



**The Future of
Policing in Ireland –
The Youth
Perspective**



Background

- Following a national consultation process the commission identified gaps in research, namely the perspective of Irish youth
- Offer made by Mark Duffy, US Embassy Youth Council member & Marketing Exec to research and present insights on Irish youth, leveraging professional access & networks
- Insights offered are both qualitative & quantitative through various research reports, focus groups & informal interviews
- Report covers 3 topics:
 1. Experience of engagement with the policing system by young people:
 2. Recruitment campaign to broaden the diversity of entrants into AGS
 3. Motivating AGS personnel

Experience of engagement

- First topic is to understand Irish Youths experiences and opinions on engagement with An Garda Siochana
- Schools: 2x Secondary schools in Dublin crossing socio-economic class divides
- Regional: St. Muredachs college Ballina
- Peer & professional network

St Muredach's College Ballina

Profile:

St Muredach's College is an all-boys secondary school in Ballina, County Mayo.

Ballina is the largest town in county Mayo with Muredach's having a mix of urban and rural pupils.

Sample size of the class: 25

How many were open to joining AGS: 0

Verbatim:

"None wanted to be a Garda"

"Saw them as people to be avoided"

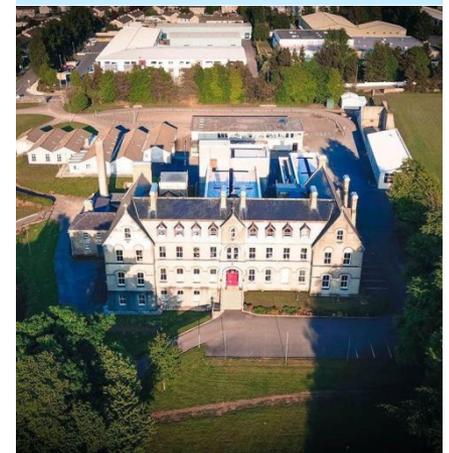
"GTA has altered his view of them"

"Much more negative than I thought"

"Don't want to be called a pig"

"More interested if they were armed"

"It's a generational thing, if your parents don't like them, you won't like them"



UCD Students



Profile:

8 UCD students studying Engineering, Business & Science.

Verbatim:

- *“Grand to deal with, if you’re nice with them you may get off”*
- *“Too informal, lecture like when dealing with speed offenders”.*
- *“I’d love the chases but would hate the admin”*
- *“They need more respect shown to them”*
- *“I stiffen up when I see a guard”*



St. Joseph's Secondary School, Rush Co Dublin

Profile:

St Josephs Secondary school is a mixed secondary school in Rush, County Dublin.

Sample size (2 3rd year classes) : 28

How many were open to joining AGS: 3

Reasons why they wouldn't join AGS

- Poor Pay
- Don't want to be called a pig
- Boring
- Not popular with locals
- Dangers
- Felt Rush is less safe since the Garda station was removed

Oberstown Campus School Dublin

Profile:

Oberstown Children Detention Campus (Oberstown) provides a safe and secure environment for young people sentenced or remanded by the Courts.

Profile:

There were 46 young people - 43 were male and 3 were female.

16 were from Dublin, 3 were from Cork, 4 were from Galway, 3 were from Louth, and the rest came from counties: Meath; Longford; Carlow; Cavan; Kildare; Kilkenny; Limerick; Westmeath; Waterford; Wexford. 38 were Irish nationals, 7 were Travellers, and 1 other young person was of another ethnicity.

