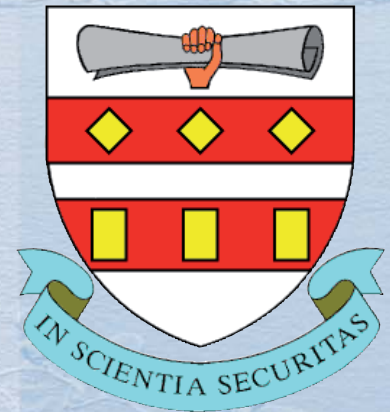


# Garda Síochána College

## Year Book 2007



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#### EDITORIAL BOARD

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Chief Superintendent Kiernan T. McGann  
Superintendent Charles Barry  
Inspector Raymond Mulderrig  
Garda Kenneth Gore  
Garda Richard Cullinan

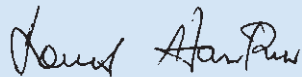
# Foreword

I am delighted to have this opportunity in presenting a foreword for the publication of the Garda Síochána College yearbook 2007. It is an honour for me to have been recently appointed as Assistant Commissioner Strategy with responsibility for training, a portfolio which was held until December 2007 by Assistant Commissioner Clancy.

This publication highlights the professional commitment to training which the Director of Training and Development, Chief Superintendent K. T. McGann and his staff continuously provide for the organisation.

It is imperative that the education and training provided by us ensures that the personnel of An Garda Síochána achieve the highest standards to meet and embrace the challenges and changes that the organisation is embracing.

I am confident that the staff in training will continue to work to enhance our core values of and I would like to take this opportunity in thanking all of the staff in ensuring that these standards are maintained.



L. Harkin  
Assistant Commissioner  
Strategy



*Assistant Commissioner  
Strategy*

# Introduction



*Chief Superintendent  
Director of Training & Development*

It is an honour for me as Director of Training and Development to introduce An Garda Síochána College Annual Report 2007.

The mission of An Garda Síochána is to achieve the highest attainable level of personal protection, community commitment and state security. The contribution of the Garda College to the achievement of An Garda Síochána Mission and Strategic Goals is led and influenced by our mission to be the most successful enabler of world class police education, training and development by providing the best customer experience for the people we serve.

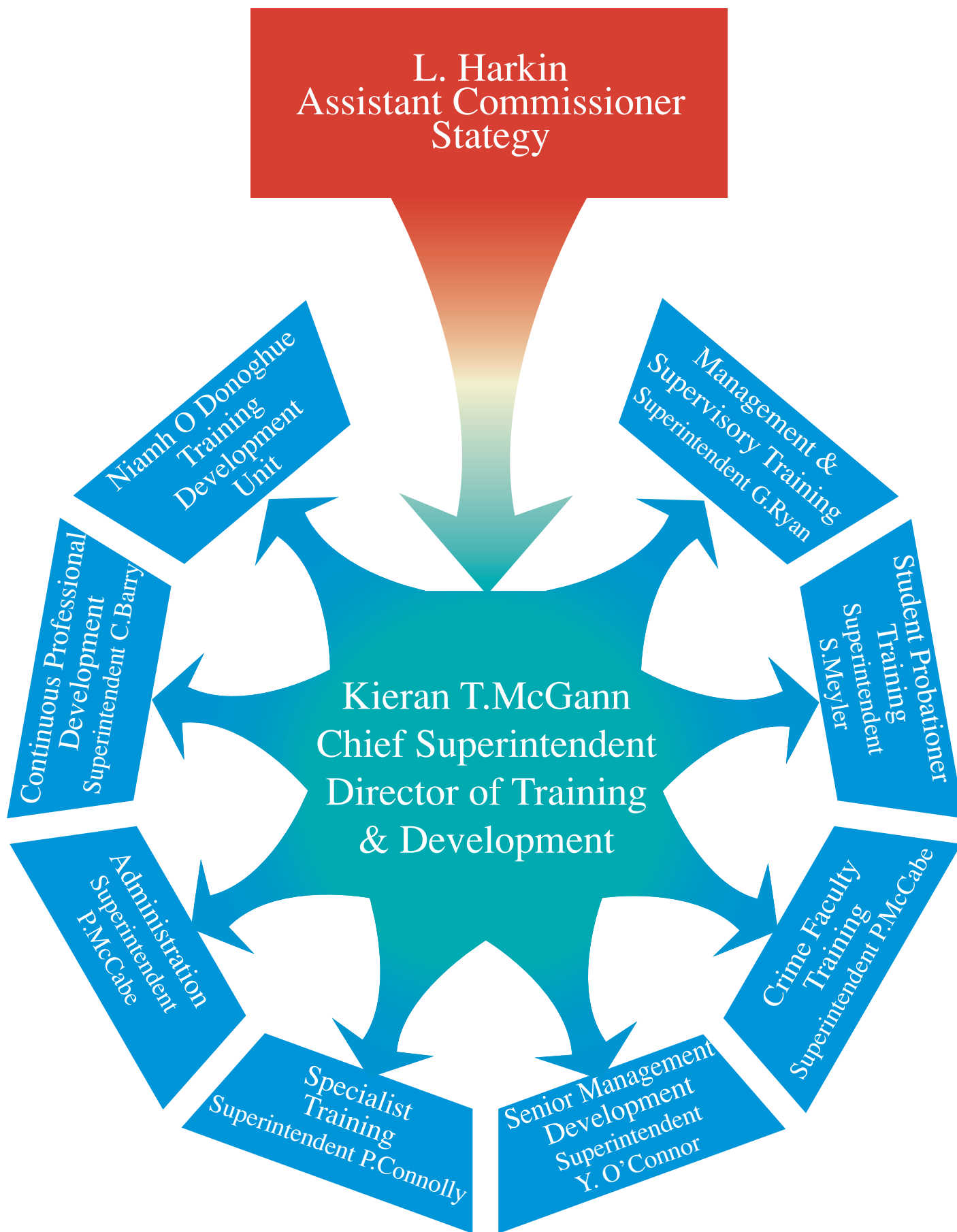
The emerging needs of Irish society and the policing environment require the College to evolve and develop training programmes that will enhance and further build the capability of members of An Garda Síochána at all levels. 2007 has been particularly challenging in relation to training and development. The Government's announcement to increase Garda strength to 16,000 has seen the numbers of Student Gardaí entering the Garda College at an all time high. Each intake of Student Gardaí now comprises a minimum of 275.

On the 4th October 2007, Commissioner Conroy announced the establishment of the Garda Crime Training Faculty, which is to be based at the Garda College. The Garda College and the staff attached to this new section look forward to devising and delivering a professional, comprehensive training programme for those charged with management of serious crime investigations.

A dedicated training and support staff at the Garda College, Garda Headquarters and at Divisional Training Centres throughout the Country develop and deliver a vast array of training programmes for all levels throughout the Garda organisation. Without such dedication and commitment the training achievements in the year 2007 could not have been attained and I wish to acknowledge and record my appreciation and thanks to all staff.

I also wish to acknowledge the contribution of staff who retired during this period and I wish them many happy years of good health and enjoyment with this new phase of their lives.

Kieran T. McGann  
Chief Superintendent  
Director of Training & Development



# Garda College Staff, December 2007.

## CHIEF SUPERINTENDENT'S OFFICE

C/Supt. K.T. McGann  
 Sergeant K. Ruane  
 Sergeant A. Reynolds  
 Garda M. Moloney  
 Ms. E. Hogan (S/O)

## TRAINING & RESEARCH

Inspector B. Daly  
 Sergeant J. Enright  
 Ms. M. Fitzsimons (E/O)  
 Ms. M. Healy (C/O)

## ADMINISTRATION

Supt. P. McCabe  
 Sergeant D. Falahee  
 Sergeant M. O'Riordan  
 Garda H.E. Coughlan  
 Garda M.F. Orr  
 Garda J. Fanning  
 Garda P.J. Buckley  
 Garda M. King  
 Garda D.P. Flannery  
 Garda G. Irwin  
 Garda K. Fogarty  
 Garda M. Hogan  
 Garda J. Mullen  
 Garda R. Cullinan  
 Ms. C. Shortt (F/O)  
 Ms. J. Cawley (E/O)  
 Ms. C. Lynagh (S/O)  
 Ms. N. Clancy (C/O)  
 Ms. N. Delaney (C/O)  
 Mr. M. Crean (C/O)

## SENIOR MANAGEMENT DEVELOPMENT

Supt. Y. O'Connor  
 Inspector A. Brennan  
 Ms. H. Cullagh (C/O)

## GARDA QUALITY SERVICE BUREAU

Sergeant C. Dee  
 Sergeant N. Featherstone

## LEGAL TEXT REVISION SECTION

Inspector P.J. Ward  
 Sergeant M.J. Daly  
 Ms. T. Kelly (C/O)

## TRAINING DEVELOPMENT UNIT

Inspector P. Murphy  
 Garda C. Wilkinson

## MANAGEMENT & SUPERVISORY TRAINING

Supt. G. Ryan  
 Inspector T. Healy  
 Sergeant J. Redfern  
 Sergeant K. O'Reilly  
 Sergeant P. Ryan  
 Sergeant L. Conaty  
 Sergeant A. Myles  
 Sergeant A. Roughneen  
 Ms. O. Kelly (C/O)

## Management Degree Unit

Sergeant E. Lynch

## SPECIALIST TRAINING

Supt. P. Connolly  
 Sergeant G. Corcoran (U.N. Duties)  
 Sergeant P.J. Dunne  
 Sergeant C.D. O'Reilly  
 Sergeant C.P. Mallen  
 Sergeant B. Hoare  
 Sergeant J. Moore  
 Sergeant J. Ryan  
 Sergeant E. Golden  
 Sergeant D. Morrison  
 Garda M.J. Delaney  
 Garda J. Quaid  
 Garda T. Tynan  
 Garda C. Teehan  
 Garda T. McMahon  
 Garda P.J. Brennan  
 Garda J.J. Keating  
 Garda J.P. Kenny  
 Garda N. Coughlan  
 Garda D. Mulhall  
 Garda J. Geary  
 Garda T.L. Ryan  
 Garda B. O'Sullivan  
 Garda B. Whelan  
 Garda G. Walsh  
 Garda J. Tormey  
 Garda F. McCarthy  
 Garda P. Moore  
 Garda W.J. Fogarty  
 Garda D. Dundon  
 Garda J. Davis  
 Garda B. Murphy  
 Garda D. Moriarty  
 Garda A. Davis  
 Garda M. O'Donnell  
 Garda S. Byrne  
 Garda L. Looby  
 Garda S. Trainor  
 Garda A. Burke  
 Ms. P. Allen (C/O)  
 Ms. M. McCormack (C/O)



## CONTINUOUS PROFESSIONAL DEVELOPMENT TRAINING

Supt. C. Barry  
 Inspector R. Mulderrig  
 Sergeant J. Reynolds  
 Garda P. Connolly  
 Mr. T. Kearns (C/O)

### Information Technology Training Section

Sergeant J.G. Carton  
 Garda J. McHale  
 Garda B. Roche  
 Garda K. Gore  
 Garda B. Leahy  
 Garda E. Cronin  
 Garda J. Fogarty

### Library

Ms. A. Bergin Librarian (F/O)  
 Ms. P. Ryan (C/O)

### Printing Section

Mr. J. Healy (C/O)  
 Mr. S. Hartigan

## STUDENT/PROBATIONER TRAINING

Supt. S. Meyler  
 Inspector B. Barry  
 Inspector M. O'Dwyer  
 Sergeant J. Shannon  
 Sergeant B. Kealy  
 Sergeant M. Furey  
 Sergeant K.A. Corcoran  
 Sergeant L.G. Laide  
 Sergeant M.J. Murphy  
 Sergeant E.J. Horan  
 Sergeant G.D. Daly  
 Sergeant J.M. Hogan  
 Sergeant G. Noone  
 Sergeant T.P. Egan  
 Sergeant M. Daly  
 Sergeant J. O'Flaherty  
 Sergeant G. Madden  
 Sergeant P. Warren  
 Sergeant B. Conway  
 Sergeant J. Bourke  
 Sergeant F. Flood  
 Sergeant D. Brown  
 Sergeant S. Redpath  
 Sergeant H. Casey  
 Sergeant M. Geraghty  
 Sergeant B. Shelley  
 Sergeant I. Sheehan  
 Sergeant J.P. Glavin  
 Sergeant C. Doyle  
 Sergeant A.G. Wells  
 Sergeant D. Bell  
 Sergeant M. Walsh  
 Sergeant A. Phelan  
 Sergeant A. McLeish  
 Sergeant N. Brophy  
 Sergeant C. Furlong  
 Sergeant J. O'Mara

Sergeant C. Moylan  
 Sergeant D. Murphy  
 Sergeant T. Waters  
 Sergeant O. Nally  
 Sergeant C. O'Gorman  
 Garda P. Harty  
 Garda W. Ryan  
 Garda Y.C. O'Reilly  
 Garda J.K. Hogan  
 Garda E. Kelly  
 Garda M. O'Dwyer  
 Garda D.J. O'Dwyer  
 Garda S. Delaney  
 Garda K. Fleming  
 Garda A. Heffernan  
 Garda L. Mullen  
 Garda J. Duffy  
 Garda C. Griffin  
 Garda M. Cusack  
 Garda R. Ruane  
 Garda K. Murphy  
 Garda C. Roe  
 Garda D. Sharkey  
 Garda V. Tobin  
 Garda G. Baker  
 Garda N. McTague  
 Garda K. McDonald  
 Garda L. O'Connell  
 Garda D. Owens  
 Garda A. Connolly  
 Garda M. Conneely  
 Garda C. Daly  
 Garda I. Walsh  
 Ms. G. Ní Mhórda (Irish Teacher)  
 Ms. M. Ni Riain (Irish Teacher)  
 Mr. S. Ó Maolmhichil (Irish Teacher)  
 Mr. J. Heneghan (Irish Teacher)  
 Ms. E. Ní Cheallaigh (Irish Teacher)  
 Ms. L. Garahan (Language Teacher)  
 Ms. C. Griffin (Language Teacher)  
 Ms. E. Flanagan (Language Teacher)  
 Ms. C. Krawoski-O'Keefe (Language Teacher)  
 Ms. S. Gillick (Physical Educ. Teacher)  
 Ms. G. Peters (Physical Educ. Teacher)  
 Ms. C. Poff (Physical Educ. Teacher)  
 Ms. N. Mulhern (Physical Educ. Teacher)  
 Mr. B. Murray (Physical Educ. Teacher)  
 Mr. S. Dalton (Physical Educ. Teacher)  
 Mr. J. Rabbitte (Social Studies Teacher)  
 Ms. J. Norris (Social Studies Teacher)  
 Mr. J. Crowley (Social & Psychol Teacher)  
 Mr. P. Murray (Communications Teacher)  
 Ms. L. Kelly (Management & Org. Teacher)  
 Mr. P. Lindsay (Management & Org. Teacher)  
 Ms. G. Jennings (Management & Org. Teacher)  
 Ms. M. Malone (C/O)  
 Ms. S. Ryan (C/O)  
 Ms. S. Bowe (C/O)  
 Ms. B. Reid (C/O)  
 Ms. B. Farrelly (C/O)  
 Ms. O. Diggins (C/O)  
 Ms. M. O'Sullivan (C/O)

## SPECIALIST TRAINING STAFF, GARDA HEADQUARTERS

### FIREARMS TRAINING UNIT, GARDA HEADQUARTERS

Inspector	D.	Keaveney
Sergeant	J.B.	Connolly
Sergeant	M.	Callan
Sergeant	P.	Nolan
Sergeant	L.	O'Connor
Sergeant	D.	Dyer
Garda	N.	Griffith
Garda	J.	Broderick
Garda	D.	Schutte
Garda	B.	Ruigrok
Garda	S.	Fitzgerald
Garda	A.	Chapman
Garda	G.	Coombes
Garda	D.	Forrestor
Ms.	S.	Balbirnie (C/O)

Garda	J.	Cullen
Garda	P.	Purcell

### CAR DRIVING SCHOOL, GARDA HEADQUARTERS

Sergeant	J.	Dunne
Garda	T.	Egan
Garda	S.	Bridgett
Garda	R.	Fields
Garda	C.	Meagher
Garda	M.	Kearns
Garda	J.	Byrne
Garda	C.	Nolan
Garda	D.	McConkey
Garda	J.	O'Neill

### MOTORCYCLE DRIVING SCHOOL, GARDA HEADQUARTERS

Sergeant	J.	Cosgrove
Garda	P.	Hendrick
Garda	I.	Calton

### DETECTIVE TRAINING, GARDA HEADQUARTERS

Sergeant	S.	Finucane
Garda	J.	Ferry

### SUMMARY GARDA COLLEGE

C/Superintendent	1
Superintendent	5
Inspector	8
Sergeant	66
Garda	77
<b>TOTAL GARDA</b>	<b>157</b>
Head of Training Development Unit	1
Clerical Officers	19
Executive Officer	2
Staff Officer	2
Finance Officer (Librarian)	1
Finance Officer	1
Clerical Total	25
Irish Teacher	5
Foreign Language Teacher	4
Social Studies Teacher	3
Communications Teacher	1
Physical Educ. Teacher	6
Management & Organisational Teacher	3
Civilian Teacher Total	22
Restaurant	48
General Operatives	14
Coffee Shop Attendants	2
Cleaners	41

### SUMMARY GARDA HEADQUARTERS

Inspector	1
<b>FIREARMS TRAINING UNIT</b>	
Sergeant	3
Garda	10
C/O	1
<b>MOTORCYCLE DRIVING SCHOOL</b>	
Sergeant	1
Garda	4
<b>CAR DRIVING SCHOOL</b>	
Sergeant	1
Garda	9
<b>DETECTIVE TRAINING SCHOOL</b>	
Sergeant	1
Garda	1
<b>TOTAL</b>	
Inspector	1
Sergeant	6
Garda	24
C/O	1



*Ministerial Guard of Honour.*



*Attestation from student to probationer Garda.*



*Reserve Garda Geraldine Chaplin*



*Reserve Garda Lei Yu*

# Chapter 1

## Assistant Commissioner Strategy

The Garda College comes under the management of Assistant Commissioner, Strategy who has overall responsibility for monitoring all aspects pertaining to Training and Development, Quality Service, Ethics and Human Rights throughout An Garda Síochána.

This Office ensures that the administrative and organisational functions of the Organisation are maintained and it has also responsibility for protocol with regards graduations, conferring ceremonies, Scott Medal Awards and other ceremonial events in the Garda College.

In addition this office has responsibility for the administration of third level courses within the Organisation. The courses funded include inter alia M.Sc. Programmes in Criminal Justice Studies,

M.A. in Public Administration, Masters of Business Administration, B.A. in Public Management, B.A. in Training and Education and B.Sc. in Human Resource Management.

European Language Courses and European Commission funded programmes, which are an integral part of the organisation's commitment to European Co-Operation, are also administered through the Office of Assistant Commissioner.

The Office of Assistant Commissioner, Strategy is the contact centre for all matters pertaining to CEPOL. During the years 2001 – 2007 the Garda College participated in many of the European projects under the auspices of CEPOL, the European Police College Network. This institution was established by virtue of a European Council Directive in 2000 and is tasked



*Ms Marion Healy, Inspector Brian Daly and Sergeant Joe Enright*

with co-ordinating and harmonising Police training courses for Senior Police Officers of the European Member States and accession Countries. Assistant Commissioner, Strategy and Chief Superintendent, Director of Training and Development are members of the CEPOL Governing Board.

In addition the Rannóg na Gaeilge (Irish Language) Section operates from this office under the direction of Sgt. J. Enright.

Rannóg na Gaeilge  
Irish Language Development Unit  
An Garda Síochána

The Irish Language Development Unit aims to achieve a high quality of service through Irish. This is possible through the genuine commitment of individual members, teamwork, leadership, language acquisition and the daily use of the Irish language.

Members are encouraged to be bilingual in both Irish and English.

Development of policing services through Irish is recognised as an element of service provision in public offices throughout the country.

As a daily language of communication, access to service through Irish is being developed in the area of crime investigation, telephone communication, public correspondence, brochures, official forms, law enforcement, talks to the public and school visits.

Services are sought on patrol, at public offices and by the media and the Irish section provides all its services through Irish.

We assist Gardaí, civilian staff of the Garda Síochána, Trainee Gardaí, Garda Reserve members and members of the community which we serve to avail of our services.

The Irish Language Development Unit delivers talks to Phase III Trainee Gardaí on how to arrange bilingual services.

In 2007 a new specimen Sergeant's exam paper and a new specimen Gaeltacht exam paper was developed for the Oral Irish Proficiency Test. This proved very popular among candidates. The papers include tips on general conversation, reading, talking about the policing plan, getting to know people through age cards and passport applicants and reading material

such as incident handling, crime investigation, check point duty and station procedure.

