <li>Complete review of Garda discipline regulations and roll-out revised process.</li> <li>Roll-out revised Learning &amp; Development programmes, and new modes of delivery.</li> <li>Commence implementation of revised Garda Reserve strategy.</li> <li>Monitor industrial relations structures.</li> <li>Develop and introduce a streamlined operational system for allowances.</li> <li>Commence roll-out of revised rosters.</li> </ul>	<ul style="list-style-type: none"> <li>Assess recruitment and workforce plan progress.</li> <li>Publicise An Garda Síochána brand.</li> <li>Monitor and assess performance management system.</li> <li>Commence development of performance and learning support toolkits.</li> <li>Commence design of career path frameworks.</li> <li>Monitor roll-out of revised discipline process.</li> <li>Monitor Garda Reserve strategy implementation.</li> <li>Monitor revised allowances system.</li> <li>Monitor revised roster arrangements.</li> <li>Develop plans and processes to better record, analyse and utilise people data.</li> </ul>
OUR LEADERSHIP	<ul style="list-style-type: none"> <li>Commence development of a mobility and tenure policy for the organisation.</li> <li>Review and expand leadership development programme.</li> <li>Develop and activate a communications strategy.</li> <li>Develop and empower managers to enable people performance.</li> </ul>	<ul style="list-style-type: none"> <li>Implement mobility and tenure policy for senior leadership and pilot expansion to other areas.</li> <li>Roll-out refreshed leadership programme.</li> <li>Commence implementation of an enhanced communications processes.</li> <li>Continue to support managers to enable people performance.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to pilot and expand mobility and tenure policy.</li> <li>Develop a leadership succession planning framework.</li> <li>Review communications effectiveness.</li> <li>Embed people management.</li> <li>Develop programme to upskill managers in the management of well-being.</li> </ul>
OUR DIVERSE AND INCLUSIVE CULTURE	<ul style="list-style-type: none"> <li>Commence engagement on a 'one-organisation' culture and vision.</li> <li>Develop and action cultural audit engagement strategy.</li> <li>Develop equality, diversity and inclusion strategy, metrics and action plan.</li> <li>Develop a Human Rights Strategy.</li> <li>Continue to embed our Code of Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>Continue and progress engagement on a 'one-organisation' vision.</li> <li>Review cultural audit engagement outputs, identify and action responses.</li> <li>Action diversity and inclusion initiatives.</li> <li>Commence implementation of Human Rights Strategy.</li> <li>Continue to embed our Code of Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>Develop transition arrangements for 'one-organisation' vision.</li> <li>Embed cultural audit engagement strategy as business activity.</li> <li>Review equality, diversity and inclusion metrics and progress actions.</li> <li>Embed human rights and ethical behaviour into business activity.</li> </ul>
OUR WELL-BEING	<ul style="list-style-type: none"> <li>Commence development of a health, welfare and wellness strategy.</li> <li>Commence Post-Incident Support review and update policy.</li> </ul>	<ul style="list-style-type: none"> <li>Commence roll-out of health, welfare and wellness strategic initiatives.</li> <li>Post-Incident Support policy updated and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to roll-out, monitor, and promote health, welfare and wellness initiatives.</li> <li>Monitor strategy effectiveness.</li> </ul>

Enabled by Workforce Plan; Investment; HR Operating Model; Technology; Leadership support