Reasons why they wouldn't join AGS

- Don't want to be called a pig
- Saw them as enemies
- No one likes them
- Family & friends arrested by them



Recruitment



Recruitment campaign to broaden the diversity of entrants into AGS

- A new campaign on behalf of The Defence Forces set about “hyper-targeting” the women deemed most likely to follow up on application by doing the fitness test and making it through to the other side of training.
- It identified the target audience as the estimated 11,700 women who were already adept at following orders, understanding team dynamics and throwing themselves into physical challenges.
- “You’ve been training all your life for this job. You just didn’t know it,” a [one-minute video](#) explicitly addressed sport-playing women. It went on to show the range of roles in the Defence Forces and concluded with the call-to-action “Join Our Team” (#JoinTeamDF).
- <https://www.youtube.com/watch?v=CTZr0G69WHk>



FOLO

The Fear of Only Living Once The conflicting tension of wanting to seize every opportunity, but knowing that you can't seize them all

- How can we make joining An Garda Síochána attractive to young people in a period of full employment and changing job requirements?
- How to promote more diverse entry routes and increase range of backgrounds of people joining by making the organisation more attractive (“a different job every day”).

Segmentation



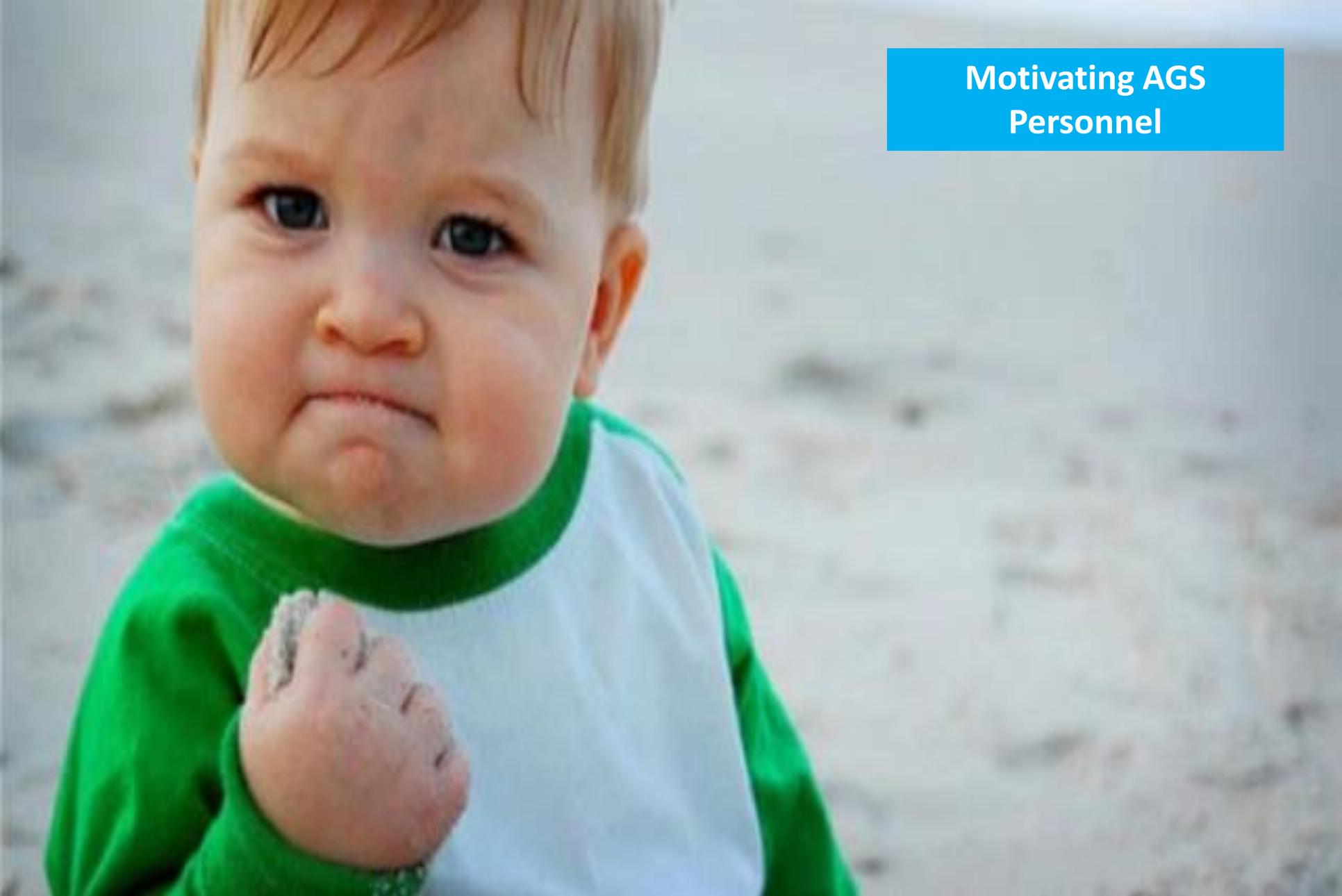
Sean:

The Driver
The Detective
The Community Man
The footballer
The volunteer
The Social Worker
The musician
The cyclist
The first responder
The protector
The Guard

A campaign that is targeted at the various roles that being a Garda entails. Using data to segment & target campaigns based on education & life interests.
People focused campaign: “I am”



Motivating AGS Personnel



Motivating AGS personnel

- Examples of good practice from corporate sector with large workforces on how to motivate and encourage personnel through financial/non-financial rewards and benefits etc. Examples of organisational change to harness good practice. Great Place to Work initiative etc.

EG:

- Progression Opportunities
- Work variety
- Appraisal
- Flexi time
- Career & travel breaks
- Clarity on structures for promotion
- Education opportunities



Interests

Prospects

- ✓ **Wealth** - Consider wealth an important attribute
- ✓ **Travel and Adventure** - 75% would love to travel
- ✓ **Inclusiveness** - 75% supported same-sex marriage, more politically liberal
- ✓ **Digital Natives**— social media is their main source of communication
- ✓ **Self Interest** – Due to constant access and instant gratification thanks to internet and social media. This population have developed a sense of entitlement and narcissism- millennials exhibited 16% more narcissism than older adults

- Millennials **fear unemployment and financial instability** due to the Recession in the late 2000s
- Millennials are the most **highly educated and culturally diverse** group of all generations
- **Living with their parents for longer** periods than previous generations – due to higher house prices, rent prices, education fees. Adulthood is assigned with career and no longer marriage & family.
- **Tendency for delaying some rites of passage** into adulthood for longer periods than most generations before them.

Workplace Attitudes

- Prefer to work for companies engaged in the betterment of society.
- 90% place importance on a work-life balance.
- Expect close relationships and frequent feedback from supervisors.
- Expect supervisors to provide regular feedback, responsibility, and involvement in decision making.
- High expectations for advancement, salary and for a coaching relationship with their manager.
- Switch jobs frequently due to their great expectations for fast progression from the workplace.
- They look for versatility and flexibility in the workplace.
- Millennial females have been observed as more assertive than previous generations when it comes to career progression and developing

Young Leader Turnover @ KBC

In the past 6 months, Young Leaders @ KBC have lost 4 millennial members (2 female & 2 male) to turnover. We reviewed their reasons for leaving in light of this project.

Four key themes emerged from this review.

1. **Permanency** required for personal progression (mortgage, wedding etc.)
2. **Slow internal turnaround** for job applications
3. **Direct line manager relationship**
4. Offered better salary for same role with less work - **smoother internal processes**

18-24 year olds – Their Brand Relationships

- 50% of millennials would be more willing to make a **purchase/ work with a company/ organisation if their purchase supports a cause**
- 37% of millennials say they are willing to purchase a product or service to support a cause they believe in, even if it means paying a bit more
- 80% of millennials want brands to **entertain them**
- 70% feel a responsibility to share feedback with companies after a good or bad experience
- **75% would like travel and crave adventure** – offer exclusive trip give-aways or sponsor unique experience events e.g. RedBull sponsoring cliff diving.
- 57% of millennials do research and compare prices/brands online
- If brands are shrinking in importance, social media is growing. Millennials are turning to their online networks when making decisions.

18 to 24 year olds want 3 things...

Humour & Relatability

Opposite of Traditional

Value that Exceeds Expectations

Gen Z In numbers:

- Age: 4-23 years
- Life expectancy: 100 years
- Around the world: 2.56bn by 2020, 32% of world population
- Ireland: 978k, 21% of population