How to contact the Irish Language Development Unit:

Irish Language Development Unit, Strategy,  
Garda Síochána College,  
Templemore,  
Co. Tipperary,  
Ireland



*Insp. Michael Nevin receiving B.A. Degree from Dept. Commissioner Martin Callinan.*



# Chapter 2

## Director of Training, Chief Superintendent Office

The Director of Training and Development is of Chief Superintendent Rank and reports directly to Assistant Commissioner Strategy. The Director is responsible for the research, development, co-ordination and implementation of Garda training programmes conducted throughout An Garda Síochána as well as the daily management of the College.

The office is staffed by the following

Sergeant Kieran Ruane  
Sergeant Amanda Reynolds  
Garda Michaela Moloney  
Ms Eileen Hogan (S.O.)

This Office has responsibility for the overall administration for all the sections attached to the Garda College and those operating in the Garda College outsource centre in the Abbey Court Hotel in Nenagh, which includes the following:

Student Probationer School.  
Specialist School.  
Management and Supervisory Training.  
Continuous Professional Development.  
Senior Management Development.  
Administration.  
Crime Training Faculty.

Training Development Unit.

Legal Text Revision.

Each of these Sections is under the control of a Superintendent or Inspector in Charge, with the exception of the Training Development Unit which is headed by a Civilian expert, all of the above report directly to the Director of Training and Development.

In supporting the Strategic Imperatives of the Garda Organisation, to develop the Garda Síochána into a world-class Organisation through change and modernisation, the Garda College is, through the Director of Training and Development, required:

- To develop the Garda Síochána Management capabilities.
- To develop the Garda Síochána into a world-class Organisation.
- To engage, train, develop and motivate staff.
- To renew and invigorate the culture of the Garda Síochána.
- To ensure the Garda Síochána is well-led and well managed.
- To develop an excellent customer relationship model in the Garda Síochána.



Sgt. Kieran Ruane



Sgt. Amanda Reynolds



Gda. Michaela Moloney



Ms. Eileen Hogan

The Office is responsible for the development of specialised courses within the CEPOL framework for delivery by An Garda Síochána to our partner police forces throughout the European Union.

The Director of Training and Development is also responsible for the Garda Síochána National Quality Service Bureau and oversees the implementation of initiatives designed to improve the quality of service delivered by An Garda Síochána to its customers.



*Garda College donation to Special Olympics Ireland fund Chief Supt. Kieran Mc Gann, Gda. Michaela Moloney, Sharon McMeel, Finbar Staunton, Mary McCabe, Deputy Commissioner Peter Fitzgerald*



*Garda Executive Leadership Programme October 2007*

# Chapter 3

## A Brief History of The Garda Síochána College

*Sergeant John Reynolds M.A.*

The Templemore skyline is dominated by the accommodation blocks and bell tower of Richmond Barracks, the vast military complex built in the early years of the nineteenth century. At that time an intensive programme of barrack building took place in Ireland following unsuccessful rebellions in 1798 and 1803. Aside from the fear of further uprisings taking place, England was at war with France and the threat of invasion from the army of Napoleon was a real possibility, given that French fleets had arrived at Bantry Bay in 1786 and Killala Bay in 1798. To guard against invasion, over forty Martello towers were constructed around the coast and between 1789 and 1814 the strength of the military garrison in Ireland increased from 40,000 to 225,000.

Several barracks were built in the county of Tipperary, which had a long tradition of rebellion and lawlessness. This tradition was remarked on by Chief Secretary Robert Peel when writing to the Lord Lieutenant Whitworth in 1813; *'You can have no idea of the moral depravation of the lower orders in that county'* [Tipperary] (Gash, 1972.)

Richmond Barracks was constructed in Templemore circa 1813 on a fifty-seven acre site owned by Sir John Craven Carden (1757-1820). When completed, it was one of the largest barracks in Ireland with *'Accommodations for 54 officers, 1500 men and 30 horses, and a hospital for 80 patients; a bridewell; a fever hospital and a dispensary, ball, news and reading rooms, and a public billiard table.'* (Lewis, 1837).

Between 1807 and 1815 on the Iberian Peninsula, as part of the Napoleonic Wars, the 'Peninsular War' took place. This pitted an alliance of Portugal, Spain and the United Kingdom against France. To commemorate British military victories in this conflict, local streets in Templemore were renamed after locations connected with the War, such as Wellington Mall, Talavera Place, Vimerra Mall and Bussaco Street. The new barracks was named 'Richmond Barracks' in honour of the 5th

Duke of Richmond, who served under the Duke of Wellington.

**Lt. Harry Loft of the 64<sup>th</sup> Regiment, 1848.**



*Portrait by Zephaniah Bell. Reproduced by kind permission of the Loft family.*

In 1847 Harry Loft, an Ensign in the 64th Regiment of foot was garrisoned in Templemore at the time of the famine. In a letter to his mother in England, he described Richmond as *'splendid barracks, with two large squares, and all the buildings three stories high.'* He described the town of Templemore as *'a wretched place...there is only one street with three or four respectable shops'*. (Loft, 2003).

The presence of Richmond barracks in Templemore brought employment and much needed revenue to the local area. It also provided the opportunity for local men to enlist, as Richmond was primarily a recruit-training depot, where regiments were stationed for



a period of time to recruit, train and then depart on campaign throughout the British Empire. Irishmen were considered good recruits, being described by one military Surgeon as *'physically and morally the best adapted for service'*, and they signed up in large numbers to accept the 'Queens shilling' as shown in Table 1. (Bartlett and Jeffrey, 1996)

Table 1: Irishmen in the British army 1830–1898

Year	Percentage
1830	42.2%
1840	37.2%
1868	30.8%
1873	23.7%
1878	21.9%
1883	20.0%
1893	13.4%
1898	12.9%

The loyalty of some Irish soldiers was always an issue of concern, for example in 1865 the 11th Depot Battalion was transferred from Templemore to Enniskillen and replaced by the 59th Regiment from Glasgow as it was *'strongly suspected that the regiment was tainted with Fenianism'*. (The Nenagh Guardian, 12 December 1865).

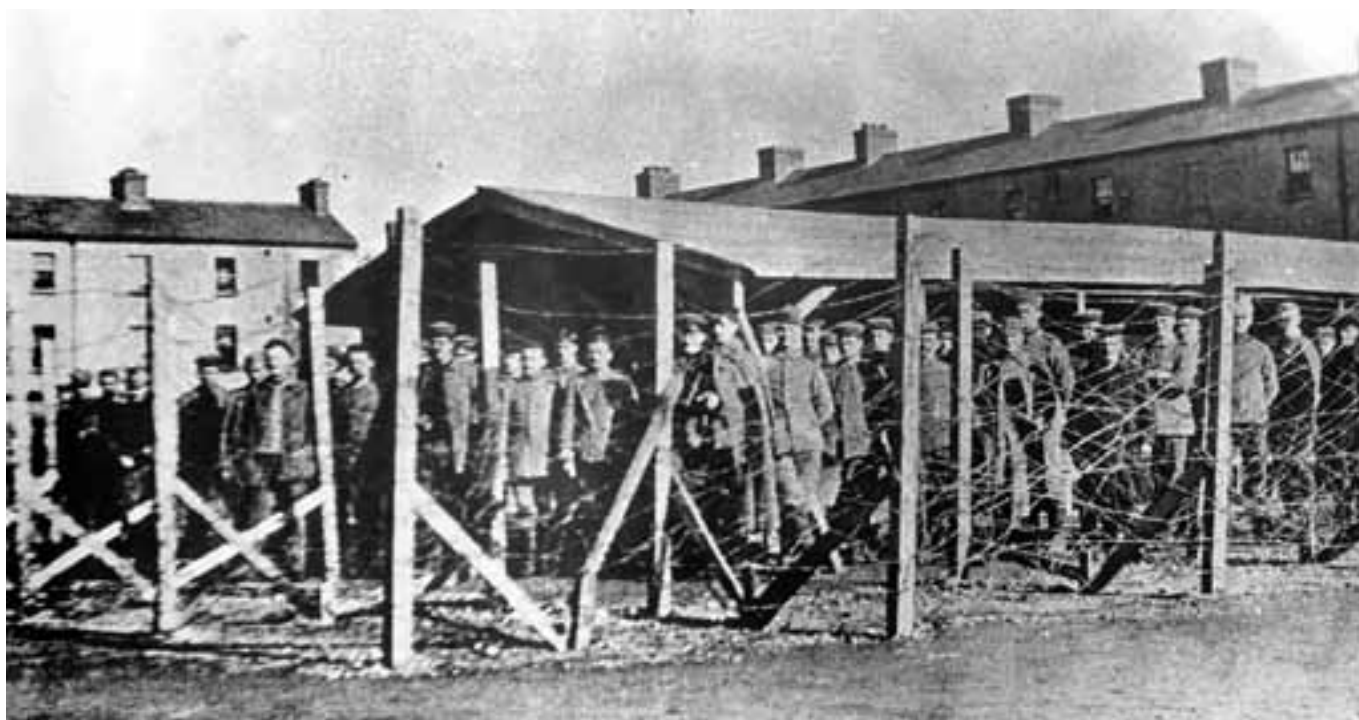
## World War I

By 1909 Richmond barracks had been vacated, and

Templemore town council were informed by the War Office that there was 'no prospect of troops being quartered there in the near future'. However, the outbreak of World War 1 in August 1914 brought a reversal of this policy. Between September 1914 and March 1915, over 2,300 German Prisoners of War were interned. The two barrack squares were divided into four huge cages, complete with searchlights, barbed wire and sentry towers. The POW's had been captured during battles which occurred during the early months of World War One, including the battle of the Aisne and the battle of Mons.

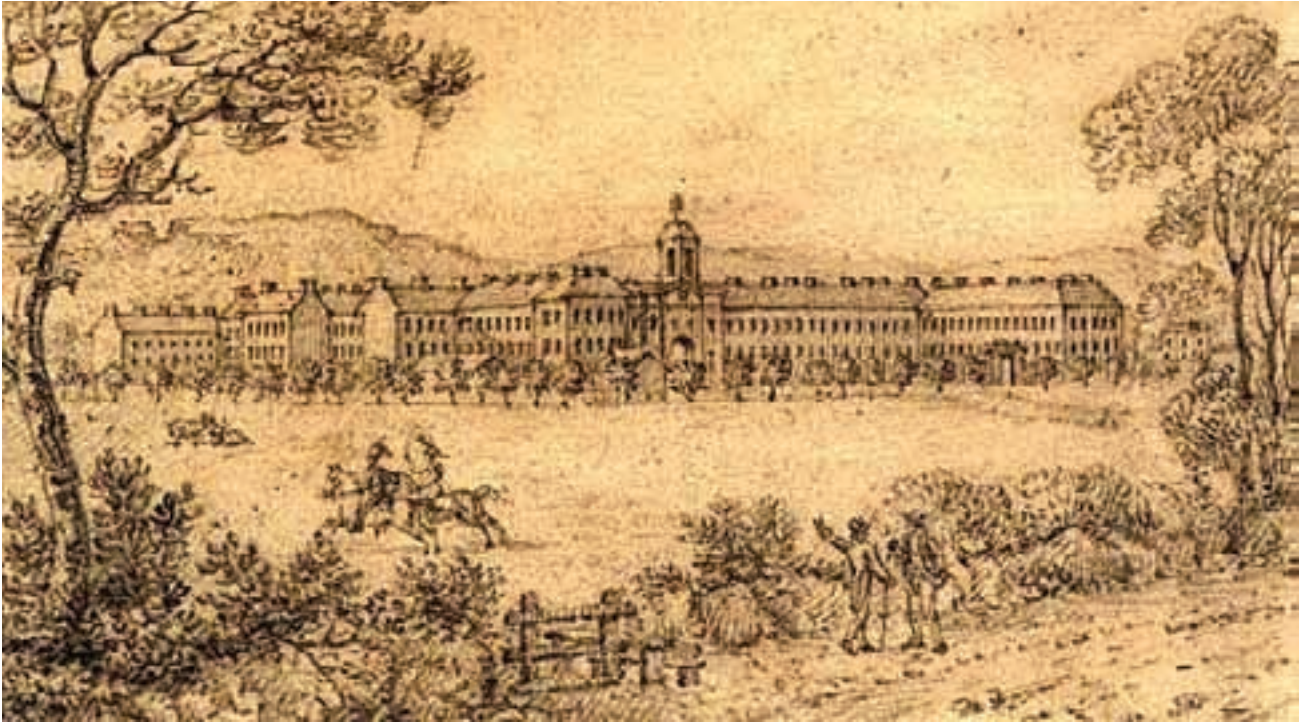
There was also a detachment of the elite Uhlan Cavalry Regt., and 14 Sailors from the 'Koenign Luise' Minelayer which had been sunk by 'HMS Amphion' of the Royal Navy on August 15th 1914. The prisoners were guarded by Soldiers from the 3rd Leinster Regiment and for the most part had a relatively pleasant stay in Templemore. Each day they were taken out for a route march towards the Devils' Bit Mountain near Barnane and then back to Templemore.

Two of the German Prisoners died while interned in Templemore, one from Diabetes and one from food poisoning. Both were buried with full military honours in local cemeteries. Some years ago their remains were re-interred at the German Military



German Prisoners of War in Richmond Barracks 1914

Source: Garda College Museum.



**Richmond Barracks Templemore 1829**  
**Drawing by Lt Robert Smith engraving by Henri Brocas**  
*Source National Library Ireland*

cemetery in Glenree, Co. Wicklow. However, the headstone of one soldier, Private L. Spellerberg from the 212th Regiment is still located in St. Mary's Church of Ireland Cemetery on the Roscrea Road, Templemore.

In March 1915 the British authorities decided to move all of the prisoners to England, and they were eventually interned in an old Mill in Leigh, Lancashire called 'Lilford Mill'. The official reason given by the British Government for their removal was that the sanitary facilities in Templemore were not up to the required standard, but in reality the authorities were concerned at the upsurge in Irish Nationalism since the formation of the Irish Volunteers. There is evidence that local Volunteers under Pierce McCann were planning to attack the barracks and release the prisoners in the hope that they would side with them against the British in advance of the 1916 Easter Rising.

Richmond then became a large training depot for recruits of the Munster Fusiliers and the Leinster Regiment destined for the trenches of the Western Front. In 1916, soldiers of the Leinsters were dispatched from Templemore to reinforce the Dublin garrison during the Easter Rising.

After the Germans departed for England, Richmond barracks became a vast training centre for Irish

Recruits, and during the 1916 Easter Rising in Dublin, troops from the 4th Battalion, Royal Dublin Fusiliers were summoned from Templemore to reinforce the Dublin Garrison.

## **The Anglo-Irish War & Civil War.**

The outbreak of the Anglo-Irish war is conventionally dated from 21 January 1919 when a group of nine I.R.A. Volunteers including Dan Breen and Sean Treacy of the 3rd Tipperary Brigade attacked a Royal Irish Constabulary (R.I.C.) gelignite escort at Solohedbeg near Tipperary town. R.I.C. Constables James McDonnell 50616, and Patrick O'Connell 61889 were killed.

Following the outbreak of war, Templemore rapidly became heavily militarised, with the 1st Battalion of the Northamptonshire Regiment garrisoned at Richmond, a contingent of R.I.C. 'Black & Tans' based in the Police barracks, and 'B' company of the R.I.C. Auxiliary Division (A.D.R.I.C.) situated in the vacated mansion of Sir John Carden at Templemore Abbey. The Tans and Auxiliaries were ex-servicemen that had been recruited in England early in 1920 to augment the regular R.I.C. as they were '*now useless as a civil police force*' (Hansard, 1920). The Tans and Auxiliaries soon established

a reputation for brutality, being described by the former Irish Member of Parliament William O'Brien as '*desperadoes of the vilest type.*' (Holt, 1960). On two occasions the Northants. regiment carried out reprisal attacks in Templemore, with many business premises being looted and burnt.

## **The truce and Civil War.**

In November 1921 following the agreement of a truce between the Irish Provisional Government and the British Government, Richmond Barracks was formally handed over to the I.R.A. by Major Phibbs of the Northamptonshire Regiment. The Regimental diary sarcastically noted that 'the Barracks was handed over to a motley force calling itself the Irish Army'. Richmond was renamed M<sup>c</sup>Cann Barracks to commemorate the first Member of Parliament for Mid-Tipperary, Pierce McCann, who died in Gloucester prison in 1919.

During the Civil War which began on 28 June 1922, the situation in Templemore was very tense, with anti treaty I.R.A. members known as 'irregulars' occupying M<sup>c</sup>Cann Barracks. Preparations were made by the national army to storm the barracks, but a truce was arranged by the Archbishop of Cashel & Emly, Dr. Harty, which allowed the barracks to be vacated by the irregulars, and the National Army took over.

## **The Emergency.**

When World War II began in 1939, a state of emergency was declared in Ireland, which remained neutral. M<sup>c</sup>Cann Barracks was occupied by the 10<sup>th</sup> Uisneach Battalion, and until the war finished in 1945 a large garrison was stationed at Templemore. M<sup>c</sup>Cann Barracks was vacated except for F.C.A. camps during the 1950's, and when the F.C.A. was integrated with the regular Army, it became the Headquarters of the 3<sup>rd</sup> Field Artillery Regiment.

## **Garda Training Centre**

In 1964 it was decided to move recruit training from the Depot to M<sup>c</sup>Cann Barracks, which became the Garda Training Centre (GTC). On 14<sup>th</sup> February, recruits and staff left the Phoenix Park Depot, which had been used for training recruits since 1842, and marched to Heuston railway Station and boarded a train called the 'Templemore Special'. On 21<sup>st</sup>

February, the GTC was officially opened by Mr. Charles J. Haughey, the Minister for Justice, and Commissioner Dan Costigan.

An enormous tragedy for An Garda Síochána and the GTC occurred on 16<sup>th</sup> December 1983 when 23-year old recruit Garda Gary Sheehan, and Private Patrick Kelly of the Defence Forces were killed while on duty at Ballinamore, Co. Leitrim while searching for Mr. Don Tidey, who had been kidnapped by the I.R.A. A memorial plaque to R/Garda Sheehan is situated at the College Guardroom, and on graduation days, the Gary Sheehan Memorial Medal is awarded to the best all-round probationer.

In April 1989, following a major examination of training methods for An Garda Síochána, a new two-year Student/Probationer Training Programme was introduced. A major building programme saw the facilities developed and modernised to the most up to date standards in Europe and the name of the institution changed from the Garda Training Centre to the Garda College. In 1992 the Garda College was designated an Institute of Higher Education by the National Council for Education Awards (NCEA). In 1993 the two-year Student/Probationer programme was accredited by the N.C.E.A. with the award of a National Diploma in Police Studies. A more recent development was the introduction of a BA (Bachelor of Arts) in Police Management Degree for members of Inspector rank upwards.

The Garda College Museum was opened in 2002 and has a large collection of memorabilia from Ireland and around the world. Since opening, the Museum has proven to be a very popular addition to College facilities, and a planned expansion will deal with the Military history of the complex from 1815 to 1921.

The Garda College has a long and fascinating history since being built in 1815. It has been centrally involved in Rebellions, the Anglo-Irish war, the Civil War, the foundation of a new State, and more recently, has found a new lease of life as a world leading Police Training facility and vibrant third level institution. As it approaches its 200<sup>th</sup> anniversary, the Garda College is rapidly expanding to meet the needs of An Garda Síochána, and continues to play a pivotal role in Irish society.

# Chapter 4

## College Administration

The remit of the administration staff is large and varied, ranging from organising ongoing maintenance and development of an expanding campus to dealing with the accommodation and pay issues of the larger intakes of students.

This section of the annual will give an overview of the work carried out by the Administration Office and give an insight into its workings. To best illustrate this, it will be broken down into headings that relate to the specific functions and roles.

Staff:

- Superintendent Patrick McCabe
- Sergeant Michael O' Riordan
- Sergeant Jerry O' Mara
- Garda Donal Flannery (Health & Safety)
- Garda Richard Cullinan
- Mr. Michael Crean
- Ms. Catherine Shortt
- Ms. Noreen Delaney
- Ms. Nonie Clancy
- Ms. Carmel Lynagh
- Security Section staff
- General Operatives
- Cleaning Staff
- Restaurant Staff

### Administration of the Garda College

The day to day running of the Garda College is the responsibility of the Administrative staff. All aspects of the maintenance and cleaning of the college, along with Agency housing are arranged through this office. This frequently involves liaison with many outside agencies. The provision of student and staff accommodation is also dealt with. The Office also arrange accommodation for guest and courses when possible.

Through the Administration Office, the Garda College has hosted many graduations, attestations, training courses, and seminars during the past year including two Commissioner's Conferences. This has presented numerous challenges which have been overcome to make these events a success.

The procurement of items ranging from janitorial supplies to office furniture is also the responsibility of the Administration Office. Financial services including staff finances, payment of invoices and numerous other issues form an integral part of the work of the office.



*Mr. Michael Crean, Sergeants Jerry O'Mara, Michael O'Riordan, Ms Nonie Clancy and Superintendent Patrick McCabe*

## Accelerated Recruitment

The accelerated recruitment campaign approved by the Government has had a major impact on the Administration Office and indeed the college itself. This has manifested itself in looking after the needs of up to 850 students at a time in terms of Human Resource Management, accommodation etc.



