

An Garda Síochána



DIVERSITY STRATEGY & IMPLEMENTATION PLAN

2009 - 2012

“Beyond Legal Compliance”

May 2009

ENDORSEMENTS



On behalf of the Government's National Action Plan Against Racism, I am pleased to welcome the Garda Síochána Diversity Strategy and Implementation Plan 2009-2012. The rapid growth in the number of newcomers now comprising some 10% of our population in the short period of a decade is unprecedented in Europe. In establishing the Garda Racial and Intercultural Office in 2001, An Garda Síochána demonstrated its capacity to quickly anticipate and respond to the need for appropriate policing initiatives to meet the needs of cultures other than our own so as to minimise the potential for crime and foster good community relations in a multiethnic environment. I am gratified to have been asked to address Garda Ethnic Liaison Officers as part of their training.

The Garda Síochána Diversity Strategy and Implementation Plan is realistic and practical in its approach. It complements strategies which have been developed in the health and sport areas by the HSE and the FAI. Other strategies are in the pipeline and together will make a major contribution to the efforts of the Office of the Minister for Integration towards ensuring a positive and unifying approach in the evolution of Ireland's intercultural society.

Lucy Gaffney
**Chair, Strategic Monitoring Group
National Action Plan Against Racism (NPAR)**

The National Consultative Committee on Racism and Interculturalism (NCCRI) welcomes and is pleased to be associated with the development of the Garda Síochána Diversity Strategy. The role of policing in an intercultural and diverse society is of key importance and the strategy builds on the work of the Gardaí in this area in recent years. It is particularly appropriate that the publication of the Strategy coincides with EU Year of Intercultural Dialogue, 2008 and fulfils key commitments in the National Action Plan Against Racism.



Further, it will be of interest for police forces outside of Ireland seeking to develop good practice.

Philip Watt
Director, NCCRI

PEARN KANDOLA

Because all business is psychology.

Pearn Kandola has provided advice and assistance to the Garda Síochána on adopting a best practice approach to the development and implementation of their Diversity Strategy.

We would like to congratulate them on developing a strategy with breadth and vision that embraces the true nature of Diversity; by outlining a commitment to 'recognise', 'acknowledge' and 'respect' the breadth of Diversity both inside and outside the organisation, the strategy demonstrates a commitment to maximise the contribution of all - both the staff of the organisation and the members of the society which they serve.

Catherine Curran
Principal Psychologist, Pearn Kandola

FOREWORD

It gives me great pleasure to introduce An Garda Síochána's *Diversity Strategy and Implementation Plan*.

In An Garda Síochána, the *business case* for managing Diversity is inextricably linked to managing the substantial and recent changes in Irish society's demographic and economic climate. An Garda Síochána has already been proactive in this area and through our ethnic recruitment campaign, recent intakes at the Garda College comprised candidates from countries such as China, Poland, Romania, Spain, Lithuania, Canada and the USA.

The successful management of Diversity in an organisation requires a robust, complementary and innovative model of *integration*. In this regard, An Garda Síochána takes it lead from the Irish Government endorsed 'National Action Plan Against Racism (NPAR) 2005 – 2008' and 'Migration Nation' which promotes the *intercultural* framework as the best approach to successfully managing diversity. Interculturalism recognises that integration is at the very minimum, a 'two way street' and places demands on both the majority and minority communities to create proper conditions for harmonious integration. The emphasis throughout the NPAR is on developing 'reasonable and common sense measures' to accommodate cultural diversity, provide strategic direction to combat racism and to develop a more inclusive, intercultural Ireland.

Diversity, however, is not only about difference in terms of nationality or ethnic background. For An Garda Síochána, Diversity is about recognising, acknowledging, and respecting *difference*. Difference includes issues such as Gender, Marital status, Family status, Age, Religion, Disability, Sexual orientation, Race and Membership of the Traveller community and this strategy reflects the breadth of such Diversity.

In recent years, we have increasingly realised the value of Diversity to the organisation. This Diversity Strategy, however, goes much further, in that it aims for action, beyond *mere legal compliance*. It sets out how An Garda Síochána will deliver on its commitment to champion, value and accommodate, where possible, all aspects of Diversity. Treating people objectively on merit, as individuals, rather than just as members of minority or majority groups, will pay rich dividends in our corporate vision of 'Excellent people delivering policing excellence'.

M.F. Murphy
Commissioner

DIVERSITY VISION STATEMENT

For An Garda Síochána, valuing, accommodating and deriving strategic benefit from Diversity, is an imperative that goes

“Beyond Legal Compliance”

DIVERSITY STRATEGY MISSION STATEMENT

An Garda Síochána recognises that the Diversity in our work-force is a source of strength. It is vital to our ability to effectively represent and serve Ireland's diverse population. We are committed to recognising existing Diversity and promoting even greater Diversity in our workforce. This includes greater ethnic, cultural and non-Irish national representation at all levels of the organisation. We want to foster a work environment in which all employees are inspired to do their best, strengthened by their different perspectives, backgrounds and life experiences.

For An Garda Síochána, the integration of Diversity into employment practice and service delivery functions should lead to improved employment conditions, service delivery and police practice across the nine equality grounds – gender, ethnicity, marital status, family status, religion, sexual orientation, disability, age or membership of the Traveller community. This will enable the organisation to make the most of a wide range of skills and perspectives. An Garda Síochána believes that having respect for all people inspires loyalty in both employees and the wider public. We wish to hold ourselves to a quality standard of inclusion and opportunity that will serve as a model for public and private institutions throughout the country and beyond.

This strategy applies to all current and potential employees and covers all aspects of employment, including recruitment, selection, retention, development and terms & conditions of employment. By actioning Diversity, and focusing on individuals rather than groups, An Garda Síochána will ensure that the people within the organisation will be a reflection of society. The following five key Strategic 'Priority Areas' have been identified and are threaded throughout the *Garda Síochána Diversity Strategy and Implementation Plan*. They underline what we want Diversity to be – *beyond legal compliance*, and provide strategic guidance on championing, developing and supporting a 'Whole Organisational Approach' to Diversity:

- ▶ Deriving Strategic Benefit from Diversity
- ▶ Building Partnerships with Diverse Populations
- ▶ Reflecting our Diverse Society
- ▶ Developing Diversity Competence for our Staff
- ▶ Enabling and Managing Diversity.

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STAKEHOLDER CONSULTATION PROCESS

This Diversity Strategy was developed following extensive research and widespread consultation with key internal and external stakeholders. This process included consultation with Garda Síochána Staff, international police, national diversity / intercultural umbrella organisations and professional consultants in the areas of Diversity, equality and human rights as follows:

- ▶ Consultation with –
 - The National Consultative Committee on Racism & Interculturalism, (NCCRI) Dublin 2
 - The National Action Plan Against Racism (NPAR) 2005 - 2008
 - The Equality Authority, Dublin 2
 - Pearn Kandola Occupational Psychology Consultants, Harcourt Street, Dublin 2
 - Dr Alan Bruce, Director, Universal Learning Systems, Phibsborough, Dublin 7
 - Serving members of An Garda Síochána from minority backgrounds
 - The Garda Síochána Strategic Human Rights Advisory Committee (SHRAC)

- ▶ Public consultation through ‘invitation for submissions’ advertisements in Irish National Media broadsheets in June 2007

- ▶ Garda Síochána staff consultation through ‘invitation for submissions’ advertisement in the *Garda Review* magazine of June 2007

- ▶ Consultation with Garda staff representative associations and Civil Servant unions within An Garda Síochána

- ▶ Qualitative Research into experiences of practice in the following Irish Public organisations
 - St James’s Hospital, Dublin 8
 - Dublin Bus, Dublin 1

- ▶ Examination of International experiences and practices in the following Police Services
 - The Swedish Police service
 - The Amsterdam Police service
 - The Police Service of Northern Ireland
 - The South Yorkshire Police
 - The Strathclyde Police
 - A review of British Home Office publications

DIVERSITY AND ITS IMPLICATIONS FOR AN GARDA SÍOCHÁNA

Diversity is defined in the Oxford English Dictionary as:

“Diversity {Noun,} usually singular. 1 *a range of many things or people or things that are very different from one another* {synonym} *variety: the biological diversity of the rainforests, a great/wide/rich diversity of opinion.* 2 *the quality or fact of incurring a range of many people or things: There is a need for greater diversity and choice in education*”.

