

An Garda Síochána

Oifig Saoráil Faisnéise
An Garda Síochána
Teach áth Luimnigh
Lárionad Gnó Udáras Forbartha Tionscail
Baile Sheáin
An Uaimh
Contae na Mí
C15 DR90



Freedom of Information Office
An Garda Síochána
Athlumney House
IDA Business Park
Johnstown
Navan
Co Meath
C15 DR90

Teileafón/Tel: (046) 9036350

Láithreán Gréasain/Website: www.garda.ie

Bí linn/Join us  

Ríomh-phoist:/Email: foi@garda.ie

Re: Freedom of Information Request FOI-000103-2016 Internal Review

Dear

I refer to your application for an Internal Review in relation to the following request which you made under the Freedom of Information Act 2014 (FOI Act) and my acknowledgement letter dated 20th April 2016.

Mr. Aeneas Leane, Principal Officer, Garda Headquarters who is a more senior member of staff of this Organisation has conducted an Internal Review of your Freedom of Information request. His decision is an entirely new and separate decision on your request and is explained as such below.

Your request sought:

- a) records of reports on all staff surveys since January 1, 2013.*
- b) records relating to the identification of the need for, the commissioning and design of any survey in a) above to include, but not limited to e-mails, and any attachments contained therein*

In his review Mr. Leane has determined that the records you have sought relate to administrative records relating to human resources and should be released under the FOI Act. Mr. Leane, upon the completion of his Internal Review, has decided to grant access to records relating to the Garda staff survey, Civil Service survey and related emails/correspondence.

Records 1 to 105 in the attached Schedule refer to email correspondence regarding the Garda Síochána Staff Survey.

A Garda Síochána Staff Survey was completed during May 2014 and compiled into the AGS Survey High Level Report by the Garda Síochána Analysis Service. Pages 106 to 111 of the attached Schedule refer.

A Civil Service survey was conducted during 2015. A specific report was provided to An Garda Síochána titled "*Civil Service Employee Engagement Survey Departmental Report 2015 Garda Civilians*". Pages 112 to 147 in the attached Schedule refer to this survey. This survey was commissioned by the Department of Public Expenditure and Reform and carried out on their behalf by the Central Statistics Office and covered all Civil Servants.

Further information on the survey and the overall results are available on the Department of Public Expenditure and Reform's website. The full survey was published in January 2016 and is available at the web link below.

<http://www.per.gov.ie/en/civil-service-employee-engagement-survey/>

You may appeal this decision by writing to the Information Commissioner at 18 Lower Leeson Street, Dublin 2. There is a fee of €50 (€15 for medical card holder) for such appeals, other than appeals against a decision to impose a fee.

If you wish to appeal, you must usually do so not later than 6 months from the date of this notification. Should you write to the Information Commissioner making an appeal, please refer to this letter.

Yours sincerely,

 SUPERINTENDENT

HELEN DEELY
FREEDOM OF INFORMATION OFFICER

10th.
May 2016

Requester Name: Mr Seán McCarthy

File Ref: FOI-000103-2016

Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Person(s) Consulted	Objections Yes/No	Decision Maker's decision
1	Email From Supt. Strategy & Change Management to IT & Portal Office Dated 7th April 2014						Granted
2	Email from CAO to Supt. Strategy & Change Management and Director Communications 9th April 2014						Granted
3 - 7	Email from CAO to Supt. Strategy & Change Management and Director Communications 9th April 2014						Granted
8 - 9	Email From Supt. Strategy & Change Management to Portal Office Dated 8th April 2014						Granted
10 - 12	Email From Supt. Strategy & Change Management to CAO Dated 9th April 2014						Granted
13 - 19	Email & Attachment From Supt. Strategy & Change Management to Portal Office Dated 9th April 2014						Granted
20 - 24	Email & Attachment From Supt. Strategy & Change Management to CAO Dated 9th April 2014						Granted
25 - 42	Emails between IT and Portal Office Dated 9th April 2014						Granted
43- 48	Email & Attachment From Supt. Strategy & Change Management to IT Dated 10th April 2014						Granted

[illegible]

97 - 100	Email From Supt. Strategy & Change Management to IT Dated 25th April 2014								Granted
101 - 105	Email & Attachment from Portal Content to Supt. Strategy & Change Management Dated 25th April 2014								Granted
106 - 111	Garda Siochána Analysis Service AGS Survey High Level Report								Granted
112 - 147	Civil Service Employee Engagement Survey Departmental Report Garda Civilians								Granted
	Total number of pages							147	
	Total number of pages for full release							147	
	Total number of pages for partial release							0	
	Total number of pages being withheld							0	

Gleeson, Sinead

1

From: Keegan, John
Sent: 07 April 2014 14:24
To: Rooney, Paul; Brady, Fintan J
Subject: Organisation Survey - Preparatory Work

Importance: High

Paul/ Fintan

As discussed this morning the Commissioner has decided to conduct an Organisation survey. It is planned to published the survey in the coming days and its publication duration will be for two to three weeks. It will be advertised by way of a Portal Corporate notice and an alert email to all staff of An Garda Síochána.

The content of the survey is currently being prepared by the Chief Administrative Officer in conjunction with the Director of Communication. The Survey responses will be administrated Superintendent Gerry O'Brien of the Office of the Chief Administrative Officer.

Of particular importance to the Commissioner is the ability for respondents to express their views freely and as far as possible anonymously. Paul I would appreciate your thoughts on this aspect of the Survey from a technical perspective.

We'll talk in the afternoon about the matter but it should be treated as a priority.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:48
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_d42d83a7-94a4-4085-afd6-e61fb9a23eb8.htm

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:46
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_dd6f28d9-d695-45f6-a145-25cab380fa00.htm;
survey questions and approach v2.docx

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

[Forward previous Message from Commissioner Nóirín O'Sullivan, 04 April 2014 11:30]

See below

Text for New Email from Commissioner:

Subject Line: Inviting your Feedback

Colleagues,

As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

In the immediate term we are providing two opportunities for you to do this. Firstly please follow the link below to a survey, to provide insights and ideas, which is available on the Garda Portal.

{Link to Garda Portal Survey}

Secondly, the Management Team and I will continue to be out and about as much as we can to meet people face to face to listen to your feedback directly.

We will then be using this feedback to develop an Action Plan and immediate next steps which we expect to communicate to you next month.

Nóirín O'Sullivan

Garda Commissioner

5

Colleagues,

Last week saw the retirement of Martin Callinan as Commissioner of An Garda Síochána. Martin proudly served An Garda Síochána with distinction and gave more than 40 years of dedicated service to the State. I am sure that you will join me in wishing Martin and his family all the best in his retirement.

There is no doubt that recent issues have created significant challenges for An Garda Síochána. Despite the issues facing us, each one of you has continued on with the great work that you do every day to protect and serve our communities. I wish to acknowledge and thank you for that.

However, where mistakes have been made, it is critical that we learn from them and take appropriate action so they don't happen again. It is important that people feel that they can raise issues of concern or where they feel improvements can be made, and when they do, that we listen to them and support them. This will make An Garda Síochána a better and stronger organisation.

We should embrace criticism in a constructive way and use it as an opportunity to reflect on our practices. In doing this, we will develop more effective relationships and partnerships that will help us to improve the service we provide to the public and the State.

We also need to demonstrate a stronger commitment to openness and transparency, strengthen our governance structures, and further improve accountability.

Throughout all this, it is absolutely vital that we work to maintain the strong trust and support from the communities we serve as it is essential in helping us to provide a safer Ireland. This trust was built up over generations and right now we must work harder than ever to maintain it.

We are undoubtedly facing a period of change for An Garda Síochána. As the necessary changes are made, you will be kept informed, but I want to hear your own views on how we can improve. To that end, myself and other members of the Garda management team will be visiting Districts and Divisions throughout the country over the coming months to listen to your thoughts, concerns and ideas. We will also do all we can to assist and support you in the work you do.

What I ask of you is your full commitment to improve the image of the organisation, live up to our values and clearly demonstrate our professionalism, dedication and commitment. My wish is to focus on our core functions of policing and preserving the security of the State, and reinforcing the respect we, and the people of Ireland, have for An Garda Síochána.

Nóirín O'Sullivan

Garda Commissioner

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better.

This survey will close on Sunday April 27th 2014.

1. What are our key strengths as an organisation?

Think About: People, dedication, knowledge, collaboration, reputation, other.....

Response

2. What are the key issues and challenges that you feel need to be addressed?

Think About: decision making, openness and transparency, policies and procedures, resources, budgets, other....

Response

3. What are the main improvement opportunities that you think we should prioritise?

Think About: Ways of working, public perception, resources and structures, systems and processes, other.....

Response

4. What do we need to ensure is in place to implement these improvements?

Think About: Leadership, strategy, morale, technology, tools, culture, relationships, other.....

Response

5. Is there any other feedback or insights that you would like to provide?

Response

Your survey response will be anonymous, however by providing your rank/grade it will give us an opportunity to better interpret the survey results

Rank/Grade

The Garda Management Team would like to thank you for the time and effort you have taken to respond and to provide your feedback. We will be using this as input to an Action Plan which we will communicate to you next month.

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:50
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_4f9fbd10-c6d8-4085-93c1-16972c6d3415.htm

Fintan

First attempt!

High Level Survey Requirements	
This survey conforms to the AGS Portal Governance - Surveys Policy, Yes/No?	Yes
Official name for the survey:	Garda Organisation Survey
Purpose of the survey:	Obtain feedback from all employees of An Garda Síochána
Responses will be used for:	Management and planning purposes (Provisional)
Relevant business owner:	Chief Administrative Officer
Access to complete the survey, specific group (define) or all AGS Portal users:	All employees of An Garda Síochána
If specific group, does an AD group exist for this group? Yes/No?	N/A
Nominated individuals to view all responses:	Supt Gerry O' Brien 23229G
Proposed commencement date	Thursday 10 th April 2012
Proposed closing date	Provisional - Thursday 24 th April 2014
Description of the survey	Questionnaire – Questions with free text answer boxes
Responses are anonymous- Yes/No?	Yes
Respond more than once- Yes/No?	No
View own responses only - Yes/No?	Yes
Edit my response - Yes/No?	Yes
Show survey in search results - Yes/No?	Yes
Navigation to survey - Yes/No?	Yes
Mandatory questions indicated in requirements - Yes/No?	No
Branching logic to be applied - Yes/No?	????????
All survey questions finalised, including question type & appropriate settings to be applied - Yes/No?	Yes ??
Total number of questions	Approx seven
Estimated time to complete the survey	Unknown as the user has the facility to answer the questions in free text
Survey requirements complete - Yes/No?	Not at present

John Keegan

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Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:50
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_164fb4d1-76ed-4d1b-a954-664e7db23ee2.htm

Will do

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:38
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Thanks a lot – Final version attached. Let me know when I can see the end-product to sign off.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/ Andrew

Fine with me just give me the clearance and I will have the Survey drawn up. The final draft can be forwarded to you in advance for signoff.

Regards

John

(11)

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Think it looks very good - only suggest changed is that a line about responses to the survey being anonymous should be the Commissioner's opening foreword as I think it will encourage responses.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

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Cyril Dunne
Chief Administrative Officer
An Garda Síochána

13

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:50
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_ea01d520-316c-4503-86ab-e4d7722c522a.htm; survey questions and approach final.docx

Fintan

As discussed

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
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An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/ Andrew

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Regards

John

14

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

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Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

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Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

[Forward previous Message from Commissioner Nóirín O'Sullivan, 04 April 2014 11:30]
See below

Text for New Email from Commissioner:

Subject Line: Inviting your Feedback

Colleagues,

As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

In the immediate term we are providing two opportunities for you to do this. Firstly please follow the link below to a survey, to provide insights and ideas, which is available on the Garda Portal. It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

[Link to Garda Portal Survey]

Secondly, the Management Team and I will continue to be out and about as much as we can to meet people face to face to listen to your feedback directly.

We will then be using this feedback to develop an Action Plan and immediate next steps which we expect to communicate to you next month.

Nóirín O'Sullivan

Garda Commissioner

Colleagues,

Last week saw the retirement of Martin Callinan as Commissioner of An Garda Síochána. Martin proudly served An Garda Síochána with distinction and gave more than 40 years of dedicated service to the State. I am sure that you will join me in wishing Martin and his family all the best in his retirement.

There is no doubt that recent issues have created significant challenges for An Garda Síochána. Despite the issues facing us, each one of you has continued on with the great work that you do every day to protect and serve our communities. I wish to acknowledge and thank you for that.

However, where mistakes have been made, it is critical that we learn from them and take appropriate action so they don't happen again. It is important that people feel that they can raise issues of concern or where they feel improvements can be made, and when they do, that we listen to them and support them. This will make An Garda Síochána a better and stronger organisation.

We should embrace criticism in a constructive way and use it as an opportunity to reflect on our practices. In doing this, we will develop more effective relationships and partnerships that will help us to improve the service we provide to the public and the State.

We also need to demonstrate a stronger commitment to openness and transparency, strengthen our governance structures, and further improve accountability.

Throughout all this, it is absolutely vital that we work to maintain the strong trust and support from the communities we serve as it is essential in helping us to provide a safer Ireland. This trust was built up over generations and right now we must work harder than ever to maintain it.

We are undoubtedly facing a period of change for An Garda Síochána. As the necessary changes are made, you will be kept informed, but I want to hear your own views on how we can improve. To that end, myself and other members of the Garda management team will be visiting Districts and Divisions throughout the country over the coming months to listen to your thoughts, concerns and ideas. We will also do all we can to assist and support you in the work you do.

What I ask of you is your full commitment to improve the image of the organisation, live up to our values and clearly demonstrate our professionalism, dedication and commitment. My wish is to focus on our core functions of policing and preserving the security of the State, and reinforcing the respect we, and the people of Ireland, have for An Garda Síochána.

Nóirín O'Sullivan

Garda Commissioner

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses, which will remain anonymous, will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better.

This survey will close on Sunday April 27th 2014.

Your survey response will be anonymous, however by providing your rank/grade it will give us an opportunity to better interpret the survey results

Rank/Grade

1. What are our key strengths as an organisation?

Think About: People, dedication, knowledge, collaboration, reputation, other.....

Response

2. What are the key issues and challenges that you feel need to be addressed?

Think About: decision making, openness and transparency, policies and procedures, resources, budgets, other....

Response

3. What are the main improvement opportunities that you think we should prioritise?

Think About: Ways of working, public perception, resources and structures, systems and processes, other.....

Response

4. What do we need to ensure is in place to implement these improvements?

Think About: Leadership, strategy, morale, technology, tools, culture, relationships, other.....

Response

5. Is there any other feedback or insights that you would like to provide?

Response

The Garda Management Team would like to thank you for the time and effort you have taken to respond and to provide your feedback. We will be using this as input to an Action Plan which we will communicate to you next month.

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:51
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_6a7b815c-b0a1-4913-bfb7-ae85c4900e17.htm

I'll look after that Cyril. This was Andrew's proposed text

Colleagues,

At this difficult time for An Garda Síochána it is more important than ever that we listen to your thoughts, concerns and ideas. You each have a wealth of experience and knowledge that can help improve the organisation.

Myself, and my management team, will be visiting Divisions and Districts over the coming months to hear those views, but since it won't be possible to meet you all in person it is important that all staff have the opportunity to contribute.

*Can I please ask that you fill in this survey. It should only take a few minutes and your input can help shape the future direction of An Garda Síochána. The Survey can be accessed by clicking on the following link
..... Please note that the survey is anonymous.*

~~Please know that your response can be made anonymously by ticking the box at the end of the survey.~~

Thank you for this contribution towards ensuring that An Garda Síochána continues to provide a professional police service to communities and the State.

*Noirín O'Sullivan
Garda Commissioner*

What do you think?

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 18:53
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Overall looks good.

(21)

Some feedback....

Can we change the name from "Garda Organisation Survey" to "Inviting Your Feedback" ?

Can we ensure that we include the intro (see below) at the start.....

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

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Your answers can be as short or as long as you like, but the more information you give us the better. This survey will close on Sunday April 27th 2014.

It might make sense to use a version of the same words on the Portal banner (if that's the right terminology!).

Tks,

C.

Cyril Dunne

Chief Administrative Officer

An Garda Síochána

From: Keegan, John

Sent: 09 April 2014 16:37

To: Dunne, Cyril; McLindon, Andrew

Subject: RE: Survey

Cyril/Andrew

For your consideration

J

John Keegan

Superintendent

Strategy & Change Management

Garda Headquarters

Phoenix Park

Dublin 8

Phone 00353-1-6661252

Fax 00353-1-6661692

From: Dunne, Cyril

Sent: 09/04/2014 11:02

To: Keegan, John; McLindon, Andrew

Subject: FW: Survey

Good catch, Andrew – updated in this latest version.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:53
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Would recommend changing line -

It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

to

Responses are anonymous and we would encourage you to let us know what you think.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

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www.garda.ie

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Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

25

Gleeson, Sinead

From: Drysdale, Phil
Sent: 09 April 2014 16:17
To: Brady, Fintan J
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Nearly forgot...

The text "The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation." Doesn't make sense when seen in context as there are no questions below. Also the answer field was tested to 6000 characters and was still going strong.

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Drysdale, Phil
Sent: 09 April 2014 16:04
To: Brady, Fintan J
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi All,

Please find document with screenshots etc... attached.

I will be around until approx. 16:30 today if you would like any, hopefully minor, amendments...

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Brady, Fintan J
Sent: 09 April 2014 13:34
To: Drysdale, Phil
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Yes exactly, as a finishing page would be perfect I'd say.

John to clarify audience and navigation.

Rgds ..Fintan

Fintan Brady
Portal / Gtube Operations Manager
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
Tel: 046 9036862

From: Drysdale, Phil
Sent: 09/04/2014 13:32
To: Brady, Fintan J
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi Fintan,

Closing statement... is that an alert dialog? We can't do those... I will try put, the below, at the end of the survey finished page, so to speak.

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Brady, Fintan J
Sent: 09 April 2014 13:21
To: Brady, Fintan J; Drysdale, Phil
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Oh yeah, the etc. refers to the closing statement which I wasn't sure how to include;

"

The Garda Management Team would like to thank you for the time and effort you have taken to respond and to provide your feedback. We will be using this as input to an Action Plan which we will communicate to you next month.

"

Rgds ..Fintan

Fintan Brady
Portal / Gtube Operations Manager
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
Tel: 046 9036862

From: Brady, Fintan J
Sent: 09/04/2014 13:20
To: Drysdale, Phil
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi Phil

Yes you should also have access - I assumed this was by default, sorry for confusion.

How to describe all employees of An Garda Síochána differently?? Everyone who has access to the Portal? I don't recall any issue with this when creating our Portal Survey - **John**, same audience as our survey?

Navigation will indeed be via a link in an email - **John**, are we to publish a Notice as well?

Lead in narrative in the document reads;

"

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses, which will remain anonymous, will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better.

This survey will close on Sunday April 27th 2014.

"

The Sandbox survey is there below def and above gdfg!!!

Rgds ..Fintan

Fintan Brady
Portal / Gtube Operations Manager
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
Tel: 046 9036862

From: Drysdale, Phil
Sent: 09/04/2014 13:06
To: Brady, Fintan J
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi Fintan,

Some questions...

I understood from John that it was agreed with Cyril, it was Supt Gerry O'Brien and myself (IT access), has this changed?

Can you provide more details on the value "All employees of An Garda Síochána" please? Is IT Security working on this?

I assume "Navigation to survey - Yes/No?" is via email and Noticeboard?

Can you confirm, precisely, which part of the document "document with the questions includes the lead in narrative etc." has the lead in narrative? My apologies but does "etc." refer to anything in particular?

Lastly ☺

(28)

Please excuse my blindness etc..., but I can't locate the Sandbox survey?

Surveys		
ABC		0 2 months ago
AGS Portal User Survey 2014	AGS Portal User Survey 2014	14 3 months ago
AGStest2013	This is the text that is entered in the description field when creating the survey.	0 13 months ago
def		0 2 months ago
Garda Organisation Survey	Garda Organisation Survey Questionnaire - Questions with free text answer boxes	0 44 minutes ago
gdfg		0 2 months ago
hhhh		0 2 months ago
ICT Service Desk Customer Satisfaction Survey	ICT Service Desk Customer Satisfaction Survey to gather end user feedback on performance of the ICT Service Desk	0 5 weeks ago
ICT Survey 2014	ICT Survey 2014	0 6 weeks ago
My Survey	A group shared by (Name?) is currently examining (What?). The objective is (describe objective). To assist and inform the group in its work it would be much appreciated if you could take 2-3 minutes to complete this short questionnaire. Confidentiality and anonymity are assured. Thank you for your assistance.	6 13 months ago
Name specified in requirements	Description specified in requirements	0 13 months ago
Portal Survey 2014	A survey of Portal users to get their opinions on the current Portal layout and content.	5 2 months ago
Test	#Test	0 12 months ago
testapril2013	testapril2013	0 12 months ago
Workforce Realignment Skills Audit	Workforce Realignment Skills Audit	0 12 months ago
Workforce Realignment Survey 2013	Workforce Realignment Survey 2013	2 12 months ago

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Brady, Fintan J
Sent: 09 April 2014 12:19
To: Drysdale, Phil
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi Phil,

You can take what I've done in the Sandbox now.

More info below, and the document with the questions includes the lead in narrative etc.

Only Supt Gerry O'Brien to have access to responses.

I have no more info than this.

High Level Survey Requirements	
This survey conforms to the AGS Portal Governance - Surveys Policy, Yes/No?	Yes
Official name for the survey:	Garda Organisation Survey
Purpose of the survey:	Obtain feedback from all employees of An Garda

	Síochána
Responses will be used for:	Management and planning purposes (Provisional)
Relevant business owner:	Chief Administrative Officer
Access to complete the survey, specific group (define) or all AGS Portal users:	All employees of An Garda Síochána
If specific group, does an AD group exist for this group? Yes/No?	N/A
Nominated individuals to view all responses:	Supt Gerry O'Brien 23229G
Proposed commencement date	Thursday 10 th April 2012
Proposed closing date	Sunday 27 th April 2014
Description of the survey	Garda Organisation Survey Questionnaire – Questions with free text answer boxes
Responses are anonymous- Yes/No?	Yes
Respond more than once- Yes/No?	No
View own responses only - Yes/No?	Yes
Edit my response - Yes/No?	Yes
Show survey in search results - Yes/No?	No
Navigation to survey - Yes/No?	Yes
Mandatory questions indicated in requirements - Yes/No?	N/A
Branching logic to be applied - Yes/No?	No
All survey questions finalised, including question type & appropriate settings to be applied - Yes/No?	Yes
Total number of questions	Six
Estimated time to complete the survey	Unknown as the user has the facility to answer the questions in free text
Survey requirements complete - Yes/No?	Yes

Rgds ..Fintan

Fintan Brady
Portal / Gtube Operations Manager
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
Tel: 046 9036862

From: Brady, Fintan J
Sent: 09/04/2014 12:08
To: Drysdale, Phil
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

I'll be finished pasting the questions into the Sandbox in about 5 minutes if that's any help, complete with a drop down list question for the Rank/Grade.

I'm setting text boxes to 20 lines, if they reach that limit they'll have to rethink their answer. I cannot change wording which was given final approval.

I'll send you more periphery info when finished with Sandbox.

Rgds ..Fintan

Fintan Brady
Portal / Gtube Operations Manager
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
Tel: 046 9036862

From: Drysdale, Phil
Sent: 09/04/2014 12:04
To: Brady, Fintan J
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi Fintan,

The questions are simple enough and only 5 free text fields... so I can do straight into live, it's all the periphery that needs definition. One question though is some text says answers can be as long as you like, not so there will be a limit to amount of characters, better to rephrase maybe??? "as concise or as detailed as you like" maybe???

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Brady, Fintan J
Sent: 09 April 2014 11:47
To: Drysdale, Phil
Cc: Keegan, John; Rooney, Paul
Subject: RE: Organisation wide Survey for Commissioner

Hi Phil

I'm currently working on building up this survey in the Sandbox (though connection is painfully slow) and will let you know when ready for you to review and move to the Portal for sign off.

Rgds ..Fintan

Fintan Brady
Portal / Gtube Operations Manager
Athlumney House
IDA Business Park
Johnstown
Navan
Co. Meath
Tel: 046 9036862

From: Keegan, John
Sent: 09/04/2014 11:32
To: Brady, Fintan J
Cc: Drysdale, Phil
Subject: FW: Survey

Fintan

As discussed

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 11:02
To: Keegan, John; McLindon, Andrew
Subject: FW: Survey

Good catch, Andrew – updated in this latest version.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:53
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Would recommend changing line -

It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

to

Responses are anonymous and we would encourage you to let us know what you think.

Regards,

Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:38
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Thanks a lot – Final version attached. Let me know when I can see the end-product to sign off.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/ Andrew

Fine with me just give me the clearance and I will have the Survey drawn up. The final draft can be forwarded to you in advance for signoff.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252

Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Think it looks very good - only suggest changed is that a line about responses to the survey being anonymous should be the Commissioner's opening foreword as I think it will encourage responses.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

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Subject: Survey

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I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

(34)

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

Gleeson, Sinead

From: Keegan, John
Sent: 09 April 2014 11:32
To: Brady, Fintan J
Cc: Drysdale, Phil
Subject: FW: Survey
Attachments: Survey Questions and Approach Final.1.docx

Fintan

As discussed

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

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An Garda Síochána

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An Garda Síochána

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www.garda.ie

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Chief Administrative Officer
An Garda Síochána

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Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

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John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park

Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

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Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

[Forward previous Message from Commissioner Nóirín O'Sullivan, 04 April 2014 11:30]

See below

Text for New Email from Commissioner:

Subject Line: Inviting your Feedback

Colleagues,

As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

In the immediate term we are providing two opportunities for you to do this. Firstly please follow the link below to a survey, to provide insights and ideas, which is available on the Garda Portal. Responses are anonymous and we would encourage you to let us know what you think.

