



An Garda Síochána

Interim Policy Document

Management of Unsatisfactory Performance and/or Attendance for Garda Members

Effective Date	02/04/2025
Version No.	1.0
Approved by	Garda Executive
Introduced by	HQ Directive 014/2025
Policy Owner	<i>Executive Director, People and Development</i>

Purpose

The purpose of this Management of Unsatisfactory Performance and/or Attendance for Garda Members Policy is to help establish a structured framework for evaluating, developing, and recognising the Management of Unsatisfactory Performance and/or Attendance for Garda Members. This policy is designed to help achieve consistency and transparency throughout the unsatisfactory performance and/or attendance management process. An Garda Síochána recognises the requirement for establishing a procedure and for the Management of Unsatisfactory Performance and/or Attendance for Garda Members.

Scope

This policy and all associated documentation apply to Garda Members below the rank of Assistant Commissioner, with the exception of Police Officers from the Police Service of Northern Ireland (PSNI) seconded to An Garda Síochána, in accordance with section 94 of the Policing, Security and Community Safety Act, 2024.

Policy Statement

This policy aims to improve the quality and consistency of performance and attendance for Garda Members by helping to foster a culture of performance excellence and personal growth. An Garda Síochána strives to enhance the quality of services that it provides to the communities it operates in. An Garda Síochána will support the development of each Garda Member through the establishment and management of agreed performance and attendance expectations.

Human Rights Considerations

This policy also aligns with An Garda Síochána responsibilities under Section 42 of the Irish Human Rights and Equality Act 2014, which has established a positive duty on public sector bodies to eliminate discrimination and promote equality of opportunity and treatment. The vindication of Human Rights is a key policing objective, and is the very basis of policing.

The proportionate use of powers is dependent upon decisions being made following consideration of the Garda Decision Making Model (GDMM) and ensures that Constitutional and Human Rights considerations are at the core of every decision made. This practice, in addition to the effective oversight of usage, which is guided by the nine standards of conduct and practice within the [Code of Ethics](#) will aim to uphold the Human Rights of all those affected by such use.

Compliance

Compliance with this Policy and accompanying associated document(s) is mandatory for all Garda members and relevant Garda staff with line management responsibilities.

Legal & Human Rights Screening

This document has been legal and human rights screened in terms of the respective obligations placed on An Garda Síochána for the subject area concerned.



Ethical Standards & Commitments

Every person working in An Garda Síochána must observe and adhere to the standards and commitments set out in the [Standards of Professional Behaviour](#) and [Code of Ethics](#) for An Garda Síochána and uphold and promote these standards throughout the organisation.

Policy Review

This Policy and associated documents will be reviewed 12 months from its date of effect and every three years thereafter.

Disclaimer

This document is not intended to, nor does it represent legal advice to be relied upon in respect of the subject matter contained herein. This document should not be used as a substitute for professional legal advice and must be read in conjunction with the related documents.

General Data Protection Regulations / Directive 2016/680/EU

Personal data shall only be processed for the purposes specified in this policy, and within a clearly defined lawful basis under the (EU) General Data Protection Regulation (GDPR) ((EU) 2016/679) and the Data Protection Acts 1988/2018. All necessary measures will be put in place to ensure personal data is kept safe and secure. Only authorised personnel shall have access to personal data. Only relevant personal data will be processed, and will not be retained for longer than is necessary.

In respect of the personal data processing activities associated with this procedure, a Data Protection Impact Assessment (DPIA) has been completed in accordance with the requirements of the General Data Protection Regulation.