The specific ‘Diversity’ that this document is concerned with is human Diversity and its expression by social groups. Human Diversity is the term used to describe the wide variety of individuals who make up our communities and our workforce. It is characterised by the many different facets of our individual aspects and group identities. We all help make up the Diversity within our communities, not just those of us from minority groups. Diversity applies to all of us. In the Garda Síochána environment, it is important for every member of our workforce to develop three sequential abilities in relation to Diversity. These are

- ▶ firstly, the ability to *recognise* difference,
- ▶ secondly, the ability to *acknowledge* it and
- ▶ thirdly, the ability to *respect* it.

This strategy adopts a dual-focussed approach to Diversity, in that it demonstrates organisational commitment to the diverse nature of both our staff and the diverse populations we serve.

For An Garda Síochána, Diversity is not just about legislative compliance. We need to go much further than simply complying with the law relating to equal opportunities and non-discrimination. Diversity is also about our relationships with other people. This strategy has identified specific commitments under the following nine strands: age, disability, family status, gender, sexual orientation, marital status, race, religious belief and membership of the Traveller community. When managing Diversity, both within the workplace and the community, treating people as *individuals* rather than members of diverse groups, will be the cornerstone of what An Garda Síochána stands for.

This Diversity Strategy is, above all, focussed on following a business case for Diversity. This suggests that by embracing Diversity and Diversity management, the organisation will be better placed to achieve the highest attainable levels of personal protection, community commitment and state security. If employees and the wider public believe they are respected, they will commit more to increasing organisational productivity. If commitment and productivity are lost because employees or the public feel disregarded, time will be wasted with conflicts and misunderstandings in the workplace and in the community. Money is wasted on legal fees, settlements and the increased costs of replacing trained staff. The police currency of local knowledge and intelligence is reduced, and public confidence lost through poor community relations.

An Garda Síochána is a core public service organisation, concerned with protection of human rights, common good and the ethical use of public power vested by diverse people in a modern Garda service. Diversity is not only the right thing to do, but for An Garda Síochána, a business case for Diversity ensures that in proactively managing it, positive beneficial outcomes will be greater for both its staff and the communities it serves today and into the future.

THE INTERCULTURAL FRAMEWORK

At the official launch of the *European Year of Intercultural Dialogue* on 6th January, 2008, in Ljubljana, Slovenia, the European Commissioner for Education, Mr. Jan Figel declared:

'We want to move beyond multicultural societies where cultures and cultural groups simply coexist side by side, where we live 'parallel lives'. We need to become intercultural societies where plurality of cultures cooperates in dialogue and in shared responsibility'. (NCCRI, Spectrum Journal, Issue 16, 2008)

In developing a Diversity Strategy, An Garda Síochána has followed the **Intercultural** framework in the areas relating to racial and cultural Diversity. *Interculturalism suggests the acceptance not only of the principles of equality of rights, values and abilities but also the development of policies to promote interaction, collaboration and exchange with people of different cultures, ethnicity or religion living in the same territory.* (NCCRI, 2001, p.6). Interculturalism recognises that integration is a 'two way street' and places demands on both the majority and minority communities to create proper conditions for harmonious integration.

An Garda Síochána takes its lead from the Irish Government's 'National Action Plan against Racism' (NPAR) 2005-2008, and 'Migration Nation' which are presented in the form of an intercultural framework, rather than a prescriptive road map. The emphasis throughout the plan is on developing 'reasonable and common sense' measures to accommodate cultural diversity in Ireland. The overall aim of the plan is to provide strategic direction to combat racism and to develop a more inclusive, intercultural society in Ireland. This is based on a commitment to inclusion by design, not as an add-on or afterthought and based on policies that promote interaction, equality of opportunity, understanding and respect.

A framework approach has the advantage of providing clearer ways of linking in with existing government policy, priorities, plans and programs. The NPAR was informed by a comprehensive twelve month public consultative process. This was overseen by a national steering group established under the aegis of the Department of Justice, Equality and Law Reform which involved a wide range of key stakeholders from Government bodies, the social partners and broader civil society, including cultural and ethnic minorities. Within an intercultural framework, An Garda Síochána will endeavour to be proactive in accommodating cultural diversity. This will be achieved within professional guidelines of neutrality. Having unique statutory and referent power, An Garda Síochána will continue to provide an 'impartial' police service equally to all sections of society. While all areas of Diversity are greatly valued by An Garda Síochána, racial and ethnic origin issues bring a greater number of opportunities and challenges for policing, and this document reflects that.

STRATEGIC ROLES & RESPONSIBILITIES

Diversity Champion

The Garda Síochána Chief Administrative Officer (CAO) will be appointed as 'Diversity Champion' in the organisation and will have overall responsibility for all aspects of Diversity in An Garda Síochána. The Diversity Champion will chair the Diversity Strategy Board which will drive implementation of this strategy.

Diversity Strategy Board

A 'Diversity Strategy Board' will be established, to monitor progress, review and ultimately drive forward implementation of the Strategy. This executive team will consist of key stakeholders drawn from An Garda Síochána and relevant external experts from the Diversity field in Ireland. This board will meet at least quarterly and will monitor and evaluate progression of the Garda Síochána *Diversity Strategy & Implementation Plan* on a two yearly basis. The Diversity Strategy Board will also link with the Garda Strategic Human Rights Advisory Committee on related issues.

Operational Ownership

Chief Superintendents, Superintendents and departmental heads will have responsibility for drafting and implementing plans at local level to deliver this Strategy. Managers, first line Supervisors and all members of Garda Síochána staff will be responsible for working towards delivering this strategy.