The college has a limited capacity for the accommodation of students within the campus. With new intakes arriving every twelve weeks, it was necessary to source additional accommodation outside the campus.

At present there are in excess of five hundred students living 'outside the walls' of the Garda College. The administration of this 'living out' programme now forms a significant part of the work of the Administration Office. In addition, all aspects of student pay and illness are dealt with via the office to the Department of Justice Equality and Law Reform. By necessity, additional students mean that additional academic staff must also be. With this enormous increase in the student population, a

commensurate increase in ancillary services is also necessary. These will be explored in more detail further on.

## Courses

Vast arrays of courses and conferences have been held in the College in the past year. Along with the ongoing Specialist courses, the College now runs a Chief Superintendents Development Course along with an Executive Management Programme. This has involved the provision of weekend accommodation and catering.

## Information Technology

The provision of an efficient and modern information technology system has been embarked on with the expertise of Garda Richard Cullinan, Network Administrator of the Garda College. The upgrading of facilities included the procurement and installation of a significant amount of new equipment. The College is rapidly approaching the stage where all of the complex is networked and it is envisaged that soon this work will be completed.

All college classrooms have been fitted out with state of the art Audio Visual facilities. This equipment is the envy of many other third level institutions. This is evidenced by the number of these institutions visiting the Garda College and using our A.V. facilities as a template for their future development.

New PULSE training classrooms have been developed, and all students and academic staff now have access to the internet, e-mail and desktop computers.

## New Capital Infrastructure Projects

Any person who has visited the college recently will have seen the major construction works undertaken during the last couple of years. These works are completed and have involved a substantial amount of planning and organisation to ensure that a minimum amount of disruption took place. Frequent meetings took place with the Office of Public Works and

outside Contractors to achieve this.

Given the short time frame during which these works were undertaken and the size of the project involved, the capital infrastructure project is a remarkable achievement and credit is due to all members of Garda College.



The end result is a state of the art campus with an enviable array of facilities including;

- New Facilities Building which includes a shop, coffee shop, physical testing facility, library and study area.
- Enlarged Restaurant.
- Modernised Classrooms.
- Management Suite.
- Medical Centre.
- Upgraded Conference Room.
- Upgraded and modernised offices and bedrooms.

Among current projects being undertaken includes the construction of a Role Playing Suite in the Education Block and the preparation of the Firearms Range to house a modern Firearms Training Facility. These works are due for completion in first half of 2008.

## Security Section and Health & Safety Section.

Responsibility for all aspects of campus security rests with the Administration Office. This is achieved with the co-operation of the members of the Defence Unit who undertake out their many duties with efficiency and professionalism. A recent change of policy allowing only to park within the grounds of the Garda College was necessitated as a result of the accelerated intakes. The success of this initiative would not have been possible without the vigilance of the security section.



*Gda. Joe Fanning, Sgt. Denis Falahee  
& Gda. Pat Buckley.*

Health and Safety issues are dealt with on an ongoing basis with the assistance of Garda Donal Flannery. As part of the ongoing development of the Garda College, implementation of Health and Safety legislation has become a vital part of the work of the Administration Office.

## Medical Section

The Medical Centre at the Garda College manages the delivery of a wide range of medical services for all Student/Probationer Gardaí undergoing training. It provides services to Garda College staff and students alike. Referrals to other Healthcare Professionals such as Physiotherapists, Consultants and Orthopaedics Surgeons are also arranged. The medical service provided is delivered by local medical doctors. Two clinics are held daily.

The Medical Staff are also involved in the planning and organising of the Hepatitis 'B' vaccination

programme for all Garda Student/Probationers and Garda Staff in the College. They liaise with the Chief Medical Officer and staff re: policy and management of this programme.

Others services provided are the preparation and dispatch of personnel files in accordance with the provisions of the Garda Síochána Code in relation to sickness and/or injuries.

Garda Michael Ryan, Employee Assistance Officer is now located on the 1st floor of the Medical Centre building.



*College Stores Staff*

## **Restaurant & Shop**

The Garda College Restaurant comes under the daily management of Ms. Geraldine Ryan. The Restaurant has received many awards for the quality of the food provided and their commitment to healthy living.

Consultant dieticians provide advice on food quality and the Restaurant strives to maintain the highest quality. This serves up three meals a day to in excess of 1,000 persons and had to endure a major re-development in the past year causing considerable inconvenience.

The Garda College Shop is located on the Ground Floor of Aras Eoghan and is also under the management of Ms. Ryan and provides a valuable outlet that has turned the College into a self sufficient campus.



*College Restaurant*



*Garda College Restaurant Staff*

# Chapter 5

## Student Probationer Training

The Student/Probationer Education, Training & Development Program is a two-year Garda Course: It allows students to –

- (a) Gain a comprehensive understanding of the contemporary police role,
- (b) Develop the ability to be an effective and efficient police person in a democratic society and,
- (c) Exploit their own talents and potential.

Training seeks to develop the behavioural patterns and competencies which are necessary for a member of An Garda Síochána.

**Phase I** (Primary Orientation Phase) is held at the Garda College and is 20 weeks in duration.

The following is a list of the subjects covered:

- Garda Practices & Procedures,
- Contextual Policing,
- Legal Studies,
- Social & Psychological Studies,
- Management & Organisational Studies,
- Physical Education, Health & Safety Studies,
- Gaelige, and
- European Languages.

The primary aims are to:

1. Provide a broad introduction to the role of Student Gardaí.
2. Study of the core principles, concepts and procedures which inform professional policing standards.
3. Provide theoretical and practical orientation and enhance the experiential learning opportunities which they will encounter during Phase II.

**Phase II** (Broad Experiential Learning Phase) is conducted at specially selected designated training stations under the supervision of the local Divisional Training Staff and is of 22 weeks duration.

The content of this phase of training is as follows: Module 1 Tutor Garda Attachment – 12 weeks,

Module 2 Specialist Attachments & Social Agency Placement – 10 weeks.

The primary aims are to:

1. Facilitate students' learning and development.
2. Provide opportunities to reflect and integrate new knowledge and skills.
3. Prepare students in competency development, and
4. Monitor and assess students' development.

**Phase III** (Competency Development Phase) is 16 weeks in duration. (12 weeks at the Garda College followed by 4 weeks orientation at Phase IV station). The subjects covered are a continuation of those covered in Phase I.

The primary aims are to:

1. Facilitate competency development through the integration of theoretical and practical skills.
2. Facilitate assessment of students' professional development, readiness and suitability for attestation as a member of An Garda Síochána.
3. Prepare students for change of role, status and professional responsibilities.
4. Attestation of successful students.

**Phase IV** (Experiential Learning Phase) is after attestation and it is 38 weeks in duration. This is where the now qualified Gardaí work and record their learning outcomes. A dissertation is completed and submitted to the Dissertation Office as part of their Degree in Policing Studies.

The primary aims are to:

1. Promote and facilitate Probationers' professional development.
2. Provide Probationers with experiential learning opportunities in terms of personal and professional responsibilities.
3. Complete a ten thousand word dissertation on a police related topic.
4. Assessment and evaluation of the Probationers' suitability.



**Phase V** (Graduation Phase) is 4 weeks duration, and takes place at the Garda College. The students have, at this stage, completed all examinations required for completion of their B.A. in Policing Studies, and this phase is considered a 'polishing off' period, where Probationer Gardaí are given an opportunity to develop the skills and competencies acquired on Phase IV training. This phase concludes with a formal Graduation Ceremony at the Garda College.

## Graduation Ceremonies

During the academic year 2007 there were four graduation ceremonies held at the Garda College. In total, 1,038 Gardaí graduated.

## The Commissioners Medal

The Commissioners Medal is awarded to the Probationer Garda who receives the highest overall academic result in Phase I, III and V examinations and assessments.



*Elizabeth O'Sullivan receiving the Commissioners Medal*

## The Gary Sheehan Memorial Medal

The Gary Sheehan Memorial Medal commemorates Recruit Garda Gary Sheehan who died on duty at Ballinamore, Co. Leitrim on the 16th December 1983. The medal is awarded to the Best All Round Student. The recipient will have contributed significantly to life at the Garda College, distinguished themselves in the academic field and will have made a significant contribution to the stations and communities in which they served during each phase of training.



*David Conlon receiving the Gary Sheehan Medal*

## The Templemore Town Council Medal

This award, which is sponsored by Templemore Town Council, is awarded to the Student who, throughout the Garda Student/Probationer Education, Training and Development Course, has demonstrated insight and imagination in his/her approach to the Social Studies Course. The recipient will also have displayed an appreciation of the key social role of An Garda Síochána through innovation and practical involvement in the social affairs of the Community, which they serve.



*Paul Ruby receiving the Templemore Town Council Medal*

## Medal Recipients for 2007

Date of Graduation	Commissioners Medal	Gary Sheehan Memorial Medal	Templemore Town Council Medal
2nd February 2007	Garda Joanne McCormack, Harcourt Terrace	Garda Jason Lynch, Wexford	Garda Paul Ruby, Caherciveen
26th April 2007	Garda John Ryan, Tralee	Garda Brian O'Callaghan, Dungarvan	Garda John Condrón, Fitzgibbon Street
26th July 2007	Garda Elizabeth O'Sullivan, Bantry	Garda David Conlon, Cavan	Garda Rachel McGrath, Midleton
1st November 2007	Garda Michael McGrath, Loughrea	Garda Edwina Cahill, Ronanstown	Garda Andrew O'Neill, Clonmel

Date of Graduation	Student of The Year	Gradam Fhoras na Gaeilge
27th September 2007	Garda Darren Coventry-Howlett Pearse Street	Garda Cían Ó hIarlaithe Blackrock

### Conferring Ceremonies

At a Conferring Ceremony held at the Garda College on the 27<sup>th</sup> September 2007, eight hundred and two Gardaí from intakes GC, GD, HA and HB were conferred with the Bachelor of Arts Degree in Police Studies.

Each year at the Conferring Ceremony two special awards presented. The first is the 'Student of the Year', presented by the Higher Education and Training Awards Council and the second is 'Gradam Fhoras na Gaeilge'.





### Gradam Fhoras na Gaeilge

Gradam Fhoras na Gaeilge is the annual award presented by Fhoras na Gaeilge to the best student who participates willingly in the College's Irish course and Irish language activities. The aim of the prize is to give recognition to this devotion. Every student is eligible for this award.

A certificate, a medal and a week long scholarship in the Gaeltacht is awarded to the selected student.



### Student of the Year Award

The Higher Education and Training Awards Council award a prize for 'Student of the Year' based on performance in the academic year just completed and leading to a HETAC award. The prize is intended as a reward for academic excellence and as an encouragement for future study. It is awarded to the outstanding HETAC award holder in the College who proposes to proceed to further study and satisfies the College authorities to that effect.

The award consists of a specially designed medal, parchment and a cheque to the value of €500.





*Superintendent Sarah Meyler leading a Guard of Honour*

## **Management Team – Student/ Probationer Training**

2007 saw a complete change in the management team in Student/ Probationer Training. Superintendent Chris Gordon moved on transfer to Strategic & Resource Management, whilst Inspector Kevin Bowen transferred to Clonmel, and Inspector Conor O’Higgins retired after a distinguished career in An Garda Síochána. This team was replaced by Superintendent Sarah Meyler, Inspector William Leahy and Inspector Bernard Barry. Inspector Leahy’s term in the Garda College was relatively short, as he was transferred again to Thurles in October, being replaced by Inspector Michael O’Dwyer, who joined the staff on promotion from Galway.

## **Legal/Policing**

2007 was another busy year for the Legal & Policing Section with several new initiatives implemented and new additions to staff.

On Phase I, students now have to undergo a

definitions exam to ensure that basic principles of law, which are required to be learnt verbatim, and are now assessed.

Phase III students continue to engage in court practical exercises with trainee barristers from Kings Inn every three months. It has been commented that the trainee barristers are very surprised at the quality of evidence and cross examination ability of the student Gardaí, and while an official score of the results of the court cases is not being kept, it is safe to report that the Student Gardaí have acquitted themselves well in the conviction stakes.

Unfortunately the house on the Mall which had been used for Crime Scene Management has now been reallocated. However, Crime Scene Management courses are still undertaken in Dromard house, albeit under difficult circumstances. Transport for the Student Probationer School for this purpose is still awaited.

Phase V has been reinvigorated with probationer Gardaí now producing actual cases which they have investigated and dealt with on Phase IV for court practical exercises on phase V.

During 2007, Legal & Policing bade farewell to long standing staff members, Jim Nevin, Des Beirne and Sean Walsh. The section celebrated the promotion of Cormac Moylan, who remained in the section and Amanda Reynolds who was reallocated to the Chief's Superintendents Office. The Section welcomed the arrival of Annette Connolly, Niamh McTague, Damien Sharkey, Carina Daly, Oliver Nally, Adrian Phelan, Ciaran Doyle and Brigid Shelly.

## Irish/European Languages

### French and German



The year 2007 continued to see many changes in the Language Section. The introduction of a Phase II distance-learning course was the most significant change in the European Language Section. The first aim of this course is to consolidate and increase learners' competence in the language, as developed on Phase I. The second aim of this course is to prepare the students for the Phase III language course.

Distance learning empowers the student with much more autonomy for their learning. It is recommended that students spend one hour on each unit and the current "pilot programme" consists of ten hours in total. Many colleges and universities are including a distance-learning component on their course, as it is an invaluable method of learning and keeps students motivated while they are off-campus. The group which was piloted was the JA group, who are returning in January. We are really looking forward to their views on the course.

We are continuing to instruct students in classrooms instead of lecture theatres, and this is proving more effective, both for students and staff alike.

### Irish

In 2007, the Phase I Irish course has been going well and is continuing to do so with student Gardaí, especially student Gardaí attending the beginners' classes as they are acquiring a good grasp of the language.

Club na Gaeilge also continues to run successfully for Phase I.

We have had a new member of staff since January 2007, Ms. Eimear Ní Cheallaigh. We are delighted to have a new highly qualified enthusiastic member of staff in the section.

## Social & Psychological Studies

Social & Psychological studies is responsible for delivering training to students in a broad range of topics designed to address the demands of stakeholders in Garda training including community interest groups, tribunals, victim supports groups, domestic violence agencies, etc. These topics are designed to:

1. Provide an awareness and appreciation of "the broad historical, psychological, social and political context in which An Garda Síochána operates".
2. Develop awareness/skills to enable students to engage with the community and statutory stakeholders in developing and implementing responses to public order and anti-social behaviour.
3. Develop skills and confidence to engage with and communicate effectively within a diverse society.

Training in these topics is delivered by in-house staff and external speakers with expertise and experience in the specific areas.

Phase III training has changed recently to accommodate competency based learning in the areas of diversity, community orientation, emphatic understanding and problem solving. This learning is assessed through Behavioural Skill Assessments (BSA). The introduction of BSA's is part of an initiative to review and develop the student/probationer assessment process such that the assessments capture and measure the integration of knowledge / skills, or competencies required to operate effectively as a member of An Garda Síochána. BSA's are essentially role-

play exercises that facilitate the assessment of a student's development in an applied policing context. The assessments are designed to give the student the opportunity to demonstrate their level of competency in managing a policing related event. Each exercise is designed to be a valid and reliable measure of student competency.

## Management and Organisational Studies (M.A.O.S.)



MAOS introduces the learner to the principles of effective communication. By the end of Phase I the learner should understand the importance of communications theory and its application in the work of An Garda Síochána. This section strives to equip learners with the tools for effective interpersonal and intrapersonal communication in the policing role.

A blended learning approach is taken where the learners are exposed to material in lecture theatre, classroom and small group setting. Interactive tutorial, video, and role play scenarios are utilised to make the learning experience as meaningful as possible.

Assessments are conducted by written examination and Behavioural Skills Assessment (BSA). The BSA consists of role play scenarios where the learner interacts with a professional role actor and is assessed across a range of competencies. The scenarios reflect a situation from the live policing environment and the learner is expected to deal with the situation in a professional manner incorporating

best practice. Four intakes of Phase I learners completed these BSA's in 2007. Most learners would agree that the experience, while tough and exacting, is ultimately rewarding with a real sense of achievement once completed and passed.

The MAOS section, while small in numbers, is staffed with instructors who have a wide range of practical policing and educational experience. Personnel comprise Sergeants, Gardaí and civilian instructors. This blend creates a dynamic learning environment where the learner is exposed to new ideas and instructional methods.

Respect for people and their needs, protecting human rights, providing a courteous and caring service and maintaining partnership with the community are among the espoused values of the MAOS section. The annual policing plan and the organisational strategic imperatives form an important backdrop to the preparation and delivery of course material, especially that which is role play based.

## Physical Studies

The Physical Education, Health & Safety Studies Section comprises of 20 members of staff. In addition, Garda Darren Owens is the Sports Coordinator. This section is responsible for the delivery of all physical studies, comprising of Physical Education, Swimming and Police Self Defence. The section also delivers First-Aid tuition to students and specialist sections of An Garda Síochána.

In 2007, the section continued to cope with the increased numbers entering the college as a result of accelerated recruitment. Each applicant must undergo a Physical Competency Test prior to being accepted into the service, and continues throughout the students' training. This test is administered by the staff from this section. In addition, the section became heavily involved in training of students and staff in the use of the ASP baton, which is currently being introduced throughout An Garda Síochána.

2007 also saw significant changes to the staff of the Physical Education, Health & Safety Section. As part of the increased move towards civilianisation in this area, a number of highly qualified instructors, namely, Caroline Poff, Niamh Mulhearn, Stephen Dalton, Geraldine Peters and Brian Murray, joined



*Staff of the Physical Education Section*

the section. The staff also welcomed back Sergeant Maurice Murphy after a long absence, whilst Garda Ian Walsh joined the staff in October. Garda Ollie Walsh transferred to Navan, whilst Garda Carina Daly and Garda Annette Connolly transferred to the Legal and Policing Section.

Sergeant Joachim Kelly, who served in the Garda College for many years, retired from An Garda Síochána in the summer. We wish him well in his retirement.

## **Dissertation Office**

The Dissertations Office is part of the Student Probationer School at the Garda College which currently has a staff of one Sergeant. The Office is responsible for the administration of this element of the course, instruction to Phase I & III students, and advice to staff and students alike. The Office was set up to help standardise all elements of the dissertation. Prior to the Office taking on its responsibilities, dissertation instruction and assessment lacked consistency, and the establishment of this office has assisted greatly in this regard. Despite the challenges posed as a result of accelerated recruitment in recent years, the office continues to provide considerable assistance and advice to students and staff alike.

## **Examination Office**

The Examinations Office at the Garda College is responsible for the administration of all assessments, and the correlation of all results on the programme. The office also liaises closely with the Board of Examiners, and in particular, the external examiners in respect of each subject area. The office, which until recently had been staffed by Sgt Joan Hogan, welcomed a new Clerical Officer in 2007, Ms. Mary O'Sullivan.



Our external examiners are as follows:-

**Advisor to Board of Examiners**

Mr. Eamon Doherty

*(former Garda Commissioner).*

**G.P.P.S.**

Mr. Timothy A. Hickey

*(former A/Comm. Garda Síochána)*

**Social Studies & M.A.O.S. & Dissertations**

Mr. Dermot Finan

**Irish Studies**

Ms. Máire Ní Neachtain

*Coláiste Múire gan Sual, Luimneach*

**French/German Studies**

Mr. Dominique Le Meur

*University of Limerick*

**Physical Studies & Dissertations**

Dr. Julia Walsh

*University College Cork*

Phase IV Diaries

Mr. Eamon Keating

*(former A/Comm. Garda Síochána)*

## Staff Development Unit

The Staff Development Office, with a staff of two Sergeants, is involved in the design and delivery of training courses to newly arrived members of staff in the Student Probationer School. Members who have made a long term commitment to training graduate to the Certificate Course in Training and Education with the National University of Ireland (Galway), a course which is administered by the Office. The section is also the main link between the college and external trainers in the Student Probationer Training Programme, having responsibility for the training and development of Training Sergeants, Tutor Gardaí and other support staff, while also organising and delivering annual seminars on student probationer related issues.

## Garda Student – PSNI Exchange

A Garda Student - PSNI Exchange visit of 21 students accompanied by Sergeant Maeve Furey, Garda William Ryan and Mr. Paul Linsey visited Garnerville between the 20<sup>th</sup> and 22<sup>nd</sup> of August 2007. Garnerville is the PSNI equivalent of the Garda College and is 200 miles from Templemore. The occasion was helped by the beautiful weather.

On route, the group stopped for a beautiful meal at the Carrigdale Hotel in Dromad. Arriving late at Garnerville, there was the chance for some light refreshments and to meet the PSNI students.