[Link to Garda Portal Survey]

Secondly, the Management Team and I will continue to be out and about as much as we can to meet people face to face to listen to your feedback directly.

We will then be using this feedback to develop an Action Plan and immediate next steps which we expect to communicate to you next month.

Nóirín O'Sullivan

Garda Commissioner

Colleagues,

Last week saw the retirement of Martin Callinan as Commissioner of An Garda Síochána. Martin proudly served An Garda Síochána with distinction and gave more than 40 years of dedicated service to the State. I am sure that you will join me in wishing Martin and his family all the best in his retirement.

There is no doubt that recent issues have created significant challenges for An Garda Síochána. Despite the issues facing us, each one of you has continued on with the great work that you do every day to protect and serve our communities. I wish to acknowledge and thank you for that.

However, where mistakes have been made, it is critical that we learn from them and take appropriate action so they don't happen again. It is important that people feel that they can raise issues of concern or where they feel improvements can be made, and when they do, that we listen to them and support them. This will make An Garda Síochána a better and stronger organisation.

We should embrace criticism in a constructive way and use it as an opportunity to reflect on our practices. In doing this, we will develop more effective relationships and partnerships that will help us to improve the service we provide to the public and the State.

We also need to demonstrate a stronger commitment to openness and transparency, strengthen our governance structures, and further improve accountability.

Throughout all this, it is absolutely vital that we work to maintain the strong trust and support from the communities we serve as it is essential in helping us to provide a safer Ireland. This trust was built up over generations and right now we must work harder than ever to maintain it.

We are undoubtedly facing a period of change for An Garda Síochána. As the necessary changes are made, you will be kept informed, but I want to hear your own views on how we can improve. To that end, myself and other members of the Garda management team will be visiting Districts and Divisions throughout the country over the coming months to listen to your thoughts, concerns and ideas. We will also do all we can to assist and support you in the work you do.

What I ask of you is your full commitment to improve the image of the organisation, live up to our values and clearly demonstrate our professionalism, dedication and commitment. My wish is to focus on our core functions of policing and preserving the security of the State, and reinforcing the respect we, and the people of Ireland, have for An Garda Síochána.

Nóirín O'Sullivan

Garda Commissioner

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses, which will remain anonymous, will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better.

This survey will close on Sunday April 27th 2014.

Your survey response will be anonymous, however by providing your rank/grade it will give us an opportunity to better interpret the survey results

Rank/Grade

1. What are our key strengths as an organisation?

Think About: People, dedication, knowledge, collaboration, reputation, other.....

Response

2. What are the key issues and challenges that you feel need to be addressed?

Think About: decision making, openness and transparency, policies and procedures, resources, budgets, other....

Response

3. What are the main improvement opportunities that you think we should prioritise?

Think About: Ways of working, public perception, resources and structures, systems and processes, other.....

Response

4. What do we need to ensure is in place to implement these improvements?

Think About: Leadership, strategy, morale, technology, tools, culture, relationships, other.....

Response

5. Is there any other feedback or insights that you would like to provide?

Response

The Garda Management Team would like to thank you for the time and effort you have taken to respond and to provide your feedback. We will be using this as input to an Action Plan which we will communicate to you next month.

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:51
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_c6f35555-e259-4ad9-8aeb-a17711c37000.htm

Phil

Good work and it's looking better without the Finish/Cancel buttons after the introductory paragraph . I seamlessly completed the questionnaire and could only see my response which was numbered 14.

Fingers crossed

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Drysdale, Phil
Sent: 10/04/2014 07:32
To: Keegan, John
Cc: Rooney, Paul
Subject: RE: Survey

Oops, attached now, really need that coffee ☺

Comments , questions , suggestions etc... welcomed .

Regards, Phil.
Ext 61872

From: Drysdale, Phil
Sent: 10 April 2014 07:31
To: Keegan, John
Cc: Rooney, Paul
Subject: RE: Survey

Hi John,

The changes are done and the fonts etc... have been smartened up a bit, more in line with the Web Pages now.

I have attached a revised screenshot document which details the changes.

Just let me know if there is anything else that you require. Time for coffee J

Comments , questions , suggestions etc... welcomed .

Regards, Phil.
Ext 61872

From: Drysdale, Phil
Sent: 10 April 2014 06:41
To: Keegan, John
Cc: Rooney, Paul
Subject: RE: Survey

Yes John.

I have no problem doing the requirements below.

Just a quick note... Changing the name is not as simple as it sounds, it necessitates a good deal of work behind the scenes, so hopefully we won't be doing it too many times.

Also, by the looks of the email from Michael, it doesn't look like there is a Security Group setup, just a Distribution Group, I have asked if it can be done also...

Regards, Phil.

From: Keegan, John
Sent: 09 April 2014 18:59
To: Drysdale, Phil
Cc: Rooney, Paul
Subject: FW: Survey

Phil

To see the CAO's feedback – can you oblige and make the necessary changes?

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 18:53
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Overall looks good.

Some feedback....

Can we change the name from "Garda Organisation Survey" to "Inviting Your Feedback"?

Can we ensure that we include the intro (see below) at the start.....

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses, which will remain anonymous, will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better. This survey will close on Sunday April 27th 2014.

It might make sense to use a version of the same words on the Portal banner (if that's the right terminology!).

Tks,

C.

Cyril Dunne

Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 16:37
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/Andrew

For your consideration

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 11:02
To: Keegan, John; McLindon, Andrew
Subject: FW: Survey

Good catch, Andrew – updated in this latest version.

Cyril Dunne

46

Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:53
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Would recommend changing line -

It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

to

Responses are anonymous and we would encourage you to let us know what you think.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:38
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Thanks a lot – Final version attached. Let me know when I can see the end-product to sign off.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

(47)

Cyril/ Andrew

Fine with me just give me the clearance and I will have the Survey drawn up. The final draft can be forwarded to you in advance for signoff.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Think it looks very good - only suggest changed is that a line about responses to the survey being anonymous should be the Commissioner's opening foreword as I think it will encourage responses.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

From: Dunne, Cyril
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John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

49

Swaine, Sara

From: donotreply@garda.ie
Sent: 19 April 2016 15:52
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_912ebed9-6061-43e1-aa35-acc99eb7c4fc.htm; image003.jpg; image004.jpg

Hi John,

I have also filled out the survey so there are two test submissions. I also changed the test users privilege to "Survey Respondent". Now when you access the survey, you shouldn't see my submission. I can see both (not identity) as I'm still in as an administrator.

Also, the error message which appears when a user attempts to create a second survey is not as it should be (see below, correct error screen also included). It looks like friendly errors are turned off, this is sometimes done when troubleshooting, but should be turned back on when finished. This isn't something I can change remotely it needs to be done by IT Operations who have direct access to the servers. How would you like to proceed with this?

Comments , questions , suggestions etc... welcomed .

Regards, Phil.
Ext 61872

50

Server Error in '/' Application.

You are not allowed to respond again to this survey.

Description: An unhandled exception occurred during the execution of the current web request. Please review the stack trace for more information about the error and where it originated.

Exception Details: System.Runtime.InteropServices.COMException: You are not allowed to respond again to this survey.

Source Error:

An unhandled exception was generated during the execution of the current web request. Information regarding the location of the exception can be identified using the exception stack trace below.

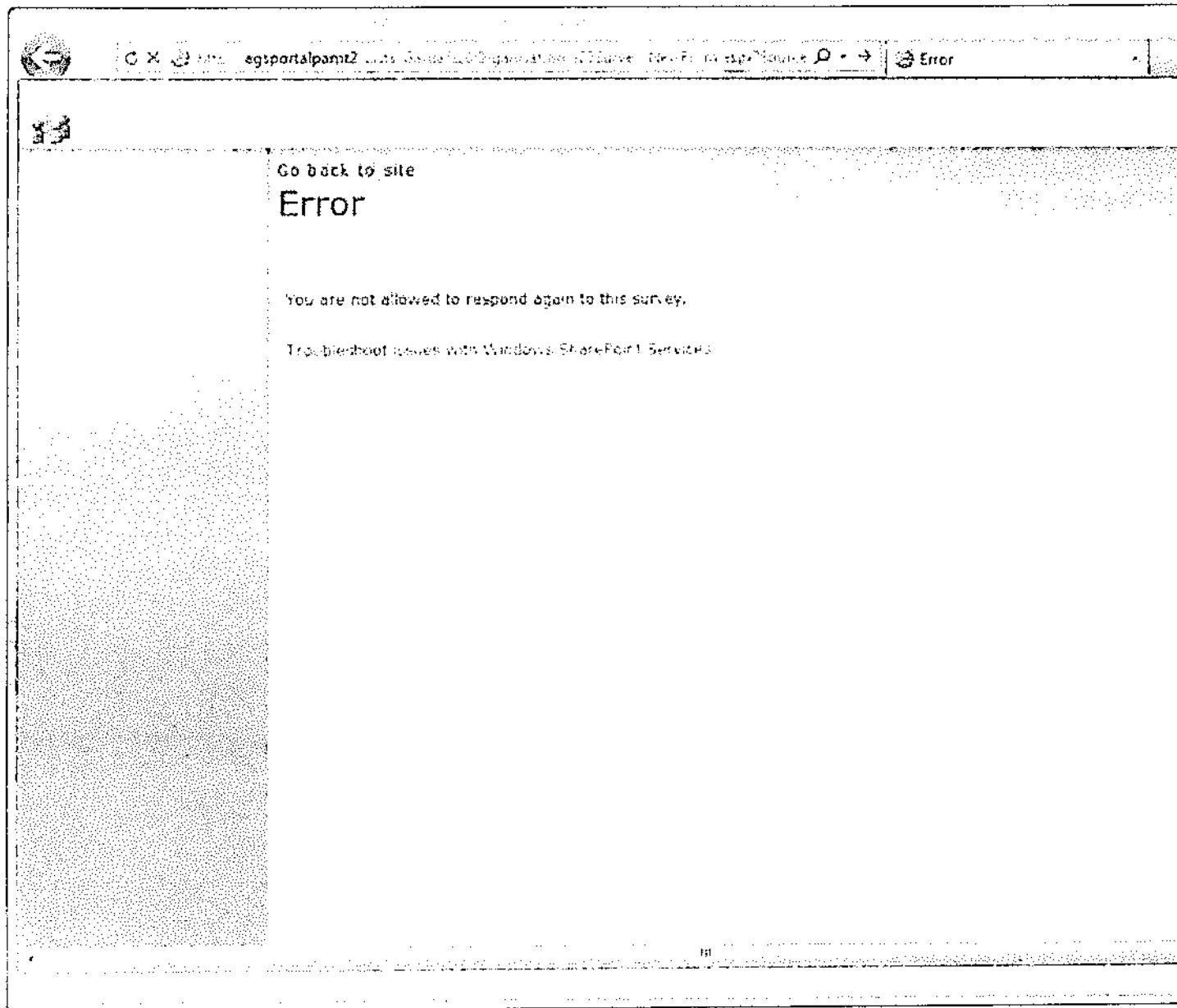
Stack Trace:

```
[COMException (0x81020039): You are not allowed to respond again to this survey.]
  Microsoft.SharePoint.Library.SPRequestInternalClass.IsVotingAllowed() +0
  Microsoft.SharePoint.Library.SPRequest.IsVotingAllowed() +106

[SPException: You are not allowed to respond again to this survey.]
  Microsoft.SharePoint.Library.SPRequest.IsVotingAllowed() +183
  Microsoft.SharePoint.WebPartPages.ListFormWebPart.OnInit(EventArgs e) +705
  System.Web.UI.Control.InitRecursive(Control namingContainer) +333
  System.Web.UI.Control.AddedControl(Control control, Int32 index) +198
  System.Web.UI.ControlCollection.Add(Control child) +80
  System.Web.UI.WebControls.WebParts.WebPartManagerControlCollection.AddWebPartHelper(WebPart webPart) +220
  System.Web.UI.WebControls.WebParts.WebPartManagerControlCollection.AddWebPart(WebPart webPart) +108
  System.Web.UI.WebControls.WebParts.WebPartManager.AddWebPart(WebPart webPart) +55
  System.Web.UI.WebControls.WebParts.WebPartManagerInternals.AddWebPart(WebPart webPart) +11
  Microsoft.SharePoint.WebPartPages.SPWebPartManager.AddWebPartWithRetry(WebPart webPart) +184
  Microsoft.SharePoint.WebPartPages.SPWebPartManager.AddDynamicWebPart(WebPart webPart) +86
  Microsoft.SharePoint.WebPartPages.SPWebPartManager.CreateWebPartsFromRowSetData(Boolean onlyInitializeClosedWebParts) +108
  Microsoft.SharePoint.WebPartPages.SPWebPartManager.LoadWebParts() +63
  Microsoft.SharePoint.WebPartPages.SPWebPartManager.OnPageInitComplete(Object sender, EventArgs e) +409
  System.EventHandler.Invoke(Object sender, EventArgs e) +0
  System.Web.UI.Page.OnInitComplete(EventArgs e) +8707910
  System.Web.UI.Page.ProcessRequestMain(Boolean includeStagesBeforeAsyncPoint, Boolean includeStagesAfterAsyncPoint) +467
```

Version Information: Microsoft .NET Framework Version 2.0.50727.7026; ASP.NET Version 2.0.50727.4444

51



From: Keegan, John
Sent: 10 April 2014 08:51
To: Drysdale, Phil
Subject: RE: Survey

Phil

Good work and it's looking better without the Finish/Cancel buttons after the introductory paragraph . I seamlessly completed the questionnaire and could only see my response which was numbered 14.

Fingers crossed

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Drysdale, Phil
Sent: 10/04/2014 07:32
To: Keegan, John
Cc: Rooney, Paul
Subject: RE: Survey

Oops, attached now, really need that coffee ☺

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Drysdale, Phil
Sent: 10 April 2014 07:31
To: Keegan, John
Cc: Rooney, Paul
Subject: RE: Survey

Hi John,

The changes are done and the fonts etc... have been smartened up a bit, more in line with the Web Pages now.

I have attached a revised screenshot document which details the changes.

Just let me know if there is anything else that you require. Time for coffee ☺

Comments, questions, suggestions etc... welcomed.

Regards, Phil.
Ext 61872

From: Drysdale, Phil
Sent: 10 April 2014 06:41
To: Keegan, John
Cc: Rooney, Paul
Subject: RE: Survey

Yes John.

I have no problem doing the requirements below.

Just a quick note... Changing the name is not as simple as it sounds, it necessitates a good deal of work behind the scenes, so hopefully we won't be doing it too many times.

Also, by the looks of the email from Michael, it doesn't look like there is a Security Group setup, just a Distribution Group, I have asked if it can be done also...

Regards, Phil.

From: Keegan, John
Sent: 09 April 2014 18:59
To: Drysdale, Phil

53

Cc: Rooney, Paul
Subject: FW: Survey

Phil

To see the CAO's feedback – can you oblige and make the necessary changes?

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 18:53
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Overall looks good.

Some feedback....

Can we change the name from "Garda Organisation Survey" to "Inviting Your Feedback"?

Can we ensure that we include the intro (see below) at the start.....

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses, which will remain anonymous, will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better. This survey will close on Sunday April 27th 2014.

It might make sense to use a version of the same words on the Portal banner (if that's the right terminology!).

Tks,

C.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

SL

From: Keegan, John
Sent: 09 April 2014 16:37
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/Andrew

For your consideration

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 11:02
To: Keegan, John; McLindon, Andrew
Subject: FW: Survey

Good catch, Andrew – updated in this latest version.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:53
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Would recommend changing line -

It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

to

Responses are anonymous and we would encourage you to let us know what you think.

Regards,
Andrew

SS

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:38
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Thanks a lot – Final version attached. Let me know when I can see the end-product to sign off.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/ Andrew

Fine with me just give me the clearance and I will have the Survey drawn up. The final draft can be forwarded to you in advance for signoff.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17

56

To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Think it looks very good - only suggest changed is that a line about responses to the survey being anonymous should be the Commissioner's opening foreword as I think it will encourage responses.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

58

Swaine, Sara

From: donotreply@garda.ie
Sent: 19 April 2016 15:48
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_707e2d20-3d1f-45d1-90e6-0bdc27ba4c76.htm

Hi John,

Just finished talking to Michael and it is our opinion users may need to log off and back on again to guarantee hassle free access. I'll forego the technical explanation for now, but it's suffice to say the log off/on will spare any "can't access the ***** yoke" embarrassment ☺

The survey is now set to use the correct security and can be accessed here for final testing.

<http://agsportal/Lists/Garda%20Organisation%20Survey/NewForm.aspx?Source=http://agsportal/Lists/Garda%20Organisation%20Survey/ThankYou.aspx>

Comments , questions , suggestions etc... welcomed .

Regards, Phil.
Ext 61872

59

Gleeson, Sinead

From: Dunne, Cyril
Sent: 10 April 2014 18:30
To: Keegan, John; Drysdale, Phil; Gilligan, Michael J.; Lafferty, Denise; Brady, Fintan J; Delaney, David J
Cc: Rooney, Paul; Ryan, Raphael P
Subject: RE: Organisation Survey

All,

Last time I checked (at 6.20pm) we had already received over a hundred and thirty well thought-out responses to the questions.

What you've done is really proving to be invaluable.

My thanks again.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 10 April 2014 17:56
To: Drysdale, Phil; Gilligan, Michael J.; Lafferty, Denise; Brady, Fintan J; Delaney, David J
Cc: Rooney, Paul; Ryan, Raphael P
Subject: FW: Organisation Survey

Hi all

Further to my last mail the Chief Administrative Officer, Cyril Dunne, has asked me to convey his personal thanks for your work in this matter. He was very impressed by the good team work and the speed at which the Survey was created and published.

Well done again

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Keegan, John
Sent: 10/04/2014 16:25
To: Drysdale, Phil; Gilligan, Michael J.; Lafferty, Denise; Brady, Fintan J; Delaney, David J

Cc: Rooney, Paul; Ryan, Raphael P
Subject: Organisation Survey

60

Many thanks everyone for your help in getting the Survey, Notice and Email completed and operational. Couldn't have done it without your help.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

Gleeson, Sinead

61

From: donotreply@garda.ie
Sent: 19 April 2016 15:53
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_28844df0-349c-4436-860a-b84955a1394b.htm

I'll have to put my own thinking cap on and get out the crystal ball!

Enjoy the away day tomorrow

Talk to you Monday

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 10/04/2014 18:30
To: Keegan, John; Drysdale, Phil; Gilligan, Michael J.; Lafferty, Denise; Brady, Fintan J; Delaney, David J
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Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

63

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:52
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_d420235d-0407-458c-810e-90e6a536f4df.htm

Denise

As discussed

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: McLindon, Andrew
Sent: 10/04/2014 08:50
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Looks good to me.

Regards
Andrew

Sent from my Windows Phone

From: Dunne, Cyril
Sent: 10/04/2014 08:42
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John, Andrew

Want to take it away from the "difficult times" space – set the expectation that it's a good idea in its own right so.....

Colleagues,

I firmly believe that each of you has a wealth of experience and knowledge that can help improve our organisation. It is vital that your ideas and insights are heard. Myself, and my management team, will be visiting Divisions and Districts over the coming months to hear those views, but since it won't be possible to meet you all in person it is important that we make sure that

everybody has the opportunity to contribute.

Can I please ask that you fill in this survey. It should only take a few minutes and your input can help shape the future direction of An Garda Síochána. The Survey can be accessed by clicking on the following link

Responses are anonymous and I encourage you to let us know what you think .

Noirín O'Sullivan
Garda Commissioner

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 18:58
To: Dunne, Cyril
Subject: RE: Survey

I'll look after that Cyril. This was Andrew's proposed text

Colleagues,

At this difficult time for An Garda Síochána it is more important than ever that we listen to your thoughts, concerns and ideas. You each have a wealth of experience and knowledge that can help improve the organisation.

Myself, and my management team, will be visiting Divisions and Districts over the coming months to hear those views, but since it won't be possible to meet you all in person it is important that all staff have the opportunity to contribute.

Can I please ask that you fill in this survey. It should only take a few minutes and your input can help shape the future direction of An Garda Síochána. The Survey can be accessed by clicking on the following link
..... Please note that the survey is anonymous .

~~Please know that your response can be made anonymously by ticking the box at the end of the survey.~~

Thank you for this contribution towards ensuring that An Garda Síochána continues to provide a professional police service to communities and the State.

Noirín O'Sullivan
Garda Commissioner

What do you think?

J

John Keegan
Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

65

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 18:53
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Overall looks good.

Some feedback....

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Can we ensure that we include the intro (see below) at the start.....

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Your answers can be as short or as long as you like, but the more information you give us the better. This survey will close on Sunday April 27th 2014.

It might make sense to use a version of the same words on the Portal banner (if that's the right terminology!).

Tks,

C.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 16:37
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/Andrew

For your consideration

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters

Phoenix Park
Dublin 8

66

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 11:02
To: Keegan, John; McLindon, Andrew
Subject: FW: Survey

Good catch, Andrew – updated in this latest version.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:53
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Would recommend changing line -

It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

to

Responses are anonymous and we would encourage you to let us know what you think.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:38
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

67

John,

Thanks a lot – Final version attached. Let me know when I can see the end-product to sign off.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/ Andrew

Fine with me just give me the clearance and I will have the Survey drawn up. The final draft can be forwarded to you in advance for signoff.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

(63)

Think it looks very good - only suggest changed is that a line about responses to the survey being anonymous should be the Commissioner's opening foreword as I think it will encourage responses.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

69

Gleeson, Sinead

From: Lafferty, Denise
Sent: 10 April 2014 14:22
To: Keegan, John
Cc: Brady, Fintan J; Hennessy, Mary
Subject: Final Noticeboard message

Supt keegan

Final screenshot for approval.



Screenshot.doc

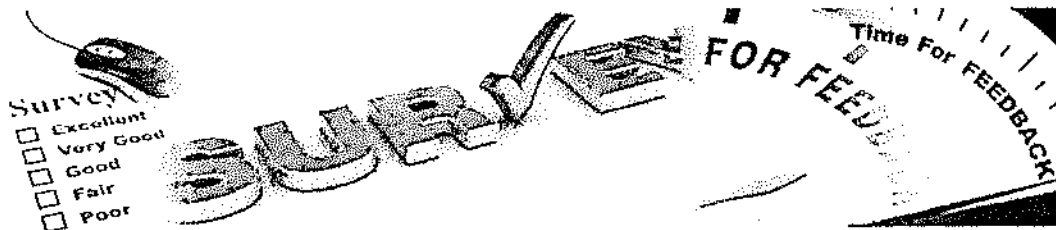
Kind regards

Denise

Denise Lafferty | Portal GTube Operations Management Unit | Garda College | Templemore | Co. Tipperary | Ireland
Tel: +353-0504-35533 | Email: | portal_content@garda.ie | denise.m.lafferty@garda.ie

Main Text / Banner

Inviting your Feedback



Colleagues,

I firmly believe that each of you has a wealth of experience and knowledge that can help improve our organisation. It is vital that your ideas and insights are heard.

Myself, and my management team, will be visiting Divisions and Districts over the coming months to hear those views, but since it won't be possible to meet you all in person it is important that we make sure that everybody has the opportunity to contribute.

Can I please ask that you fill in this survey. It should only take a few minutes and your input can help shape the future direction of An Garda Síochána. The Survey can be accessed by clicking on the following link: [Invite Your Feedback](#).

Responses are anonymous and I encourage you to let us know what you think .

Noirín O'Sullivan
Garda Commissioner

Summary / Thumbnail



I firmly believe that each of you has a wealth of experience and knowledge that can help improve our organisation. It is vital that your ideas and insights are heard. Since it won't be possible to meet you all in person it is important that we make sure that everybody has the opportunity to contribute via this survey.

71

Gleeson, Sinead

From: Lafferty, Denise
Sent: 10 April 2014 16:20
To: Keegan, John
Cc: Brady, Fintan J; Hennessy, Mary
Subject: RE: Final Noticeboard message

Supt keegan

Noticeboard Message now published as a Corporate Message.

Kind regards

Denise

Denise Lafferty | Portal GTube Operations Management Unit | Garda College | Templemore | Co. Tipperary | Ireland

Tel: +353-0504-35533 | Email: | portal_content@garda.ie | denise.m.lafferty@garda.ie

From: Keegan, John
Sent: 10/04/2014 14:45
To: Portal_Content
Subject: FW: Final Noticeboard message

Denise

Approved for publication – proceed as agreed.

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 10/04/2014 14:43
To: Keegan, John
Subject: RE: Final Noticeboard message

John,

Approved for implementation.

Cyril

72

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 10 April 2014 14:38
To: Dunne, Cyril
Subject: FW: Final Noticeboard message

Cyril

Final draft of the corporate message. The short narrative will appear on the front page of the Portal and when you follow the read more link the user will navigate to the full message. The summary message will have the heading 'Inviting Your Feedback' (this doesn't show on the screen shot) and just after the text 'via this survey' will be the read more hyperlink.

Hope this makes sense but I believe all is in order now.

For your final blessing!

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Lafferty, Denise
Sent: 10/04/2014 14:22
To: Keegan, John
Cc: Brady, Fintan J; Hennessy, Mary
Subject: Final Noticeboard message

Supt keegan

Final screenshot for approval.