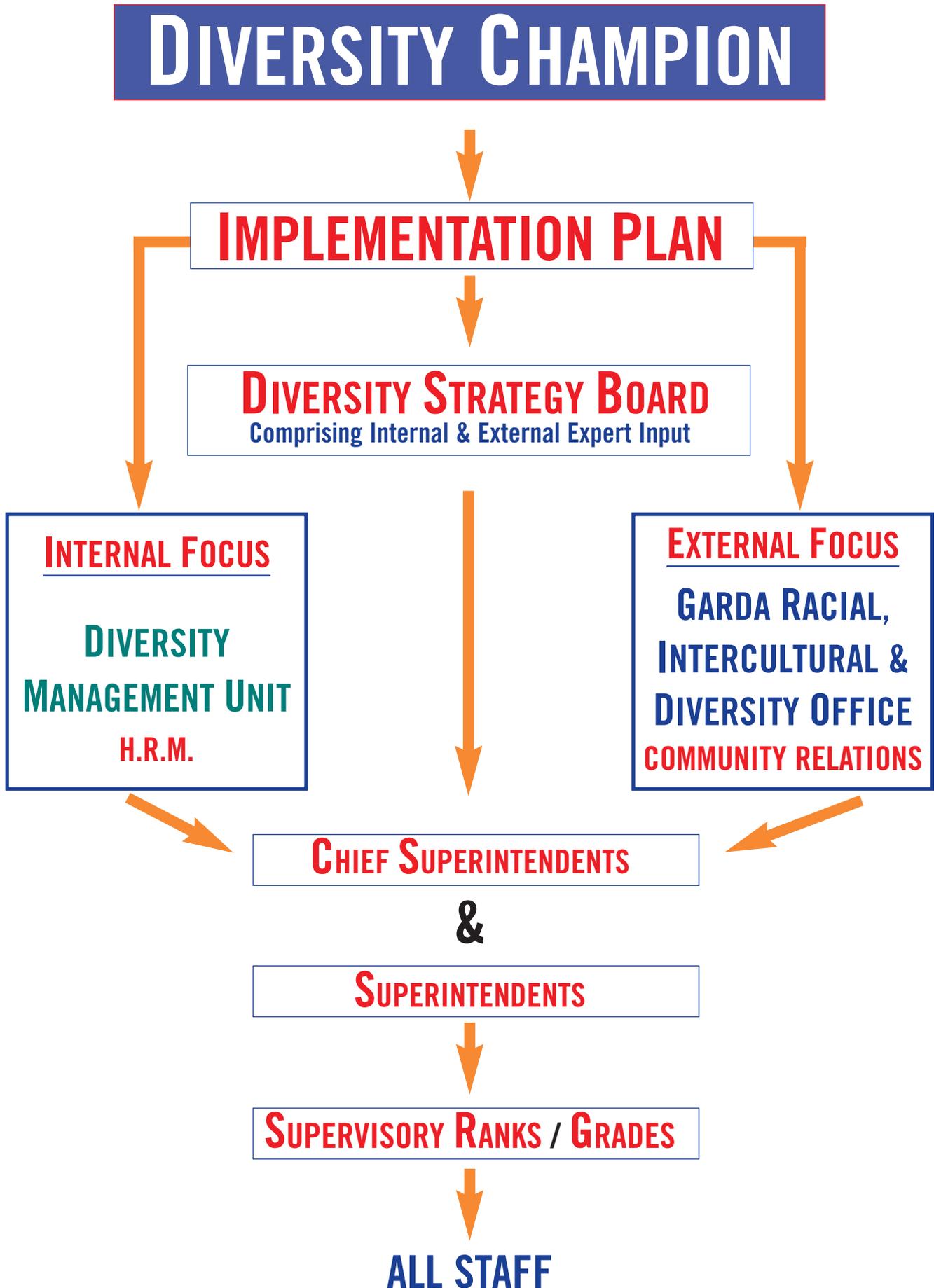
Top – Down Management Commitment

An Garda Síochána will establish a strategic top – down Diversity management and organisational structure, capable of both endorsing and driving forward the implementation of this strategy. The key dimensions in this structure will involve the abovementioned Diversity Champion, Diversity Strategy Board and Operational Ownership.

Critically, the organisation will establish two new units.

1. A '*Diversity Management Unit*' (DMU) under the control of Human Resource Management (HRM), will have an internal (staff) focus on Diversity policy formulation, Diversity recruitment, retention and the overall management of Diversity within the organisation.
2. The '*Garda Racial, Intercultural & Diversity Office*' (GRIDO) augmenting the current 'Garda Racial & Intercultural Office', by virtue of the need to extend the Diversity mandate, will have an external focus, in supporting and building partnerships with all diverse communities.

These strategic structures and resources are represented in the following matrix:



THE FIVE STRATEGIC PRIORITY AREAS

An Garda Síochána has identified the following five strategic priority areas which are designed to provide strategic guidance on championing, developing and supporting a 'Whole Organisational Approach' to Diversity:

1. Deriving Strategic Benefit from Diversity

2. Building Partnerships with Diverse Populations

3. Reflecting our Diverse Society

4. Developing Diversity Competence for our Staff

5. Enabling and Managing Diversity

1 DERIVING STRATEGIC BENEFIT FROM DIVERSITY

An Garda Síochána must strategically reflect and meet the needs of the society it polices. Society has become more diverse in terms of ethnicity and it has also become more diverse in terms of its expression. This includes greater involvement by groups such as Travellers, lesbian, gay, bisexual, transgendered individuals, individuals with gender identity disorder and people with disabilities. An Garda Síochána needs to keep pace with, and derive strategic benefit from, Diversity. By increasing contact with, and identifying talent among, diverse groups, we will increase the number of diverse applicants to the organisation. As a result, we will also gain trust and greater local knowledge - which itself is the essence of effective policing.

Objectives

- ▶ An Garda Síochána will ensure top management commitment to deriving strategic benefit from Diversity. The organisation will appoint a 'Diversity Champion' at the highest level. We will also establish a 'Diversity Strategy Board' and create both a Diversity 'Vision' Statement and a Diversity Strategy 'Mission' Statement.
- ▶ An Garda Síochána will increase its commitment to the 'Intercultural Approach' which is underpinned by the Irish Government's *National Action Plan Against Racism (NPAR) 2005–2008* and *Migration Nation*.

Our Successes to Date

- ▶ The establishment and operation of the *Garda Racial & Intercultural Office* since 2001, with its remit to co-ordinate, monitor and advise on all aspects of policing an ethnically diverse society.
- ▶ The training, conducted by the *Garda Racial & Intercultural Office*, of 550 *Ethnic Liaison Officers* around the country, to establish strong community relations between An Garda Síochána and ethnic communities.
- ▶ The training and appointment of 50 Garda members at different locations around the country to deal with Lesbian, Gay, Bi-sexual & Transgender (LGBT) Liaison issues.
- ▶ The release of an organisational HQ Directive no. 16/2006, on the creation of divisional consultation public forum community meetings.
- ▶ Open days held at Garda Stations and the Garda Síochána College during 2005, 2006, 2007 and 2008, to encourage members of all communities to make contact with Gardaí in an informal setting.
- ▶ The increased recruitment of female members to An Garda Síochána. In January 2003, there were 1,694 women in the organisation, a figure which has increased (by 85%) to 3,130 in January 2009.

- ▶ The recruitment of 600 non-sworn personnel in 2007 to support the policing function.
- ▶ The first initial recruitment of members of ethnic minority communities, including Student Gardaí from China, Poland, Romania, Lithuania, Spain, Canada and the USA. This process was assisted by An Garda Síochána in its development of strategies to reduce barriers to recruitment experienced by ethnic minorities. The successes here, while modest, provide a foundation for future recruitment of diverse applicants.
- ▶ The Training and Development of all ranks through the Garda Síochána *'Diversity Works'* Programme.
- ▶ Training for Garda Immigration officers developed by the Garda Síochána College in conjunction with the United Nations High Commissioner for Refugees and the Garda Racial & Intercultural Office in Diversity, refugee law and human rights training.

Further Areas for Action

- ▶ Executive commitment to Diversity within the organisation comprising a 'Diversity Champion', an executive 'Diversity Strategy Board' and anchored with a Diversity 'Vision' and a Diversity Strategy 'Mission' Statements.
- ▶ Development of a 'Communications Strategy' is required, to enable informed and consistent information on 'Diversity' throughout the Garda Síochána organisation.
- ▶ The Garda interpretation on the issue of *'interculturalism'* will be drawn up and incorporated into the Garda Síochána Code. The endorsement of the intercultural approach will be threaded through future Garda Síochána policies which will be formulated covering the various strands of Diversity.

2 BUILDING PARTNERSHIPS WITH DIVERSE POPULATIONS

Objectives

- ▶ An Garda Síochána will fulfil its commitment under the Corporate Strategy 2007 – 2009, to provide equal protection and appropriate service while nurturing mutual respect and trust with all diverse communities.
- ▶ An Garda Síochána is committed to ensuring that the Garda Racial & Intercultural Office, and its extended network of Garda Ethnic Liaison Officers, continues to provide support and build partnerships with minority communities at national and local policing levels.
- ▶ An Garda Síochána will widely consult with diverse and minority groups to inform future diversity awareness raising, training and policy initiatives.
- ▶ An Garda Síochána is committed to developing processes to ensure a reasonable accommodation of all employees and customers with disabilities.