The next day, the students got involved in the Legal and Physical Education Class. The afternoon involved a trip to the seaside town of Bangor. This was followed by a fancy dress party for the students. The hospitality of Garnerville staff was fantastic. On the morning of the 22<sup>nd</sup>, the group set off for Templemore, stopping on route to visit Stormont. This was an unforgettable experience. The marble building designed in a classical style was intended to be a replica of the house of parliament in Britain. It was hard to imagine that such splendour existed. On route home the group stopped at the Garda Club, arriving back at the College at about 5.30pm.

## IPA Seminar in Gimborn



*Bill Saunderson President I.P.A. presents S/Gda. Kate Brennnan I.P.A. scholarship.*



During 2007, four Phase III Gardaí won a five day scholarship to a seminar in Gimborn Castle near Cologne Germany. Three additional days are provided to work with the Cologne Police. The Scholarship takes place at the end of each Phase III. The Garda College and the international police association grant the scholarship.

Garda Keith White, Intake IA, a native of Co. Louth, won the scholarship in March. His Phase 4 Station is Santry.

Garda Patricia Davey, Intake IB, was the winner in June of this year. Her phase IV Station is Blanchardstown.

Garda Kate Brennan, Intake IC, was the deserving winner in September. She is stationed in Balbriggan.

Garda Sarah Jane Woods, Intake ID, was the last winner in 2007. She is stationed in Swords, DMR North.

## IPA Trip to Poland

Garda Student Maciej Makowski, a Garda student, IPA member and Polish National, researched and organised a trip to Myslowice, Poland, flying there on the evening of the Thursday 20<sup>th</sup> of June 07 and returning on Sunday 24<sup>th</sup> of June 07. His excellent organisational and language skills made him both a credit to An Garda Síochána and the Polish Community. The hospitality from the Polish Police College staff, Polish IPA was fantastic, making it a unforgettable trip that all involved.

The trip was organised as a private event supported by the Garda College International Police Association and The Garda College Sports and Social Club. Special thanks to IPA Travel for arranging flights and travel insurance. St. Paul's Garda Credit Union Ltd was a friend indeed, and its support for this trip was greatly appreciated. Gardaí William Ryan and Annette Connolly of the Student Probationer Staff accompanied the 11 students.

A framed copy of the photo of visiting Irish Staff and students was presented to the Polish Police College.



*William Ryan, Dermot O'Connor, Barry Duffy Finn, Derek Robinson, Maciej Makowski, Danielle O'Connell, Jian Hai Cai, Justin Mc Quaid, Lisa O'Sullivan, Margaret Glynn, Martha Hughes, Maeve Loughlin, Annette Connolly.*

## Exploring Poland - *Garda Student Maciej Makowski*

Service through friendship - the IPA motto is truly adequate to describe the recent trip to Poland from the Garda College. By the end of June a team of runners comprising of 11 Phase I Student Gardaí and 2 staff members from the Garda College headed over to Myslowice to take part in the 8th Cross Country Run, organised annually by the Polish section of the IPA.

We were greeted at the airport by Polish Border Guards and the IPA members. From the very start there was a friendly atmosphere and we felt very welcome. We stayed in the Police School in Katowice, where we had a chance to observe the training environment of our Polish counterparts and talk to instructors and senior officers. During the meeting with the Chief Commissar of the School we discussed differences and similarities between the Gardaí and Polish Police; we visited the shooting range and other training facilities. We observed that their training puts more emphasis on the physical aspect of the job and revolves a lot around firearms. The hosts were very generous and we had ample opportunities to taste Polish food and drinks. We visited one of the oldest Polish breweries in Tychy, which has been operating since 1629. We spent a whole day visiting the most beautiful Polish city and former medieval capital - Krakow. It was not the end of sight seeing, as the next day we visited a splendid XIX century palace in Pszczyna and the local fair.

The weather was brilliant but the drawback of it was that we had to run in dry spell and extreme heat. Everyone did very well in the run and there was not a person who would not have won a prize. After the competition we all took part in the IPA members meeting, there were policemen and policewomen from Czech Republic, Slovakia and Latvia and the atmosphere was phenomenal. Every delegation sang a song from their country; we exchanged gifts and tokens with everyone around.

The trip was very fruitful and we made many friends over there, we are hoping that our contacts with the Polish IPA will develop further. Everyone declared that next year we would all come back to Poland to take part in the 9<sup>th</sup> edition of the run, and hopefully we will be back in greater numbers.





*With the Polish Border Guards and IPA Welcoming party*



*After the run*

# Chapter 6

## Continuous Professional Development

Continuous Professional Development (CPD) is located at the Garda College Outsource centre in the Abbey Court Hotel, Nenagh. CPD is under the control of Superintendent Charles J. Barry assisted by Inspector Ray Mulderrig, Sergeant John Reynolds, Garda Paul Connolly, and Mr. Tim Kearns. It moved from the Garda College to the Abbey Court Hotel in April of 2005 to facilitate the increased numbers on the Garda College brought on by the accelerated recruitment.

CPD has responsibility for Information Technology Training Section (ITTS) and Support Services in the Garda College, which include the Printing Section and the Garda College Library. CPD is also responsible for disseminating training courses to Divisional CPD Units.

The CPD Unit was again responsible for facilitating an ever increasing number of specialised training

courses at the hotel venue this year. The following are just some of the courses which were facilitated:- Traffic Corps, United Nations, Ethnic Liaison, National Collator's Office, Telecoms, Interviewing Child Victims.

### Divisional CPD Units

There are twenty-five (25) CPD training centres nationally facilitating local training for the organisation. These units provide and co-ordinate a wide variety of courses and seminars to various groups and units within the Garda Organisation, many of which are targeted at the various Specialist Units. These units are responsible for delivery of the CPD Core Programme each year. In 2007 additional courses were also delivered by the units, they included Cultural Diversity Works, Garda



Ombudsman Commission, Discipline Regulations, Health & Safety, AFIS and Garda Reserve training.

## CPD Core Programme

The CPD Core Programme for 2007 was developed and prepared by this office following a training needs analysis with Senior Management and Divisional CPD staff.

Aside from Legislation and H.Q Directives, the 2007 Core Programme included such modules as Professional & Ethical Conduct, Objections to Bail, Forensic Collision Investigation, Mental Health Awareness and a module on Trafficking in Human Beings.

## Forensic Collision Investigation (FCI) City & Guilds Course



Detailed investigation of the circumstances surrounding fatal and serious injury collisions on the roads of Ireland is a fundamental part of the Garda policing function. Consequently, during 2005 the role of the professional Forensic Collision Investigator (FCI) was introduced in An Garda Síochána. Personnel appointed to this role receive the appropriate training, ongoing development, and the necessary equipment to carry out their functions professionally and effectively.

A further FCI Part I and FCI Part II courses took place in 2007; twelve (12) members completed Part I. Sixteen (16) members completed the FCI Part II course and sat the FCI City & Guilds examination on the 18<sup>th</sup> October 2007.

Divisional Forensic Collision Investigators have been supplied with the latest technology in surveying and computer equipment, ensuring that the process of investigating fatal and serious collisions attains new levels of professionalism.

## Family Liaison Officers (FLO) Course

Liaison with the family of persons who have died in traumatic circumstances such as murder, manslaughter or in fatal traffic collisions is one of the most demanding tasks performed by members of An Garda Síochána. Families must be treated appropriately, professionally, with respect and in accordance with their diverse needs. The newly introduced role of the Garda Family Liaison Officer (FLO) is an important resource that can be used in a wide variety of policing contexts. The inaugural FLO course took place at the Abbey Court Hotel in December 2006. This course was delivered by the London Metropolitan Police Crime Academy in conjunction with CPD Nenagh.

Trained FLO's are deployed by An Garda Síochána to the families of the victims of crime or life-changing incidents such as murder, manslaughter or fatal traffic collisions. This will ensure that families are kept fully informed of developments with their case.

Six Family Liaison Officers (F.L.O) course took place at the Abbey Court Hotel during 2007.

## Trafficking in Human Beings

This course is intended to educate operational personnel within An Garda Síochána of the existence of the phenomenon of Trafficking in Human Beings (THB) and to enable them to identify victims, to provide for their well-being, and to ensure commencement of criminal investigation where appropriate.

The International Organisation for Migration (IOM) was the principle contributor to the course. The IOM is an independent inter-Governmental Organisation with 280 offices located in over 120 countries where they work with migrants, governments and local and international partners to promote better practices and understanding of migration issues.

As an Inter-Governmental Organisation, IOM is made up of both member states and observer states, with the Irish Government being a member state of IOM since 2002.

The IOM Dublin Office opened in 2001 and is currently active in a number of key migration areas including assisted voluntary return programmes, counter trafficking training, and migration related research.

A pilot course was run in July 2006 and following positive feedback and the introduction of the new legislation on Trafficking Human Beings in 2007 four more courses were run in conjunction with the Garda National Immigration Bureau for Immigration Officers. An information module on Trafficking in Human Beings was included in the Core Programme 2007 for all members.

## Information Technology Training Section

The Information Technology Training Section (ITTS) is based at the Garda College, Templemore, Tipperary. It was set up in 1999, and has overall responsibility for training in computer applications within the Garda Organisation; it also deals with other projects such as Civilian Induction courses. It comes under the management of Superintendent Barry, CPD which is based in the Abbey Court Hotel, Nenagh, Tipperary.

## PULSE

Staff in the ITTS are responsible for the testing, designing and delivering of courses to all members of the Garda Organisation in all aspects of the Garda Síochána computer system. This computer system was introduced into the Organisation in 2000 and has grown year on year to reflect the evolving role of the Organisations function within society. During the year, this section has delivered course in 'On-Line Messaging' and 'Person/Location Merge' aspects of the system.

## Microsoft Office Specialist



Microsoft Office Specialist is a productivity certification and is a globally recognised standard that validates computer skills for an individual. The MOS programme was first introduced into the Garda Organisation in 2002, where staff of the ITTS delivered courses to all personnel working within An Garda Síochána. These courses were held both in the Garda College and Harcourt Square, Dublin 2. After an initial pilot in the Cork North Division during 2006 the MOS programme was expanded to all Divisions. The pilot consisted of training personnel to instructor level and they become responsible for the delivery of the courses within their own Division. The courses consist of six modules; Word Core and Expert, Excel Core and Expert, PowerPoint, Outlook. To date five Divisions have had trainers trained in all modules, six in four modules and the other fifteen trained in two modules. It is envisaged that all the modules will be delivered to all Divisions during 2008. This will in effect mean that all Microsoft training and examinations will be delivered nationwide, but yet all managing of this initiative will be conducted by the ITTS.

## Virtual Learning Environment

E-Learning was introduced to the Garda College in February 2007 in the shape of the Garda VLE. The VLE (Virtual Learning Environment) involves the use of an “interactive website” whereby students log on and use the website to access course materials uploaded by relevant instructors. It is a place where students can access the latest lecture notes, view/submit assignments and take exams. It is also used for students and staff to interact through the use of forums and chat rooms.

Following the successful launch of the VLE in the Garda College it was decided, in October 2007, to expand the system to selected Divisional CPD Centres as a pilot and proof of concept. To this end, the following CPD Centres were chosen:

Cork North  
DMR North  
Cavan/Monaghan

This “proof of concept” pilot, which is currently on-going, has proven to be very successful so far and has been very well received by members in the relevant pilot areas.

The Garda VLE is now firmly established in the Garda College. Each new student receives log-on credentials on entering the College and there are now over 2,000 registered users of the VLE.

It is envisaged that 2008 will see the Garda VLE continuing to grow, with the system expanding to an increasing number of CPD Centres.

## Civilian Induction

During 2007 three hundred new civilian staff were employed by the Garda Organisation. Their role and function is to take up positions where Garda members were assigned to clerical duties and returned to mainstream duties. This course is a one week course and contains the following modules

- Introduction to An Garda Síochána History and Function
- Legal Framework and Sources of Irish Law
- The Courts
- PULSE
- Diversity

- Human Rights
- Health & Safety
- Human Resource Management
- CPSU
- Microsoft Office Specialist

## Garda Information Services Centre

October 2005 saw the introduction of the Garda Information Services Section (GISC), based at Michael Davitt House, Castlebar, Mayo. ITTS are the primary trainers of personnel at the GISC. The GISC now has responsibility for putting incidents onto the PULSE system for Gardaí nationwide. During 2007, there were additional staff employed at the centre and the four-week modular course was delivered to the new personnel prior to commencing their duties.

## Garda Payroll

During 2007 the staff of the ITTS has been assisting the Finance Section, Garda Headquarters in relation to the new Garda Corepay computer application. This application is being rolled-out to the Organisation early in 2008. The ITTS staff has been involved in the testing of the application, developing a training plan, designing and delivering a training package.

## PULSE Offence Reference Manual

During late 2006 and early 2007 the ITTS was tasked with the job of creating a PULSE Offence Reference Manual. This manual was designed and delivered to Crime, Policy & Administration, Garda Headquarters who are the process owners for PULSE. The manual defined the incident categories and types into crimes and non-crimes, gave a basic description and defined the appropriate legislation and penalties where applicable. This document is now used by all staff of the GISC and by the Central Statistics Office (CSO) to ensure correct categorisation of all PULSE incidents recorded.

## Garda Portal

The need to communicate, distribute and make information available to all personnel within An Garda Síochána has existed since the formation of the Organisation. Traditionally this has been met by

the use of paper based circulars, documents, reports, etc. Recent developments in IT technology have now afforded us the opportunity to enable electronic provision of this information in the future. There is also a need in the Organisation to provide users with greater access to the electronic material that is currently available in different sections throughout the organisation. With the Portal, it means that all members will have access to HQ Directives, HR bulletins, Corporate Strategy, Garda Code and many other relevant required documents. This will enable the organisation to make decisions based on the latest information and facts. The Portal will allow the Organisation to store and organise business documents in one central location, and users will have a mechanism to navigate and find relevant information quickly. In effect this will mean that members will have quick, easy access to critical information and expertise, enabling better decision making and more rigorous execution.

The Portal will also facilitate the Garda Investigators Briefcase. This is being developed as part of the Strategic Imperative No. 1 initiative 1.1, to implement improvements so as to develop world-class operation standards and processes within An Garda Síochána. It will become an electronic framework within which to place the processes, to include labels such as: what to do, law, powers, learning points and frequently asked question.

## Information Technology Forensic and Cyber Crime

As a result of an initiative coordinated and lead by the Garda Computer Crime Unit under Falcone Project No. JA1/2001/127 entitled 'Training Cyber Crime Investigation- Building a Platform for the Future' an expert group consisting of Cyber Crime investigators and trainers from both inside and outside the EU was formed.

This group studied the existing training arrangements in the participating countries. Based on this study a model for the development of training was drawn up.

An essential element was the standardisation and accreditation of courses in order to provide continuous professional development opportunities. The recommendations of this group were published in 2002 and contained the core principles.

During the following years, a number of Basic Cyber Crime courses have been run under the programme. During 2007 three courses were held:

- Linux as a forensic tool, April 2007
- Mobile phone forensics, May 2007
- Wireless and VOIP, June 2007.

## Library



*Ms Patricia Ryan and Ms Angela Bergin*

The Garda College Library is the central Library to the Organisation, catering for a specific group of users namely members of An Garda Síochána. The Library was established in 1981. It provided basic facilities for students, courses and staff at the Garda College and was managed by Garda personnel. Its first professional librarian was appointed in 1993. Currently the Library is managed by Ms. Angela Bergin, Librarian and Ms Patricia Ryan, Clerical Officer and comes under the management of Superintendent C.P.D.

There have been many developments within the Library since its initiation, these have been necessary to support the student / probationer programme and meet the growing demands on the Library and its resources which also include those completing a



B.A. in Police Management and members studying at other Colleges and Universities. The Library aims to provide academic support to members and in particular those involved in education and training. The primary service still remains reading and reference.

In January 2006 the Library moved to a new purpose built Library occupying the 2nd floor of Aras Eoghan. The new Library has created great opportunities for the expansion of services and facilities for its users. The Library is divided into two parts the main Library and a study area.

#### Main Library

- Library Office
- Reception / Issue / Returns Desk
- 132 individual study desks
- Books / Journals / Video's / DVD's / Dissertations
- Video / DVD Units
- Photocopying Room

#### Study Area

- 113 Individual Study Desks
- 48 Computers with CD-Rom drives and central printer. Word Processing / Internet / Pulse.

Also there are four study / meeting rooms which can be booked through Library Office.

#### Subject Areas include:

- Psychology
- Social Studies
- Law
- Policing
- Criminology
- Health & Fitness
- Management
- History
- Fiction
- Reference: Dissertations / Journals / Official Publications / Acts etc.

Current stock at the Library is approximately 14,500 in addition; there are subscriptions to 68 Journals. The Library classification system is DDC20, and the Library management system for cataloguing and loans is Alice for Windows Version 6. In June of this year the Library up graded its system to include an OPAC (online public access catalogue) where members can conduct their own searches of the Library catalogue and view the status of each

item held in the Library. There is also a link to this facility on the Garda College Information Site.

With a growing membership the Library will continue with collection, development and expansion of facilities to enhance the usability of the Library to all its members.

## Printing Section



*Kate O'Brien, Seamus Hartigan & Johnny Healy printing room staff.*

The staff of the Printing Section continued to provide an excellent and valued service to meet the increasing requirements for printing and binding services by staff and students of the College, in addition to supporting operational needs and requirements. The service provided by this Section include the printing of lectures and course notes for all courses, the printing, copying and binding of documents required by training staff and the production of administration documents for the College.

In 2006/07 the Printing Section underwent an extensive modernisation with the refurbishment and upgrading of equipment. The section is currently staffed by Mr. John Healy (C/O) Mr. Seamus Hartigan and Ms. Kate O'Brien.

# Chapter 7

## Management & Supervisory Training



*Staff of Management & Supervisory Training*

Management and Supervisory Training (MST) is based at the Abbey Court Hotel, Dublin Road, Nenagh. Management and Supervisory Training temporarily moved to Nenagh in April 2005 to facilitate the increased numbers in the Garda College brought about by accelerated recruitment. Management and Supervisory Training is responsible for identifying the ever changing training and development needs of newly promoted Chief Superintendents, Superintendents, Inspectors and Sergeants. This is done by researching, designing, and then delivering developmental programmes to middle and senior management. The current inputs to our Development Programmes are delivered by Garda resources, other government agencies and external contractors. The percentage breakdown is 71% Garda resources, 25% external contractors and 4% other government agencies.

For further information please contact Superintendent Gordon Ryan at 00 353 67 37696 or Ext, 5725

### **BA (Hons) Police Management**

Management and Supervisory Training administrate the Bachelor of Arts (Hons) Police Management Degree Programme. An extensive review of the programme was carried out in 2006/2007. The result of this review has been submitted to the Academic Council. The recommendations of the Academic Council are awaited.

For further information please contact Sergeant Evelyn Lynch at 00353 67 37692 or Ext. 3505.

## Chief Superintendents

### Introduction

The SMI Review of In-Service / Management Development Training identified the need to improve the promotion training provided for all ranks up to and including Chief Superintendent Rank. Among the areas for improvement are the content and focus of the courses, the learning methods used and the duration of the training.

### Programme Aims

The proposed model for the training and development of newly appointed Chief Superintendents addresses the practical recommendations contained in the SMI report for the redesign of programme structures and incorporates a system of continuous professional development.

The collective training and development requirements will determine the design of any Group Modules, which will be delivered over the course of a six-month period and which will support participants' progression through their Personal Development Plans.

The need for individual development interventions will also emerge as a result of the diagnostic tool and the resultant Personal Development Plan. It is envisaged that these individual development needs will be met using interventions such as study visits, coaching, attendance at external courses, placements, etc.

While the training and development programme

is learner-centred, it equally attends to the organisational and professional requirements attached to the rank. A series of modules will be included which will focus on particular aspects of the Chief Superintendents' role such as Strategic Leadership, Leading on Human Rights Policing, Tribunal Protocols etc., these modules will be determined by the Management & Supervisory Training management team in response to organisational requirements.

### Structure

The development programme is designed as a four-stage cycle starting with an assessment stage and ending with an evaluation and review. It is a model for continuous learning and development, with feedback mechanisms which allow for measurement of effectiveness and therefore a model that the Chief Superintendent can replicate throughout his/her career.