<< File: Screenshot.doc >>

Kind regards

Denise

73

Denise Lafferty | Portal GTube Operations Management Unit | Garda College | Templemore | Co. Tipperary | Ireland

Tel: +353-0504-35533 | Email: | portal_content@garda.ie | denise.m.lafferty@garda.ie

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:51
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_ad02f5fb-d7c1-44d4-869a-6f2131d5d16d.htm;
survey questions and approach final.1.docx

Dave

I'll talk to you in a few minutes about this

J

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 09/04/2014 11:02
To: Keegan, John; McLindon, Andrew
Subject: FW: Survey

Good catch, Andrew – updated in this latest version.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:53
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Would recommend changing line -

It will not be possible to link survey responses back to individuals, and we would encourage you let us know what you think.

to

Responses are anonymous and we would encourage you to let us know what you think.

Regards,

Andrew

75

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:38
To: Keegan, John; McLindon, Andrew
Subject: RE: Survey

John,

Thanks a lot – Final version attached. Let me know when I can see the end-product to sign off.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 09 April 2014 10:31
To: Dunne, Cyril; McLindon, Andrew
Subject: RE: Survey

Cyril/ Andrew

Fine with me just give me the clearance and I will have the Survey drawn up. The final draft can be forwarded to you in advance for signoff.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252

From: Dunne, Cyril
Sent: 09/04/2014 10:17
To: McLindon, Andrew; Keegan, John
Subject: RE: Survey

Updated to reflect Andrew's feedback.

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: McLindon, Andrew
Sent: 09 April 2014 10:09
To: Dunne, Cyril; Keegan, John
Subject: RE: Survey

Cyril,

Think it looks very good - only suggest changed is that a line about responses to the survey being anonymous should be the Commissioner's opening foreword as I think it will encourage responses.

Regards,
Andrew

Andrew McLindon
Director of Communications
An Garda Síochána

Tel: 01 666 2031
Mobile: 086 8289279

www.garda.ie

From: Dunne, Cyril
Sent: 09/04/2014 10:04
To: Keegan, John; McLindon, Andrew
Subject: Survey

John, Andrew

Thanks for your feedback yesterday – it was helpful and thought provoking.

I've had a chance last night to put some more thought into it, and to run-by the Commissioner the suggested approach.

The flow would be the Commr's last eMail (from Friday) forwarded again with a message introducing the portal. Objective is to demonstrate that she is doing what she says she will do.

Objective is to issue tomorrow, and close the survey to input on Sunday 27th (to allow for collation prior to Commr Conf later that week).

Overall flow, content is attached. – Let me know if any final thoughts.

I'm aiming to finally sign off by 11.00am this morning, so that we can get the logistics in place.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

[Forward previous Message from Commissioner Nóirín O'Sullivan, 04 April 2014 11:30]

See below

Text for New Email from Commissioner:

Subject Line: Inviting your Feedback

Colleagues,

As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

In the immediate term we are providing two opportunities for you to do this. Firstly please follow the link below to a survey, to provide insights and ideas, which is available on the Garda Portal. Responses are anonymous and we would encourage you to let us know what you think.

[Link to Garda Portal Survey]

Secondly, the Management Team and I will continue to be out and about as much as we can to meet people face to face to listen to your feedback directly.

We will then be using this feedback to develop an Action Plan and immediate next steps which we expect to communicate to you next month.

Nóirín O'Sullivan

Garda Commissioner

Colleagues,

Last week saw the retirement of Martin Callinan as Commissioner of An Garda Síochána. Martin proudly served An Garda Síochána with distinction and gave more than 40 years of dedicated service to the State. I am sure that you will join me in wishing Martin and his family all the best in his retirement.

There is no doubt that recent issues have created significant challenges for An Garda Síochána. Despite the issues facing us, each one of you has continued on with the great work that you do every day to protect and serve our communities. I wish to acknowledge and thank you for that.

However, where mistakes have been made, it is critical that we learn from them and take appropriate action so they don't happen again. It is important that people feel that they can raise issues of concern or where they feel improvements can be made, and when they do, that we listen to them and support them. This will make An Garda Síochána a better and stronger organisation.

We should embrace criticism in a constructive way and use it as an opportunity to reflect on our practices. In doing this, we will develop more effective relationships and partnerships that will help us to improve the service we provide to the public and the State.

We also need to demonstrate a stronger commitment to openness and transparency, strengthen our governance structures, and further improve accountability.

Throughout all this, it is absolutely vital that we work to maintain the strong trust and support from the communities we serve as it is essential in helping us to provide a safer Ireland. This trust was built up over generations and right now we must work harder than ever to maintain it.

We are undoubtedly facing a period of change for An Garda Síochána. As the necessary changes are made, you will be kept informed, but I want to hear your own views on how we can improve. To that end, myself and other members of the Garda management team will be visiting Districts and Divisions throughout the country over the coming months to listen to your thoughts, concerns and ideas. We will also do all we can to assist and support you in the work you do.

What I ask of you is your full commitment to improve the image of the organisation, live up to our values and clearly demonstrate our professionalism, dedication and commitment. My wish is to focus on our core functions of policing and preserving the security of the State, and reinforcing the respect we, and the people of Ireland, have for An Garda Síochána.

Nóirín O'Sullivan

Garda Commissioner

INVITING YOUR FEEDBACK

Introduction: The questions below are to understand your thoughts, concerns and ideas about how we can improve our Organisation.

As you respond, please think about our ways of working and how we can strengthen our core functions of policing and preserving the security of the state. Your responses, which will remain anonymous, will be a key input into the development of an Action Plan.

Your answers can be as short or as long as you like, but the more information you give us the better.

This survey will close on Sunday April 27th 2014.

Your survey response will be anonymous, however by providing your rank/grade it will give us an opportunity to better interpret the survey results

Rank/Grade

1. What are our key strengths as an organisation?

Think About: People, dedication, knowledge, collaboration, reputation, other,....

Response

2. What are the key issues and challenges that you feel need to be addressed?

Think About: decision making, openness and transparency, policies and procedures, resources, budgets, other,....

Response

3. What are the main improvement opportunities that you think we should prioritise?

Think About: Ways of working, public perception, resources and structures, systems and processes, other,....

Response

4. What do we need to ensure is in place to implement these improvements?

Think About: Leadership, strategy, morale, technology, tools, culture, relationships, other.....

Response

5. Is there any other feedback or insights that you would like to provide?

Response

The Garda Management Team would like to thank you for the time and effort you have taken to respond and to provide your feedback. We will be using this as input to an Action Plan which we will communicate to you next month.

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:55
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_0c14f2da-65cd-4344-b6f5-eb3f75cab28c.htm

John Keegan

Superintendent

Strategy & Change Management

Garda Headquarters

Phoenix Park

Dublin 8

Phone00353-1-6661252

Fax00353-1-6661692

From: Commissioner_SCM
Sent: 11/04/2014 17:12
To: Keegan, John
Subject: FW: Re Feedback Survey

Supt

Please see below for your information please

Tony

Tony Kelly, Sergeant

Office of Deputy Commissioner,
Strategy & Change Management,
Garda Headquarters,
Phoenix Park,
Dublin 8.

Tel: +353 01 6661256

Mob: +353 087 0601860

Email: anthony.g.kelly@garda.ie

From: Commissioner

Sent: 11/04/2014 15:29

To: Commissioner_SCM

Subject: FW: Re Feedback Survey

John

For your attention.

From: Rabbitte, John

Sent: 11/04/2014 15:22

To: Commissioner

Subject: Re Feedback Survey

Dear Commissioner

Further to the below email re survey from your office. I followed the links to the survey as instructed. The first instruction on the survey page (refer attached survey page scan) states "Your survey response will be anonymous, however by providing your rank / grade it will give us an opportunity to better interpret the

survey results". I proceeded to open the drop down box as instructed and the following 10 choices of rank / grade were listed in order as follows:

- Garda
- Sergeant
- Inspector
- Superintendent
- Higher than Superintendent
- Clerical Officer
- Staff Officer
- Executive Officer
- Higher Executive Officer
- Assistant Principle or Higher

There is no Professional / Technical Grade choice in the rank / grade drop down menu. The Professional/Technical grade includes quite a number of civilians across the Garda Organisation who at this stage possibly feel excluded within the Garda Organisation.

Forwarded for your attention

John Rabbette

Equality and Diversity Advisor

Constitutional Human Rights and Diversity

Garda College

From: Commissioner

Sent: 10/04/2014 14:55

To: Portal-OrganisationCommunication

Subject: Inviting your Feedback

Colleagues,

As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

In the immediate term we are providing two opportunities for you to do this. Firstly please follow the link below to a survey, to provide insights and ideas, which is available on the Garda Portal. Responses are anonymous and we would encourage you to let us know what you think.

[Inviting your feedback](#)

Secondly, the Management Team and I will continue to be out and about as much as we can to meet people face to face to listen to your feedback directly.

We will then be using this feedback to develop an Action Plan and immediate next steps which we expect to communicate to you next month.

Nóirín OSullivan
Garda Commissioner

If you have any difficulties accessing the survey from this link, please reboot your pc or contact the IT Service Desk at 01-6662400

From: Commissioner
Sent: 04/04/2014 11:30
Subject: Message from Commissioner Nóirín OSullivan

Colleagues,

Last week saw the retirement of Martin Callinan as Commissioner of An Garda Síochána. Martin proudly served An Garda Síochána with distinction and gave more than 40 years of dedicated service to the State. I am sure that you will join me in wishing Martin and his family all the best in his retirement.

There is no doubt that recent issues have created significant challenges for An Garda Síochána. Despite the issues facing us, each one of you has continued on with the great work that you do every day to protect and serve our communities. I wish to acknowledge and thank you for that.

However, where mistakes have been made, it is critical that we learn from them and take appropriate action so they don't happen again. It is important that people feel that they can raise issues of concern or where they feel improvements can be made, and when they do, that we listen to them and support them. This will make An Garda Síochána a better and stronger organisation.

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and other members of the Garda management team will be visiting Districts and Divisions throughout the country over the coming months to listen to your thoughts, concerns and ideas. We will also do all we can to assist and support you in the work you do.

What I ask of you is your full commitment to improve the image of the organisation, live up to our values and clearly demonstrate our professionalism, dedication and commitment. My wish is to focus on our core functions of policing and preserving the security of the State, and reinforcing the respect we, and the people of Ireland, have for An Garda Síochána.

Nóirín OSullivan

Garda Commissioner

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Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:54
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_ae4b3037-cea0-4da5-b865-c44ca5490c42.htm

Hi Alan

To see the mail below in relation to the current organisation survey. I would appreciate your advices in regards to the Professional / Technical grade within the Garda organisation. Is this grade equitable to any of the listed grades? If they are would the staff members of the Professional / Technical grade be aware/familiar of the equivalent grade?

Regards

John

John Keegan

Superintendent

Strategy & Change Management

Garda Headquarters

Phoenix Park

Dublin 8

Phone00353-1-6661252

Fax00353-1-6661692

From: Commissioner_SCM
Sent: 11/04/2014 17:12
To: Keegan, John
Subject: FW: Re Feedback Survey

Supt

Please see below for your information please

Tony

Tony Kelly, Sergeant
Office of Deputy Commissioner,
Strategy & Change Management,
Garda Headquarters,
Phoenix Park,
Dublin 8.

Tel: +353 01 6661256

Mob: +353 087 0601860

Email: anthony.g.kelly@garda.ie

From: Commissioner

Sent: 11/04/2014 15:29

To: Commissioner_SCM

Subject: FW: Re Feedback Survey

John

For your attention.

From: Rabbitte, John

Sent: 11/04/2014 15:22

89

To: Commissioner

Subject: Re Feedback Survey

Dear Commissioner

Further to the below email re survey from your office. I followed the links to the survey as instructed. The first instruction on the survey page (refer attached survey page scan) states "Your survey response will be anonymous, however by providing your rank / grade it will give us an opportunity to better interpret the survey results". I proceeded to open the drop down box as instructed and the following 10 choices of rank / grade were listed in order as follows:

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There is no Professional / Technical Grade choice in the rank / grade drop down menu. The Professional/Technical grade includes quite a number of civilians across the Garda Organisation who at this stage possibly feel excluded within the Garda Organisation.

Forwarded for your attention

John Rabbette

Equality and Diversity Advisor

Constitutional Human Rights and Diversity

Garda College

From: Commissioner

Sent: 10/04/2014 14:55

To: Portal-OrganisationCommunication

Subject: Inviting your Feedback

Colleagues,

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As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

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Inviting your feedback

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Nóirín O Sullivan

Garda Commissioner

If you have any difficulties accessing the survey from this link, please reboot your pc or contact the IT Service Desk at 01-6662400

From: Commissioner

Sent: 04/04/2014 11:30

Subject: Message from Commissioner Nóirín OSullivan

Colleagues,

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What I ask of you is your full commitment to improve the image of the organisation, live up to our values and clearly demonstrate our professionalism, dedication and commitment. My wish is to focus on our core functions of policing and preserving the security of the State, and reinforcing the respect we, and the people of Ireland, have for An Garda Síochána.

Nóirín OSullivan

Garda Commissioner

92

Gleeson, Sinead

From: donotreply@garda.ie
Sent: 19 April 2016 15:53
To: Keegan, John
Subject: Your restored MailMeter archived email
Attachments: Details_OF_Your_Original_Message_3dd0b55e-c122-4ff3-ba3d-b5f4bcfdbad9.htm

Paul

As discussed. Is it possible to add an additional Rank /Grade to the current survey.

Regards and thanks

John

John Keegan

Superintendent

Strategy & Change Management

Garda Headquarters

Phoenix Park

Dublin 8

Phone 00353-1-6661252

Fax00353-1-6661692

From: Commissioner_SCM
Sent: 11/04/2014 17:12
To: Keegan, John
Subject: FW: Re Feedback Survey

Supt

Please see below for your information please

Tony

Tony Kelly, Sergeant

Office of Deputy Commissioner,

Strategy & Change Management,

Garda Headquarters,

Phoenix Park,

Dublin 8.

Tel: +353 01 6661256

Mob: +353 087 0601860

Email: anthony.g.kelly@garda.ie

From: Commissioner

Sent: 11/04/2014 15:29

To: Commissioner_SCM

Subject: FW: Re Feedback Survey

John

For your attention.

From: Rabbitte, John

Sent: 11/04/2014 15:22

To: Commissioner

Subject: Re Feedback Survey

Dear Commissioner

Further to the below email re survey from your office. I followed the links to the survey as instructed. The first instruction on the survey page (refer attached survey page scan) states "Your survey response will be anonymous. however by providing your rank / grade it will give us an opportunity to better interpret the survey results". I proceeded to open the drop down box as instructed and the following 10 choices of rank / grade were listed in order as follows:

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Forwarded for your attention

John Rabbette

Equality and Diversity Advisor

Constitutional Human Rights and Diversity

Garda College

From: Commissioner

Sent: 10/04/2014 14:55

To: Portal-OrganisationCommunication

Subject: Inviting your Feedback

Colleagues,

As mentioned below, I want to hear your thoughts, concerns and ideas on how we can improve our Organisation.

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Nóirín OSullivan

Garda Commissioner

If you have any difficulties accessing the survey from this link, please reboot your pc or contact the IT Service Desk at 01-6662400

From: Commissioner

Sent: 04/04/2014 11:30

Subject: Message from Commissioner Nóirín OSullivan

Colleagues,

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Nóirín OSullivan

Garda Commissioner

Gleeson, Sinead

From: Keegan, John
Sent: 25 April 2014 16:59
To: Brady, Fintan J
Cc: Drysdale, Phil; Portal_Content
Subject: FW: Final Noticeboard message

Hi All

Forwarded for your information and attention please

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 25/04/2014 15:01
To: Keegan, John
Cc: 'lee.foster@accenture.com'
Subject: RE: Final Noticeboard message

Thanks, John.

Yes, it would be good to "de-publish" and close on Sunday evening. (or even first thing Monday morning if it's logistically easier).

Message something like the following would be good.....

Thank you to everyone who has completed our survey on the Garda Portal, and has taken the time to share thoughts, concerns and ideas on how we can improve our organisation.

As mentioned earlier, the information collected in this survey will be used as a key input into the development of a plan for the immediate priorities and actions for the organisation, which we expect to communicate to you next month.

Nóirín O'Sullivan

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 25 April 2014 14:42
To: Dunne, Cyril
Subject: FW: Final Noticeboard message

Hi Cyril

Just checking that you are happy to de-publish the questionnaire notice as of the 27th April 2014? If this is acceptable I'll arrange for its removal and the deactivation and close off of the survey.

It might be appropriate to post a message of thanks for those who participated and outline the level of response and what will happen with the feedback received.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Keegan, John
Sent: 10/04/2014 15:20
To: Dunne, Cyril
Subject: RE: Final Noticeboard message

Cyril

All implemented

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 10/04/2014 14:43
To: Keegan, John
Subject: RE: Final Noticeboard message

John,

Approved for implementation.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 10 April 2014 14:38
To: Dunne, Cyril
Subject: FW: Final Noticeboard message

Cyril

Final draft of the corporate message. The short narrative will appear on the front page of the Portal and when you follow the read more link the user will navigate to the full message. The summary message will have the heading 'Inviting Your Feedback' (this doesn't show on the screen shot) and just after the text 'via this survey' will be the read more hyperlink.

Hope this makes sense but I believe all is in order now.

For your final blessing!

Regards

John

John Keegan

Superintendent
Strategy & Change Management

100

Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Lafferty, Denise
Sent: 10/04/2014 14:22
To: Keegan, John
Cc: Brady, Fintan J; Hennessy, Mary
Subject: Final Noticeboard message

Supt keegan

Final screenshot for approval.

<< File: Screenshot.doc >>

Kind regards

Denise

Denise Lafferty | Portal GTube Operations Management Unit | Garda College | Templemore | Co. Tipperary |
Ireland
Tel: +353-0504-35533 | Email: | portal_content@garda.ie | denise.m.lafferty@garda.ie

Gleeson, Sinead

From: Portal_Content
Sent: 25 April 2014 17:37
To: Keegan, John
Cc: Drysdale, Phil; Brady, Fintan J; Lafferty, Denise; Spain, Mark
Subject: Survey Feedback – A Word of Thanks Noticeboard message

Superintendent Keegan,

For your information the notice board message advertising the Survey Feedback – A Word of Thanks is created and pending approval for publication on AGS Portal Monday morning.

Attached is a screenshot of the notice.



Screenshot.doc

Kind regards,

Mary,

Mary Hennessy | Portal Globe Operations Management Unit | Garda College | Templemore | Co. Tipperary | Ireland

Tel: | +353-0504-35562

E-mail: | portal_content@garda.ie | mary.p.hennessy@garda.ie

P Sábháil páipéar – An gá duit an ríomhphost seo a phriontail i ndáiríre píre?

P Save Paper - Do you really need to print this e-mail?

From: Keegan, John
Sent: 25/04/2014 16:59
To: Brady, Fintan J
Cc: Drysdale, Phil; Portal_Content
Subject: FW: Final Noticeboard message

Hi All

Forwarded for your information and attention please

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 25/04/2014 15:01
To: Keegan, John
Cc: 'lee.foster@accenture.com'
Subject: RE: Final Noticeboard message

Thanks, John.

Yes, it would be good to "de-publish" and close on Sunday evening. (or even first thing Monday morning if it's logistically easier).

Message something like the following would be good.....

Thank you to everyone who has completed our survey on the Garda Portal, and has taken the time to share thoughts, concerns and ideas on how we can improve our organisation.

As mentioned earlier, the information collected in this survey will be used as a key input into the development of a plan for the immediate priorities and actions for the organisation, which we expect to communicate to you next month.

*Nóirín O'Sullivan
Garda Commissioner*

*Cyril Dunne
Chief Administrative Officer
An Garda Síochána*

From: Keegan, John
Sent: 25 April 2014 14:42
To: Dunne, Cyril
Subject: FW: Final Noticeboard message

Hi Cyril

Just checking that you are happy to de-publish the questionnaire notice as of the 27th April 2014? If this is acceptable I'll arrange for its removal and the deactivation and close off of the survey.

It might be appropriate to post a message of thanks for those who participated and outline the level of response and what will happen with the feedback received.

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Keegan, John
Sent: 10/04/2014 15:20
To: Dunne, Cyril
Subject: RE: Final Noticeboard message

Cyril

All implemented

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Dunne, Cyril
Sent: 10/04/2014 14:43
To: Keegan, John
Subject: RE: Final Noticeboard message

John,

Approved for implementation.

Cyril

Cyril Dunne
Chief Administrative Officer
An Garda Síochána

From: Keegan, John
Sent: 10 April 2014 14:38
To: Dunne, Cyril
Subject: FW: Final Noticeboard message

Cyril

Final draft of the corporate message. The short narrative will appear on the front page of the Portal and when you follow the read more link the user will navigate to the full message. The summary message will have the heading 'Inviting Your Feedback' (this doesn't show on the screen shot) and just after the text 'via this survey' will be the read more hyperlink.

Hope this makes sense but I believe all is in order now.

For your final blessing!

Regards

John

John Keegan

Superintendent
Strategy & Change Management
Garda Headquarters
Phoenix Park
Dublin 8

Phone 00353-1-6661252
Fax 00353-1-6661692

From: Lafferty, Denise
Sent: 10/04/2014 14:22
To: Keegan, John
Cc: Brady, Fintan J; Hennessy, Mary
Subject: Final Noticeboard message

Supt keegan

Final screenshot for approval.

<< File: Screenshot.doc >>

Kind regards

Denise

Denise Lafferty | Portal GTube Operations Management Unit | Garda College | Templemore | Co. Tipperary | Ireland
Tel: +353-0504-35533 | Email: | portal_content@garda.ie | denise.m.lafferty@garda.ie

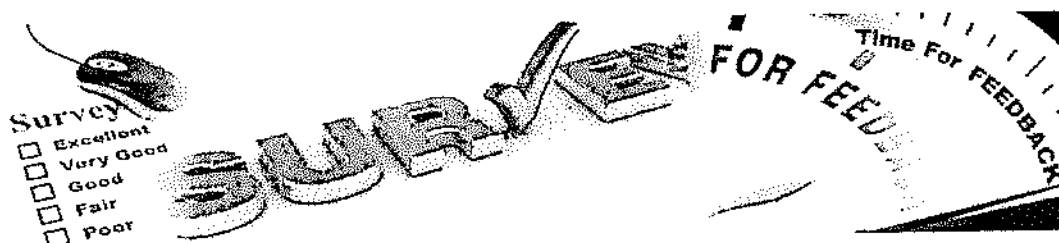
Thumb and Summary



Thank you to everyone who has completed our survey on the Garda Portal, and has taken the time to share thoughts, concerns and ideas on how we can improve our organisation.

Banner and Main Text

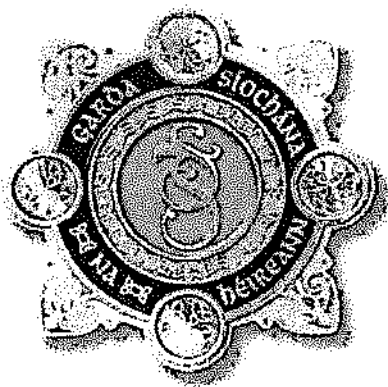
Survey Feedback – A Word of Thanks



Thank you to everyone who has completed our survey on the Garda Portal, and has taken the time to share thoughts, concerns and ideas on how we can improve our organisation.

As previously mentioned, the information collected in this survey will be used as a key input into the development of a plan for the immediate priorities and actions for the organisation, which we expect to communicate to you next month.

Nóirín O'Sullivan
Garda Commissioner



Garda Síochána Analysis Service

AGS Survey High Level Report

1. Survey Overview

This document presents a high level review of the responses received in the Garda Síochána Staff Survey completed during May 2014. In general, question 2 was most completed and had the most detailed responses.

5 survey questions were set out on the AGS Portal. All responses were in free text.

1. What are the key strengths as an organisation? (Think About: People, dedication, knowledge, collaboration, reputation, other...)
2. What are the key issues and challenges that you feel need to be addressed? (Think About: decision making, openness and transparency, policies and procedures, resources, budgets, other...)
3. What are the main improvement opportunities that you think we should prioritise? (Think About: Ways of working, public perception, resources and structures, systems and processes, other...)
4. What do we need to ensure is in place to implement these improvements? (Think About: Leadership, strategy, morale, technology, tools, culture, and relationships, other...)
5. Is there any other feedback or insights that you would like to provide?

2. Analysis Methodology

A statistical technique known as Latent Dirichlet Allocation (LDA) was used to see if there were items that were consistently raised, this can be seen by the emergence of synonyms e.g. Cars, Fleet, Vehicles etc. indicating that people are referencing the same ideas/concepts. This was complemented by a read through by staff in the office of the Chief Administrative Officer (CAO).

3. Survey Analysis

A total of 1,794 responses were received for the period that the survey was open. Of these, 1,713 were deemed to be valid responses. A valid response had at least one of the five questions answered. This gives a response rate of 11.4% based on taking the total number of persons in the force, including civilian staff, to be 15,023.

Table 1 below presents a) the strength of the force by rank, b) expected response rate by rank at equal response rates of 11.4% and c) the actual response rate by rank to the survey.

Notwithstanding the varying response rates, the higher number of respondents at Garda rank indicated that a valuable sample was achieved. For the analysis of the survey, the rank of *Inspector*, *Superintendent* and *Higher than Superintendent* were grouped together. Similarly all Civilian respondents were grouped together.

This resulted in 4 ranks detailed below in Table 2.

Table 1

Rank	Strength as of 31/03/2014	Expected Responses @ 11.4%	Actual Survey Response	Response Rate
Garda	10,716	1,222	996	9.3%
Sergeant	1,840	210	367	19.9%
Inspector	266	30	89	33.5%
Superintendent	147	17	46	31.3%
Higher than Superintendent	51	6	20	39.2%
Clerical Officer	1,378	157	57	4.1%
Staff Officer	187	21	13	7.0%
Professional/Technical grade	254	29	6	2.4%
Executive Officer	85	10	13	15.3%
Higher Executive Officer	78	9	17	21.8%
Assistant Principal or higher	21	2	10	47.6%
Not Recorded			79	
	15,023	1,713	1,713	11.40%

Table 2

Rank	Count
Garda	996
Sergeants	367
Insp. +	155
Civilian	116
Not recorded	79
Total	1,713

Twenty-three individual topics were raised most frequently.