Our Successes to Date

- ▶ National public consultation partnership meetings with diverse communities in conjunction with the Corporate Strategy 2007 – 2009.
- ▶ Recruitment at the Garda College of Student Garda candidates from ethnic minority communities (since February 2007).
- ▶ The numbers of Ethnic Liaison Gardaí increased to 550 in January 2009.
- ▶ The receipt of an International *World Refugee Award* by the Garda Racial and Intercultural Office in June 2007.
- ▶ The work of the Garda Human Rights & Diversity Section, Garda College in delivering a host of proactive awareness raising and training and development initiatives.
- ▶ The establishment of, and progress made by, the Garda Strategic Human Rights Advisory Committee, to advise on the implementation of the Garda Human Rights Audit. This high level executive group comprises senior Garda management personnel and a number of external professionals with expertise in the area of human rights and equality.

Further Areas for Action

- ▶ Augment the mandate of the current Garda Racial & Intercultural Office, by establishing a *Garda Racial, Intercultural & Diversity Office (GRIDO)* and the preparation of a business case for the provision of additional resources to this office.
- ▶ Develop a robust and effective 'Consultation Model' in line with recent recommendations made by the Garda Strategic Human Rights Advisory Committee.
- ▶ Provide more welcoming and accessible reception areas in Garda stations.
- ▶ Address language and communication barriers and develop policy on translation, interpretation and communication supports.

3 REFLECTING OUR DIVERSE SOCIETY

Objectives

An Garda Síochána will harness the talents of an increasingly diverse society through its policies and procedures around:

- ▶ Recruitment
- ▶ Integration
- ▶ Retention and
- ▶ Promotion

Our Successes / Progress to Date

- ▶ An Garda Síochána has seen a large increase (85%) in the recruitment of female members over the past five years.
- ▶ The award of the Irish Independent *Excellence in Recruitment* prize in June 2006, to Garda Human Resource Management.
- ▶ The joint hosting of a Garda Recruitment Open Day in conjunction with the National Consultative Committee on Racism & Interculturalism.
- ▶ Initial recruitment from ethnic minorities in the past year from diverse international backgrounds.

Further Areas for Action

- ▶ Review of potential barriers to recruitment into An Garda Síochána, based on minority status.
- ▶ To evaluate retention rates, introduce *Equality Monitoring* mechanisms to measure representation levels in the organisation of minority staff.
- ▶ Some communities have not been harnessed to reflect wider society to the full extent possible. Ethnic minorities, LGBT & GID, Travellers and people with disabilities are examples. The addition of civilian staff to the organisation has helped somewhat in reflecting the society we serve (particularly in the area of disability). To attract these communities, positive action measures will be introduced at the recruitment, selection, retention and promotion stages. These could include.
 - *Recruitment* – Encourage greater applications, through the provision of positive action initiatives, such as hosting career open days and providing assistance to candidates in the completion of Application forms and facilitation of Access courses etc.
 - *Selection* – Using non – affirmative action with a strong emphasis on individual focus, objectivity and merit.
 - *Retention* – Monitoring career progression to measure representation levels in the organisation.
 - *Promotion* – Including Diversity components in promotion exam syllabi, interview board training, competencies and courses.

4 DEVELOPING DIVERSITY COMPETENCE FOR OUR STAFF

Objectives

An Garda Síochána will:

- ▶ Continue to deliver quality assured 'Managing Diversity' training and development programmes to Garda Senior Management.
- ▶ Continue to deliver quality assured 'Diversity Awareness' training & development programmes to all staff.
- ▶ Continue to develop, tailor and deliver role-specific Diversity training and development programmes for specialised Garda units.
- ▶ Integrate and mainstream Diversity through organisational training and development and defined linkage to career progression.

Our Successes to Date

- ▶ European Union Peace II Garda Síochána / PSNI Diversity Works Programme 2006.
- ▶ The development and rollout of the Garda Síochána College Staff Cultural Diversity Awareness Training Programme in 2006/7.
- ▶ The organisational rollout of the Garda Síochána *Diversity Works* Programme during 2007/8.
- ▶ The organisational rollout of the Garda Síochána *Managing Diversity Works* Programme for Inspectors and Superintendents in 2007/8.
- ▶ Garda National Immigration Bureau Training 2006/7 and Employee Assistance (Welfare) Officers Training 2007.
- ▶ The provision of Anti-Racism Training to 550 Garda Ethnic Liaison Officers.
- ▶ Establishment of 'Diversity Support Officers' at the Garda Síochána College in February 2007.
- ▶ The introduction of Diversity training for members of Garda recruitment interview boards.
- ▶ The assessment of a *Respect for Diversity* competency in role-play simulations during the Student Garda Phase 3 training programme.
- ▶ The Garda Síochána 'Declaration of Professional and Ethical Standards' document.
- ▶ Approval of a 'Strategy for the provision of Human Rights and Diversity' to ensure consistency in training development and delivery.
- ▶ The launch in December 2007 of the Garda Síochána 'Working Together to Create a Positive Working Environment' Policy on Harassment, Sexual Harassment and Bullying.

Further Areas for Action

- ▶ Quality assurance of all future Diversity Training and Development Programmes.
- ▶ Continue the rollout of Diversity Training and Development programmes to all staff in the organisation.

- ▶ Development and delivery of 'Equality' Training and Development programmes, awareness raising and support mechanisms to Garda Síochána staff.
- ▶ Conduct an evaluation of Diversity training from the learning programme to the work environment.
- ▶ The introduction of a *Respect for Diversity* competency in the Garda Síochána promotion competitions for all ranks/grades in the organisation.

5 ENABLING AND MANAGING DIVERSITY

Objectives

- ▶ An Garda Síochána will proactively implement support structures to enable, manage and harness Diversity both internally and externally.
- ▶ An Garda Síochána will monitor and evaluate progression, of the Garda Síochána *Diversity Strategy and Implementation Plan* on a two yearly basis. This will be a function of the Diversity Strategy Board.

Our Successes to Date

- ▶ Recruitment of members of ethnic minority communities.
- ▶ The establishment and output of the Garda College *Human Rights Office* and the *Garda Racial & Intercultural Office*.
- ▶ Diversity Training and Development initiatives for Garda Síochána staff.
- ▶ The publication of new policy and procedures for dealing with harassment, sexual harassment and bullying, accredited by the Chartered Institute for Personnel Development.

Further Areas for Action

- ▶ The establishment and resourcing of a *Diversity Management Unit* (DMU) with an internal organisational policy remit within the Garda Human Resource Management section. A critical function of this unit will be Diversity recruitment, Diversity retention and the formulation of Garda Síochána policy on the strands of Diversity and Equality. A 'Business Case' will research and identify required staffing levels for the DMU. Policies will be developed in conjunction with recommendations submitted by the Strategic Human Rights Advisory Committee in April 2008, regarding the integration of Human Rights and Equality perspectives into all future Garda Síochána policy formulation.
- ▶ The establishment and additional resourcing of the *Garda Racial, Intercultural and Diversity Office* (GRIDO). This unit will have an external focus and will be situated in Garda Community Relations Division. The Office will represent an expansion of the existing Garda Racial and Intercultural Office, in order to include wider (Community Relations) Diversity issues such as LGBT & GID, Age and Disability etc. A Business Case will identify required staffing levels and explore the feasibility of introducing career path options for GRIDO staff, with a view to maximising retention levels of those staff, who have built up specialised knowledge and tacit expertise in the field. The GRIDO will be supported by the existing network of 550 Ethnic Liaison Gardaí.
- ▶ The establishment initially, of a Divisional Diversity Support Officer on a 'part-time' role to support Garda staff on Diversity related issues. This role will eventually be incorporated as a core responsibility within all supervisory and management functions.
- ▶ Inculcation of professional standards of Diversity and Equality awareness in all policing practices, processes and procedures.