The four stages are as follows:

1. Preparation and Assessment
2. Development of a Personal Development Plan
3. Implementation of Learning Interventions
4. Evaluation and Review

There are also key developmental relationships, which will facilitate the process and support the participant through the programme. The key roles are:

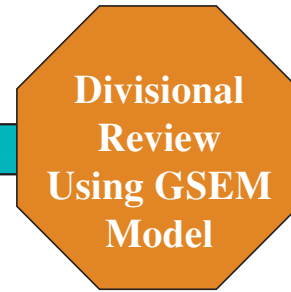
1. Programme Facilitator
2. Mentors
3. Managers (Assistant Commissioners)



*Chief Superintendents Development Course February 2007*

## CHIEF SUPERINTENDENTS' DEVELOPMENT PROGRAMME

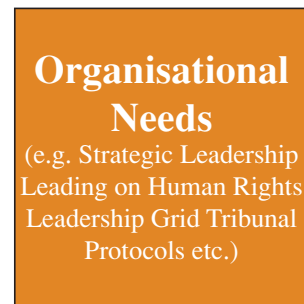
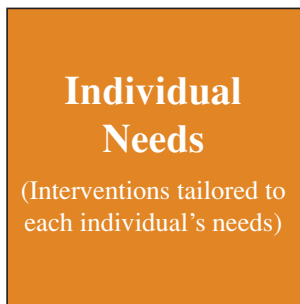
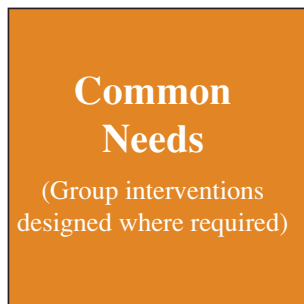
### 1. Preparation and Review



### 2. Development of PDP



### 3. Implementation



### 4. Evaluation & Measurement



## Superintendents

### Introduction

In a review of roles of rank within An Garda Síochána conducted by SHL in 2001, the overall purpose of the Superintendent role was stated as being: -

‘To manage and lead the delivery of a substantial policing service within a geographically boundaried district or a substantive service area’

The role is essentially one of middle manager with particular responsibility for the interpretation and implementation of policy and strategy where it impinges upon operational police work. Thus Superintendents need to understand the strategic aspects of their role and be able to translate that into a tactical operational plan for their district. A further report, conducted by Deloitte & Touche (2002), observed that the level of complexity at which a Superintendent operated was similar to that of a Chief Superintendent.

The Superintendent’s role also involves building up the operational expertise of the District Management Team and dealing with external stakeholders within guidelines generated by the wider strategic direction of the Divisional Officer. Liaising with external stakeholders will become increasingly important with the advent of Joint Policing Committees established under the Garda Act (2005).

This would suggest that any programme aimed at Superintendent rank needs to take this into account and that Superintendents need to be competent and confident to deal with policing and management activities that are similar in complexity to that dealt with at Chief Superintendent rank. The same report also recommends that the Superintendent rank give more time to overseeing and supervising complex management activities. The role of Superintendent is that of a middle manager with particular responsibility for the interpretation and implementation of policy where it impinges upon operational police work.

## Programme Aims

The Superintendents Management Development Programme is aimed at:

- Providing newly promoted Superintendents with the knowledge, skills, and attitudinal requirements appropriate to that rank.
- Developing the leadership and management skills of Superintendents in the delivery of a substantial policing service.
- Developing their own unique strengths and talents and recognising and building up their weaknesses to enable them to drive out corporate strategy.
- Raising appreciation for how management strategies influence the operational direction of the Organisation.
- Utilising the necessary skills in building and maintaining a winning District Management Team.
- Implementing the main Human Resource Management issues that are of strategic importance to An Garda Síochána.
- Providing a framework for the continuing personal and professional development of Superintendents.

### Structure.

The programme design consists of six modules which relate to the management and specific police knowledge competencies for the rank of Superintendent:

- Planning skills.
- Operational management skills.
- Leadership.
- Communication skills.
- Relationship building.
- Judgement and decision making.
- Commitment and drive for results.
- Breadth of policing perspective.

## SUPERINTENDENTS' DEVELOPMENT PROGRAMME

### 1. Preparation

Orientation

Initial Meetings with  
Manager and Mentor

### 2. Self Assessment

360° Feedback Process

Personal Development Plan

### 3. Implementation

Learning Interventions

**Mandatory Modules e.g.**

- Human Rights
- Grid Leadership
- Workings of Tribunals
- Financial Mgt
- Human Resource Mgt

**Optional Modules e.g.**

- Programme Mgt
- Event Mgt
- Communications & Media
- On-Scene Command
- Crime Investigation

**Individual Interventions e.g.**

- Coaching
- Secondments
- External Courses
- Seminars/Conferences
- Work Shadowing

### 4. Review & Evaluation

PDP Review + Feedback  
from Participants, Managers  
& Mentors

Continuous Professional  
Development

## Inspector

### Introduction

In a review of roles within An Garda Síochána conducted by Saville Holdsworth Ltd (SHL) in 2001, the overall purpose of the inspector role was stated as: -

“To oversee and co-ordinate the operational delivery of policing service across teams and units.

To provide a quality assurance function at the level of operations, investigation and activity evaluation.

To act in a project initiation and project management capacity.”

The Inspector is often put in the position of deputising for the District Officer - therefore any programme aimed at the development of Inspectors must be challenging and robust enough to ensure that the Inspector has the competencies for the Inspector role and is also competent and confident to step into the role of Superintendent.

The role of Inspector also has a unique aspect to it in that in many areas of the organisation, the role is project driven. These can be ad-hoc projects or projects associated with the specialist area that many Inspectors manage as part of their brief such as the role of traffic Inspector, training Inspector, quality Inspector or PULSE Inspector etc.

Research by Deloitte & Touche (2001) into roles and ranks within An Garda Síochána, reported the following in relation to the rank of Inspector. On average an Inspector spent 34.7% of their time on crime detection activities whereas on crime prevention they spent on average, 15.4% of their time. They reported spending 12.7% of their time on traffic related activities. On actual management activities the findings were as followed – 8.3% of their total time on organisational planning activities, 1.9% of their time on financial management activities and 13.6% of their time on personnel activities.

### Programme Aim

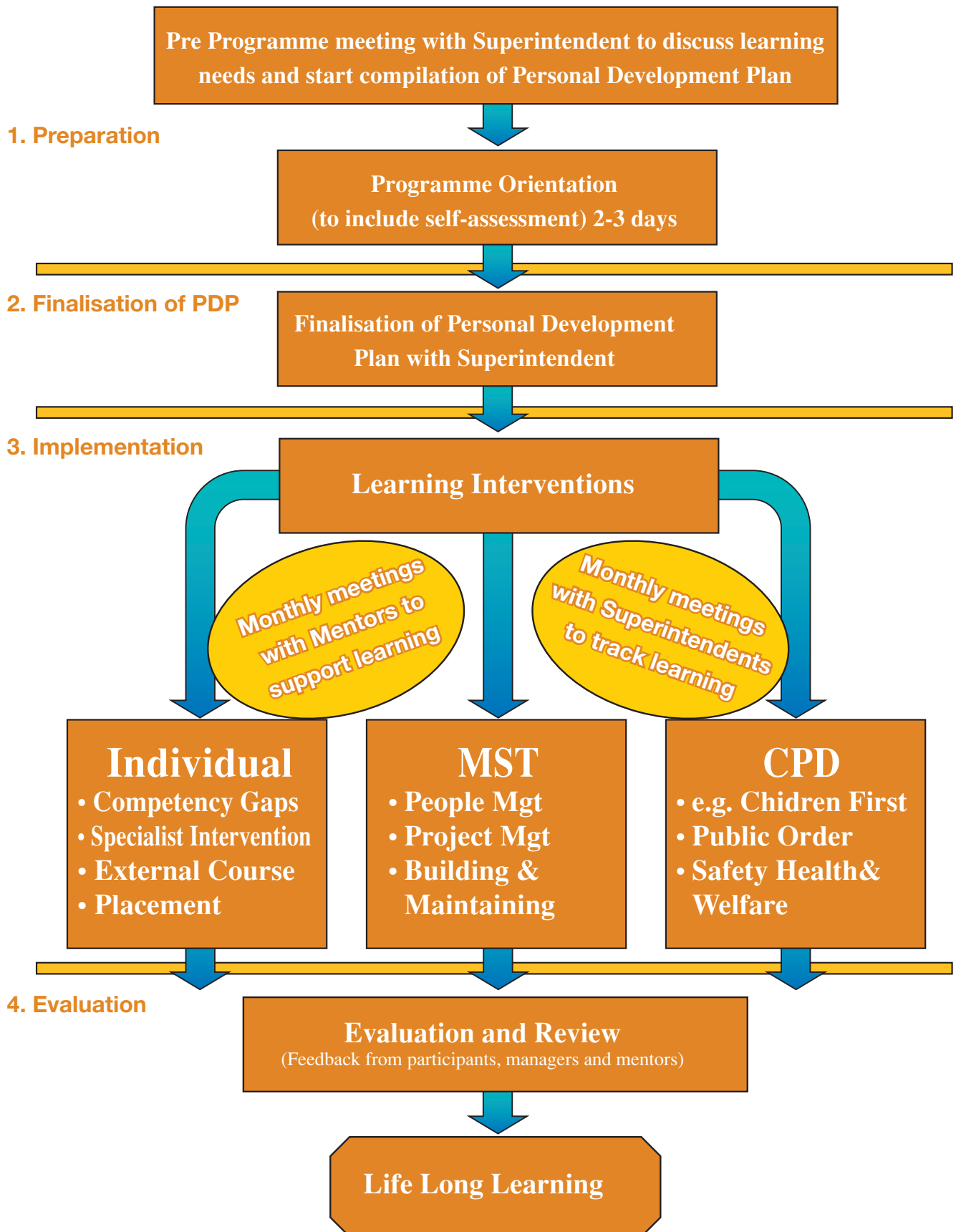
The overall aims of the Inspector’s Development Programme are to;

- Provide newly promoted Inspectors with a development programme that meets both their personal and professional needs.
- Build Inspectors’ self-awareness through self-assessment tools and developmental relationships
- Link the role and development of the Inspector with the achievement of Corporate Goals
- Facilitate Inspectors in exploring the breadth and range of their role in a supportive environment
- Encourage the application, testing and refining of new behaviours with the support of mentors and line-managers
- Align programme input with the role profile and competencies outlined at Inspector rank
- Enable movement outside comfort zones by emphasising an interactive and participative approach to the programme and through the use of practical exercises and assignments
- Promote a self-directed learning approach to development and encourage continuing personal and professional development

### Competencies for Inspectors

- Assertive Communication Skills
- Directing and Co-ordinating Operations
- Motivating and Developing Staff
- Analysis and Evaluation Skills
- Managing Relationships
- Drive and Commitment to Development
- Planning and Development Skills
- Taking Action and Using Initiative
- Developing Legal and Expert Police Knowledge

## INSPECTORS' DEVELOPMENT PROGRAMME





## Sergeants

### Introduction

The programme outlines a philosophy and approach to training/education for Sergeants, which offers continuous professional and personal development and places the primary responsibility for learning with the individual. It explores key supervisory principles, processes and procedures and links them directly to the reality and real life experiences in the rank of Sergeant. This format has been established to best secure the programme aims and objectives. In addition, the programme has been designed to maximise the use of the work environment in the development of key competencies.

### Aims

The Supervisory Management Programme for Sergeants aims to:

- Provide training for newly promoted Sergeants which is based on their role as first line Supervisors.
- Link the training and development of newly promoted Sergeants with the achievement of corporate goals and objectives.
- Enable a multi-perspective approach to the training and development of newly promoted Sergeants in their role as Supervisors.
- Promote on-the-job-learning as a key enabler in the professional development of newly promoted Sergeants.
- Provide an open accessible, flexible, interactive learning programme which employs a learner centred approach.
- Provide for the systematic, structured, reasoned, consistent and cost effective training and development of newly promoted Sergeants.
- Support and guide the professional linking of personal experience with other experience, concepts and principles from a supervisory perspective.
- Promote life-long learning strategies for the achievement of individual learning, workplace learning and organisational learning.

### Structure

The Supervisory Management Programme for Sergeants has a modular format conducted over a one year period from the date of promotion. The programme consists of a two day Orientation Seminar preceded by four thematic modules each of five days duration. The modules are thematically based and the content and format are in accordance with the recommendations of the Garda SMI In-Service/Management Development Report, 2000, and reflect the competencies outlined in the Report of the Garda Promotion Methods Review Group. A two-day Capstone Seminar follows the thematic modules.

The Orientation Seminar serves to conceptualise the professional and supervisory role of a Sergeant for newly promoted personnel, in the context of organisational and managerial principles and the challenges of contemporary professional public policing as experienced in An Garda Síochána. It recognises the knowledge, learning and innovation needed to police in the changing socioeconomic environment. It places significant emphasis on the role of learning, learning to learn and the generation of new approaches to solving organisational problems and improving service delivery. Ideally the core programme is undertaken as soon as is practicable following the Orientation Seminar.

Each of the four Thematic Modules is of five days duration consisting of a taught phase of one week and an experiential learning phase of three weeks at the participants' work place. The taught and experiential phases are integrated through practical assignments, and through the use of strong developmental relationships between the new sergeant, their coach, mentor and Management and Supervisory Training Staff.

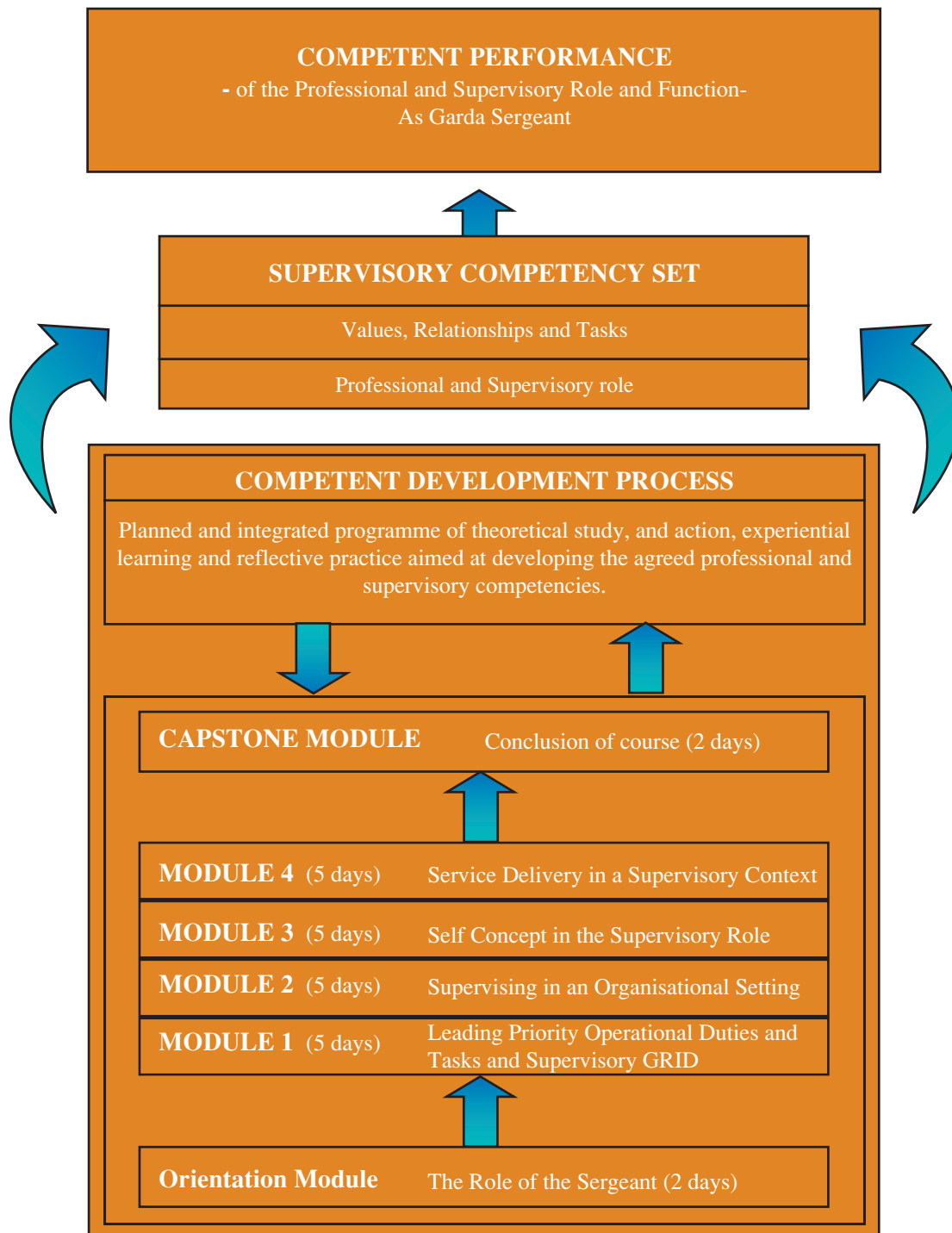
Organisation of the programme in this way helps to properly integrate the teaching of new supervisory skills with the work place to achieve work place learning. The programme also places emphasis on developing the skills and abilities that are necessary to help manage the long-term learning process in an effective and efficient way.

## Competencies for Sergeants

This competency set emphasises our concern to integrate and align our core values in the management of relationships and the achievement of tasks.

- Commitment to High Professional Standards
- Quality Service to the Community

- Commitment to achieve in the Rank (Self-Management)
- Sound Judgment and Timely Decision Making
- Investigation and Analysis Skills
- Team Leading and Standard Setting
- People Management Skills
- Effective Two-way Communication Skills



## CEPOL

### Introduction

Under the auspices of CEPOL, An Garda Síochána hosted a seminar on Economic & Financial Crime including Cyber Crime at the Anner Hotel Thurles, County Tipperary from 23<sup>rd</sup> April to 27<sup>th</sup> April 2007 and also an Information Seminar on Instruments & Systems of European Police Co-Operation at the Garda College, Templemore, County Tipperary, Ireland from 18<sup>th</sup> June to 6<sup>th</sup> July 2007. 15 participants took part in the seminar held in April with a total of 12 EU States represented .i.e., Italy, Lithuania, Denmark, Belgium, France, Estonia, Poland, Malta, Portugal, Cyprus, Czech Republic and Spain. 20 Participants took part in the three week seminar held in June/July with a total of 16 EU states represented .i.e., Poland, Italy, Hungary, Belgium, Estonia, Denmark, Finland, Slovakia, Malta, Czech Republic, Spain, Austria, Bulgaria, Latvia, Slovenia and Lithuania.

### Economic & Financial Crime Seminar, including Cyber Crime - Seminar

Objectives is to support the;

- Struggle against economic and financial crime, including money laundering, cyber crime, and corruption, as well as against the use of instruments such as off shore companies and tax havens.
- Dismantling of concealment techniques –

a better effectiveness in attacking the financial and economic circuits of organised crime.

- Establishing and improving co-operation mechanisms to fight economic and financial organised crime including cyber crime.

The programme was designed to encourage full participation by all present. The programme's schedule combines inputs from Garda and Guardia Di Finanzi professionals, EU Commission personnel and the participants.

### Instruments & Systems of European Police Cooperation - Seminar Aims

- To deepen mutual understanding in an international forum of various police cultures
- To provide language tuition and an understanding of the Irish Police System within a European context
- To encourage confidence and fluency in spoken language
- To broaden course participants police terminology

The programme was designed to encourage full participation by all present. The programme's schedule combines inputs from Garda and Army professionals, EU Commission personnel and the participants. The learning was further enhanced through the professional language support provided by Dublin City University Language Services.



CEPOL April 2007

## Joint GRID Leadership Training with the Police Service of Northern Ireland

### Introduction

Following contacts between the Director of Training of An Garda Síochána and the Director of Training of The Police Service of Northern Ireland an invitation was extended to co train Garda College Staff in the Leadership Grid. The first programme that included Gardaí was held in September 2004. Prior to the joint training session a total of 7 Gardaí attended Grid seminars hosted by The Police Service of Northern Ireland, all from the Garda College.

The Patton Report makes reference to joint training in problem solving policing and the Police Service of Northern Ireland view the Leadership Grid as fulfilling this criterion of the report.

A memorandum of understanding was signed between the Training College of An Garda Síochána and The Police Service of Northern Ireland which under took to run joint training in GRID Leadership.

The first joint training in Leadership Grid commenced in June 2005 at The Slieve Russell Hotel, Ballyconnell, Co Cavan. Three further joint Leadership GRID workshops have been held to-date, in February 2006 at Bangor, County Down in May 2007 at Bettystown, County Meath and again at Bangor in September 2007. A total of 75 An Garda Síochána personnel have attended the joint training workshops.

The Leadership Grid Programme is a five-day intensive development programme that has been introduced as a joint initiative within An Garda Síochána and the Police Service of Northern Ireland as a means to further both our organisation's ability to successfully and proactively embrace the multitude of change initiatives we face. The first joint training programme was co facilitated by members of Grid International representatives of An Garda Síochána and The Police Service of Northern Ireland.

### Programme Aims

- Deepening Personal Awareness
- Use the Grid framework to define sound and unsound behaviour.
- Develop an objectives understanding of how behaviour impacts others.
- Generate personal commitment based on genuine consensus.
- Use critique to inspire involvement, creativity, and commitment to producing synergy.

### Implementing Change

Overcome the doubt and fear of change.  
Define a strategy for personal change.  
Create norms for personal change.  
Create norms that motivate and inspire excellence.  
Use critique to achieve continuous improvement and measurement.

### Managing Conflict

Approach conflict as a positive source of productive energy.  
Use candour to strengthen the quality of conflict resolution.  
Shift focus of conflict resolution from who's right to what's right.  
Use critique to build sound relationships based on mutual trust and respect.