Table 3

Promotions	Warrants
Transfers	Community Policing
Uniform	Cars/Fleet
Training	Core Units /Specialist Units
Morale	Court Process
Leadership	Workload/Overtime
Internal Communications	Policing Approach
External Communications	Investigation Process
Rosters	Paperwork
Budgets	Discipline
Equipment	Skills
GSOC	

The main issues related to each of the individual topics are outlined in the Table 4 below.

Table 4

Promotions	<ul style="list-style-type: none"> • Lack of openness and transparency surrounding promotion process • Members believe that you only get promoted because of <i>"who you know, not what you know"</i> • Promotions should be more merit based • There should be more feedback available to members • Promotion process should be totally independent and managed by an outside body • Overlap between Sergeant and Detective competitions • No career progression for civilian staff • Administrative positions open to Garda members should be open to civilian staff
Transfers	<ul style="list-style-type: none"> • No movement on transfers • No transparency with the transfer process • There is a general opinion that people cannot get transferred as there are no replacements
Uniform	<ul style="list-style-type: none"> • The uniform is not fit for purpose • There should be a summer/winter uniform e.g. short sleeve shirts • The uniform is not practical for physical side of the job, e.g. giving chase • The uniform is not comfortable, e.g. stab vest heavy when worn for prolonged periods of time, heavy boots, wearing of ties, utility belt/car seat belt. • Time delays in system for ordering uniform • More senior officers expressed the view that there is a sense of pride associated with wearing the uniform
Training	<ul style="list-style-type: none"> • More training required in operational aspects of the job, e.g. refresher courses in pepper spray, firearms, driving, handcuffs, ASP Baton etc. • Availability of training courses varies depending on where you are stationed. • There should be dedicated budgets for training • Training is too academic and not applicable to actual job • Training in media, courts and the DPP is required • Lack of training for civilian staff • Training on the roles and responsibilities of Garda members /civilians is required
Morale	<ul style="list-style-type: none"> • Morale is at an all time low across the Force
Leadership	<ul style="list-style-type: none"> • Leaders should be independent of Government/Politics • Leaders should be able to convey the reality of the effects that budget cuts have had on the force • Leaders should communicate with and listen more to the people on the ground • Leaders do not make decisions; they tend to ignore issues until they become problems <i>'Leadership needs to acknowledge problems and have the will to change it'</i> • Leadership need to recognise more the work done by members <i>'A simple thank you for a job well done'</i>

Internal Communications	<ul style="list-style-type: none"> • Senior ranks do not engage enough with lower ranks • Members are informed by the media before they are informed by management
External Communications	<ul style="list-style-type: none"> • The organisation should be more forceful in responding to negative criticism in the media • More training required for dealing with the media
Rosters	<ul style="list-style-type: none"> • The roster is not family friendly • Sergeants feel that the roster makes the job more difficult, i.e. files not worked on for four days, etc. • Lack of overlap at key periods, e.g. weekends and other crossovers • 5th Unit is not working – not enough resources to man the unit • Rural areas have been particularly disadvantaged by the new roster
Budgets	<ul style="list-style-type: none"> • Better use could be made of budgets, e.g. maintenance of vehicles, costs of doctors for prisoners, cost of meals for prisoners, etc. • Cuts in budgets is effecting members ability to do their job, i.e. reduced overtime • There are not enough gardai to do the job • There are too many gardai working in offices ' <i>There are too many gardai in Garda Headquarters when they are required on the streets</i> '
Equipment	<ul style="list-style-type: none"> • Broken printers • No access to PULSE on many computers • Not enough official USB sticks • Not enough IT support in relation to new roster system • Many tasks are done manually but could be done with an IT solution • Technology should be used more in policing
GSOC	<ul style="list-style-type: none"> • GSOC have a negative attitude towards members • Members feel they are viewed as guilty even before investigation begins • Members feel that GSOC do not take their views on board and that they have no right of appeal • A lot of complaints are without merit and time wasting
Warrants	<ul style="list-style-type: none"> • New system required for managing Warrants
Community Policing	<ul style="list-style-type: none"> • Community policing, interaction with communities through GAA clubs and other voluntary groups is identified as a key strength in the survey across all ranks
Cars/Fleet	<ul style="list-style-type: none"> • Not enough patrol cars • Cars are not fit for purpose, i.e. certain makes and models not suitable for particular jobs. • More cost effective to buy new cars than pay high maintenance costs for older vehicles
Core Units /Specialist Units	<ul style="list-style-type: none"> • Core Units should be viewed as key to policing • Too many resources attached to specialist units

	<ul style="list-style-type: none"> • Lack of opportunity for movement into specialist units
Court Process	<ul style="list-style-type: none"> • Different views on the merits of the court presenting system • Where there is no court presenting system, attendance in court is time consuming • Where there is a court presenting system, supervisors have issue with the lack of court experience members have • Handling of the paper trail for warrants is an issue for members • Non-collection of fines is an issue for members • Managers highlight the need for streamlining court process, expansion of the court presenters system, and for a review of how prisoners in the courts are handled
Workload /Overtime	<ul style="list-style-type: none"> • Lack of overtime is affecting morale • Overtime is being unevenly distributed amongst members • There is a general view that overtime is a perk rather than a requirement
Policing Approach	<ul style="list-style-type: none"> • The use of discretion must be maintained • A unified, unarmed police force is viewed as a particular strength
Investigation Process	<ul style="list-style-type: none"> • Members experience difficulties doing complex investigations while having to do other duties • Members expressed concern about having to investigate crimes of a sexual nature without adequate training • Member of Sergeant rank highlight difficulties with conducting investigations with increasing workloads and the need to perform repeated updates on investigations when there are no developments • Inspector ranks and above highlight the time restrictions on investigations and in particular reference the need for more feedback to victims
Paperwork	<ul style="list-style-type: none"> • All ranks highlight the onerous nature of paperwork and how IT solutions could and should replace this • Many areas that could be streamlined by IT solutions have been identified • Duplication of work, i.e. Information required on PULSE and recorded in registers, logs, etc. • Sending reports to managers when they already have the information
Discipline	<ul style="list-style-type: none"> • Lack of discipline is a key concern for members of higher ranks • Underperformance is not being dealt with by management • Underperformance de-motivates other members/staff
Skills	<ul style="list-style-type: none"> • Many members lack basic skills to perform duties • Members that show potential should have the opportunity to develop skills

CIVIL SERVICE EMPLOYEE ENGAGEMENT SURVEY
 DEPARTMENTAL REPORT 2015
 GARDIA CIVILIANS



70% Employee Engagement 2015

GARDA CIVILIANS REPORT

Welcome to our organisation's employee engagement survey report for 2015. This was prepared as part of the 2015 Civil Service Employee Engagement Survey, the first of its kind in the history of the Civil Service. This survey is a major commitment in the Civil Service Renewal Plan which sets out our vision to provide a world-class service to the State and to the people of Ireland. The Plan sets out 25 actions aimed at strengthening our capacity and capability.

The 2015 survey enabled us to provide our views on important work issues like leadership, commitment to the organisation and wellbeing. The results show many strengths of which we should be very proud. They also show areas where we need to improve and where we need to focus our efforts. These results are a first step that will inform management decisions and drive change. They will also provide a benchmark where we can measure and learn from other organisations on a regular basis.

Key messages from the overall 2015 Civil Service Employee Engagement Survey results indicated that staff:

- Are highly engaged and are highly resilient.
- Feel positive about their work and their immediate working environment.
- Are noticeably less positive about their leaders and their organisations.
- Do not recognise a culture of involvement or innovation in the Civil Service.
- Feel that their work is not fully valued by the public they serve.

The survey results compare well internationally.

We now need to assess the survey results for our organisation and develop an understanding of the key drivers that will positively impact how we work together as an organisation, focusing on employee engagement, commitment to the organisation, staff wellbeing and coping with change.

I look forward to working with you to develop and implement initiatives that will enable us to take advantage of opportunities in our challenging areas and build on areas of strength within our Department/Office. I am also committed to implementing the Actions set out in the Civil Service Renewal Plan to support our vision for the future and the long-term development of the Civil Service.

Kindest regards,

Monica Carr

Head of Directorate

NOTE:

- The CSO has assured total anonymity for every individual that took part in the survey.
- For the purpose of the Survey Reports the term 'Departmental' is interchangeable with Office/Organisation.

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Garda Civilians- Difference with Mean Civil Service Score

Theme	Department Score	Difference with Mean Civil Service Score	Overall Civil Service Scores		
			Maximum	Mean	Minimum
Competence	86	+6	86	80	73
Well-Being	76	+1	83	75	60
Coping with Change	72	+3	74	69	63
Employee Engagement	66	-4	80	70	54
Social Support	65	-5	81	70	61
Meaningfulness	60	-5	77	65	52
Identification with the Civil Service	60	-2	68	62	47
Citizen Impact	58	-10	81	68	44
Autonomy	55	-4	75	59	39
Commitment to Change	54	-4	69	58	45
Work Intensification / Job Demands	54	+3	60	51	27
Job Skills Match / Skills Utilisation	50	-8	73	58	46
Civil Service Renewal	44	-11	69	55	31
Commitment to the Organisation	42	-6	63	48	41
Manager Career Support	39	-17	71	56	31
Perceived Organisational Support	35	-9	70	44	26
Performance Standards	34	-10	68	44	25
Your Pay	33	-9	57	42	32
Innovative Climate	32	-13	67	45	28
Leadership	30	-20	73	50	27
Public Perception	29	-4	42	33	18
Career Development and Mobility	27	-17	63	44	27
Involvement Climate	26	-10	55	36	17
Learning and Development	26	-26	72	52	26

Colour Key

Score over 67%

Score between 45% and 67%

Score under 45%

Note: This table is ordered from the highest value in the 'Department Score' column

Garda Civilians – By Gender

Theme	All	Female	Male	Prefer not to say
Competence	86	86	86	84
Well-Being	76	75	75	76
Coping with Change	72	71	73	79
Employee Engagement	66	67	63	62
Social Support	65	66	63	63
Meaningfulness	60	61	57	57
Identification with the Civil Service	60	59	61	69
Citizen Impact	58	56	60	63
Autonomy	55	55	55	49
Commitment to Change	54	54	54	59
Work Intensification / Job Demands	54	55	53	56
Job Skills Match / Skills Utilisation	50	51	45	45
Civil Service Renewal	44	43	46	52
Commitment to the Organisation	42	42	44	38
Manager Career Support	39	38	40	58
Perceived Organisational Support	35	34	36	43
Performance Standards	34	34	31	43
Your Pay	33	34	31	35
Innovative Climate	32	32	30	34
Leadership	30	30	28	39
Public Perception	29	29	31	28
Career Development and Mobility	27	27	26	34
Involvement Climate	26	26	27	28
Learning and Development	26	25	26	20

Colour Key

Score over 67%

Score between 45% and 67%

Score under 45%

Note: This table is ordered from the highest value in the 'All' column

Civil Service Overall - By Gender

Theme	All	Female	Male	Prefer not to say
Competence	80	80	80	78
Well-Being	75	75	75	71
Social Support	70	71	69	65
Employee Engagement	70	71	69	65
Coping with Change	69	70	69	67
Citizen Impact	68	68	69	64
Meaningfulness	65	65	65	59
Identification with the Civil Service	62	62	61	57
Autonomy	59	58	61	53
Commitment to Change	58	59	57	53
Job Skills Match / Skills Utilisation	58	58	58	51
Manager Career Support	56	56	57	52
Civil Service Renewal	55	55	54	54
Learning and Development	52	52	53	49
Work Intensification / Job Demands	51	51	51	48
Leadership	50	50	50	47
Commitment to the Organisation	48	47	49	42
Innovative Climate	45	45	46	43
Career Development and Mobility	44	44	45	41
Performance Standards	44	45	44	44
Perceived Organisational Support	44	44	46	39
Your Pay	42	43	42	39
Involvement Climate	36	34	38	33
Public Perception	33	31	36	31
Colour Key	Score over 67%	Score between 45% and 67%	Score under 45%	

Note: This table is ordered from the highest value in the 'All' column

Garda Civilians – By Grade

Theme	All Grades	Middle/Senior management	Other staff	Prefer not to say
Competence	86	85	86	80
Well-Being	76	76	76	69
Coping with Change	72	77	71	69
Employee Engagement	66	69	66	60
Social Support	65	62	66	60
Meaningfulness	60	67	59	55
Identification with the Civil Service	60	68	58	61
Citizen Impact	58	65	56	53
Autonomy	55	59	54	56
Commitment to Change	54	58	54	56
Work Intensification / Job Demands	54	53	55	56
Job Skills Match / Skills Utilisation	50	51	50	44
Civil Service Renewal	44	55	42	53
Commitment to the Organisation	42	51	41	45
Manager Career Support	39	38	38	46
Perceived Organisational Support	35	33	35	42
Performance Standards	34	31	34	39
Your Pay	33	40	32	39
Innovative Climate	32	30	33	33
Leadership	30	28	30	39
Public Perception	29	30	29	29
Career Development and Mobility	27	25	27	30
Involvement Climate	26	25	27	28
Learning and Development	26	25	26	24

Colour Key

Score over 67%

Score between 45% and 67%

Score under 45%

Notes:

(i) This table is ordered from the highest value in the 'All Grades' column.

(ii) For details on the grades included in the categories senior management, middle management and other staff, see Appendix A.

Civil Service Overall- By Grade

Theme	All Grades	Senior management	Middle management	Other staff	Prefer not to say
Competence	80	81	78	82	79
Well-Being	75	78	74	75	73
Social Support	70	74	71	69	67
Employee Engagement	70	78	70	68	68
Coping with Change	69	74	70	68	67
Citizen Impact	68	76	68	68	65
Meaningfulness	65	78	66	61	63
Identification with the Civil Service	62	69	63	59	58
Autonomy	59	72	61	54	57
Commitment to Change	58	63	59	56	55
Job Skills Match / Skills Utilisation	58	69	58	55	56
Manager Career Support	56	62	59	52	54
Civil Service Renewal	55	62	58	49	54
Learning and Development	52	63	55	47	51
Work Intensification / Job Demands	51	45	49	55	49
Leadership	50	61	51	47	49
Commitment to the Organisation	48	65	48	44	43
Innovative Climate	45	54	46	43	44
Career Development and Mobility	44	59	46	40	44
Performance Standards	44	52	44	43	46
Perceived Organisational Support	44	57	45	41	43
Your Pay	42	48	47	36	42
Involvement Climate	36	48	36	33	35
Public Perception	33	37	33	33	33

Colour Key

Score over 67%

Score between 45% and 67%

Score under 45%

Notes:

(i) This table is ordered from the highest value in the 'All Grades' column.

(ii) For details on the grades included in the categories senior management, middle management and other staff, see Appendix A.

Garda Civilians – By Region

Theme	All Regions	Dublin	Outside Dublin	Prefer not to say
Competence	86	86	86	83
Well-Being	76	76	78	73
Coping with Change	72	71	72	70
Employee Engagement	66	68	66	60
Social Support	65	67	64	66
Meaningfulness	60	62	58	59
Identification with the Civil Service	60	59	59	66
Citizen Impact	58	59	57	47
Autonomy	55	61	52	52
Commitment to Change	54	55	54	58
Work Intensification / Job Demands	54	55	54	57
Job Skills Match / Skills Utilisation	50	52	49	45
Civil Service Renewal	44	42	45	49
Commitment to the Organisation	42	41	43	46
Manager Career Support	39	41	37	40
Perceived Organisational Support	35	34	35	41
Performance Standards	34	29	36	39
Your Pay	33	31	34	35
Innovative Climate	32	31	33	29
Leadership	30	27	31	37
Public Perception	29	30	30	25
Career Development and Mobility	27	25	28	28
Involvement Climate	26	26	26	29
Learning and Development	26	27	25	20

Colour Key

- Score over 67%
- Score between 45% and 67%
- Score under 45%

Note: This table is ordered from the highest value in the 'All Regions' column.

Civil Service Overall – By Region

Theme	All Regions	Dublin	Outside Dublin	Prefer not to say
Competence	80	79	81	77
Well-Being	75	74	75	72
Social Support	70	71	70	66
Employee Engagement	70	70	71	67
Coping with Change	69	70	69	67
Citizen Impact	68	66	71	65
Meaningfulness	65	64	66	61
Identification with the Civil Service	62	62	62	59
Autonomy	59	60	59	53
Commitment to Change	58	58	58	56
Job Skills Match / Skills Utilisation	58	58	58	53
Manager Career Support	56	59	55	52
Civil Service Renewal	55	56	54	55
Learning and Development	52	54	51	49
Work Intensification / Job Demands	51	52	50	47
Leadership	50	51	49	48
Commitment to the Organisation	48	49	47	41
Innovative Climate	45	46	45	43
Career Development and Mobility	44	46	43	42
Performance Standards	44	45	44	45
Perceived Organisational Support	44	46	43	40
Your Pay	42	42	43	40
Involvement Climate	36	37	34	34
Public Perception	33	32	34	31

Colour Key

Score over 67%

Score between 45% and 67%

Score under 45%

Note: This table is ordered from the highest value in the 'All Regions' column.

SURVEY RESPONSE INDICATORS

Note:

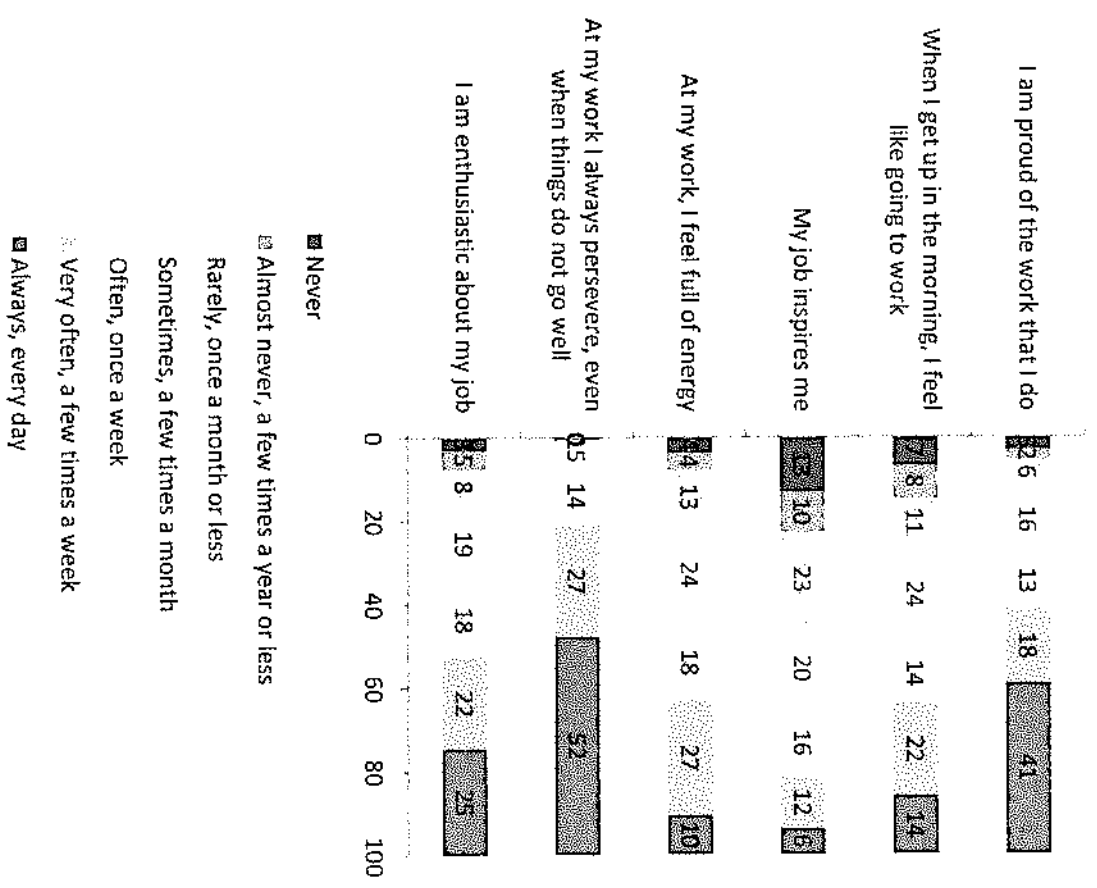
The Survey results show the proportion of responses to the statements within each theme.

The survey themes are as follows:

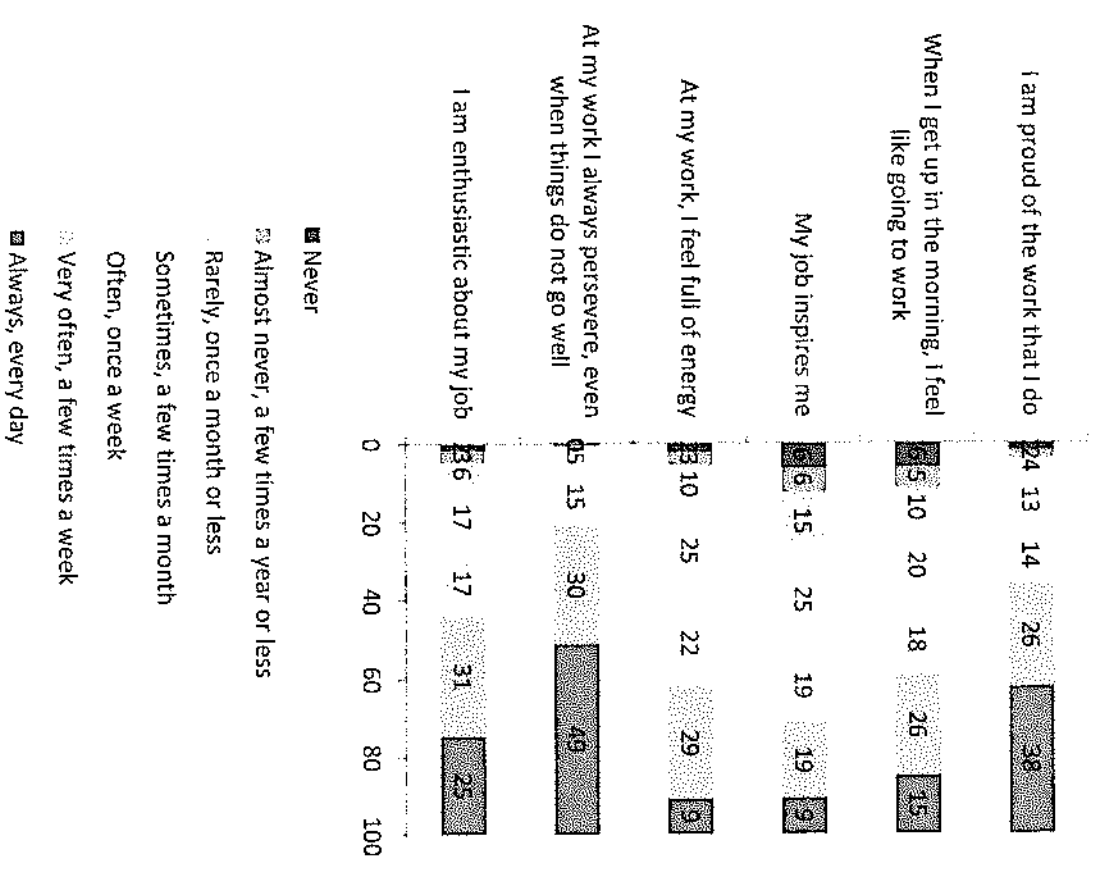
• Engagement	• Leadership
• Commitment	• Perceived Organisational Support
• Well-Being	• Learning and Development
• Coping with Change	• Career Development
• Autonomy	• Your Pay
• Meaningfulness	• Performance Standards
• Competence	• Innovative Climate
• Citizen Impact	• Involvement Climate
• Job Demands	• Commitment to Change
• Job Skills Match	• Public Perception
• Manager Career Support	• Identification with the Civil Service
• Social Support	

The survey results for your Department/Office and the overall Civil Service survey results are included on each page for comparison.