THE STRANDS OF DIVERSITY

The Equal Status Acts 2000 to 2004 and the Employment Equality Acts of 1998 to 2007, outlaws discrimination against people on nine defined grounds: gender, marital status, family status, sexual orientation, religion, age, membership of the Traveller community, race and disability. An Garda Síochána, in promoting Diversity, recognises these as of equal importance, as expressed in legislation. Each of these components will be dealt with separately in the following pages. Diversity in An Garda Síochána is not just an expression of interest. It is a real and integral part of our corporate culture and commitment to the people of Ireland.

The nine grounds defined under legislation combine to show the value of Diversity. Old and young contribute in different ways. Many changes in both social and economic circumstances have resulted in An Garda Síochána examining issues related to family and marital status. In support of disability, An Garda Síochána recognises the importance of the talents, skills and abilities of its employees and, by definition, seeks to improve service and performance to members of the public who have specific needs.

The review of barriers to recruitment has opened up recruitment to ethnic minority communities. Creating a non-discriminatory environment in which all are valued and supported regardless of sexual orientation, family status or gender identity is a core aim of the organisation. In order to foster mutual trust and respect, An Garda Síochána has been proactive in building partnerships with the Traveller community through various community and training initiatives. These are positive actions and will require further development and support in order to harness the value of Diversity and promotion of equality in the Garda environment. The development of policies and cognate action plans will be an immediate priority for the proposed Garda Síochána 'Diversity Management Unit'.

AGE

Statements of Intent

An Garda Síochána is committed to:

- ▶ Listening to groups representative of the young and old, in achieving the policing policies in the organisations *Corporate Strategy Plan 2007-2009*.
- ▶ The development and implementation of a Garda Síochána Age Friendly Policy.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on Age, to measure representation levels in the organisation.
- ▶ Further development of the role and function of community based Gardaí.
- ▶ Pro-actively challenging stereotypes and discrimination linked to Age.
- ▶ Continuing dialogue at all levels in society to build trust and confidence through the Joint Policing Committee Fora.

Our Successes to Date

- ▶ Development of a *Youth Strategy* to advance appropriate Garda services for children and young persons in accordance with Strategic Goal 6 of the *Garda Síochána Corporate Strategy 2007-2009*.
- ▶ An Garda Síochána has reviewed and amended the age restrictions on Garda Síochána recruitment from 26 up to 35 years of age.
- ▶ In establishing a Garda Reserve service, the organisation has set the upper age limit for individuals to apply up to 60 years of age.
- ▶ The introduction of a common retirement age of 60 years for all members from Garda to Commissioner ranks.
- ▶ An Garda Síochána has introduced principles of *Restorative Justice* intervention, within its Juvenile Liaison Diversion Scheme.

DISABILITY

Statements of Intent

An Garda Síochána is committed to:

- ▶ The development and implementation of a Garda Síochána Disability Policy.
- ▶ Improving our policing service to the public who have specific needs.
- ▶ Improving our performance as an employer by proactively addressing employment needs and opportunities for qualified candidates with disabilities.
- ▶ The development of Garda training courses to include components about the role of employees with disabilities.
- ▶ Developing competence, expertise and external linkage to promote internal inclusion of those with disabilities and external response to citizens with disabilities.
- ▶ Continuing the modernisation agenda in developing a working environment that is inclusive to people with disabilities.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Disability*, to measure representation levels in the organisation.
- ▶ Pro-actively challenging stereotypes and discrimination linked to Disability.

Our Successes to Date

- ▶ Development of support mechanisms both internally and externally to raise disability awareness amongst Gardaí.
- ▶ Infrastructural work to Garda buildings to allow access for people with disabilities.
- ▶ Recruitment of Civilian staff with disabilities.
- ▶ Raising awareness of disability issues in the current Garda Síochána *Diversity Works* training Programme.
- ▶ A study is underway into the provision of text phones for persons with hearing disabilities to enable members of the deaf community to communicate by text with the Garda Síochána.
- ▶ Braille Embossers are being introduced in each Garda region, to issue written communications which are accessible to persons who have a visual impairment.
- ▶ A process has commenced to carry out replacement of faulty Public Access Call Boxes (Green Man), utilising a technology based on a telephony solution. Units being evaluated presently incorporate a Braille unit to allow use of these units by persons who are visually impaired.
- ▶ Information on the Garda Síochána Website will eventually be made accessible to persons with a visual impairment.
- ▶ Any new literature being produced by An Garda Síochána will take account of its obligations under the Disability Act 2005.

FAMILY STATUS

Statements of Intent

An Garda Síochána is committed to:

- ▶ Delivering appropriate service to members of the public with altered family status and with caring responsibilities
- ▶ The promotion of relevant and pro-active work-life balance strategies and policies.
- ▶ Developing specific supports to enable those with altered family circumstances to continue to contribute effectively to the organisation.
- ▶ Pro-actively challenging stereotypes and discrimination linked to Family Status.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Family Status*, to measure representation levels in the organisation.

Our Successes to Date

- ▶ The Garda Síochána 'Children First' National Guidelines for the Protection and Welfare of Children Programme.
- ▶ Introduction of Childcare support mechanisms for Garda Síochána staff emanating from the 'Assessment of Childminding facilities in the Garda Síochána' Report of 2007. These include the launch in July 2007 of the:
 - Summer 'Adventure Camp' initiatives for Children of Garda Síochána staff.
 - Garda Síochána Childcare 'Resource & Referral' service for Garda Síochána staff.
 - The introduction of 'Term time' options for Garda Síochána staff.
 - The introduction of flexible parental leave arrangements for Garda Síochána staff.
 - The accommodation of Garda Síochána staff, who wish to avail of a career break on domestic / childminding grounds.

GENDER

Statements of Intent

An Garda Síochána is committed to:

- ▶ Assessing the gender related needs and concerns of both its staff and the community.
- ▶ Assessing the transgender and gender identity disorder related needs and concerns of both its staff and the community.
- ▶ Pro-actively challenging stereotypes and discrimination linked to gender.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Gender*, to measure representation levels in the organisation.
- ▶ The development and implementation of a Garda Síochána gender policy.
- ▶ Incorporating awareness and understanding of gender identity disorder into Diversity training programmes.
- ▶ Promoting maternity/paternity leave benefits for relevant Garda Síochána staff.

Our Successes to date

- ▶ Increased numbers of serving female members of An Garda Síochána from 1,694 in January 2003 to 3,130 in January 2009 – an increase of 85%.
- ▶ An Garda Síochána has recruited, promoted and retained a balanced representation of male and female applicants in the organisation.
- ▶ Increased promotion of female members in An Garda Síochána. For example:
 - In January 2003, there were 0 Assistant Commissioners, 1 Chief Superintendent, 4 Superintendents, 11 Inspectors and 116 Sergeants in the Organisation.
 - In January 2009 there is 1 Assistant Commissioner, 3 Chief Superintendents, 10 Superintendents, 23 Inspectors and 258 Sergeants in the Organisation.
- ▶ Maternity/Paternity leave arrangements.
- ▶ Positive retention rates of female members of An Garda Síochána.