### Creating Vision

Build a foundation of values to support vision.  
Use vision to strengthen personal and team commitment.  
Align personal vision with team and organisation visions.  
Use critique to maintain a clear and meaningful vision.

## Structure

The joint programme that was hosted by An Garda Síochána was run over a period of five days, during which an intensive 40 hour curriculum was covered. This approach will enhance organisational leadership in An Garda Síochána in areas identified in the Morris Reports as requiring development. It also creates a greater awareness of accountability. The leadership Grid programme underpins the core values and organisational standards as outlined in An Garda Síochána Mission Framework and Customer Charter. The programme is a key element of the enabling function of the Garda Service Excellence Model. The Leadership Grid model also provides a platform for the organisation going forward to facilitate organisational visioning. It promotes progress and cultural change without losing sight of the common sense approach.

## Other Projects

### Staff Development

During 2007 the following staff development training took place;

Description	Attendees
Myers Briggs Type Indicators assessors course	2
GRID Seminar Managers Preparation Course	1
EFQM Assessors' Training & Balance Score Card	5
ISO 9001 training	1
Spectacular Learning – Synergy	3
Personal & Executive Coaching	5
Managing Change in Turbulent Times	1



*Assistant Commissioner Catherine Clancy, Minister for Justice Equality & Law Reform Mr Brian Lenihan, TD. and Garda Commissioner Noel Conroy.*

# Chapter 8

## Training Development Unit

The Garda College Training Development Unit was established in August 2001 following the recommendations of the Garda/Senior Management Initiatives review of In-Service (Continuous Professional Development) and Management Development Training.

### Rationale:

The Vision of the Training Development Unit is 'To provide Quality Assured Collaborative Learning Solutions across all faculties of the Garda Organisation'. This is achieved by working in collaboration with key stakeholders to research, develop, design and implement training development programmes, which are quality assured, for the Garda Síochána Organisation.

### Structure:

Ms. Niamh O'Donoghue,  
*Head of Training Development Unit*  
Inspector Patrick J. M. Murphy,  
*Training Development Unit*  
Garda Coman Wilkinson,  
*Training Development Unit*

The Unit reports directly to the Director of Training and Development.

### Key Projects 2007:

Along with the core work of evaluation of existing training programmes and one off projects, the following is a list of the main projects undertaken in 2007 that have organisation wide impact for the future.

- Phased Implementation of Virtual Learning Environment (VLE).
  - Development of Interactive Content
  - Staff Training
- 30 Content Mangers



*Niam O'Donoghue Head of Training Development Unit*

- 5 Advanced Users
  - Quality Assurance Feedback Questionnaires Online
- JA, JB & JC (Student Intakes)
- Student Probationer School Staff
  - Research & Development of Assessment Tools
- Quality Assurance Handbook Published
- Learning & Development Strategy Published
- Crime Scene Investigators Accreditation Report completed
- Final Report of Joint Policing Committees (JPC's) Pilot completed
- Specialist Interviewing of Children Under 14 and Persons with Intellectual Disability Course
  - 2 Courses – 15 Members Trained

- Senior Investigating Officers Course
  - 2 Courses – 31 Trained
- Incident Room Coordinators (IRC's) Programme
  - Focus Group – 15 Members
  - Course – 20 Members
  - Presentation Skills Course for Subject Experts – 5 Members Trained
- Civilian Induction Courses
  - Human Rights (EHCR) & Diversity Works Input
- Garda Reserve Training
  - Phases 1,3 & 5

## Key Projects 2008:

- Continued Development & Implementation of VLE (Moodle)
  - Enhanced Content via Curriculum Mapping
  - Rollout of Assessment Tools for Role-plays
  - Evaluation of Online Summative Assessments
  - Adoption of Gradebook to Streamline Collation of Assessment Results
  - Extension of QA Feedback to Phases 2,3,4 & 5
  - Migration to World Wide Web (WWW) (vle.garda.ie)
- Implementation of College Wi-Fi Network
- Continued Rollout & Development of Crime Training Faculty Programmes



Open Day at the Garda College September 2007



# Chapter 9

## Senior Management Development

The Senior Management Development Section was established at the Garda College in March 2003 and is currently led by Superintendent Yvonne O'Connor. The section is staffed by Inspector Aidan Brennan, Sgt Niall Featherstone, Sgt Ciara Dee, Sgt Michael Byrne and Ms Helen Cullagh, CO. The Senior Management Development Section has responsibility for the National Bureau of Human Rights and Quality Service. Both of these Units are based at the Garda College. The primary focus of the Senior Management Development Section is the design, management and co-ordination of 'Executive Level' Learning & Development programmes, for senior Officers in the Garda Síochána.

### Garda Executive Leadership Programme

The Garda Executive Leadership Programme commenced in September 2006. It represented the outcome of an initiative by the Garda Commissioner to provide structured, integrated and focused leader development opportunities to facilitate the personal growth and professional development of a cadre of senior Garda Officers who may be considered suitable for service in the rank of Assistant Commissioner and above. The programme template was developed by the Garda College and following submissions from a number of Irish-based educational providers, the UCD Smurfit School of Business was selected to design and deliver the various modules of the programme.



*Pictured at the launch are the programme participants. Front Row: Mr. Sean Aylward, Secretary General, Dept of Justice, Assistant Commissioner Catherine Clancy, HRM, Mr. Paul Haran, Principal, UCD School of Business & Law; Mr. Noel Conroy, Garda Commissioner; Mr. Michael McDowell Minister for Justice Equality & Law Reform; Prof. Tom Begley, Dean of Smurfit Business School; Deputy Commissioner T.P. Fitzgerald. Back Row: Chief Superintendent Michael Byrnes, Chief Superintendent Kieran McGann; Chief Superintendent Kevin Ludlow; Chief Superintendent Michael Feehan; Chief Superintendent Patrick Murphy; Chief Superintendent John Kelly; Chief Superintendent Fintan Fanning; Assistant Commissioner Noirín O'Sullivan; Chief Superintendent Gary White, PSNI; Detective Superintendent Campbell Corrigan, Strathclyde Police; Assistant Commissioner Louis Harkin*



The programme is regarded as a 'world class' executive-level development programme and represents a substantial investment by the Garda Síochána in the development of its senior management team. It was formally launched at the Garda College on 15<sup>th</sup> December 2006 by Commissioner Conroy and the former Tanaiste and Minister for Justice, Equality and Law Reform, Mr. Michael McDowell TD at the Garda College.

Graduates receive an Advanced Management Diploma in Police Leadership and can proceed to complete a M.Sc. by research if desired. The programme is delivered on a part-time basis at the Executive Leadership Centre at the Garda College. Participants must complete ten three-day modules which are conducted on a monthly basis. The programme modules are:

1. Team Development and Organisation.
2. Performance Management and Strategic Human Resource Management.
3. Strategic Management.
4. Leadership and the Management of Change.
5. Organisational Learning & Knowledge Management.
6. Leadership.
7. Ethics - Managing Organisational Integrity.
8. Negotiation Strategy and Organisational Behaviour.
9. Strategic Financial Management.

An additional overseas module is conducted at the Kennedy School of Government, Harvard University, Boston. This intensive, one-week module presents participants with an opportunity to move outside the focused police environment.

In addition to the academic modules, The Smurfit School of Business has appointed Deloitte & Touche Consulting to provide an 'action learning' component which is integrated into each module. This action learning is in the format of individual and group coaching. Deloitte & Touche Consulting is also conducting a detailed evaluation of the programme on an ongoing basis.

Ten members of the Garda Síochána of Chief Superintendent Rank together with representatives from both the Police Service of Northern Ireland and Strathclyde Police in Scotland completed the inaugural programme in July 2007.

The graduates of the inaugural Garda Executive Leadership Programme were conferred at a ceremony, which was directed and co-ordinated by Superintendent Yvonne O' Connor, at the Garda Síochána College on Tuesday 30<sup>th</sup> October 2007.

A further fourteen police officers of executive rank, including representatives from the Police Service of Northern Ireland. Strathclyde and Suffolk Police Forces commenced the programme in September 2007.



*Chief Superintendent Keiran M'Gann and Deputy Commissioner Peter Fitzgerald*



*Assistant Commissioner Louis Harkin and Deputy Commissioner Peter Fitzgerald*

## Garda National Quality Service Bureau (GNQSB)

The GNQSB was established at the Garda College in 1998. It has responsibility for the implementation of the Garda Síochána's Quality Service Initiative (QSI). The aim of this initiative is to enhance the quality of all services that the organisation delivers, i.e. improve the way things are done, make the organisation more effective and enhance job satisfaction. The GNQSB is currently staffed by Sergeant Ciara Dee.

### Comment Cards

Comment Cards are available in the public area of all Garda Stations for completion by members of the public. Completed comment cards are sent by freepost to the Garda National Quality Service Bureau for analysis. The Bureau prepares a half-yearly report, which is forwarded, to each Divisional Officer and Divisional Quality Service Inspector. This report contains an analysis of the feedback provided by the public and also contains all general comments made by the public.

### ISO 9001/2000

During 2007 the Galway West Divisional Traffic Unit was successfully audited by the National Standards Authority of Ireland (NSAI). The Unit, with the assistance of the GNQSB, developed a Quality Management System (QMS) in accordance with the ISO9001:2000 standard. In 2006 the DMR North Central Divisional Scenes of Crime Unit was awarded the ISO 9001:2000 standard. Both systems will be evaluated by the Garda Research Unit in 2007 with a view to considering further rollout to the wider Garda Organisation.

### College Initiatives:

1. A series of lectures on quality service and the work of the Garda National Quality Service Bureau for students undertaking Phase I, III, and V of the Student Probationer programme were developed. An input on Quality Service is provided on each of the phases at the Garda College.

## Initiatives for 2007

The Bureau progressed a number of initiatives during 2007, including:

- Public Attitudes Survey: Addressed issues raised in the survey by developing an implementation plan based on the findings published in September 2006.
- ISO9001: Proceeded with pilot in Galway West Traffic Corp. Run test audits and complete actual audit for award in April 2007.
- Voicemail Messaging Service/Call Divert System: Prepared the establishment of a pilot operation.
- Q Mark Station Standard: Develop a proposal with a view to implementation.
- Newsletter: Design, publish and distributed a Quality Service newsletter in 2006.
- Complaints; Respond to all complaints received regarding Garda Service

The GNQSB would like to thank Sergeant James Hallahan for his contribution to the Section; James was transferred, from the Bureau to Fermoy Garda Station in July.

## The Garda Human Rights and Diversity Section

The Garda Human Rights Office (GHRO) was established in 1999 to further the work of the Garda Human Rights Initiative. This initiative had its genesis in a special Pan-European Programme launched by the Council of Europe in 1997 titled 'Policing and Human Rights 1997-2000'. The fundamental basis of the programme was:

- The establishment of strong professional and co-operative links between the Human Rights Initiative and other National and International Human Rights experts,
- The development of an ethos of partnership & consultation, and
- The application of a consultative approach to all strands of the programme.

The Garda Human Rights Office now has a wider organisational remit. It deals with human rights educational policy and training for the various

ranks within the Garda Síochána. In addition, it has key responsibilities under the Garda Human Rights Action Plan. The office is staffed by Sergeant Michael Byrne and Sergeant Niall Featherstone.



*Sergeant N. Featherstone & Superintendent Y. O'Connor*

## 1. Garda Síochána Human Rights Audit

The Garda Síochána is the first police service in Europe to undertake such an audit. This led to the publication of the Ionann Report in June 2004. The report made fifteen individual recommendations, which in turn led to the Garda Action Plan being devised by the Garda Commissioner in 2005 to implement the recommendations of the Audit. This plan is available on the Garda web site.

This Action Plan prioritises five strategic areas for improvement:

1. Developing a comprehensive human rights ethos, structure and capability within the Garda Síochána;
2. Promotion and development of a human rights compliant accountability framework;
3. Building Garda capability to promote and protect human rights in operational policing activities;
4. Garda staff engagement, training and development; and
5. Community engagement, involvement and partnership.

The Garda Human Rights Office is currently concerned with the implementation of these action points. These tasks are strategic and longitudinal in nature and are linked to the work currently being undertaken by those staff members from the Senior Management Development Section who are also members of the Garda Síochána Strategic Human Rights Advisory Committee, chaired by Assistant Commissioner Catherine Clancy.

## 2. First Steps Generic Human Rights Training for Teachers / Trainers

A First Steps Human Rights training course has been devised to assist all Garda teacher / trainers to enable them to incorporate human rights principles into the instruction they provide across the full range of training and development activities. This course comprises two modules, each of 2.5 days duration. It is an interactive course that is facilitated by one Garda facilitator and one non-Garda human rights trainer. In 2006 four full courses were provided for Garda teacher trainers and a total of 123 teacher trainers participated in the programme. In 2007, a further ten participants underwent the programme.

## 3. Human Rights Training for Senior Garda Officers

As part of the implementation of the Human Rights Audit report, a series training programmes for 47 Officers of the Garda Síochána of Chief Superintendent rank and above were provided during 2006 at Westmanstown. External facilitators were employed to develop and deliver this programme and an independent evaluation of the programme was conducted. The feedback from this programme has been utilised in developing a Human Rights proofing template during 2007.

## 4. 'Human Rights & Constitutional Law' Training for Garda Management

Following on from a Human Rights Training Programme delivered to members of Chief Superintendent Rank in 2006, a series of training programmes in 'Human Rights & Constitutional Law' for Superintendents and Inspectors,

commenced at Westmanstown in October 2007. These programmes which are congruent with commitments contained in the Human Rights Audit are delivered in conjunction with personnel from the Honourable Kings Inn. By the end of 2007 over sixty Superintendents and Inspectors attended and feedback to date on this course has been excellent. This programme will continue throughout 2008 with the intention that it will be provided to all Superintendents and Inspectors.

### **5. Garda National Immigration Bureau (GNIB) Training**

A joint training programme covering such areas as human rights, cultural diversity and refugee protection was developed in conjunction with the United Nations High Commissioner for Refugees was designed for delivery to all Immigration Staff.

This one day programme which is co-facilitated by staff from Senior Management Development and UNHCR was delivered to GNIB Officers, attached to Burgh Quay and Dublin Airport and was launched in September 2006 at Dublin Airport. Twelve courses were delivered between September 2006 and May 2007, to a total of 147 GNIB Staff.

To cater for Regional Immigration Officers, a further series of courses in 'Human Rights and Refugee Law' were conducted at centres in Cork, Kerry and Mullingar, in May 2007, to a total of 63 Immigration Officers. By the end of December 2007 a further eight courses in Galway, Castlebar, Kilkenny and Sligo had catered for the training of a further 110 regional Immigration Officers.

### **6. Sergeants' and Inspectors' Development Programmes**

During the year staff at the Office delivered human rights seminars on the Sergeant's development courses. In addition a specific human rights and diversity training programme was developed and delivered to the Inspectors' Development Programme. These programmes continued throughout 2007.

### **7. Human Rights Advice**

As part of the day-to-day work of the office, the Garda Human Rights and Diversity Office;

- Co-operates with Garda Community Relations on a number of projects designed to raise an awareness of diversity issues both within and outside of the Garda Organisation.
- Provides advice and guidance on request to the Garda Organisation and its members, and to external bodies.
- Reviews reports from the 'Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment' on Ireland's obligation to protect people in detention.
- Reviews all other United Nations and European Union reports on Human Rights and Diversity Issues which impact on practical policing.
- Engages regularly with NGO's and Statutory bodies with prime responsibility for Human rights and cultural diversity issues.
- Has drafted a strategic framework document for integrating Human Rights, Diversity and Ethics training into the current Student / Probationer Training programme, and continues to provide advice and assistance in the implementation of same.
- Has drafted an organisational strategy for the implementation of training for Human Rights and Diversity Awareness.

### **8. Launch of the Garda Cultural and Diversity Awareness Manual**

At a Graduation Ceremony at the Garda College on 26<sup>th</sup> April 2007, Commissioner Noel Conroy launched a 'Cultural and Diversity Awareness Guide' which has been sent to all Garda Stations. The manual is designed to provide practical information for members on operational duties. It contains a vast amount of information on the various minority ethnic and other diverse groups who are now an integral part of our communities. Whilst not a definitive guide, it does offer an introductory insight into the varying lifestyles, cultures, customs and

religious backgrounds of some of our communities. It also includes information on other diverse groups within our society such as the disabled, elderly, youth and the gay community. In compiling the guide, a wide spectrum of religious, ethnic and other minority groups were consulted to establish the most up to date and relevant information for inclusion. The manual is a complimentary initiative to the 'Diversity Works' training and is designed to compliment the in-house training currently rolled out to approximately half of the Organisation through the Continuous Professional Development (CPD) staff. This guide is contained in an A4 ring binder and is designed to be stored in every public office for easy reference.

Following on from the Cultural Diversity Awareness manual, a decision to further circulate the information was taken and a 'Short Guide to Cultural and Diversity Awareness' was prepared and circulated to each member of the Garda Síochána in November 2007. This short guide contains all the information relating to ethnic and cultural diversity contained in the Diversity Awareness Manual but is printed in an A5 sized booklet.

### 9. Short Guide to the European Convention on Human Rights (ECHR)

Commissioner Noel Conroy also launched a Short Guide to the European Convention on Human Rights. This guide was produced in consultation with Mr. Mark Kelly, Director of the Irish Council for Civil Liberties (ICCL). It is an A5 sized booklet which has been issued to every member of the Garda Síochána.

Speaking at the launch Commissioner Conroy stated that the circulation of the guide *"demonstrated the Garda Síochána's commitment to providing policing services that uphold and vindicate the Human Rights of everybody. It is a reference document that provides a great deal of information on the provisions of the Convention and will be a valuable asset to each member of the Garda Síochána"*. (Commissioner Conroy).

Mark Kelly from the ICCL described the Guide as *"an important milestone on the path to Garda reform ... ICCL is very pleased that its constructive engagement with An Garda Síochána will place*

*human rights in the pocket of every Garda in the country"*, he concluded. The Guide outlines the State's obligations under the European Convention on Human Rights and directly relates those principles to the operational activities of the Gardaí. It gives clear information about the relevance of human rights considerations to the police. The Short Guide is a follow-on to the Notebook Insert that was previously designed and distributed by Senior Management Development to each member of the Garda Síochána.



*Short Guide to the ECHR.*

## Diversity Training & Support

### 10. Cultural Diversity Awareness Training (CDAT) Programme

Since March 2006, a 'Cultural Diversity Awareness Training' Programme has been provided for 275 members of the Garda College staff. This programme was designed to 'raise awareness' amongst staff of Cultural Diversity, in light of the increased diversity within Irish society and in particular as a consequence of diverse and minority recruitment into the Organisation.

## 11. 'Diversity Works' Training

During 2007, an enhanced version of the aforementioned CDAT programme entitled 'Diversity Works' was developed and delivered nationwide to all members of the Garda Síochána via the Continuous Professional Development schools in each Division. A series of "Train the Trainer's" programmes were provided by Senior Management Section to 70 CPD staff, in advance of the nationwide rollout of this programme during 2007.

The core aim of this one day programme in to raise awareness amongst Garda Síochána Staff, of the importance and relevance of 'Diversity' within both a workplace and service provision context'. This course has its origins in the European Union Garda/PSNI 'Diversity Works' Training Programme which was a joint venture funded by the EU 'Peace

II programme for Peace and Reconciliation'. Following the completion of this project, the course was then adapted by Senior Management Development to its current 'Garda specific' version. This adaptation was conducted following further research and consultation with Diversity experts at St. James' Hospital and Dublin Bus, both of which, have very diverse workplaces. The rollout of this course will continue via the CPD network throughout 2008.

## 12. 'Managing Diversity Works' Training

In September 2007, a two - day 'Managing Diversity Works' Programme for delivery to Inspectors and Superintendents was launched in Westmanstown. This programme is strategically linked with organisational commitments contained in the Garda Human Rights Audit and supports Strategic Goal



*Garda College Intercultural & Anti-Racism Week Debate March 2007.*



*Inspector Aidan Brennan, Sergeant Niall Featherstone, Superintendent Yvonne O'Connor, Sergeant Ciara Dee, Ms. Helen Cullagh and Sergeant Michael Byrne*

5 of the Garda Síochána Corporate Strategy Plan 2007-9.

This course was developed by Superintendent Yvonne O'Connor and Sergeant Niall Featherstone, in consultation with Dr Alan Bruce, Director, Universal Learning Systems and Mr. Kensika Monshengwo, Training & Resource Manager at the National Consultative Committee for Racism and Interculturalism. The aim of this course is to provide Inspectors and Superintendents with Strategic Leadership Competency, in Managing Diversity, both in the Workplace and the Community. The programme will be rolled out nationally during 2008 to all Superintendents and Inspectors.

### **13. Diversity Support Officers**

The Integration of members from all diverse backgrounds into An Garda Síochána will bring

positive and enriching elements to the Garda College and beyond. The forthcoming Garda Síochána 'Diversity Strategy' will strategically set out an implementation framework for the management of diversity, both within a workplace and service provision context.