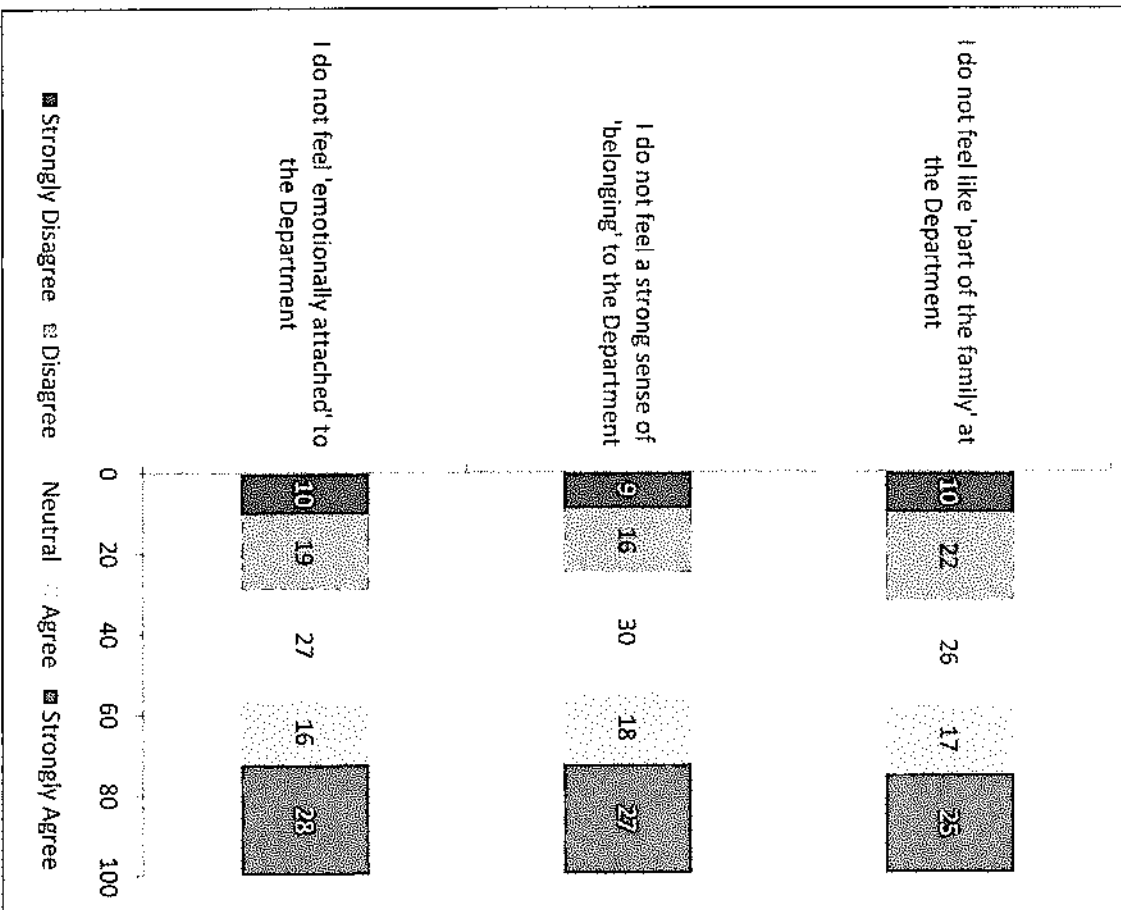
Engagement – Garda Civilians



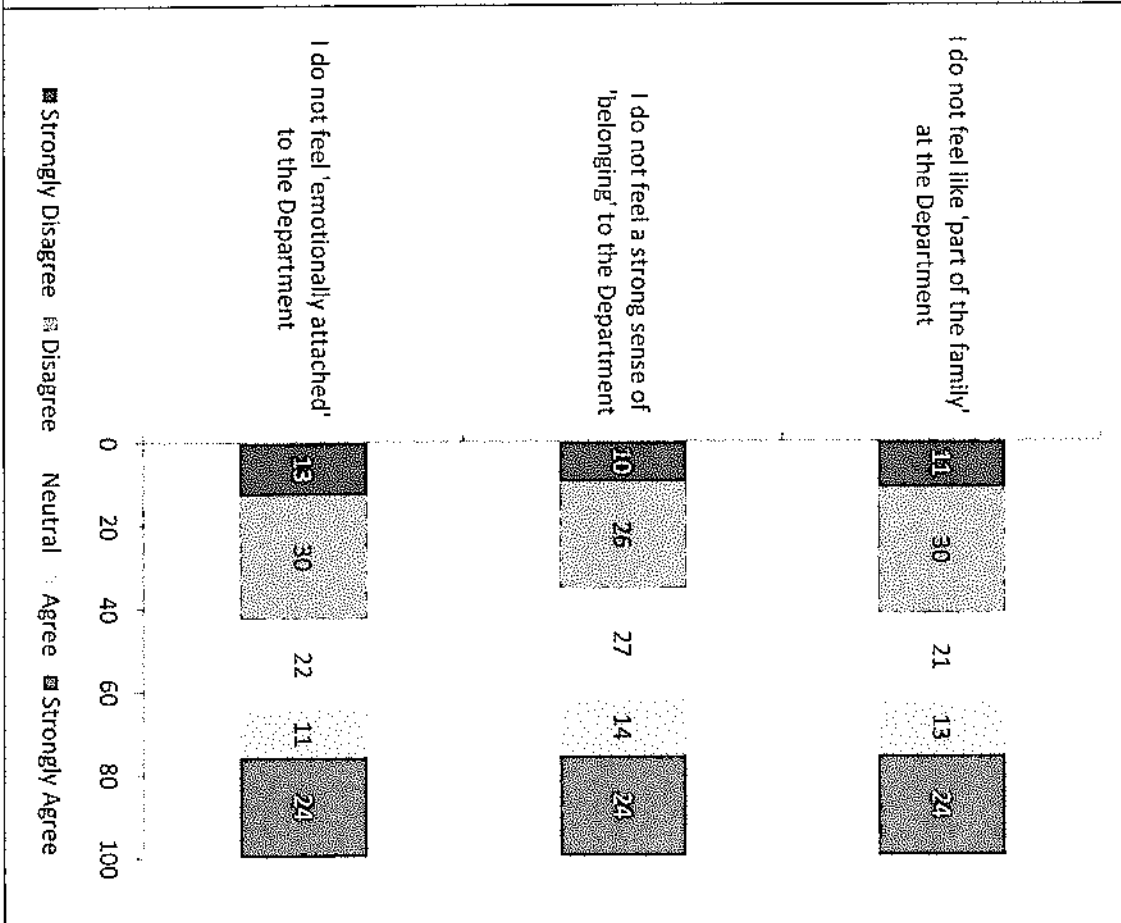
Engagement- Civil Service Overall



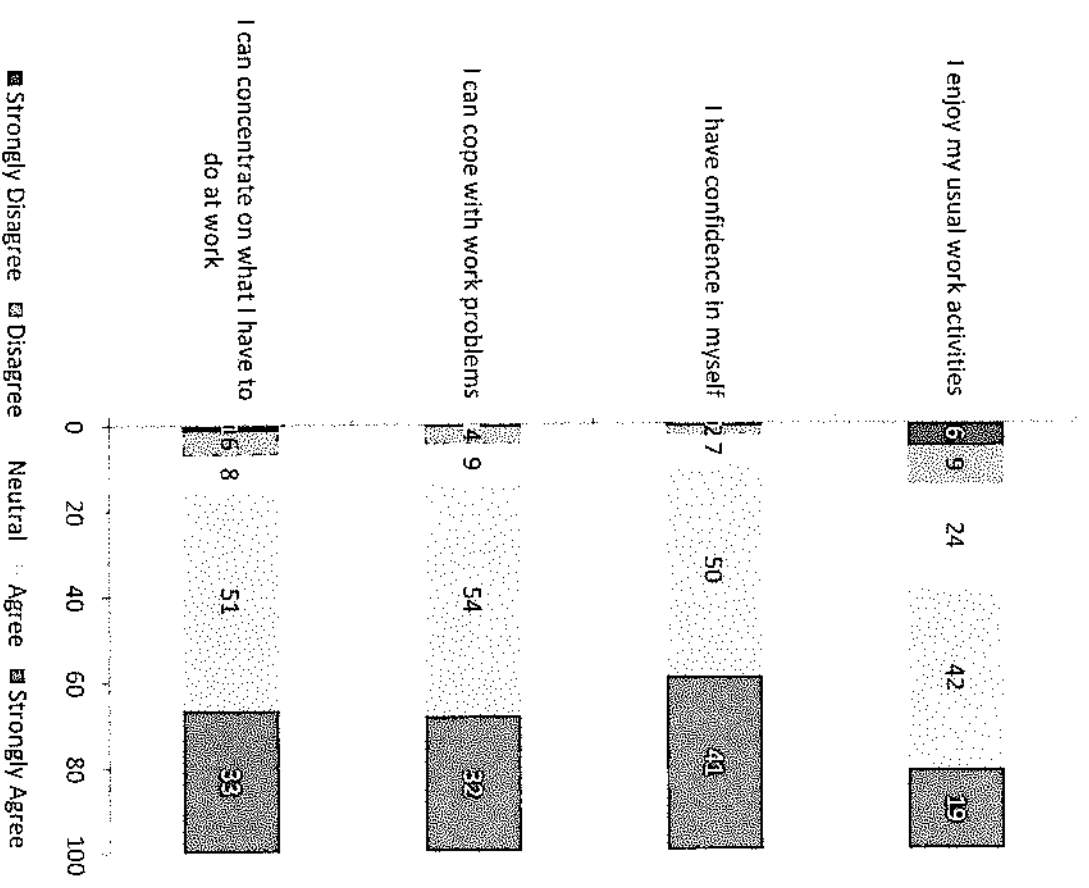
Commitment – Garda Civilians



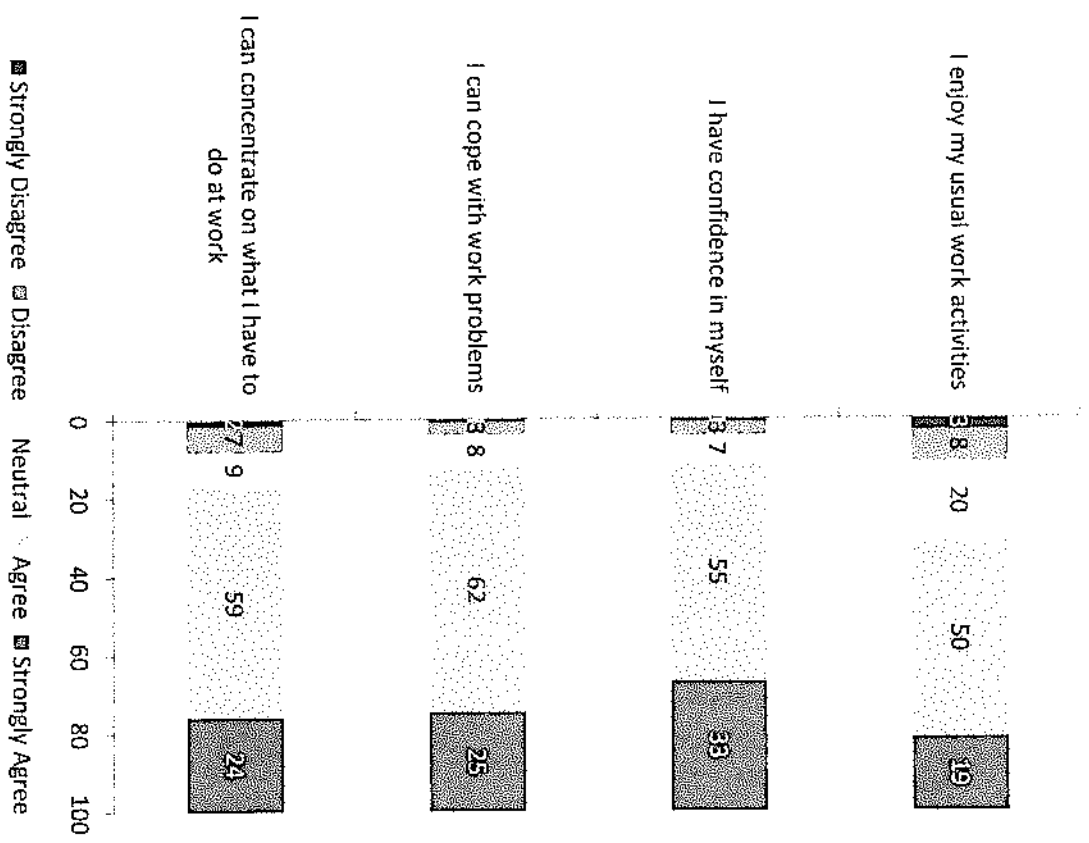
Commitment-Civil Service Overall



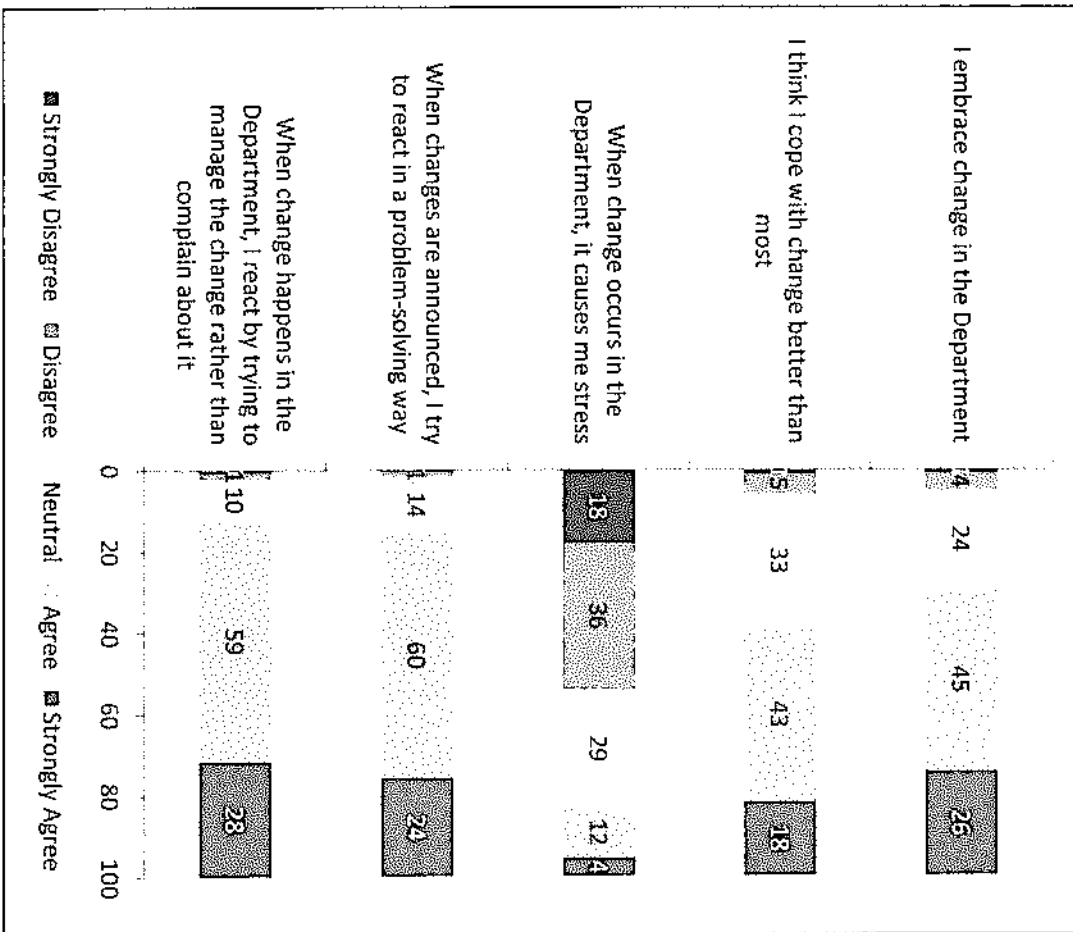
Well-Being – Garda Civilians



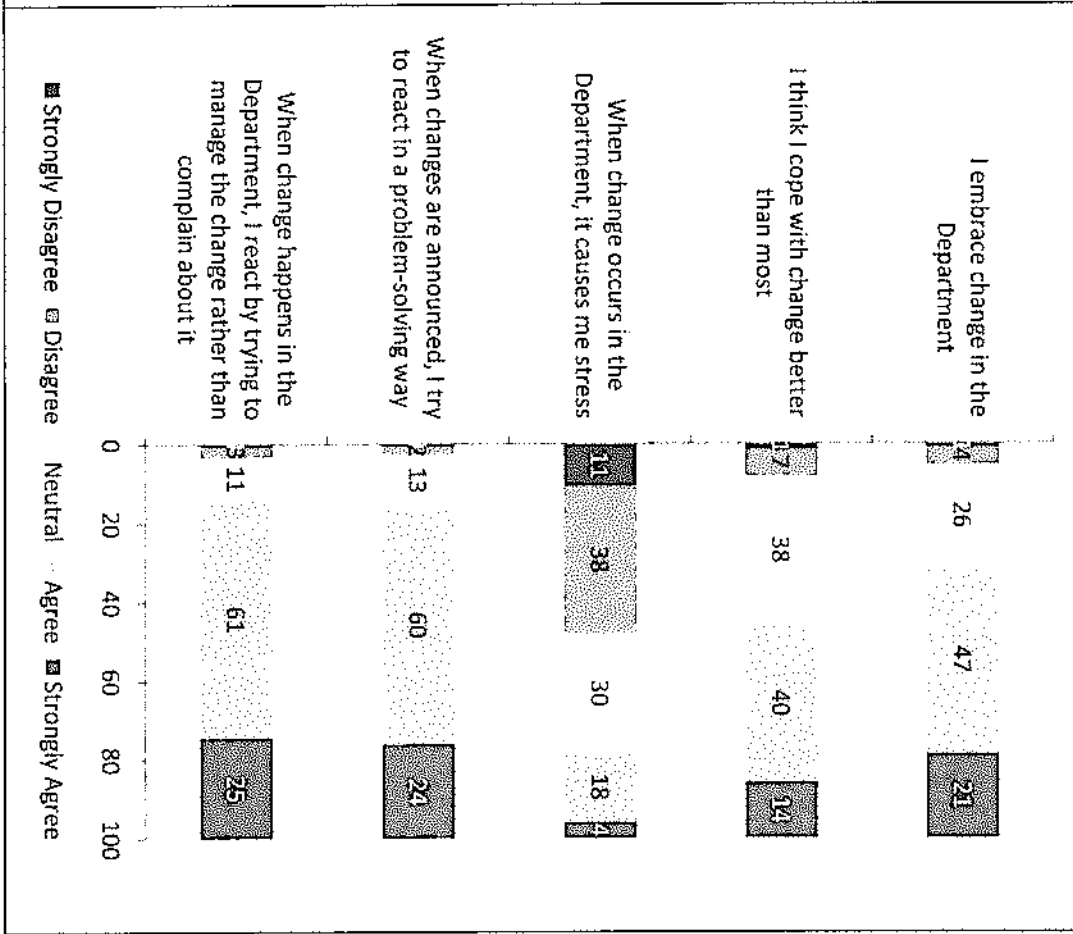
Well-Being-Civil Service Overall



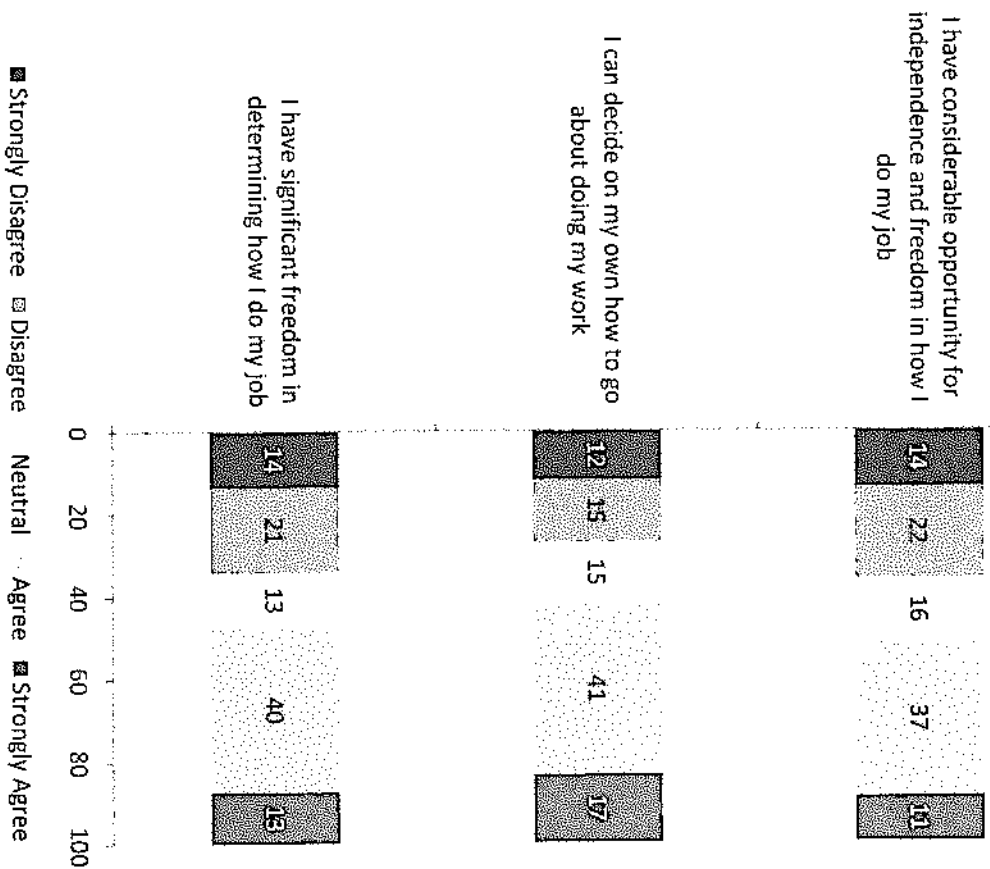
Coping with Change – Garda Civilians



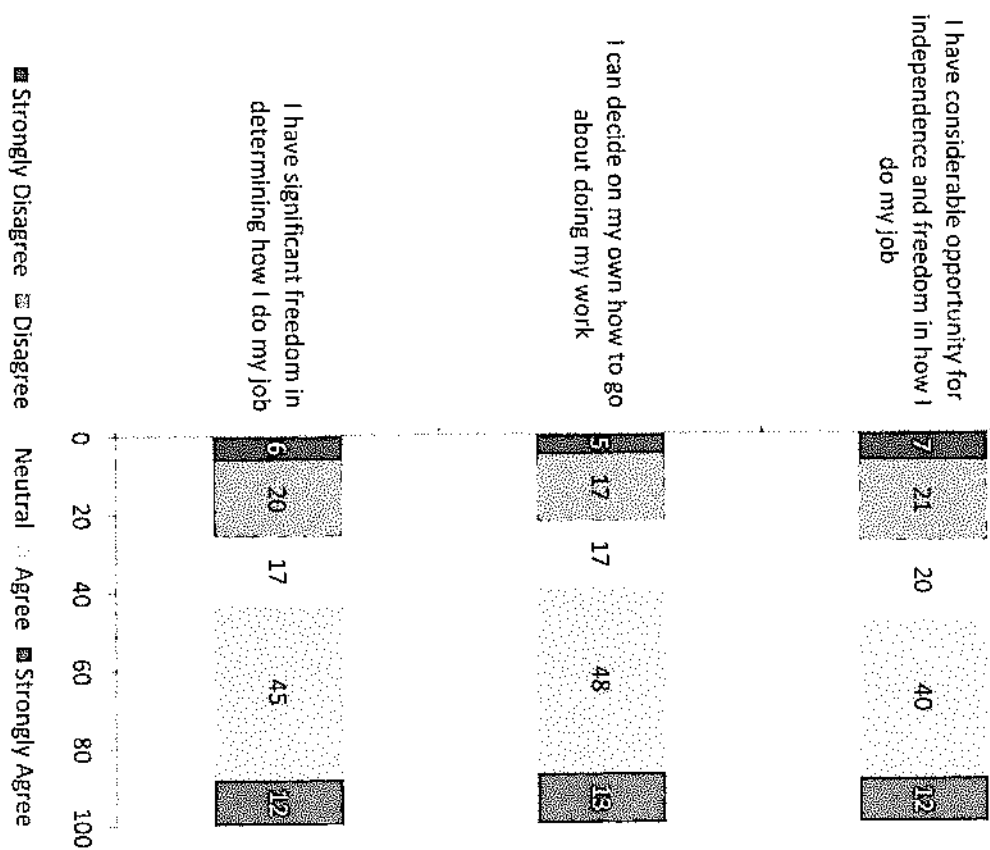
Coping with Change-Civil Service Overall