SEXUAL ORIENTATION

Statements of Intent

An Garda Síochána is committed to:

- ▶ The development and implementation of a Garda Síochána Lesbian, Gay and Bisexual (LGB) Policy.
- ▶ Actively encouraging recruitment from the LGB Community.
- ▶ Developing training to challenge stereotypes, harassment or mockery of individuals or groups.
- ▶ Dealing with the sexual orientation related needs and concerns of both its staff and the community.
- ▶ Creating a non-discriminatory Garda Síochána environment in which all are valued and supported.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Sexual Orientation*, to measure representation levels in the organisation.
- ▶ Facilitating the establishment and development of a support structure for the Garda Síochána's LGB Staff.
- ▶ Developing Diversity Training to include inputs on 'sexual orientation' awareness on 'Student / Probationer', 'CPD', 'Management & Supervisory' Training and the Garda Síochána 'Executive Leadership Programme'.
- ▶ Providing support to the Garda LGBT Liaison Officers in their work.

Our Successes to Date

- ▶ Consultation process through meetings and awareness raising initiatives conducted by the Garda Community Relations Division.
- ▶ The appointment and training of 50 LGBT officers under the coordination of an Inspector at Community Relations Division, Garda Headquarters to coordinate, monitor and advise on all aspects of policing the LGBT communities.
- ▶ Ongoing liaison between the DMR (North Central) Garda Community Policing units and the LGBT 'Outhouse' drop in centre at Capel Street, Dublin.
- ▶ Raising awareness of Sexual Orientation issues in the current Garda Síochána *Diversity Works* training programme.
- ▶ Raising awareness of Sexual Orientation issues in the current Garda Síochána *Managing Diversity Works* training Programme for Inspectors and Superintendents.

MARITAL STATUS

Statements of Intent

An Garda Síochána is committed to:

- ▶ The development and implementation of Garda Síochána policy that promotes non-discrimination on grounds of marital status.
- ▶ Promoting non-discriminatory practice regarding marital status for staff and customers alike.
- ▶ Ensuring an environment where marital status is irrelevant in HR and personnel policies and procedures.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Marital Status*, to measure representation levels in the organisation.
- ▶ Supporting appropriate Employee Assistance Programme interventions for staff who may have personal difficulties around marital status issues.

Our Successes to Date

- ▶ The launch in February 2007 of the 'Employee Assistance Service' and the establishment of Divisional Employee Assistance and Support Committees for Garda Síochána Staff.

RACE / ETHNIC ORIGIN

Statements of Intent

An Garda Síochána is committed to:

- ▶ Building partnerships and mutual trust with diverse communities.
- ▶ Further developing our national network of Ethnic Liaison Garda Officers.
- ▶ Pro-actively challenging stereotypes and discrimination linked to Race / Ethnic Origin.
- ▶ As a State service provider, promoting staff awareness of cultural differences and traditions and combating all forms of personal, cultural or institutional racism.
- ▶ Reinforcing an 'intercultural' model of intervention and understanding in dealing with social change and new demographics.
- ▶ Encouraging recruitment from diverse racial and ethnic communities.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Race and Ethnic Origin*, to measure representation levels in the organisation.

Our Successes to Date

- ▶ Completion of a comprehensive 'Report on the Integration of Religious and Ethnic minorities into the Garda Síochána and Development of Supports' in 2007.
- ▶ Increasing the number of Garda Síochána Ethnic Liaison Officers to 550, to meet emerging needs for a diverse population.
- ▶ Providing relevant information through the Garda Racial and Intercultural Office to diverse communities in 12 languages on the Garda Síochána website (www.garda.ie).
- ▶ Recruiting members into An Garda Síochána from ethnic and religious minorities from February 2007.
- ▶ Delivery of Cultural Diversity Awareness Training between 2006 and 2007, to 275 Garda and Civilian Staff at the Garda Síochána College, HRM Appointments Office and the Garda Hospital.
- ▶ Raising awareness of racial issues in the current Garda Síochána *Diversity Works* training Programme.

RELIGIOUS BELIEF

Statements of Intent

An Garda Síochána is committed to:

- ▶ Recognising and raising increased awareness of different religious belief, background, outlook or none, in an intercultural context.
- ▶ Ensuring community policing is explicit in building partnerships, through consultation with diverse religious groups.
- ▶ Pro-actively challenging stereotypes and discrimination linked to Religious Belief.
- ▶ Providing an atmosphere of tolerance for the expression of religious belief and practice within professional guidelines of neutrality.
- ▶ Investigating religious intolerance in the community.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Religious Belief*, to measure representation levels in the organisation.

Our Successes to Date

- ▶ Completion of comprehensive report on the 'Integration of Religious and Ethnic minorities into the Garda Síochána and Development of Supports' in 2007.
- ▶ The establishment of an 'Action Group' in September 2007, to conduct a review of existing 'religious protocols and symbols within the Garda Síochána'.
- ▶ Establishment of liaison networks through the Garda Racial & Intercultural office.
- ▶ The appointment of chaplains within the Garda Síochána College and increase of same as the need arises.
- ▶ Placement of Student Gardaí with minority religious groups during their training.
- ▶ Continuous Professional Development of Garda staff to include awareness and understanding of religions and beliefs through the 'Diversity Works' Training Course and personal issue of the 'Diversity Works Handbook Guide' to each course participant.
- ▶ Recruitment of members of ethnic and religious minorities.
- ▶ The launch and circulation of the *Guide to Cultural and Diversity Awareness Manual* throughout the organisation in April 2007.

TRAVELLER COMMUNITY

Statements of Intent

An Garda Síochána is committed to:

- ▶ Continuing dialogue with members of the indigenous Traveller community on their Policing related needs in the Intercultural context.
- ▶ Pro-actively challenging stereotypes and discrimination linked to membership of the Traveller Community.
- ▶ Developing understanding of, and assistance with, internal conflict areas in the Traveller community.
- ▶ Promoting mechanisms of trust and communication with the Traveller community.
- ▶ Encouraging recruitment from members of the Traveller community into An Garda Síochána.
- ▶ Provide support mechanisms, when requested, to members of the Traveller community who join An Garda Síochána.
- ▶ Introducing, for statistical purposes, 'Equality Monitoring' processes based on *Membership of the Traveller community*, to measure representation levels in the organisation.

Our Successes to Date

- ▶ Information workshop presentations to Student Garda classes by the Traveller community representative body Pavee Point.
- ▶ Continuing dialogue between the Garda Racial & Intercultural Office and Traveller community representatives.
- ▶ Informing Diversity training course content through consultation with Traveller community representative bodies.
- ▶ Raising awareness of Traveller issues in the current Garda Síochána 'Diversity Works' training Programme and the Garda 'Ethnic Liaison Officer' training initiatives.