To offer assistance to Staff and Students at the Garda College with 'Diversity Support' matters, three 'Diversity Support Officers' were appointed (on a part-time role) during 2007. They are Sergeant Niall Featherstone, Garda Human Rights Office and Sergeants Matt Geraghty and Alan McLeish, Student / Probationer School.

All Students and Staff are welcome to contact Niall @ext. 5563, Matt @ext 5419 or Alan @ext 5737 with any questions they may have on 'Diversity'. Alternatively you can contact them via internal email or through external email at [diversitysupport@eircom.net](mailto:diversitysupport@eircom.net).

# Chapter 10

## Specialist Training

### Driving School

Since 1954, members of An Garda Síochána have received driver training based on Standards set down by the Garda Driving Schools. There are two schools servicing the needs of the organisation, the main school based at the Garda College provides for Garda members in all regions excluding the DMR. The Driving School based at Garda Headquarters covers the training needs within the Dublin Metropolitan Region.

In recent years the number of fatal collisions during vehicular pursuits and responses have raised the profile of Garda pursuits/response and the need to apply best practice to Driver Training is now of the utmost importance.

Following recommendations from the Driving Schools and reports by Organisational Development Unit and the State Claims Agency in 2005, all training

courses provided by Driving Schools have been revamped to meet best practice.

The need to have the highest standards throughout driver training has always been a priority of both driving schools. In January 2006 the Standard Car course was reviewed to ensure that standards were being met and best practice adhered to. The need to provide Response Driver training onto the Standard Car Course was a key area identified which needed to be included on the existing course.

The resultant changes have led to the formulation of a new Competency Based 3 week Standard Response Course. This package meets the needs of the public, An Garda Síochána as well as the relevant recommendations outlined in both the Organisational Development Unit and State Claims Agency recent reports. It is hoped that this new course will be sanctioned during 2008.



*Sergeant Brendan Hoare, Sergeant John Moore, Superintendent Paschal Connolly,  
Sergeant Edward Golden and Sergeant Andrew Morrisson*



The Driving School standard is aimed at:

- Providing highest quality training and support
- Enabling drivers to reach the required level of competence on completion of the training programme
- Developing confidence and knowledge
- Ensuring that a Garda Driver is always competent, professional and safe in the performance of their duty

During 2007 the Garda Driving School conducted a very successful competition to recruit eleven (11) new driving instructors – two (2) Sergeants and nine (9) Gardaí. These resources were divided between both schools with one Sergeant and three Gardaí being deployed to Dublin and two Sergeants and six Gardaí allocated to Templemore.

This staff increase has had a very positive impact in course with an increase in course numbers by 50% overall.

The present backlog of Chief Superintendents' permission drivers awaiting training stood at 2,676 (July 2007). The driving school are committed to reduce this backlog over the next 3 years.

Courses are delivered for the all classes of vehicles attached to the Garda fleet:-

- Standard Driving Course.
- Standard Motorcycle Course.
- Advanced Driving Course.
- Advanced Motorcycle Course.
- Driving Instructors Course.
- Motorcycle Instructors Course.
- Van/Personnel Carrier Instructors Course.
- Four Wheel Drive Course.
- VIP Driving Course.
- Trailer Towing Course.
- Heavy Goods Vehicle Course.
- Stinger Course.



*Sergeants John Moore and Edward Golden with Forensic Collision Investigation Equipment*

## Firearms Training Unit

### Background

Since the foundation of the Force, Firearms Training within An Garda Síochána fell within the remit of the Firearms Training Unit at Garda Headquarters. When the Garda Training Centre opened at Templemore in 1964 a small staff was established to train Garda Recruits. With the subsequent fall in recruitment during the establishment of the Garda College in the late 1980's, the staff at Templemore were assigned responsibility for training, both basic and refresher, for the Munster Garda Region.

### Current Establishment

The Firearms Training Unit is part of the Specialist School at the Garda College. It is administered by Superintendent Specialist School. An Inspector based at Garda Headquarters is in charge of the day to day administration.

### Instructors:

Garda Headquarters  
Four (4) Sergeants  
Ten (10) Gardaí

Garda College  
Two (2) Sergeants  
Six (6) Gardaí



### Instructor Qualifications:

- Teacher Trainer Course
- Firearms Instructor Course
- National Range Management Course
- Qualify to Instructor level all weapons
- Standard Driving Course
- Four Wheel Drive and Trailer Course
- Occupational First Aid Course
- Human Rights Compliance Training
- F.A.T.S. Simulator Instructors Course

The above courses are the basic courses required to qualify as a Firearms Instructor and are accompanied by stringent annual medical examinations.

### Training Provided:

G.F.T.U. are the sole providers of initial training in the following Garda firearms:

- Sig Sauer P226 D.A.O. S.A.P
- Sig Sauer P226 DA/SA S.A.P.
- Smith and Wesson .38 spl Model 10 4"
- Smith and Wesson .38 spl Model 10 2"
- Smith and Wesson .38 spl Model 36
- Walther P99C S.A.P.
- 9mm Uzi Sub Machine Gun
- Heckler and Koch M.P.7 Sub Machine Gun
- Heckler and Koch 33E 5.56 Assault Rifle
- Benelli Model M3 Super 90 Pump/Semi Automatic Shotgun
- Steyr Mannlicher Model SSG.69 Sniper Rifle

Training takes the form of legislation and regulation compliant Basic and Refresher Training in Marksmanship at various locations throughout the State. This is supplemented by Judgemental Training using F.A.T.S. simulators. A Tactical Training Programme is currently being developed and it is hoped to roll out first responder training in 2008.

### External Training

Instructors are recruited Organisation wide from both Operational Policing and Specialist Units. This gives a balanced experienced base to train from. In addition to internal training, Instructors have trained with and observed many external Forces

and Specialist Units such as SO.19 (London MET.), G.S.G.9 (Germany), R.A.I.D. (France), P.O.N.I. (Sweden), H.M.S.U. P.S.N.I. (Northern Ireland), S.E.K. Cologne (Germany). Members have recently acquired tactical training with external agencies. Qualifications to A.C.P.O. UK standard have been achieved along with Firearms Silver Spontaneous Course (Silver Command), Kent Police and Sussex Police. Counter Sniping qualifications have been received in Germany. Training courses from the U.S.A. include Sigarms Academy and Gunsite Training Centre Inc.

## Other Courses Provided

### Weapon Recognition and Make Safe

This is provided to Gardaí prior to U.N. Services, C.I.D. Courses and Park Rangers, Caoilte.

### Weapon and Ammunition Selection

The Unit partakes in assessing and evaluating weapons and ammunition for service with the Organisation. Members also routinely test firearm issue weapons when brought to Ranges. The Unit recently established an "On Range" ammunition exchange programme with great success.

In addition to conducting initial training in all Garda Firearms to the Emergency Response Unit, G.F.T.U. provides an Instructors Course for the Emergency Response Unit members which allows selected members to supervise their own Unit on Ranges. Specialist Units such as Witness Protection and National Surveillance Unit are provided with additional training. Unit members also assist in Pre Selection Courses for potential Emergency Response Unit members.

## External Training Initiatives

The Firearms Training Unit has long enjoyed a harmonious relationship with many outside agencies.

### Defence Forces

The Defence Forces facilitate An Garda Síochána with use of their Ranges. Authorisation of Ranges,

Course Range Management Courses. We have also availed of weapons zeroing training. Garda Instructors have undergone Army Weapons Instructors Courses.

### Diplomatic/Consular Missions

The Unit facilitates, upon request, security staff from such missions with training facilities and assistance.

### Dublin Zoo

Provision of weapons training and Humane Destruction of Large Animals Training provided to Zoo Keepers on request.

### Caoilte

Weapons training and recognition to Park Rangers and Humane Destruction of Large Animals on requests.

### Operational Role

Firearms Trainers provide armed back up to Operational Units when such is requested. Counter sniping for V.I.P visits at airports and routes are regular deployments. The Unit was very successfully deployed during Operation Anvil in Dublin's North Central Division.

## Tactical Training Unit

The Garda Tactical Training Unit is attached to the Specialist School at the Garda College. The unit was originally formed to provide Pre-Selection and subsequent training for the Emergency Response Unit.

Since the mid 1980's the training role of the Unit has developed in tandem with the changing demands placed upon the organisation. As new units have been established the Tactical Training Unit has consistently met or exceeded the training requirements of these new operational units. For example when the Garda Air Support Unit was first established in 1996 the inaugural crews first underwent a Pre Selection Course specifically designed to test for the requisite competencies. This course was designed and delivered by the Tactical Training Unit.



*E.R.U. Pre Selection Course water training.*

Today the Tactical Training Unit provides a large variety of courses designed to support operational units in the delivery of their specialist policing functions. These courses include, Manual Handling Training, Asp Baton Instructors Courses, Method of Entry training, Rope Access training, Public Order Instructors Training, Public Order Commanders Courses, Chemical Biological Radiological & Nuclear (CBRN) Response Training.

In addition to the above the Unit facilitated the provision of a number of different courses for other Schools in the College include On-Scene Commanders and Garda Negotiators.

## **Training for 2007**

2007 proved a difficult year for the Unit due to the increased demands to provide operational support training for the organisation in three new disciplines. These new initiatives were catered for in the provision of training for ninety (90) Asp Retractable Baton Instructors, Method of Entry (MOE) training for members from the Limerick Division, and Protestor Removal Training for members from the Mayo Division. In total despite the extra demands placed upon the Unit the end of year returns showed a very satisfactory rate of training delivery with the Unit providing a total of thirty one (31) courses for five hundred and fourteen (514) personnel.

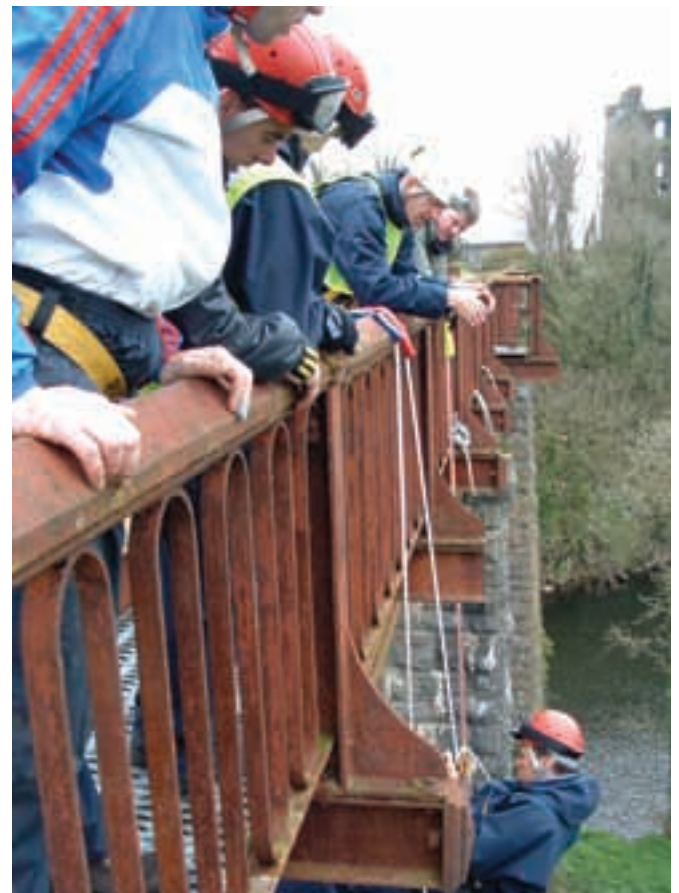
As well as the provision of specialist training the Unit has responded on a number of occasions to operational call outs to assist local Gardaí management through the provision of specialist

expertise and equipment. Over the last two years the Unit was deployed at several events such as the Ryder Cup and the Shell to Sea protest in Ballinaboy, Co. Mayo.

The assistance which the Unit provided to the Divisional Force in Mayo in the form of Public Order Tactical Advice, and operational support, was recently recognised through the presentation of a specially commissioned plaque to the members of the Unit by the Divisional Officer Chief Superintendent A. McNamara.

## **Excellence in Training**

The staff of the Tactical Training Unit consists of two Sergeants and three Gardaí. All five members are qualified in the various disciplines for which the Unit has responsibility. Additional qualifications both internal and external include, Garda Negotiators, Firearms Instructors, Pool Lifeguard, Public Order Tactical Advisors, Self Defence Instructors, Occupational First Aid, and Sports Management.



*E.R.U. Pre Selection Course rope training.*

The continuing development of the staff attached to the Unit is a core principle in the pursuit of training excellence. Currently two members are completing their final year in Degree Programmes, one in Psychology and the other in Physical Fitness & Conditioning. In addition one member recently completed a Post Graduate Diploma Training & Performance Management.

Due to the ever expanding demands being placed on the Unit, the Superintendent Specialist School recently requested that the Organisational Development Unit conduct a review of the role of the Unit and the manner in which it provides a training service for the organisation.

It is expected that this review will be published in early 2008 and preliminary indications are that an increase in staff and facilities will be recommended in order to meet the specialist training demands of the organisation going forward.

## Detective Training

The Detective Training School is based in Garda Headquarters, Phoenix Park, Dublin 8. It is under the control of Superintendent, Specialist School, Garda College. The co-ordinator of the school is

Sergeant Senan Finucane, who is assisted by Garda Jacqueline Ferry.

The school caters for the following courses:

- Detective Training
- Evidence and Recovery Course
- Money Laundering
- Scene of Crime – Examiners
- Scene of Crime – Military Police
- Fire and Arson Training

## Detective Training Course

This a four week course for Detective Gardaí held at the Detective Training School, Garda Headquarters, Phoenix Park, Dublin. The course caters for all detectives throughout the country e.g. Country Divisions, DMR and Specialist Units.

The course structure is theory based with class participation through case studies and group scenarios. A theory examination and a project is completed at the end of the course.

The aims of the course is to learn best practice in relation to crime investigation, report writing, statement taking, interviewing skills and how to evaluate evidence and present completed files for Court.



*Detective Training Course 3/2007, Garda Headquarters*



### Scenes of Crime Examiners Course

This is a generic competency based course with 50% of the course being practical orientated. It is geared to training full time Scenes of Crime Examiners in each Garda Division. The course duration is for five (5) weeks. It concludes with both a theory and practical examination of Mock Crime Scenes (Cabra Garda Station) and examination of motor vehicles (Santry Garda Station). Two more additional purpose built Mock Scenes have been built at Cabra Garda Station, bringing the total to four (4) for practical Scenes of Crime work.

**Aims of the course:** Participants at the end of the course will be able to interpret, preserve and technically examine a crime scene. They will learn best practice in relation to collecting and lifting various types of evidence, packaging exhibits and preparing investigation files and statements for Court.

Crime Scene Awareness Courses have also been held for the Garda Water Unit, Safety & Health Authority and the Environment Protection Agency.

### Fire and Arson Investigation Course

This a week long course, which is available to full-time Divisional Scenes of Crime Examiners who have completed the aforementioned Scenes of Crime Course. The course structure is 50% theory and 50% practical exercises, recreating house fires and vehicle fires at Fire Brigade Headquarters, Malahide Road, Dublin.

Participants on the course will learn best practice in relation to investigating all Fire Scenes. They will be able to interpret, evaluate and know what evidence to collect and how to properly package it from a fire scene. Instruction is also given in respect of Health & Safety issues at fire scenes.





*Garda College Rugby Teams*



# Chapter 11

## Legal Text Revision Unit

The year 2007 saw the completion of the Garda Síochána Guide 7<sup>th</sup> Edition by the Legal Text Revision Unit. The previous edition was published in 1991. The current review concerns itself with the enormous legislative provisions enacted in the intervening period and also with case law emanating from the Superior Courts that is of direct relevance to An Garda Síochána. This mammoth task and specialist undertaking was under the direct control of Inspector Joe Ward (B.L.), assisted by Sgt Michael Daly (L.L.B.) and Ms. Theresa Kelly (C.O., Diploma in Police Studies).

The review of the Garda Síochána Guide was a project of immense national importance and is an essential support tool in the provision of effective and professional policing. It is 3,600 pages in length and is produced in two loose-leaf volumes. An electronic version is also available to every member of the Organisation on application.

Also in 2007 the Legal Text Revision Unit was involved in the quality control of material submitted for inclusion in the 'Toolbox/Briefcase' project. This on-line knowledge/ information repository for all members of An Garda Síochána is now available on a pilot basis in a number of Divisions throughout the country.

Throughout the year this section delivered keynote legal lectures to a number of courses and projects. The section has ongoing commitments to the development of members' legal knowledge which is displayed through modules in detective training and promotion courses. Members of the section were appointed to liaise with the Garda Síochána Ombudsman Commission in relation to legal issues prior to their establishment. The section also assisted the Promotion Examination Board in the ongoing review of examination syllabi.



*Sgt. Michael Daly, Sgt. Brian Murphy, Ms. Teresa Fanning & Insp. Joe Ward.*





*Commissioners conference Oct 2007*



*Minister for Justice Equality & Law Reform Mr Brian Lenihan, TD at the graduation parade July 2007.*

# Chapter 12

## Garda Research Unit

The Garda Research Unit (GRU) was established in 1994. The Unit is located in office accommodation in Áras Chlainne Lir in the Garda College, Templemore. The Unit supports the Garda Síochána in pursuing its corporate objectives to achieve excellence as an organisation.

### Mission

The mission statement of the Garda Research Unit (GRU) is to contribute to the objectives of the Garda Síochána by carrying out police related research, by supporting research by others and by making research findings widely available.

### Unit Staff

The Unit has a staff allocation of seven personnel.

Head of Research (presently vacant),  
Sergeant Patrick Kennedy, acting Head of Research,  
Garda Colm Browne,  
Ms. Mary Walker,  
Mr. Eamon Lynch,  
Mr. Philip Browne,  
Research Assistant (presently vacant).

The Head of Research reports directly Chief Superintendent Jack Nolan, Change Management, Garda Headquarters, Phoenix Park, Dublin 8.



*Garda Research Unit from left to right: Mr. Eamon Lynch, Ms. Mary Walker, Sergeant Patrick Kennedy (acting Head of Research), Garda Colm Browne and Mr. Philip Browne (Research Assistant (presently vacant)).*

## Main Activities

The GRU activities include qualitative and quantitative research, in the form of staff and public attitudes surveys, and evaluations of Garda policies and programmes. Its research is primarily action-oriented, designed to respond to actual problems. Most of its work originates from Garda Corporate Strategies and Annual Policing Plans. Research has also been conducted as a result of requests by heads of Garda Divisions and Specialist Units.

## Research Projects in 2007

The GRU reported on the following research projects during 2007:

Evaluation of prosecution of drink-driving offences and non-convictions – Research Report No. 5/06.

Evaluation of CCTV in Dundalk – Research Report No. 8/06.

Trends in Satisfaction with Garda visibility in the locality - Garda Public Attitudes Survey 2002-2006 – Research Report No. 1/07.

Trends in feeling of safety walking in neighbourhood after dark and alone in home at night - Garda Public Attitudes Survey 2002-2006 – Research Report No. 2/07.

Trends in Satisfaction with Garda service locally - Garda Public Attitudes Survey 2002-2006 - Research Report No. 5/07.

Examination of re-offending by juvenile offenders cautioned in 2003: update with 2006 data - Research Report No. 6/07.

Analysis of Outcome and Predictor Variables - Garda Public Attitudes Survey 2006 - Research Report No. 7/07.

Review of the programme 'Crimecall' - Research Report No. 8/07.

Traveller/Ethnic Minority Communities Attitudes to the Garda Síochána 2006 - Research Report No. 9/07.

An Garda Síochána Staff Attitudes Survey 2007 - Research Report No. 10/07.

An Garda Síochána Staff Attitudes Survey 2007 - Comparative Analysis of Gardaí and Civilians - Research Report No. 11/07.

Garda Síochána Public Attitudes Survey 2007 – Research Report No. 12/07.

Scoping Study - Garda Divisional Boundaries - Research Report No. 13/07.

Analysis of Outcome and Predictor Variables - Garda Public Attitudes Survey 2007 - Research Report No. 14/07.

## Research Projects in 2008:

The GRU will advance a number of research projects during 2008, which will include:

Evaluation of CCTV Scheme Anglesea Street Cork - Research Report No. 15/07.

Garda Síochána Public Attitudes Survey 2008.

A culture assessment for An Garda Síochána.

Evaluation of Pilot ISO 9001:2000 Quality Management System (QMS) for Crime Scenes Examination Unit, Mountjoy and Traffic Corps Unit, Galway West.

Examination of re-offending by juvenile offenders cautioned in 2003: Update with 2007 data.



# Chapter 13

## The Sporting Year in the Garda College

The Garda College has had a lively and diverse sporting year. The Garda Credit Unions have played a major part in this with their kind sponsorships, which enable a number of the Garda College Sporting Clubs participate at the level in which we strive for. The following is a brief synopsis of the major achievements in the year gone by. Hopefully, some of these will be an indication of what the Garda College can look forward to for the coming year.