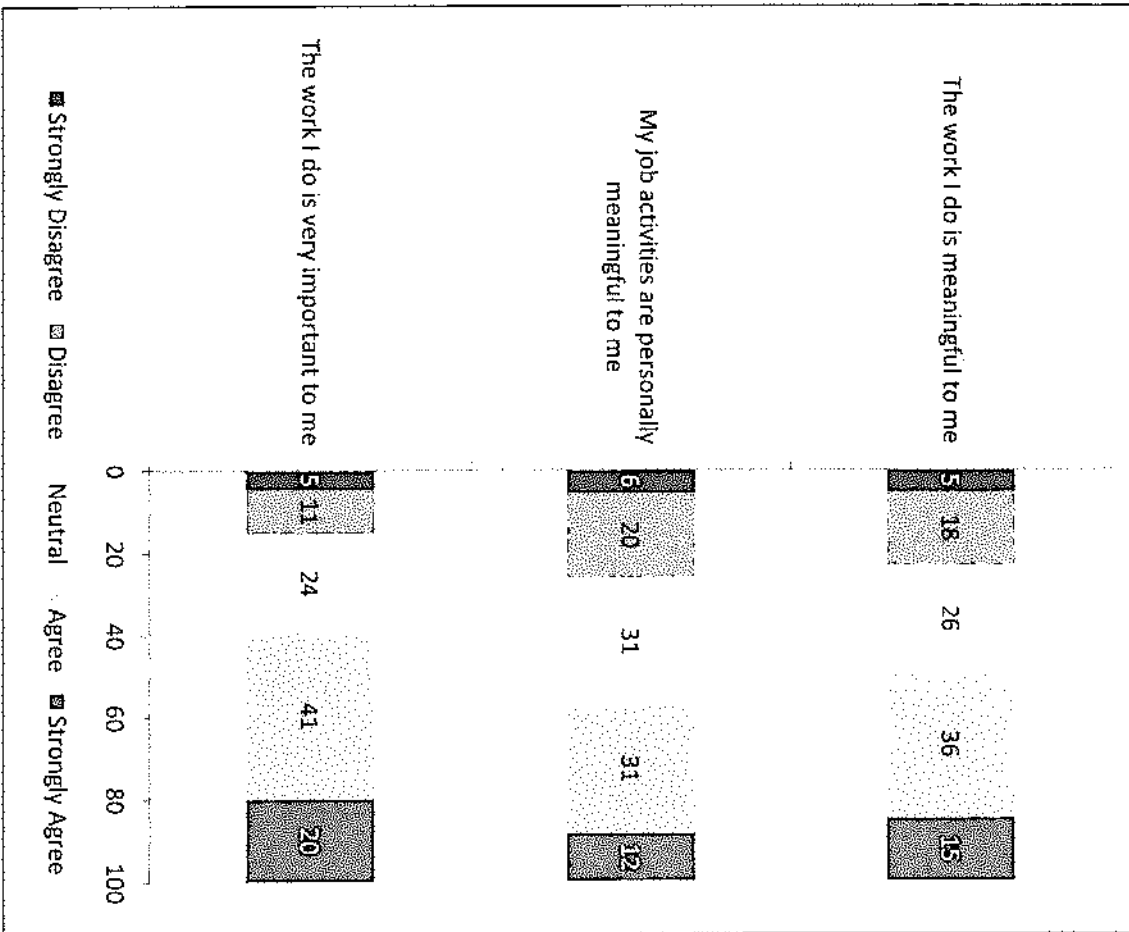
Autonomy – Garda Civilians



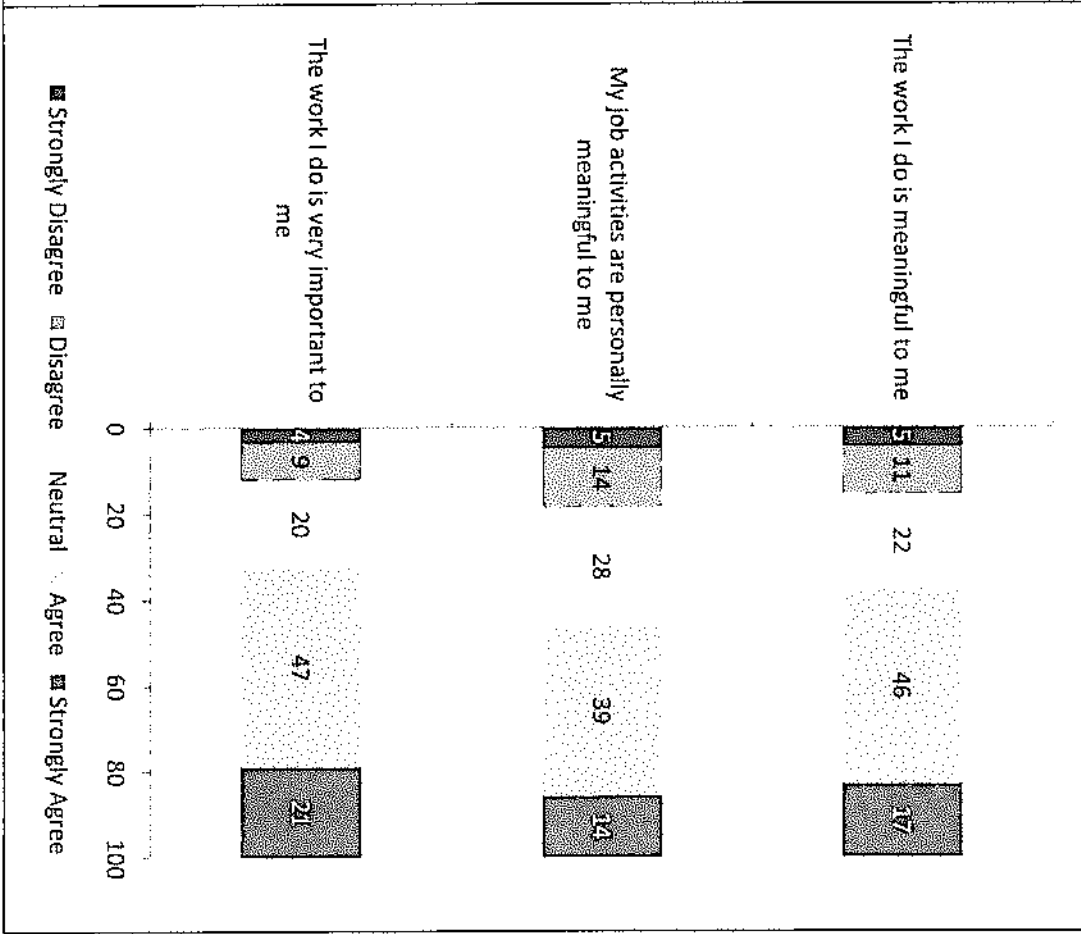
Autonomy-Civil Service Overall



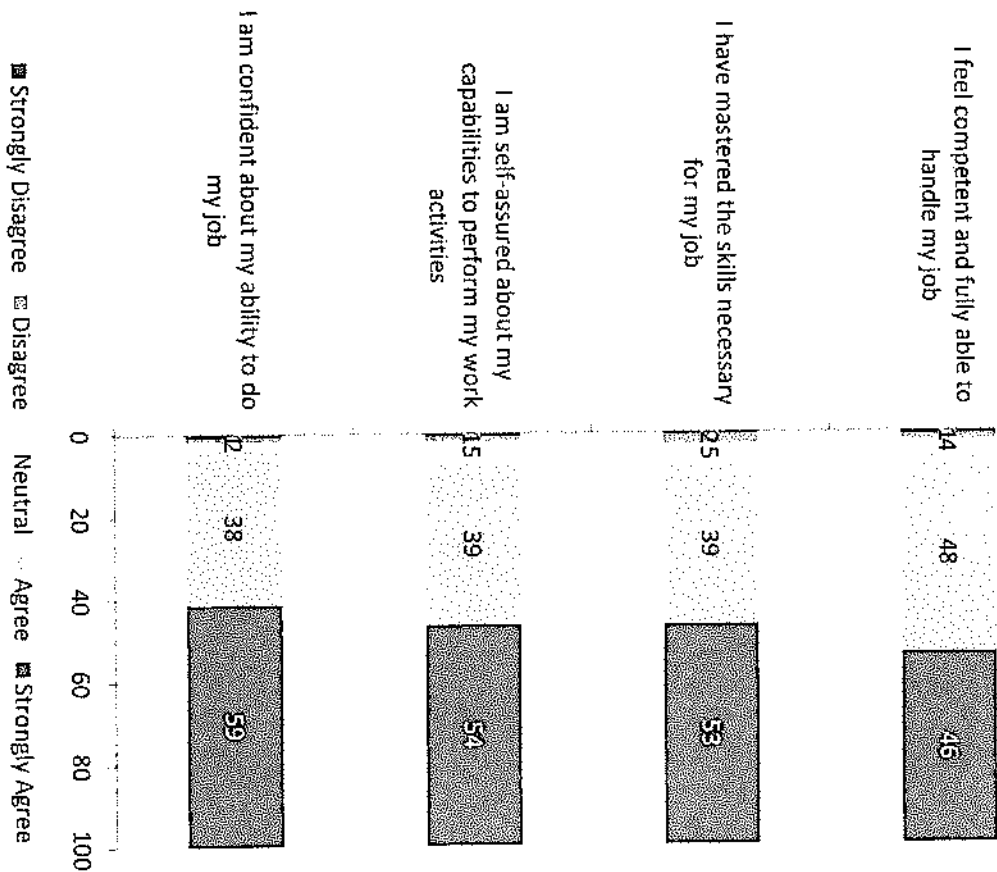
Meaningfulness – Garda Civilians



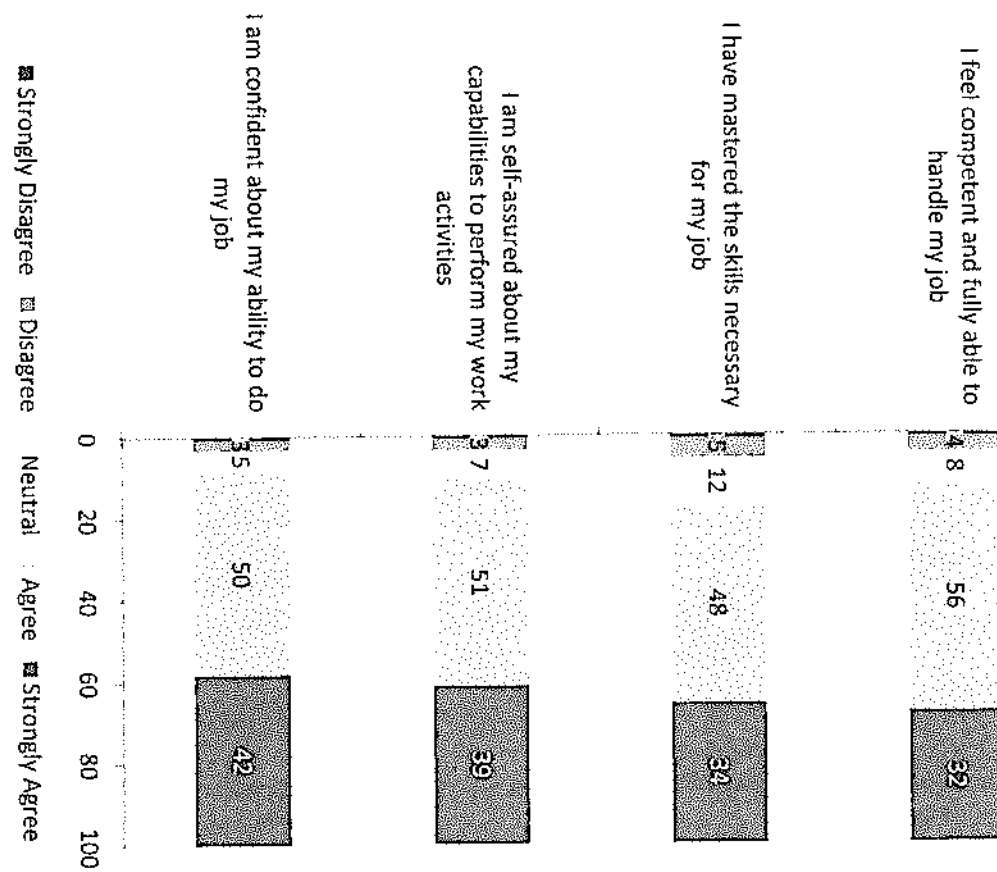
Meaningfulness-Civil Service Overall



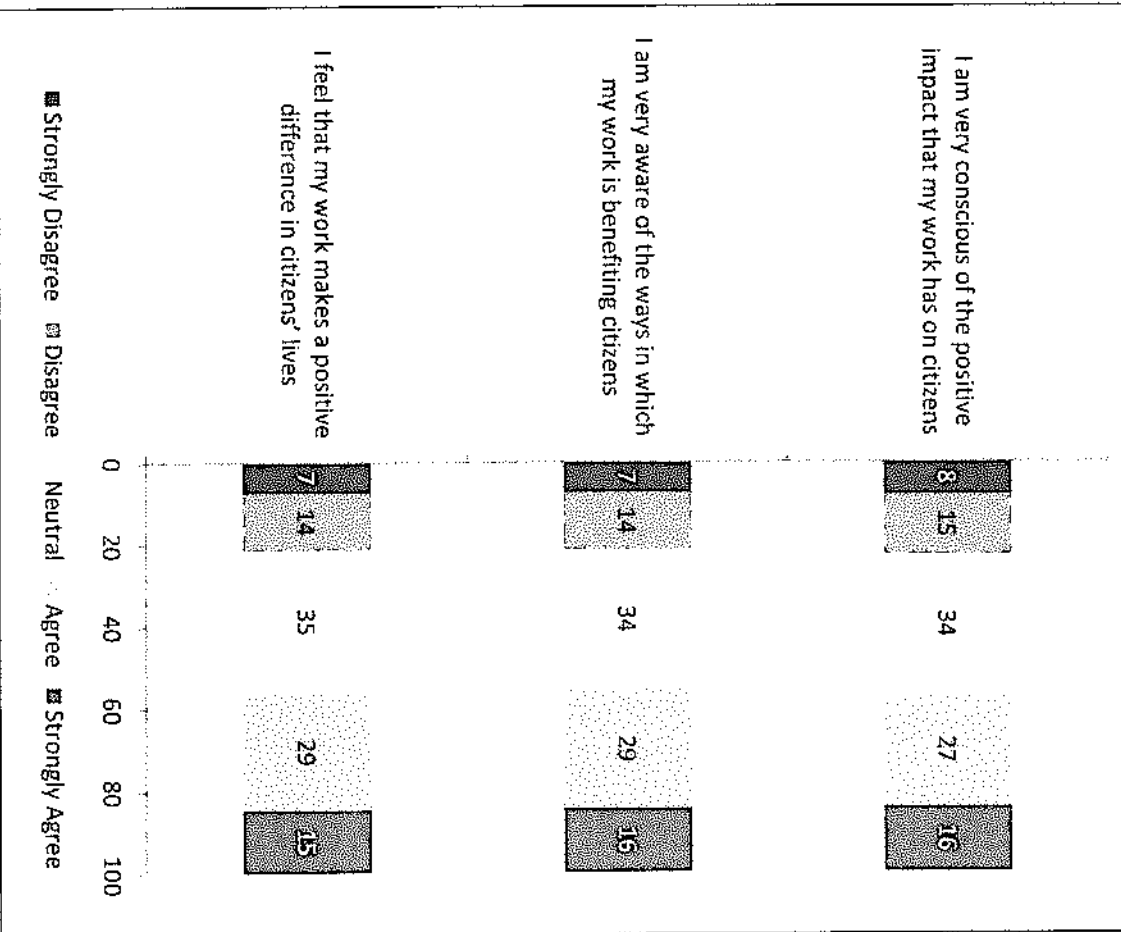
Competence – Garda Civilians



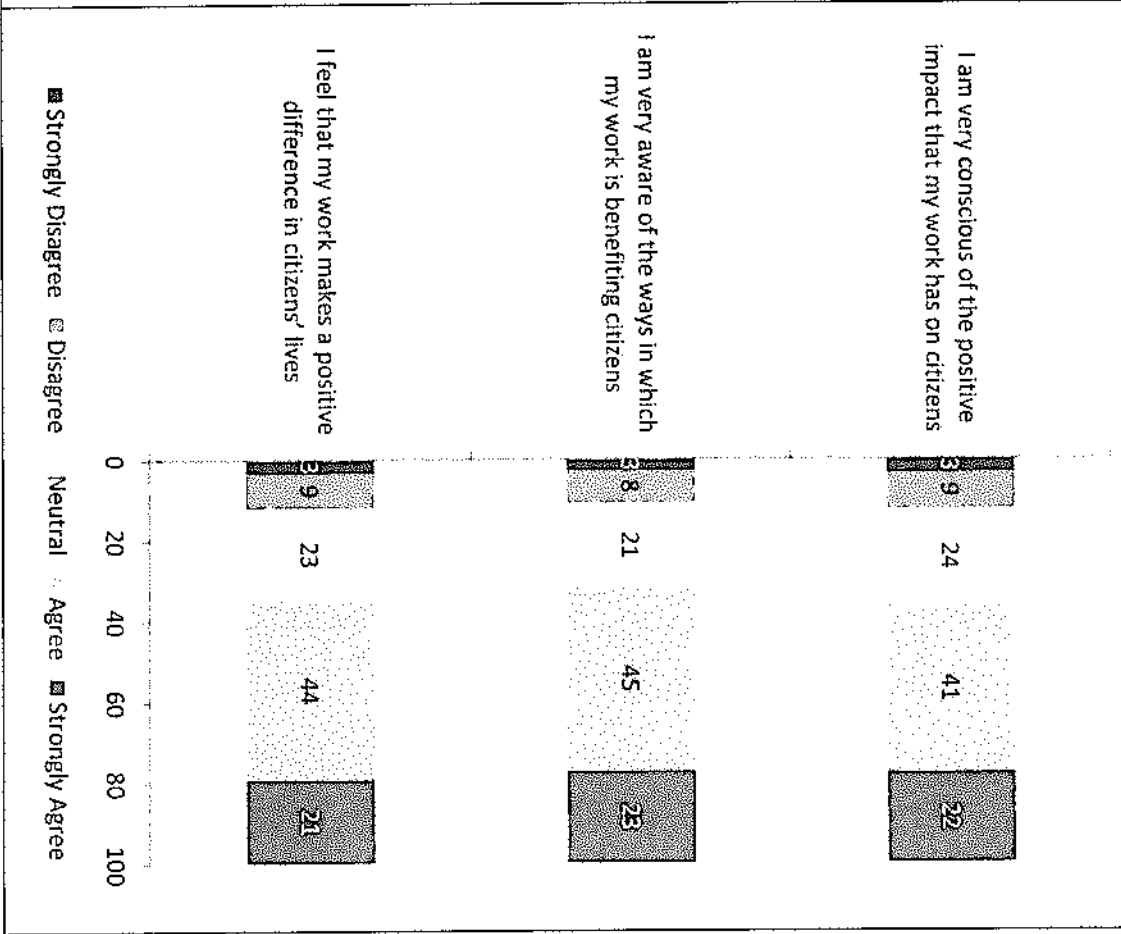
Competence-Civil Service Overall



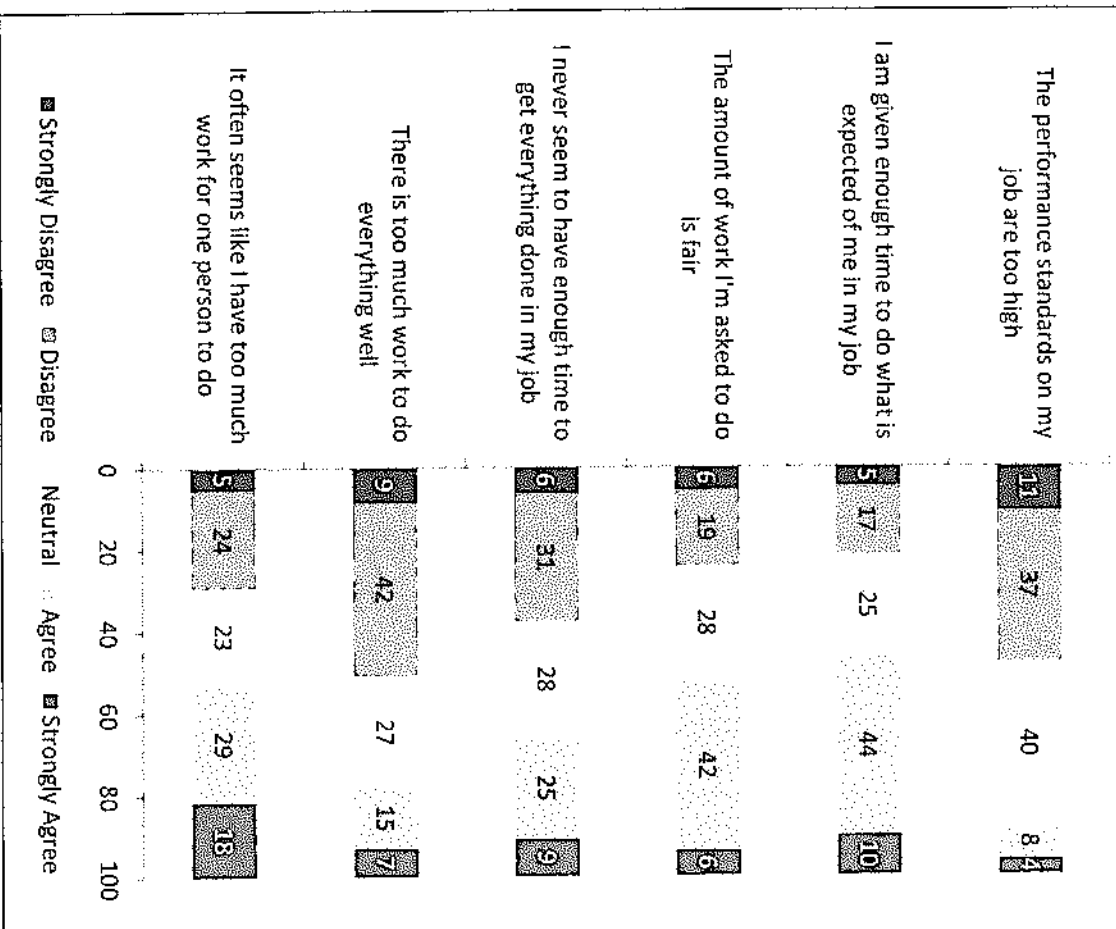
Citizen Impact – Garda Civilians