AN GARDA SÍOCHÁNA DIVERSITY STRATEGY

IMPLEMENTATION PLAN

2009 – 2012

STRATEGIC PRIORITY AREA 1: DERIVING STRATEGIC BENEFIT FROM DIVERSITY

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
1.1 An Garda Síochána will ensure Top Management Commitment to Deriving Strategic Benefit from Diversity.	<p>A. <i>Designate overall responsibility for the implementation of the Diversity Strategy by appointing a person of high grade, the Garda CAO, as organisational 'Diversity Champion'.</i></p> <p>The Chief Administrative Officer will be appointed as 'Diversity Champion' with responsibility for lead out of the Garda Síochána Diversity Strategy.</p>	C A O	January 1st 2009	December 31st 2012
	<p>B. <i>Establish a 'Diversity Strategy Board'</i></p> <p>The 'Diversity Strategy Board' should consist of a combination of civilian experts and high ranking members of An Garda Síochána.</p> <p>The Garda contingent should consist of the 'Diversity Champion' as Chair, Assistant Commissioner Strategy & Training, the Director of Communications and Chief Superintendents drawn from;</p> <ul style="list-style-type: none"> • An operational Division, • A specialist unit • HRM, • Community Relations • The Garda Síochána College. 	C A O	January 1st 2009	
1.2 Develop Garda Síochána Diversity Vision Statement.	<p>A. <i>A Diversity 'Vision' Statement should be drawn up by the CAO.</i></p> <p>A Vision Statement of "Beyond Legal Compliance" is suggested.</p>	C A O	Completed	
1.3 Develop Garda Síochána Diversity Strategy Mission Statement	<p>A. <i>A Diversity 'Mission' Statement will be drawn up by the CAO.</i></p>	C A O	Completed	
1.4 An Garda Síochána will increase commitment to the 'Intercultural Approach' by developing a descriptive definition applicable to our working environment.	<p>A. <i>The Garda definition of 'Interculturalism' as it relates to our working environment will be written into the Garda Síochána Code.</i></p>	Chief Superintendent HRM	January 1st 2009	
1.5 Develop an organisational Diversity Communications Strategy.	<p>A. <i>Develop a clear and robust Communications Strategy to enable consistent information on Diversity matters throughout the organisation.</i></p>	Director of Communications	January 1st 2009	

STRATEGIC PRIORITY AREA 2: BUILDING PARTNERSHIPS WITH DIVERSE POPULATIONS

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
2.1 Develop appropriate services to enhance mutual respect and trust in our Diverse communities	<i>A. Designate responsibility for implementing this objective to Divisional Officers</i>	Chief Superintendents	January 1st 2009	December 31st 2012
	<i>B. Ensure that Garda Ethnic Liaison Officers continue to build relationships at local and national level with all Diverse communities through local and national fora.</i>	Chief Superintendents		
	<i>C. Ensure that consultation processes continue through meetings to take place quarterly</i>	Chief Superintendents		
	<i>D. Ensuring that each Garda building and station in public areas have relevant information in other languages</i>	Chief Superintendents		
	<i>E. Raise awareness at Divisional level, of CSO ethnic profile demographics.</i>	Chief Superintendents		
	<i>F. An open 'Diversity Day' will be held once a year, at each Divisional HQ station, Garda College & Garda HQ.</i>	Chief Superintendents & Superintendents. Divisional Diversity Support Officers		
2.2 Support the Garda Racial & Intercultural Office to extend and develop their network of primary contacts and the work of the Garda Ethnic Liaison Officers at local and national level	<i>A. Designate responsibility for building partnerships with Diverse populations to Chief Superintendent Community Relations.</i>	Chief Superintendent Community Relations	January 1st 2009	December 31st 2012
	<i>B. Increase the mandate of the Garda Racial & Intercultural Office <u>beyond ethnic / religious, to include Disabled, LGBT/GID, Age etc.</u></i> This Office is to be augmented and renamed the Garda Racial, Intercultural & Diversity Office' This office will continue to be supported by the network of Ethnic Liaison Gardai.	Chief Superintendent Community Relations		
	<i>C. Community Relations Division will conduct a consultation process at national level with Diverse minorities every six months</i>	Chief Superintendent Community Relations		
	<i>D. All Divisions will provide a yearly report on their consultation progress to the Diversity Strategy Board</i>	Chief Superintendent Community Relations		
	<i>E. Ethnic Liaison Officers will make presentations to all primary & secondary schools within their respective areas.</i>	Chief Superintendent Community Relations in consultation with Local District Officers		

STRATEGIC PRIORITY AREA 2: BUILDING PARTNERSHIPS WITH DIVERSE POPULATIONS

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p>2.3 An Garda Síochána will widely consult with Diverse and Minority groups to inform future Diversity Awareness Raising, Training & Policy initiatives.</p>	<p><i>A. Feedback of minority stakeholder consultation findings will be forwarded to Director of Training and Development to inform future Diversity training Programmes</i></p> <p><i>B. The provision of all Training & Development programmes outside of The Garda College will be conducted as per the 'Strategy on the Provision Of Human Rights & Diversity Training' HQ Directive of 2007.</i></p> <p><i>C. The development of a robust and effective 'Consultation Model' on Diversity / Minority issues.</i></p> <p>Recommendations by the Strategic Human Rights Advisory Committee and other previous work on developing templates for 'Consultation' in partnership, will Inform this process.</p>	<p>Chief Superintendent Community Relations, Chief Superintendts & Superintendts</p> <p>Chief Superintendent Community Relations, Chief Superintendts & Superintendts</p> <p>Chief Superintendent Community Relations</p>	<p>January 1st 2009</p>	<p>December 31st 2012</p>
<p>2.4 An Garda Síochána is committed to developing processes to ensure a reasonable accommodation of all employees and customers with disabilities.</p>	<p><i>A. Conduct a 'Disability Audit' to ensure all employment and service provision functions are accessible to people with disabilities.</i></p>	<p>Assistant Commissioner HRM, Executive Director ICT, Director of Finance</p>		

STRATEGIC PRIORITY AREA 3: REFLECTING OUR DIVERSE SOCIETY

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p>3.1 Increasing the Diversity of the workforce, from a growing Diverse society.</p>	<p><i>A. The Organisation will be promoted as one that values Diversity and promotes Equality. This will be done at national level through the work of Community Relations & HRM</i></p> <p><i>B. A national advertisement campaign marketing An Garda Síochána as an organisation that wants to recruit from a more diverse range of people and showing our Diverse workplace as one worthy of working in.</i></p> <p><i>C. Public attitude surveys among members of ethnic, LGBT, Traveller and other diverse communities will be carried out, in order to determine the popularity of following a career in An Garda Síochána.</i></p> <p><i>D. Provide 'Positive Action' initiatives including 'Career Open Day' events, 'Access Courses', 'Application Form Assistance' etc, to encourage higher applications from all communities.</i></p>	<p>Chief Superintendent Community Relations, Assistant Commissioner HRM</p> <p>Assistant Commissioner HRM / Director of Communications</p> <p>Assistant Commissioner HRM & The Garda Research Unit</p> <p>Assistant Commissioner HRM</p>	<p>January 1st 2009</p>	<p>December 31st 2012</p>
<p>3.2 The selection process should not be perceived as affirmative action by An Garda Síochána.</p>	<p><i>A. The recruitment campaign will be informed by a Diversity ethos and an approach based on creating an 'Intercultural' workplace, which values individuals rather than groups.</i></p>	<p>Assistant Commissioner HRM</p>		
<p>3.3 A system to measure the levels of 'Retention' of Diversity in the organisation must be developed.</p>	<p><i>A. 'Exit interviews' will be conducted with staff that voluntarily resign or retire from the organisation. The results of these interviews should be examined to determine whether the respondents cite Diversity issues as a reason for leaving.</i></p> <p><i>B. Introduce 'Equality Monitoring' mechanisms for statistical purposes, to measure representation levels of all areas within the organisation.</i></p>	<p>Assistant Commissioner HRM & Garda Professional Standards Unit Employee Assistance Officers</p> <p>Assistant Commissioner HRM</p>	<p>January 1st 2009</p>	<p>December 31st 2012</p>
<p>3.4 Embed a 'Diversity Ethos' within the Garda Síochána Promotion Structures and Processes</p>	<p><i>A. The Garda Professional Promotion Examination Syllabi need to contain Diversity elements.</i></p> <p><i>B. Interview Boards will be trained in Diversity Awareness.</i></p> <p><i>C. The candidate Promotion process from Application form to Interview, will include a competency on 'Respect for Diversity' for <u>all</u> ranks</i></p> <p><i>D. All Development courses to contain elements on 'Policing a Diverse society' that can be evaluated, i.e. Role Plays, Case Studies etc.</i></p>	<p>Assistant Commissioner HRM</p> <p>Director of Training & Development</p>		