### Ireland's Strongest Man

The Garda College has recently recruited a nice young man from Maynooth in Co. Kildare. His name is Jason O Reilly and he is certainly a student with a difference. Jason was recently crowned Ireland's strongest man in the national contest. He has won this competition on numerous times. Jason is quite a celebrity in his own arena and has dined



*Jason O'Reilly*

with men such as Arnold Schwarzenegger, Magnus Samuelson and Mike Tyson, to name just a few.

Jason put on a show in the Garda College Sports fields for all in the college. The show included Jason lifting 27 stone weights above his head numerous times (above picture). Jason also lifted a small van numerous times. The show took approximately an hour and Jason completed ten events. The crowd really enjoyed it and cheered Jason on throughout the exhibition.



*Ex international fighter Adam Nolan and Michael O'Malley before their bout. Adam shaded the bout in a very evenly contested fight.*

### Boxing Tournament

On Tuesday 11<sup>th</sup> September 2007 the Garda College Boxing club held their tournament in the Garda College. A very large crowd filled the sports hall. Instructor Stephen Dalton has been training his troops for the last six months and the match

ups were made. The crowd was treated to some fantastic bouts. Every weight category was catered for and all the matches were very evenly matched with no quarter held. Special mention must go to the boxer of the night Joseph Fahy. Joseph put up a great show winning his bout with great style.

## Rowing

This year pride of place has to go to the rowing club. Founded by international rower Kenny MacDonald, the team has received huge support from both the Garda Boat club in Dublin and St Paul's Garda Credit Union. Every Wednesday a bus leaves the Garda College gates at 12.30 and departs for the Garda Boat club in Dublin. Numbers have increased greatly in interest and subsequently the standards have risen to an extraordinary level. In December a number of students have participated in the national indoor rowing championships which were held in Dublin. It was a joy to witness over 20 of the fittest Gardaí, togged out in their top of the range St Paul's gear competing in this highly prestigious competition. To top the evening off the team won a silver medal through S/Gda Dermot Haugh. What a fantastic achievement for the fastest growing club in the college. We look forward to more fantastic achievements in the future, and above all, to even greater participation. Well done to all involved.

## Fitzgibbon Hurling

The Garda College Fitzgibbon team put in an enormous effort this year. The training schedule

involved at least two days a week and a huge emphasis was put into very worthwhile challenge games. The team was managed by Supt Gordon Ryan who has an amazing track record in the hurling world. His management team included Supt Pat McCabe, Garda Seamus Delaney, Sergeants Ailish Delaney and Colin Furlong. The team took on a number of top class teams with great victories over Ballyhale and Toomevara. A draw against Clare two weeks before the big game against UCC gave us something to be really hopeful about.

The big game against UCC was held in the Garda College on the 15<sup>th</sup> February 2007. As strong a team as possible took to the field. However within minutes disaster struck when Cork man Vincent Hurley had to depart with muscular problems. This meant that one of the main leaders of the team and our centre back was gone for the game. A huge effort was put in by the rest of the lads. Best for the Garda College on the day was, Ian Delaney at corner back, Barry Nugent at centre forward and Mick Fitzgerald at corner forward. Unfortunately the Garda College went down by the slenderest of margins. A massive effort was given this year and the Garda College can consider them selves very unlucky.

This year's competitions have already started and the Garda College have had some good experience throughout the league. The team will compete against GMIT and UCC early in the new year in a round robin series.



*Above: The Garda College Fitzgibbon Cup 2007 panel accompanied by team management, Supt Gordon Ryan and Seamus Delaney.*

## Ashbourne Report

Saturday 17<sup>th</sup> February 2007 saw the Garda College Camogie Team travel to Galway to compete in the Ashbourne Colleges Camogie Competition being hosted by National University of Ireland Galway (NUIG). The Garda College lined out at Dangan at 12.30pm in the Ashbourne Shield Semi-Final against hosts NUIG.

A tough, hard fought contest was predicted and that's what it turned out to be. The game started at a frantic pace and saw both teams exchange points, Marie O Connor on the score sheet for the Garda College. Chances were few and far between and Liz Power capitalised on a golden opportunity for the Garda College and finished off a great move to back of the net, scoring the first goal of the game. This was added to shortly after with a well taken point by Marie O Connor. However, NUIG fought back well and scored a goal shortly before half time. Both teams exchange points again, Garda College's Louise Young converting a free, to leave the teams level 1-3 a piece at half time.

The 2<sup>nd</sup> half started as lively as the first with challenges going in hard and fast, NUIG having the better of the exchanges for the first 10 minutes

scoring two points and talking the lead for the first time. Garda battled hard and soon got back into their stride with Louise Young winning a lot of possession at midfield and scoring two points to put them back on level terms. The game remained a tight affair with both sets of backs defending tirelessly to stop the opposing forwards. Both teams again exchanged points with Louise Young scoring a free for Garda. Heading to the last 10 minutes the game was there for the taking and it was the Garda College that edged in front with Louise Young stepping up to score another point. The Garda College solid in defence drove forward to finish out the match with Josie Dwyer winning vital possession on the half forward line. In the closing minutes NUIG's defence was stretched again and Garda College substitute scored an important goal to put the game beyond the host's reach. The final whistle sounded leaving it Garda College 2-6 NUIG 1-5. A tough and gritty performance by the girls in blue putting them back in the Ashbourne Shield Final for the 2<sup>nd</sup> consecutive year this time eager to do one better and come out victorious. The opposition standing in the way, University of Ulster Jordanstown (UJ), a tough, physical outfit who beat Waterford Institute of Technology (WIT) in the other semi-final.



*Supt Pat Mc Cabe Gda. Sheena Howard C/Supt Kieran Mc Gann Gda Seamus Delaney with the Ashbourne Shield.*

On Sunday 18<sup>th</sup> February the Garda College Team made the journey to Ballinderreen to compete for the Ashbourne Shield. With only victory on their minds the Garda College started well and as expected were met with a stern challenge from UUI. The opening quarter remained close with both teams trying to settle. Points were exchanged with Garda's Louise Young accurately converting two frees after a lot of good work from Josie Dwyer, Lizzie Glennon and Georgina Kelly on the half forward line. Then after good play from the Garda backs the ball was worked up through the midfield to where the centre forward Lizzie Glennon who tigerishly won possession and selflessly spread the ball out to the wing to the ever ready Josie Dwyer who sent the ball across the centre in front of goal. Garda's Liz Power (all 5'6" of her) jumped two feet above two UUI defenders (both 6ft), snatched the ball from the air only to find herself wrestled to the ground . . . . . Penalty! Marie O Connor stepped up and as if her life depended on it rifled an unstoppable shot to the back of the net . . . . . Goal!! Garda College were on their way and never looked back. The impressive Sheena Howard and Louise Young dominated at midfield and were at the heart of most Garda attacks. Marie O Connor and Georgina Kelly notched up a point each with Louise Young scoring another two points leaving the half time score Garda College 1-6 UUI 0-2.

Expecting UUI to step it up Garda College remained focused and started the 2<sup>nd</sup> half with a blistering goal from Kilkenny star forward Marie O Connor, followed in quick succession with another accurately pointed free from Tipperary's finest Louise Young. Garda full back line of Emer Phelan, Mary Dorgan, Jane Ryan and goalkeeper Vanessa O Donnell continued to eliminate any danger throughout and the superb halfback line of Faith Noonan, Michelle Shortt and Michelle Casey working tirelessly and providing the launch pad for the Garda attack.

UUI never gave up and added four more points to the score sheet. However, the Garda College, ruthless in their approach, put the game out of reach of their opponents when the ever dangerous Marie O Connor found the back of the UUI net again. O Connor was again on the end of great link up play from the impressive Garda forwards and added two more points, bringing her tally to 3-3, leaving the final score Garda College 3-9 UUI 0-6. A truly great team performance allowing team captain, Sheena

Howard, to accept the Ashbourne Shield.

The Garda College created history last season when they qualified for the first time to participate in the Ashbourne Cup Colleges Camogie Competition. One year on they are again creating history winning the Ashbourne Shield for the first time in the history of the college. A marvellous achievement by this team who showed great commitment during the year and their victory was well deserved. Congratulations to all involved. We would also like to thank our sponsors, St Raphael's Credit Union, for all their generous help and support.

## Rugby

All Ireland finals are hard to come by. This year the Garda College team qualified for the All Ireland third level college's final by beating Bucaneers in a fantastic semi final in their own back garden. The final was held in the Garda College grounds on the 28<sup>th</sup> March 2007. A strong Garda College side took to the field as under dogs against a fantastic outfit from Limerick IT. The Limerick side was covered in semi pro players and a great run in the competition ended with disappointed, as we were overcome in the second half. The year has to go down as a fantastic success as second place is a formidable ranking within the universities.



*Garda College reaches new heights! John Gilmartin soars high against Limerick Institute of Technology in the All Ireland Final*

Great credit has to be given to Tony Wells and his back room staff for their great work throughout the year. This was one of the strongest panels to ever grace the college and they were put to good effect this year. Outside coach John Lacey was in attendance almost every Wednesday afternoon and his expert advice obviously went a long way.



*Going!*



*Going!*



*Gone! John Pirollo grounds the ball for a try.*



*The Garda College side that competed in the All Ireland Colleges final held in the Garda College Sports field on the 28th March 2007. Adrian Hanley and Bart Duggan went on to play on the Irish universities side.*

## Sigerson Football.

The college's first game was played on the 15<sup>th</sup> Feb in the college grounds against University College Cork. This was a highly entertaining game. The Cork side was full of inter county stars as was the Garda College side. The game started particularly fast and it was clear that this game was going to be decided by only a kick of a ball. The turning point of the game came mid way through the second half when Stephen Kelly punched the ball to the net after a great run along the end line by Denis Glennon. The college ran out winners after a frantic final few minutes. It would be wrong to name any players as on the day everyone on view gave all they had and were worthy winners.

Wednesday 21<sup>st</sup> February saw the Garda College play Sligo IT in Templemore town park. The previous weekend Sligo IT won the FBD Connaught league, beating Galway in the final. Reports from the game suggested that the Sligo team would be extremely hard to beat. Unfortunately for the Garda College, this proved to be the case, with Sligo running out victors by a very minor margin. The college had superb performances all round but David Clarke in goal, full back Ciaran McGrath, and corner forward Stephen Kelly deserve special mention.

A number of these players are eligible for next year and the year was a success in so far as we took the eventual Sigerson champions, Queens University, to extra time in the league final. Mick O Riordan has taken the team on again this year and the team will play the winners of Carlow IT and Dundalk on the 13<sup>th</sup> February 2008 at an away venue.





*Garda College Sigerson cup football team.*

## Ladies Soccer

This team has impressed for the last five years in a row. This year the college was in the premier division of the league. The Garda College had to play UCC in a winner takes all contest held in Limerick. The pressure was on the girls in this game as technically we had won the league much earlier, but a review of results, and procedures, insisted on us contesting a playoff. A fantastic display of guts and skill, seen the Garda College become champions of the university ladies soccer, premier league, on a score line of 3 goals to 1.

Carlo Griffin and Des Beirne were the brains behind the team and they had a formidable group of girls to work with. Stars for the side included, Carrie O Connor, Suzanne Gordon, Martha Carter and Noirin Feehily. However all the girls deserve great plaudits for their exhibitions throughout the year. Well done to all. In fairness to this team they are the only team in the Garda College who are now resting on the very top of the pile in their sport by being the premier division champions.



*Above: Garda College Ladies Soccer team. Premier League Champions.  
Missing from Photo, Carlo Griffin and Des Beirne ( Management )*

# Chapter 14

## Garda College Transfers

INWARD TRANSFERS		OUTWARD TRANSFERS	
Name	Transferred from	Name	Transferred to
January 2007			
Ms. G. Peters	Physical Education Teacher	Garda D. Barrett	Retired
Ms. E. Ni Cheallaigh	Irish Teacher	Sgt. P. O'Connell	Monaghan
Ms. C. Poff	Physical Education Teacher	Sgt. J. Kelly	Retired
Mr. J. Crowley	Social/Psychological Teacher		
Ms. Lynda Kelly	Management/Organisational Teacher		
February, 2007			
Ms. N. Mulhern	Physical Education Teacher		
Mr. Brian Murray	Physical Education Teacher		
March, 2007			
Mr. P. Lindsay	Management/Organisational Studies Teacher		
Ms. G. Jennings	Management/Organisational Teacher		
April, 2007			
Mr. S. Dalton	Physical Education Teacher		
May, 2007			
Supt. S. Meyler	Templemore	Supt. C. Gordon	Strategic & Resource Management
Sgt. B. Hoare	Newport	Sgt. B. Murphy	Gurranabraher
Sgt. D. Morrison	Raheny	Garda J. Cullen Driving School, H.Q.	DMR Traffic

INWARD TRANSFERS		OUTWARD TRANSFERS	
Name	Transferred from	Name	Transferred to
Sgt. E. Golden	Specialist H.Q.		
Garda B. Murphy	Bandon		
Garda A. Davis	DMR Traffic		
Garda L. Looby	Terenure		
Garda S. Trainor	Doneraile		
Garda A. Burke	Templemore		
Sgt. R. Mulderrig	Promoted to Inspector		
Garda C. Nolan Driving School, H.Q.	DMR Traffic		
Garda D. McConkey Driving School, H.Q.	Santry		
Garda J. O'Neill Driving School, H.Q.	Santry		
June, 2007			
Insp. R. Mulderrig	Retained	Insp. J. Coonan	Carlow
Insp. Wm. Leahy	Clonmel	Insp. K. Bowen	Clonmel
Garda A. Roughneen	Promoted to Sergeant Retained		
Garda J. O'Mara	Promoted to Sergeant Retained		
Garda C. Moylan	Promoted to Sergeant Retained		
July, 2007			
Sgt. A. Phelan	Mountrath	Sgt. J. Hallahan	Fermoy
Sgt. C. Dee	Henry St.	Sgt. D. Beirne	Gort
Sgt. O. Nally	Henry Street	Sgt. J. Nevin	Ballinasloe
Sgt. C. Doyle	S.D.U.	Sgt. T. O'Connor CPD Harcourt Sq.	G.N.T.B.
August, 2006			
Sgt. K. O'Reilly	G.B.F.I.	Sgt. G. Corcoran	U.N. Duties
Supt. C. Barry	Mayfield		

INWARD TRANSFERS		OUTWARD TRANSFERS	
Name	Transferred from	Name	Transferred to
Garda J. Mullen	Templemore		
Sgt. B. Barry	Promoted to Inspector Retained		
Garda J. Ryan	Promoted to Sergeant Retained		
Garda A. Reynolds	Promoted to Sergeant Retained		
Garda C. O’Gorman	Promoted to Sergeant Retained		
September, 2007			
Sgt. B. Shelley	Whitehall		
October, 2007			
Insp. B. Daly	Santry	Insp. Wm. Leahy	Thurles
Insp. M. O’Dwyer	Galway	Insp. S. Glynn	Galway
Garda I. Walsh	Communications Centre	Garda O. Walsh	Navan
		Garda S. Walsh	Ballina
		Sgt. J. Barry	CPD Portlaoise
November, 2007			
December, 2007			
		Garda Martin Orr	Retired



# Chapter 15

## Course Statistics 2007

COURSE TITLE	NO. OF COURSES	NO. OF PARTICIPANTS
<b>Management &amp; Supervisory Training 2007</b>		
Bachelors of Arts	3	57
Chief Superintendents Development Programme	21	20
Superintendents Development Programme	1	15
Inspectors Development Programme	9	75
Sergeants Development Programme	17	275
Training for Mentors	6	60
GRID Leadership joint Training with PSNI	2	37
Competency Based Training	1	12
CEPOL	2	35

<b>IT Training Section</b>		
MOS Word Core	42	340
MOS Word Expert	7	51
MOS Excel Core	24	151
MOS Excel Expert	5	24
MOS PowerPoint	4	30
MOS Outlook	3	17
MOS Access	2	7
Civilian Induction Course	13	275
Forensic Phone Analysis	5	30
PULSE Merge	30	400
PULSE OLM	2	18
PULSE GISC	4	42
PULSE Quality Review	3	36

<b>COURSE TITLE</b>	<b>NO. OF COURSES</b>	<b>NO. OF PARTICIPANTS</b>
<b>Student Probationer Training</b>		
Phase I	4	1024
Phase III	4	1086
Phase V	4	1038
Conferred	1	1038

<b>Driving School Templemore</b>		
Standard Course	19	288
Re-assessment Course	16	46
Advanced Course	3	22
Advanced Re-Assessment	3	9
Van/Personnel Carrier	40	254
4 X 4	16	80
Instrucotrs Trailor Towing	3	7
H.G.V	1	2
Instructors Course	1	13
Instructors Re-Assessment	1	2
<b>Driving School HQ</b>		
Standard Course	19	183
Advanced Course	1	4
Auto Familiarisation	5	10
Van/Personnel Carrier	36	165
4 X 4	18	60
Trailor Towing	1	3
H.G.V	3	6
Van + Trailer	1	2

<b>COURSE TITLE</b>	<b>NO. OF COURSES</b>	<b>NO. OF PARTICIPANTS</b>
<b>T.T.U</b>		
E.R.U Selection	2	32
Divisional search	12	175
Public Order Re-Cert	2	29
CBRN Re-Cert	2	4
Baton Instructors Course	2	75
Asp Operators Course	1	10
Protester Removal Course	1	12
Aircraft Search Course	1	17
Red Man Instructors Course	1	9
Method of Entry	3	21

<b>Templemore Motorcycle</b>		
Standard Course	9	39
Advanced Course	11	32
Familiarisation Course	13	25

<b>HQ Motorcycle</b>		
Standard Course	9	44
Advanced Course	1	2
Escort Course	2	10
BMW Refresher	4	5
Familiarisation Course 650	12	43
Familiarisation Course 1300	33	70



COURSE TITLE	NO. OF COURSES	NO. OF PARTICIPANTS
<b>Firearms Templemore</b>		
Refresher	144	873
Refresher Walther Pistol	8	88
Refresher UZI	144	790
Basic Courses	9	107
Pistol Conversion Sig	16	167
Pistol Conversion Walther	1	2
FATS	118	594

<b>Firearms Dublin</b>		
Refresher .38 Revolver	87	4981
Basic Courses	35	279
Fats 1220 places provided	25	1081
Intermediate 2 day Course	9	15

<b>Detective Training</b>		
Detective Training	5	96
Scene of Crime - Examiners	3	30
Fire and Arson	1	14
Scenes of Crime Awareness Course Dog unit	1	2
Scenes of Crime Awareness Water Unit	1	14
Photographic Course Specialist	1	6
Fingerprint Prison Officers	1	12
Fringersprints for Gardaí	1	5

COURSE TITLE	NO. OF COURSES	NO. OF PARTICIPANTS
<b>C.P.D Training</b>		
A.E.D. (defib) Adult Heart saver First Responder	1	11
Alcometer / Drager	*	889
Alcometer / Drager Instructor Training	1	29
Ampel Probe	*	350
ASP Batons	*	6871
Audio Visual Course	*	7
Chiefs Authorisation to Drive	*	70
Children First	*	27
Command & Control System	*	1218
Core Programme 2006	*	422
Core Programme 2007	*	5037
Criminal Intelligence Officers	2	68
Cultural Diversity	*	1363
Digital Tachograph	2	60
Divisional Search Teams	*	65
Dublin Port Tunnel	*	94
Early Evidence Kit Instruction	*	55
Evidential Breath Testing Supervisor (EBT)	*	38
Evidential Breath Testing (EBT)	*	439
Family Liaison Officer	7	108
Family Liaison Officer Seminar	1	56
FCPS	*	99
Fire Safety Awareness	*	6
Forensic Collision Investigation Course	3	38
Forensic Collision Investigation Exam	1	14
Garda Immigration Officers (GNIB)	3	73
Garda Reserve Training	*	204
Garda Road Show	3	69
Garda Welfare	1	9
G.S.O.C	*	4468
Mental Health & Safety Briefing Sergeants	*	56
Health & Safety Risk Assessment	*	734

COURSE TITLE	NO. OF COURSES	NO. OF PARTICIPANTS
<b>C.P.D Training</b>		
Information Dissemination	*	22
Inter-Cultural / Ethnic Liaison Course	3	83
Internal Auditors	1	13
J.L.O.	2	28
Korec	1	19
Luas Bye Laws	*	103
Mountain Bike Course	*	7
Reinduction Course for Members	*	13
Pre-Retirement	5	227
Pre-Retirement Officers	1	13
PULSE Courses	*	624
Schools Programme	*	106
Security of Explosives	*	5
Specialist Interviewing of Children	2	14
Stinger	*	53
Suicide Intervention	*	28
Traffic Corp Induction	4	148
Traffic Corp Inspectors	1	17
Traffic Corps Supervision	2	36
Trafficking in Human Beings	4	95
Tutor Garda	*	44
Ultralyte Speed Gun	*	190
United Nations	1	30

\* denotes CPD schools nationwide