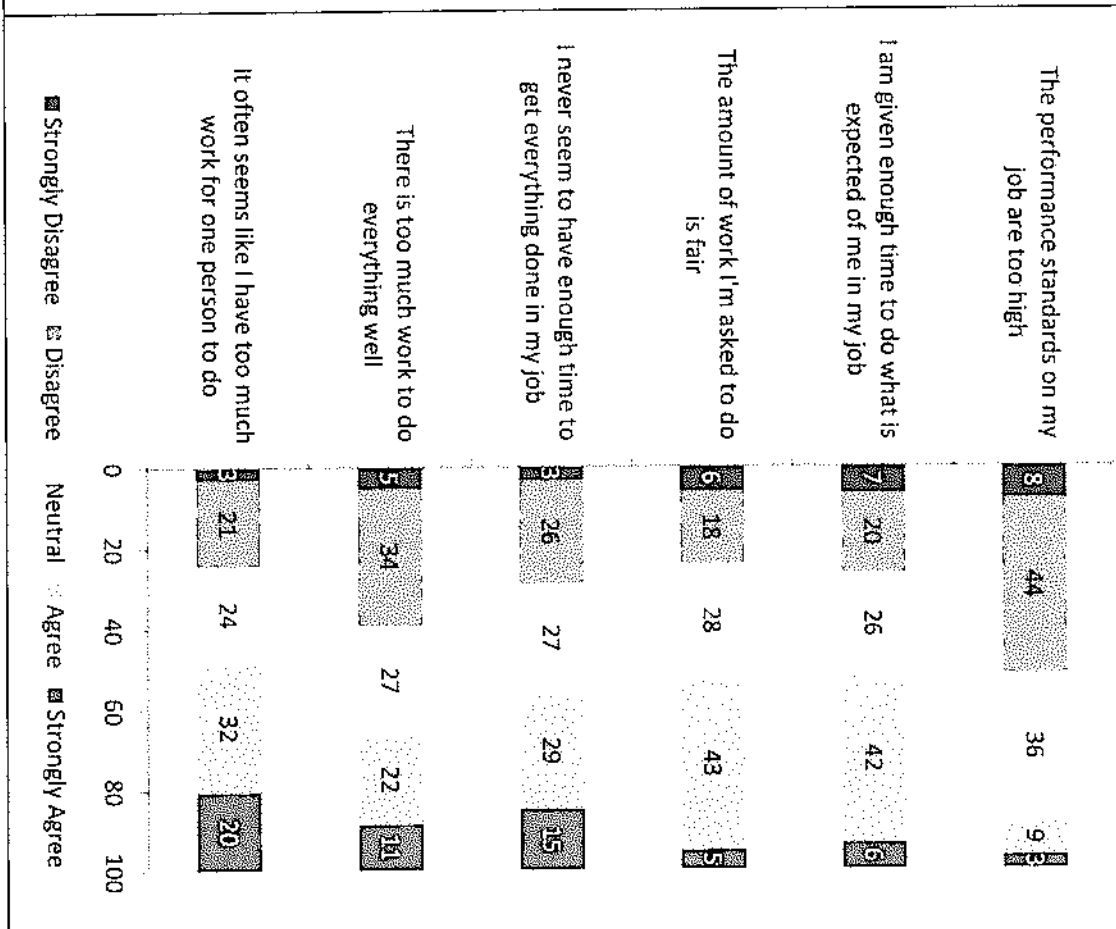
Citizen Impact-Civil Service Overall



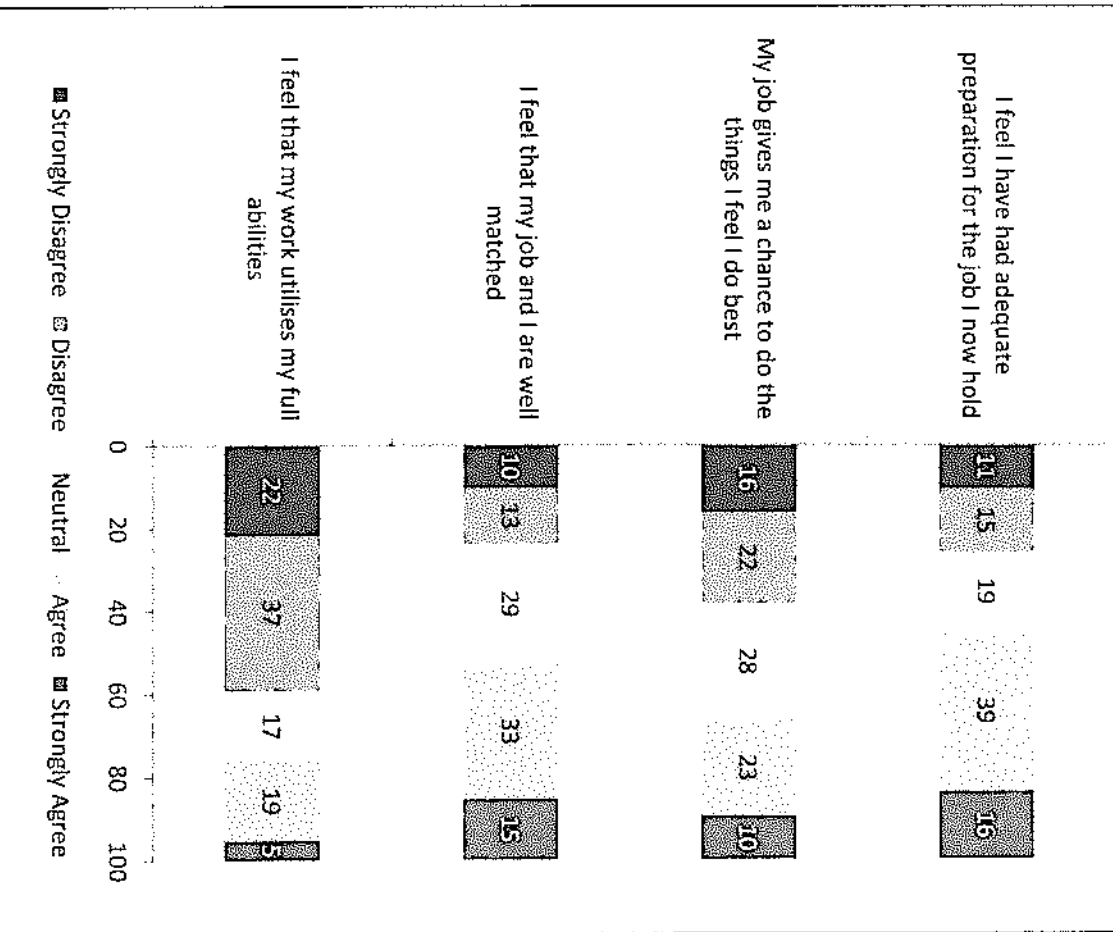
Job Demands – Garda Civilians



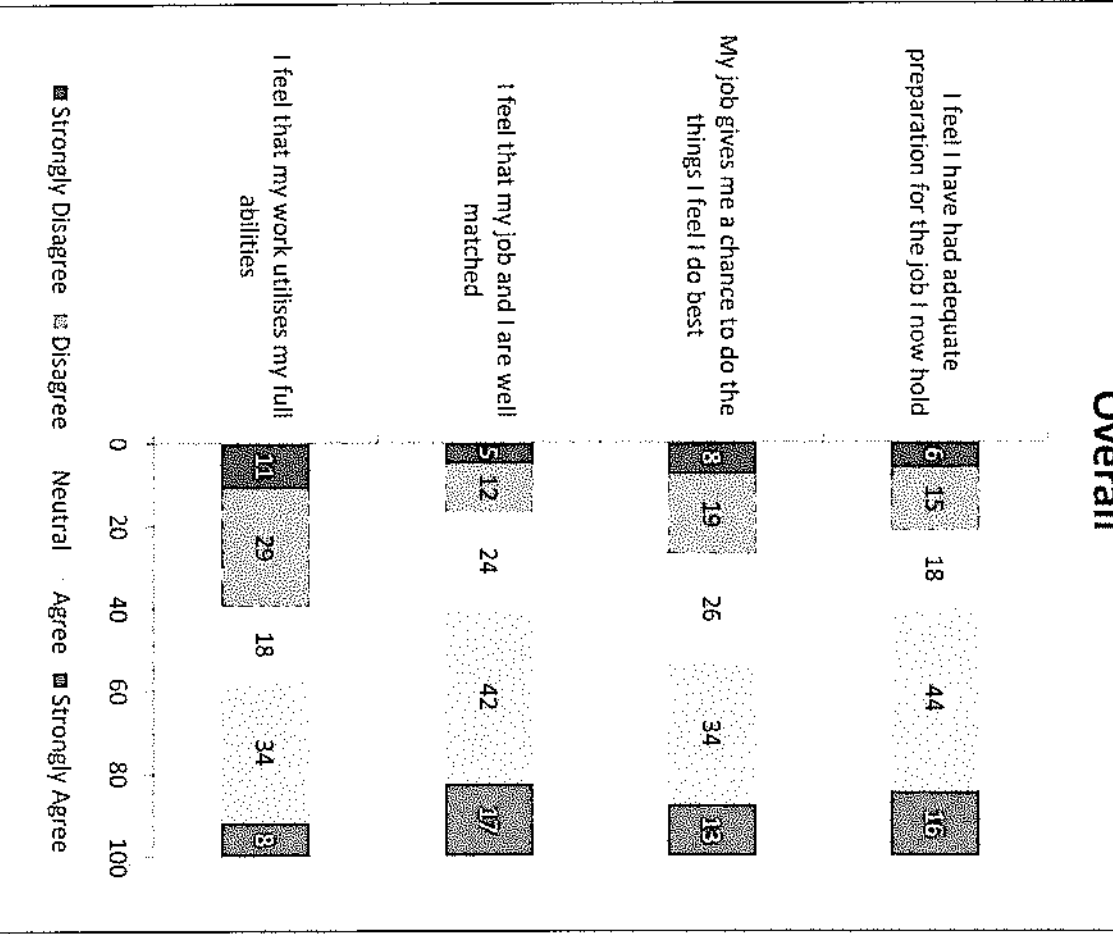
Job Demands-Civil Service Overall



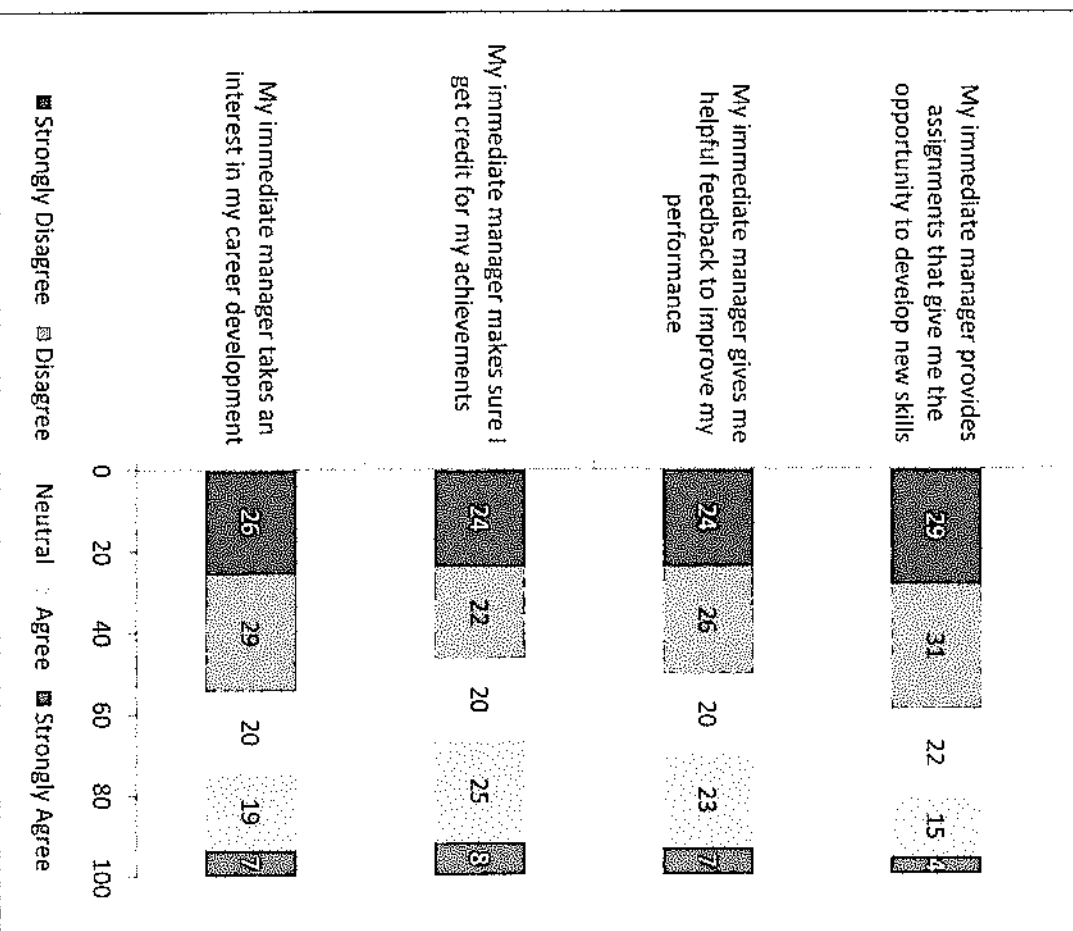
Job Skills Match – Garda Civilians



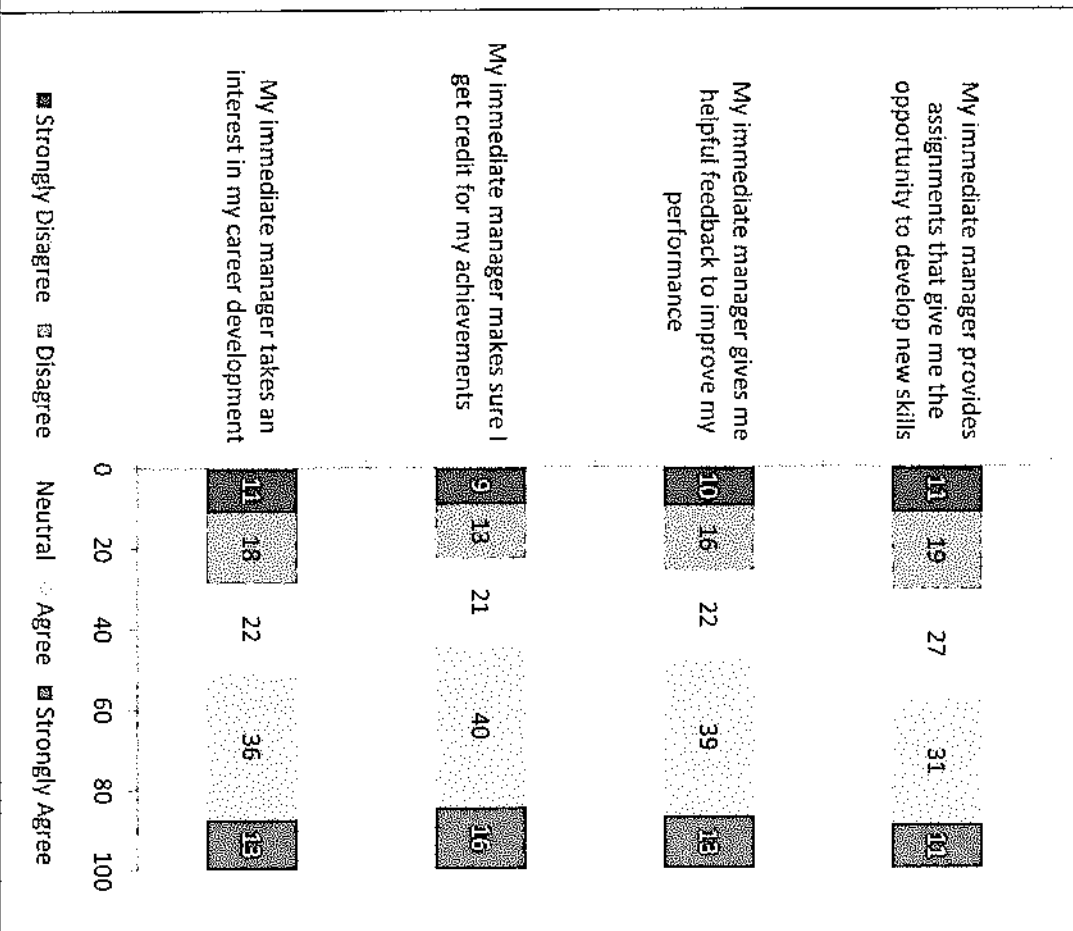
Job Skills Match-Civil Service Overall



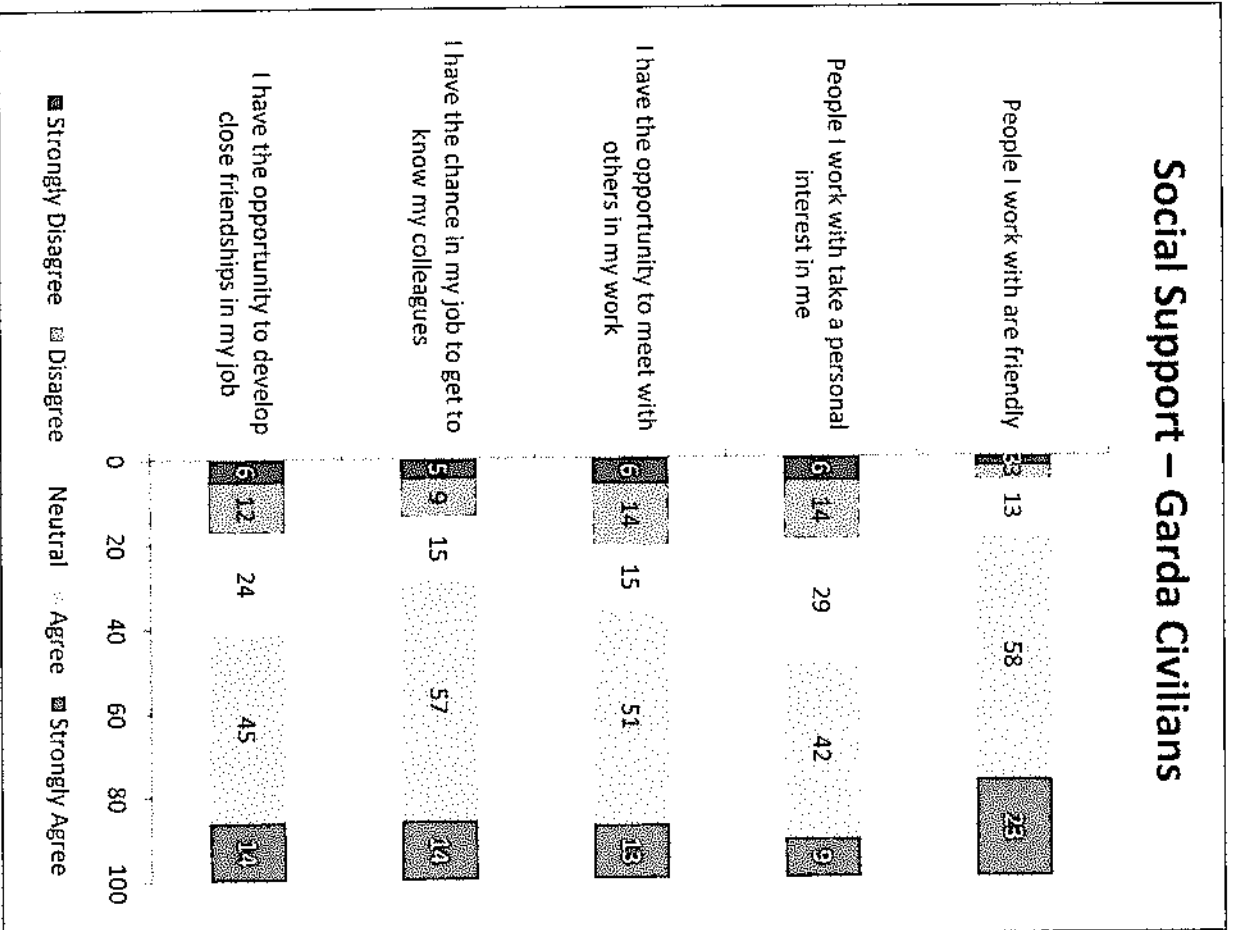
Manager Career Support – Garda Civilians



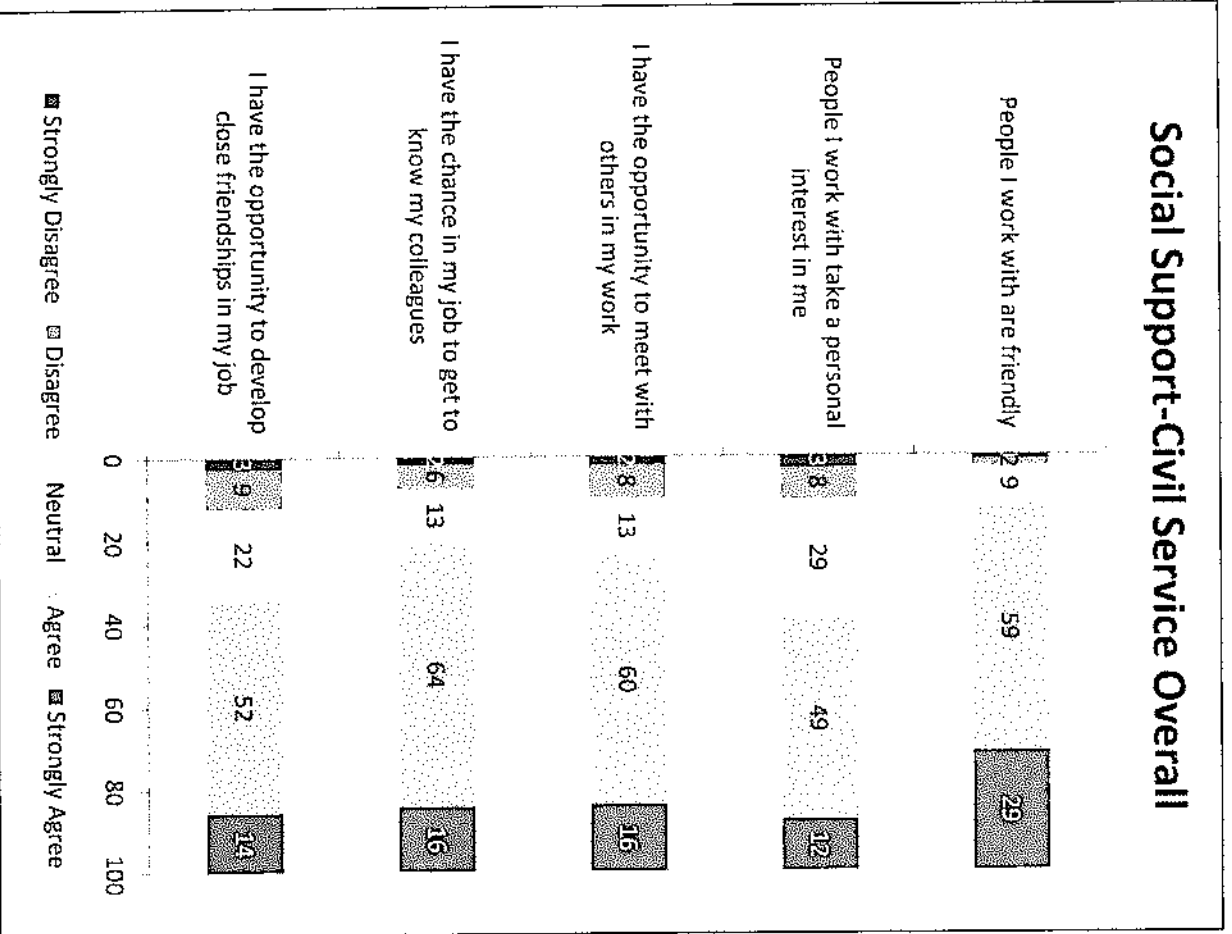
Manager Career Support-Civil Service Overall