STRATEGIC PRIORITY AREA 4: DEVELOPING DIVERSITY COMPETENCE FOR OUR STAFF

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
4.1 Deliver quality assured Diversity Awareness Training and Development Programmes to Garda Senior Management	<p><i>A. Develop and facilitate rollout of Diversity Training & Development Awareness programmes to all senior Garda managers.</i></p>	Director of Training & Development	January 1st 2009	December 31st 2012
4.2 Deliver quality assured Diversity Awareness Training and Development Programme to all Garda Staff	<p><i>A. Deliver Diversity Awareness Training Programme to all Garda Student / Probationers and Garda / Civilian Staff during 2008/2009.</i></p> <p>275 Garda and Civilian Staff have completed 'Diversity Awareness' Training at the Garda Síochána College 450 Gardaí have completed the Joint EU Garda / PSNI 'Diversity Works' Programme in the border regions. The Garda Síochána 'Diversity Works' Programme will continue to be rolled out to all organisational staff through the Continuous Professional Development network in 2008/2009.</p> <p><i>B. Up-skill Garda Employee Assistance officers with 'Diversity Awareness in Welfare' Training.</i></p> <p><i>C. Half-Yearly Report of Garda Staff trained to be forwarded to Assistant Commissioner Human Resource Management</i></p> <p><i>D. Evaluate all Diversity Training and Development Programmes and assess Participants' Diversity 'skills transfer' to the work environment.</i></p>	Director of Training & Development Director of Training & Development	January 1st 2009	December 31st 2012
4.3 Integrate and Mainstream Diversity through Organisational Training & Development Structures and link to career development.	<p><i>A. To ensure that Diversity awareness is threaded through all training and development programmes and ensure alignment with the 'Diversity Strategy'.</i></p> <p><i>B. Ensure that attendance at Diversity Training and Development is <u>mandatory</u> for all staff and a <u>pre-requisite</u> for application for promotion to all ranks in the service.</i></p>	Director of Training & Development Chief Superintendents Assistant Commissioner Strategy and Chief Superintendents	January 1st 2009	December 31st 2012
4.4 Develop and Deliver Equality Training & Development Programmes to Garda staff	<p><i>A. Develop and facilitate rollout of 'Equality' Training & Development Awareness programmes to all Garda staff.</i></p> <p>During 2007/8 Equality Training was provided to 122 Divisional Garda 'Equality Advisors' nationwide.</p>	Chief Superintendent HRM Director of Training & Development		

STRATEGIC PRIORITY AREA 5: ENABLING AND MANAGING DIVERSITY

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p>5.1 An Garda Síochána will proactively implement organisational support structures to enable, manage and harness Diversity both within its staff and communities.</p>	<p>A. <i>A 'Diversity Management Unit' will be established within Human Resource Management. This unit will focus on the internal HRM needs of Garda staff.</i></p> <p>A business case will be prepared to recommend staffing levels required.</p>	Assistant Commissioner HRM	January 1st 2009	December 31st 2012
	<p>B. <i>Garda Organisational Policy will be formulated on Age, Disability, Family Status, Gender, LGB & GID, Marital Status, Race, Religion, & Traveller Community</i></p> <p>Policy will be developed in line with recommendation made by the SHRAC in April 2008, on future Garda policy formulation.</p>	Chief Superintendent HRM in conjunction with the 'Diversity Management Unit' & the 'Garda Policy Unit'	January 1st 2009	December 31st 2012
	<p>C. <i>Increase the mandate and staff allocation & capacity, within the 'Garda Racial, Intercultural & Diversity Office' in Community Relations. This will enable the extension of the role of the office remit, to support Community Relations Diversity issues including the areas of LGB/GID, Age & Disability etc.</i></p> <p>A business case will be prepared to recommend staffing levels in this office. This business case will also explore the potential & merit of 'career path' options for staff, with a view to maximise retention levels of staff who have built up specialist knowledge in this field.</p>	Assistant Commissioner HRM	January 1st 2009	December 31st 2012
	<p>D. <i>Appointment, initially, of 'Diversity Support Officers' in all Divisions. Incorporation of this role to be developed within future supervisory and management development programmes and roles. Increase in the pool of 'Diversity Trainers' at the Garda College.</i></p>	Director of Training & Development and Chief Superintendents	January 1st 2009	December 31st 2012

STRATEGIC PRIORITY AREA 5: ENABLING AND MANAGING DIVERSITY

OBJECTIVE	ACTIONS	OWNERSHIP	START & MILESTONE DATES	FINISH DATE
<p>5.2 An Garda Síochána will monitor and evaluate the progression of this Diversity Strategy and Implementation Plan on a two yearly basis.</p>	<p><i>F. Establish an 'Integration Review' Committee at the Garda College to oversee policy support & welfare concerns of minority & ethnic trainees. This committee should include representatives from the Student Probationer, Administration, Catering and Housekeeping Sections.</i></p>	<p>Director of Training & Development</p>	<p>January 1st 2009</p>	<p>December 31st 2012</p>
	<p><i>G. The identification and appointment of additional multi-faith Chaplains / Spiritual Advisors to the organisation</i></p>	<p>Chief Superintendent Community Relations</p>		
	<p><i>H. The production of a 'Words to Watch' Professional Language Guide for all Staff.</i></p>	<p>Chief Superintendent Community Relations</p>		
	<p><i>I. Review Professional Standards of Diversity and Equality awareness in Garda Síochána practices, processes and procedures.</i></p>	<p>Chief Superintendent Garda Professional Standards Unit</p>		
	<p><i>J. Introduce explicit sanctions for racist and discriminatory behaviour in the workplace within the Garda Discipline Regulations & the Garda College Code of Conduct.</i></p>	<p>Chief Superintendents • Internal Affairs • HRM • Director of Training & Development.</p>		
	<p><i>A. Commission an internal audit and review of all Objective and Action Points contained in the Diversity Strategy & Implementation Plan. The Garda Policy Unit' will develop suitable measures as indicators of performance in implementation of this strategy.</i></p>	<p>Diversity Strategy Board & Garda Professional Standards Unit</p>		
	<p><i>B. Commission, conduct and analyse an Organisational Diversity 'Climate' Survey every two years.</i></p>	<p>Assistant Commissioner Strategy & Training</p>		
<p><i>C. Ensure linkage between the Garda Síochána Diversity Strategy & Implementation Plan and the Strategic Imperatives within the Garda Síochána Corporate Strategy and Policing Plans.</i></p>	<p>Assistant Commissioner Strategy & Training</p>			

ACKNOWLEDGEMENTS

The Working Group established by Assistant Commissioner Catherine Clancy to develop this *Diversity Strategy and Implementation Plan 2009-2012* was comprised of the following personnel –

- ▶ Superintendent Chris Gordon, Office of the CAO (*Chairperson*)
- ▶ Superintendent Tom Lundon, Bruff
- ▶ Inspector Sé McCormack, HRM
- ▶ Inspector Niall Featherstone, HRM (*Secretary*)
- ▶ Detective Inspector Colm Fox, Blanchardstown
- ▶ Sergeant Siobhan Redpath, Lahinch
- ▶ Sergeant Mark Foley, Gorey
- ▶ Sergeant Brian O’Dea, A.G.S.I.
- ▶ Sergeant Noel Crotty, Change Management
- ▶ Garda Donal Flannery, G.R.A.
- ▶ Garda Jonathan O’Mahony, Garda Racial & Intercultural Office
- ▶ Garda Deirdre Tobin, Fitzgibbon Street
- ▶ Garda Willie Ryan, Garda College (*Assistant Secretary*)