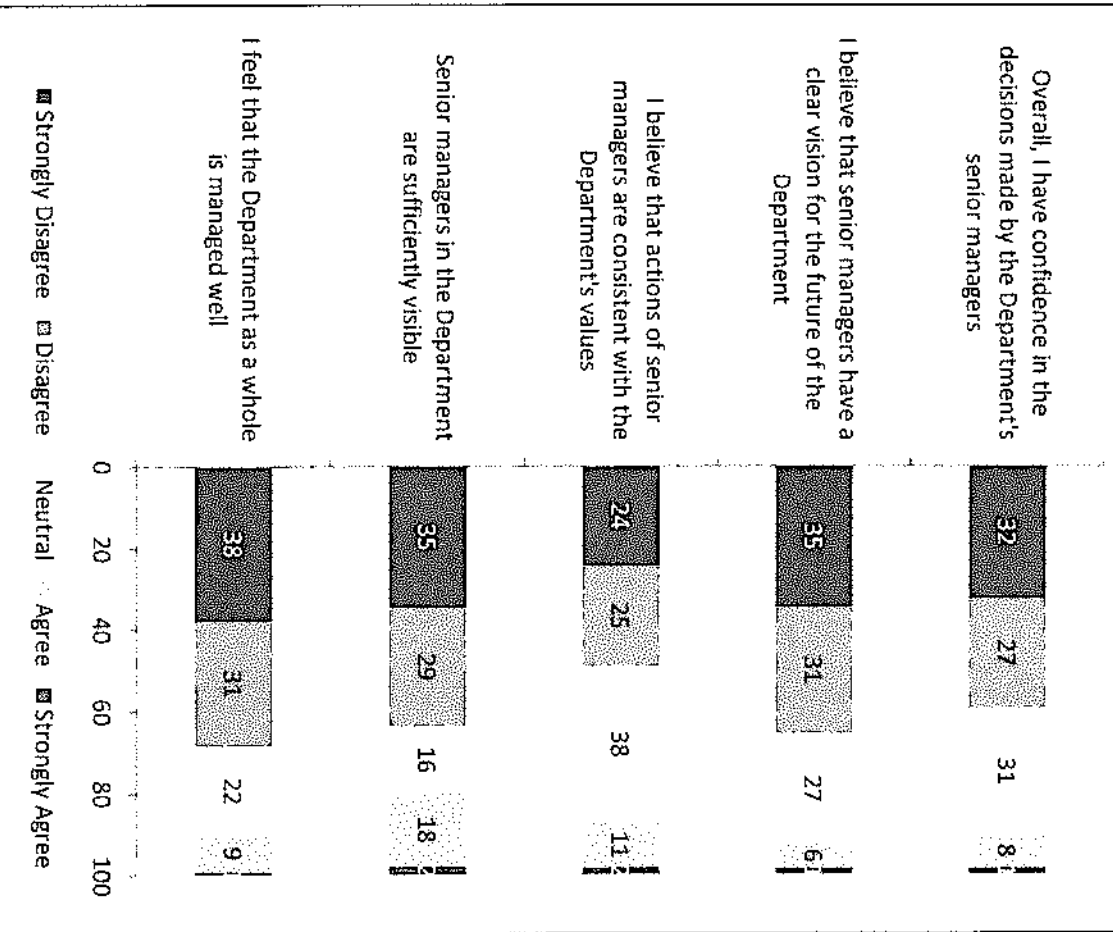
Social Support – Garda Civilians



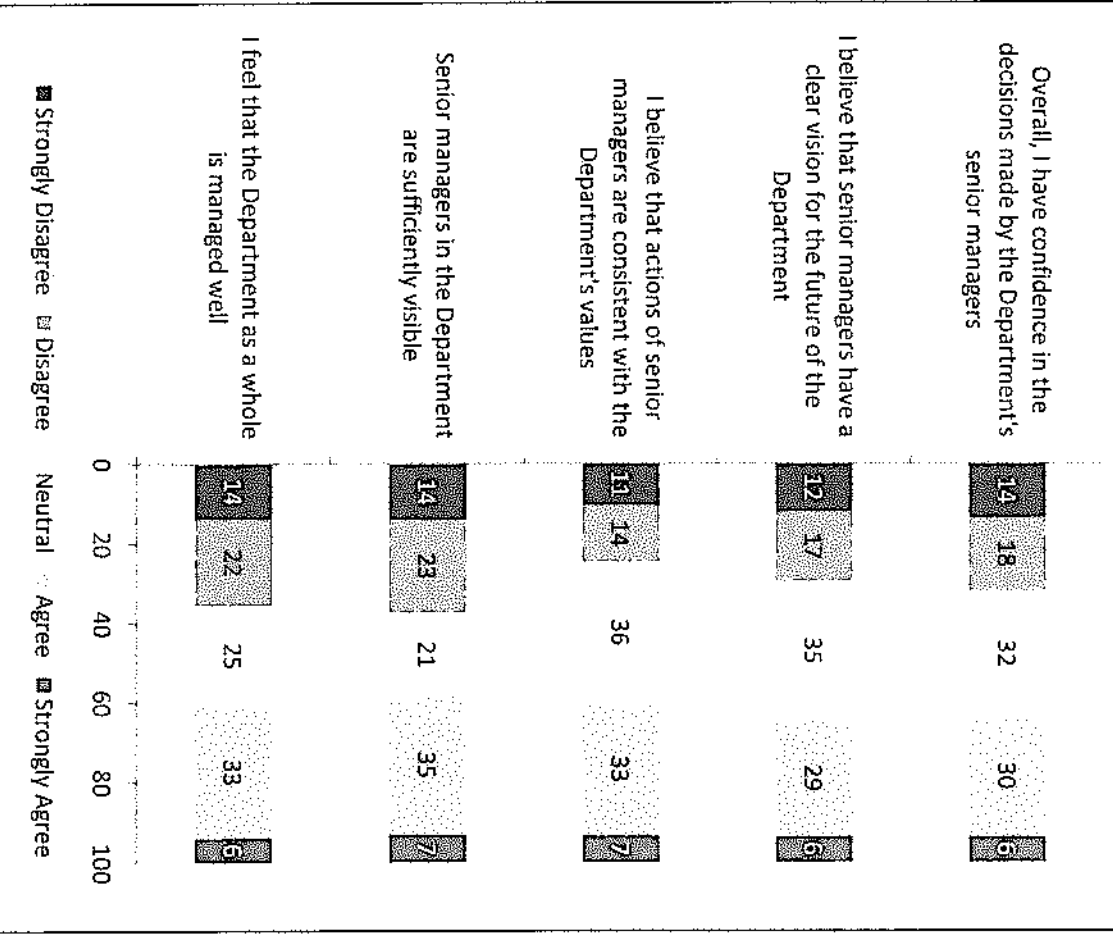
Social Support-Civil Service Overall



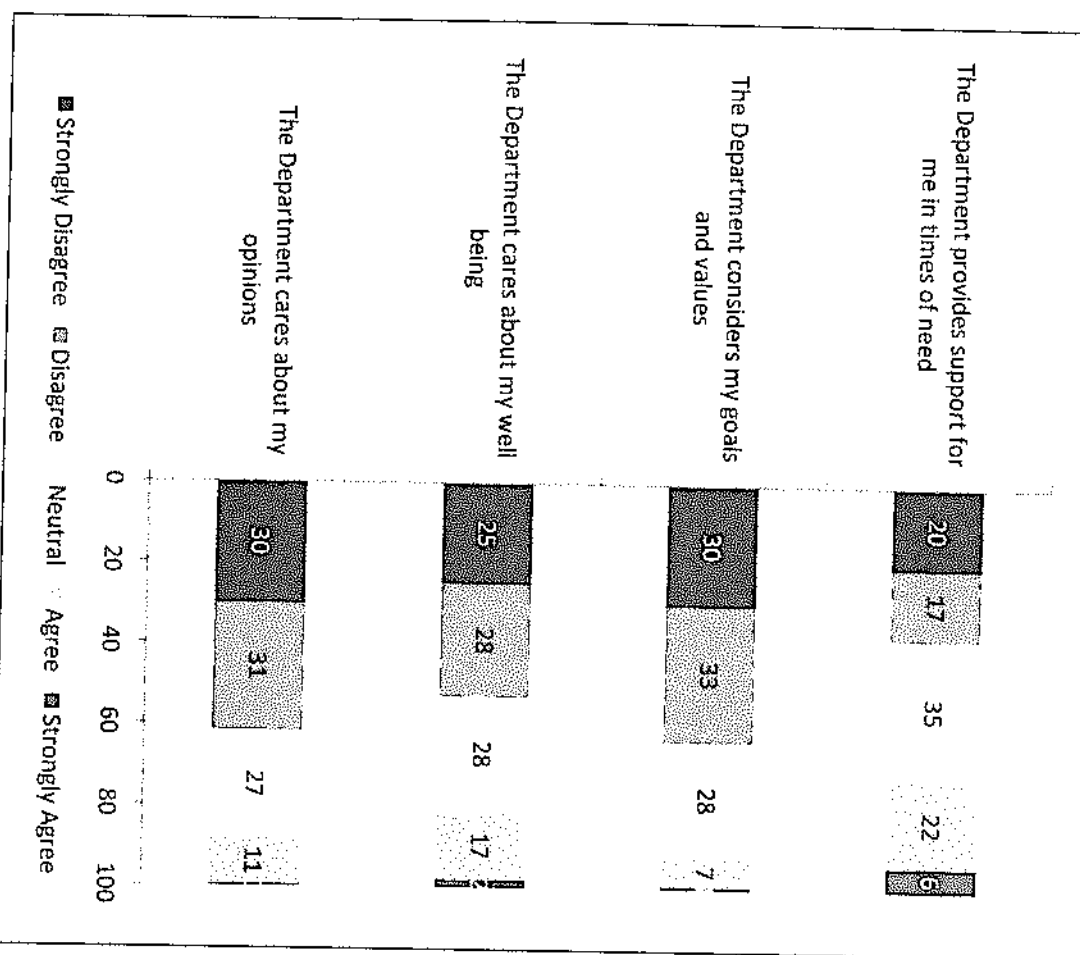
Leadership – Garda Civilians



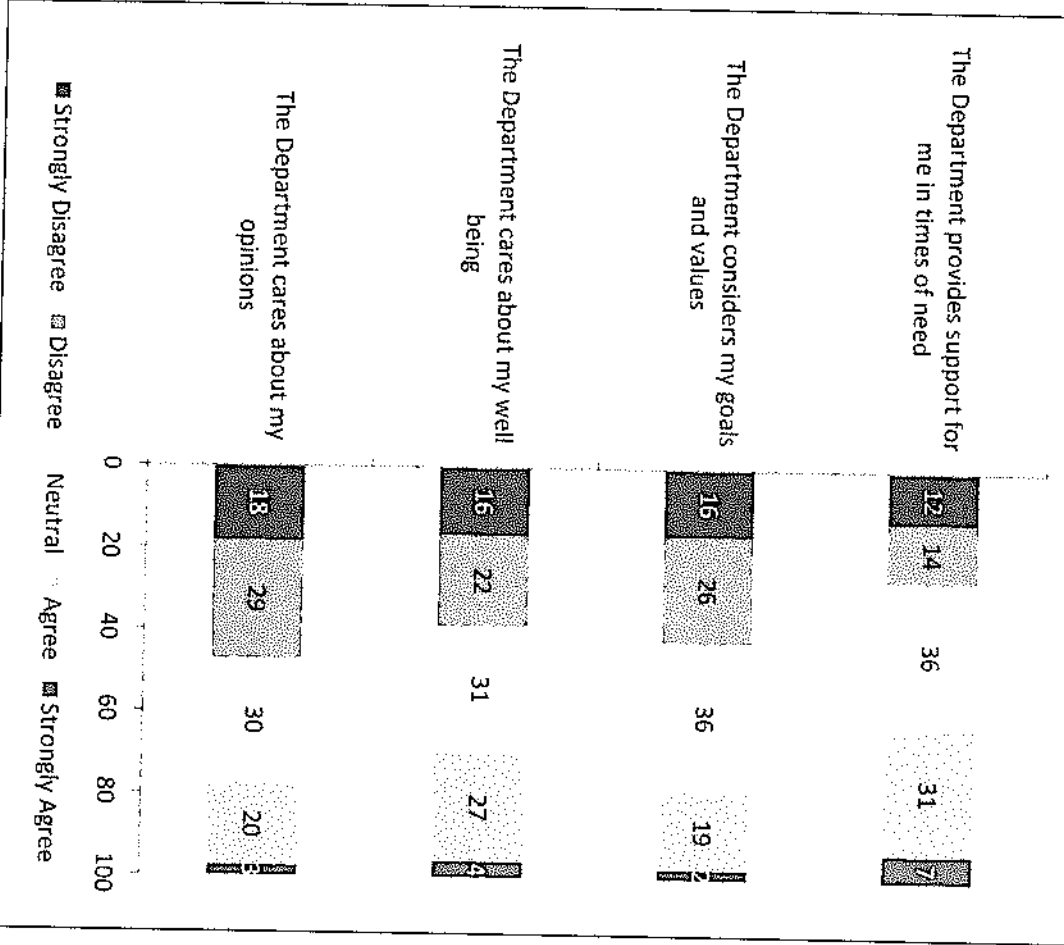
Leadership-Civil Service Overall



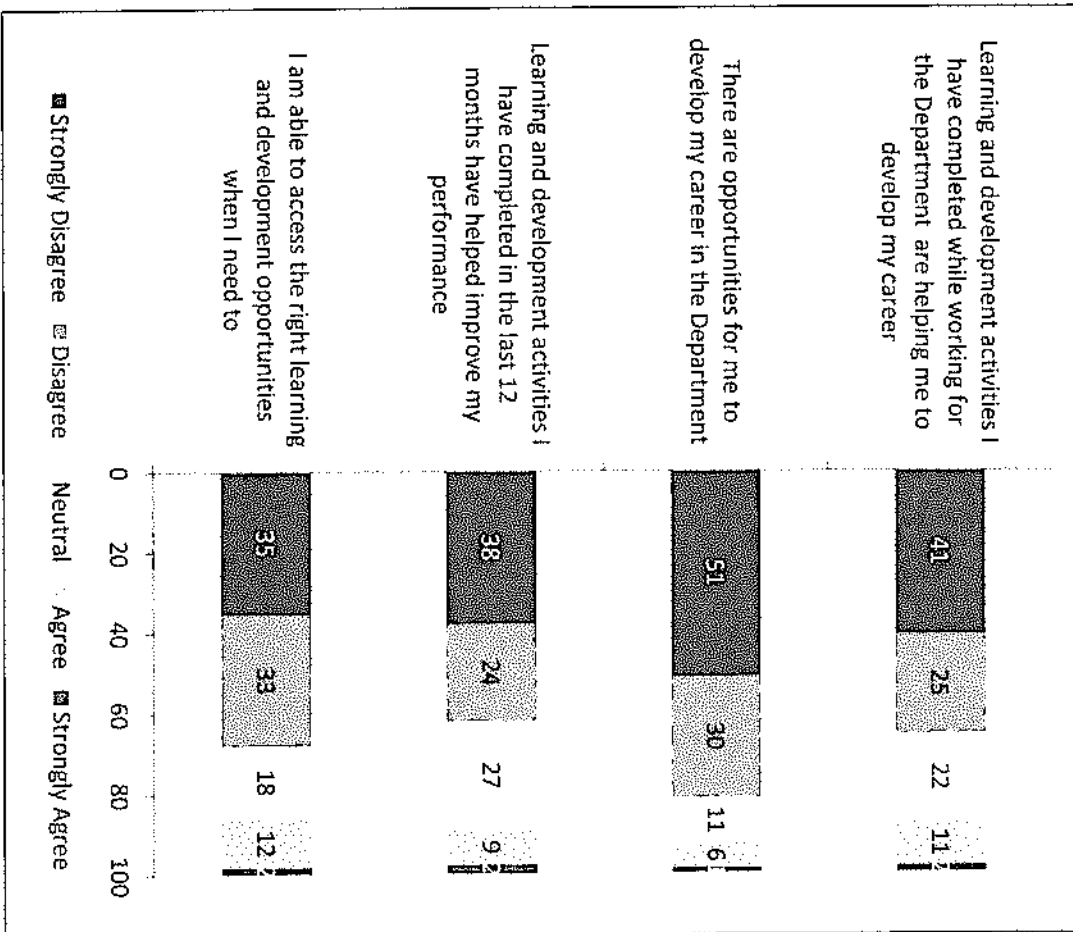
Perceived Organisational Support – Garda Civilians



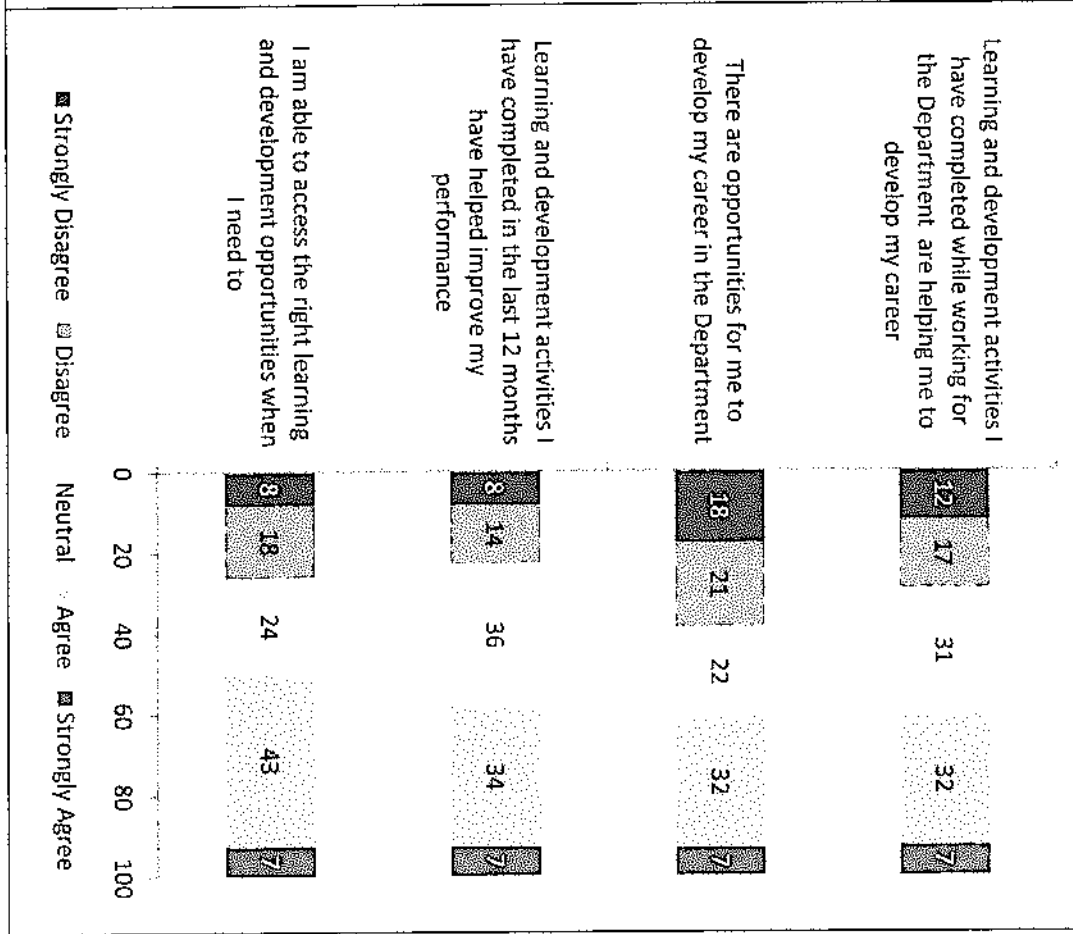
Perceived Organisational Support- Civil Service Overall



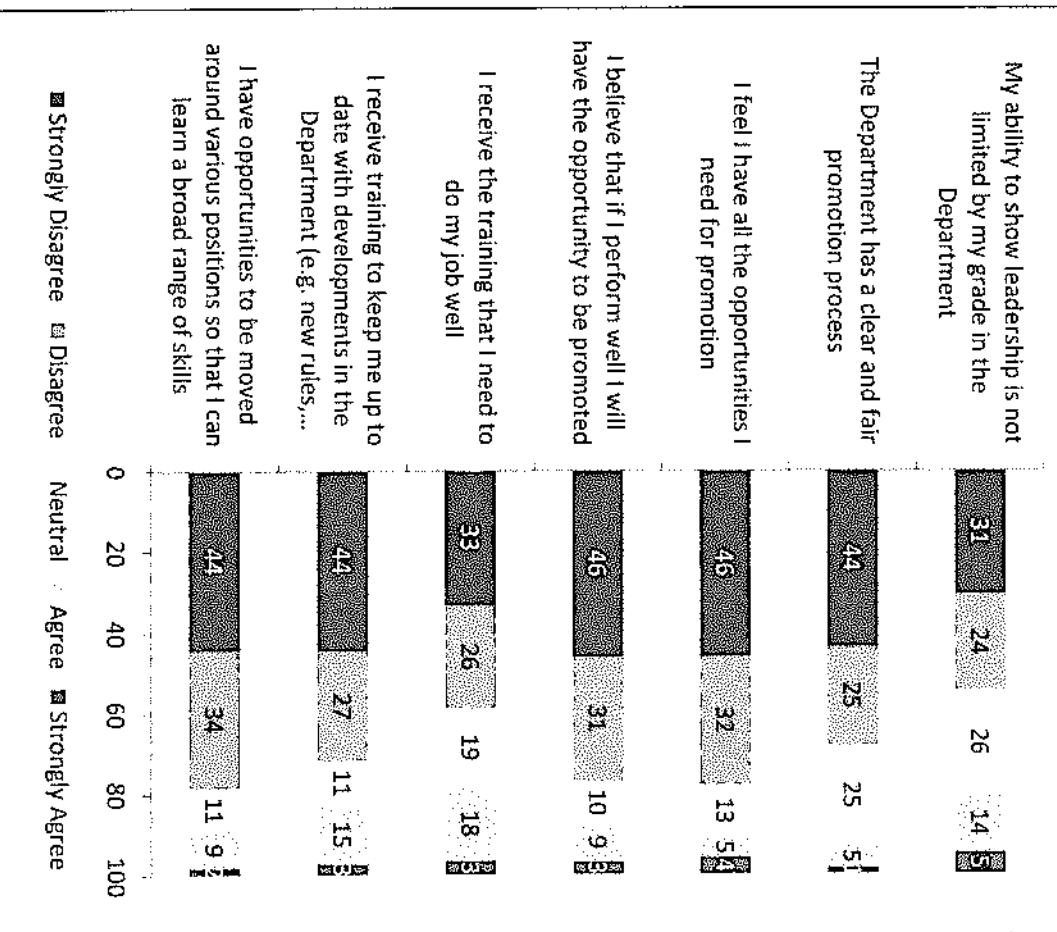
Learning and Development – Garda Civilians



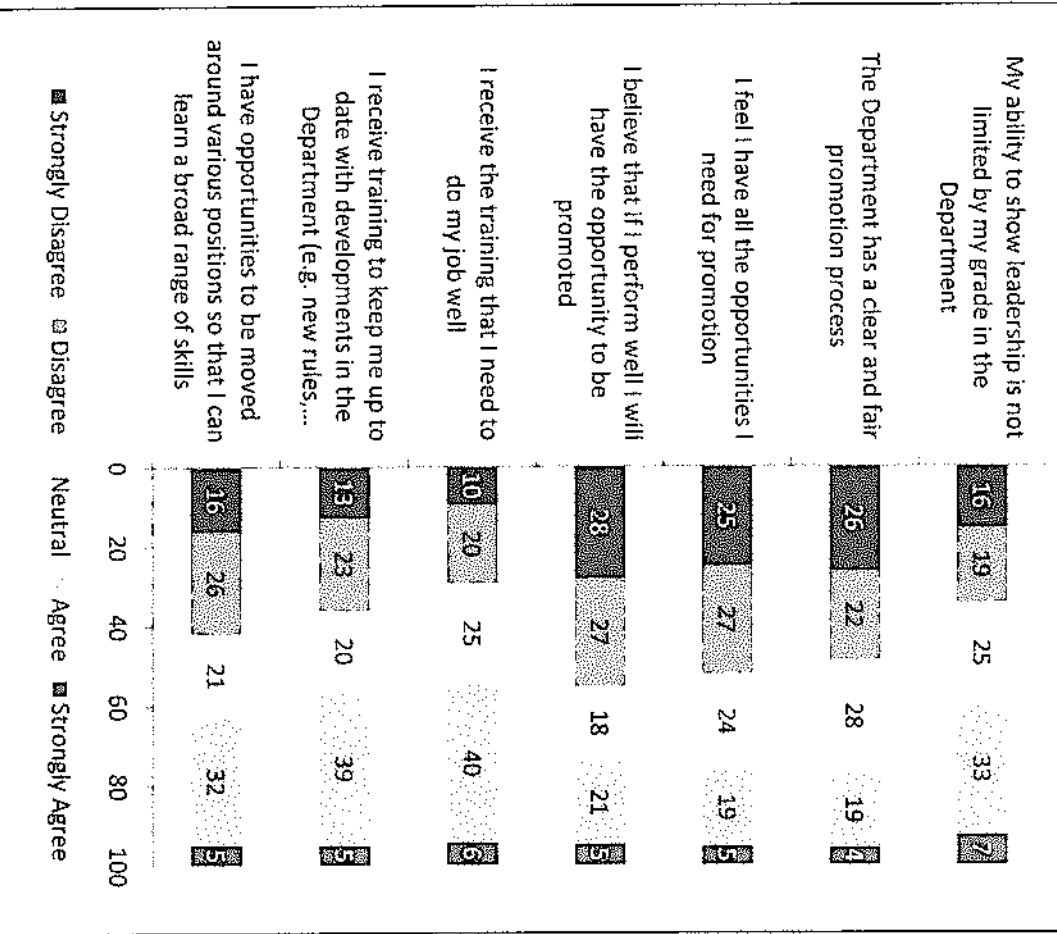
Learning and Development-Civil Service Overall



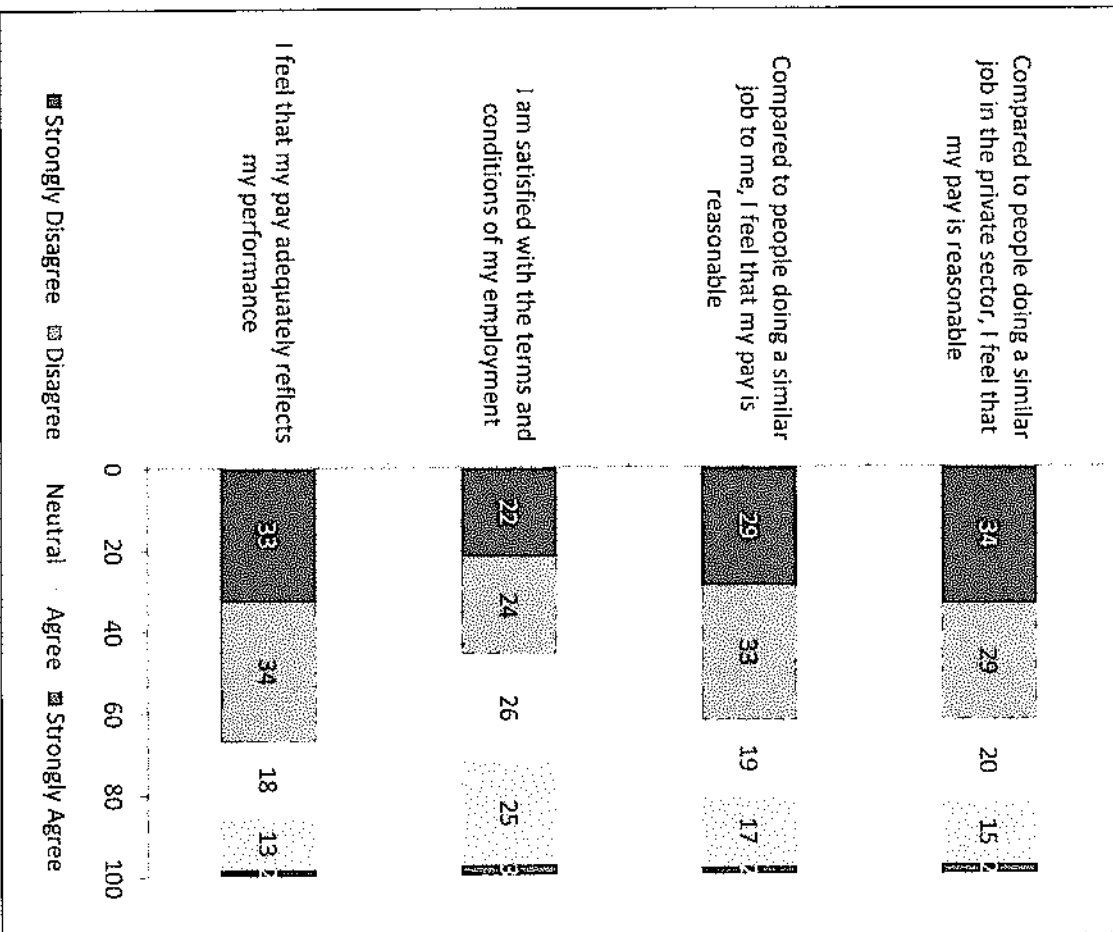
Career Development – Garda Civilians



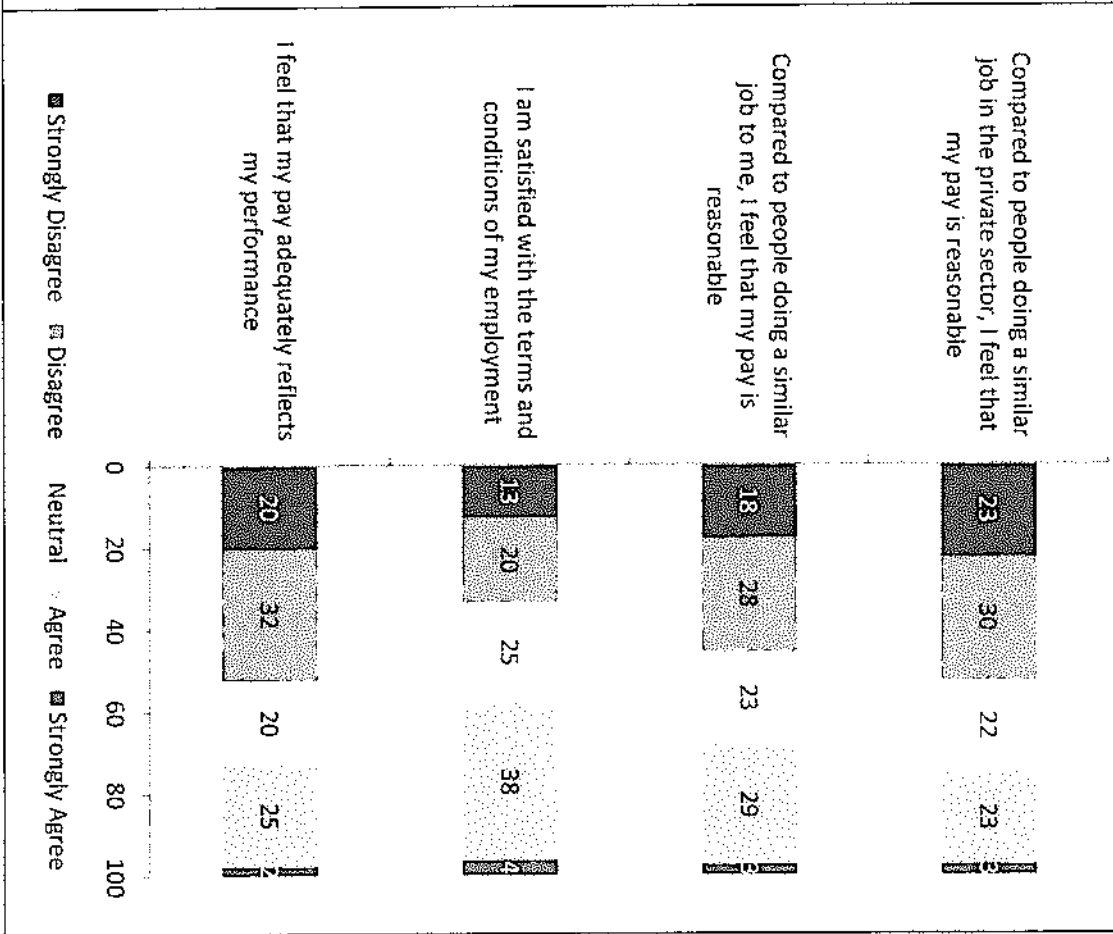
Career Development-Civil Service Overall



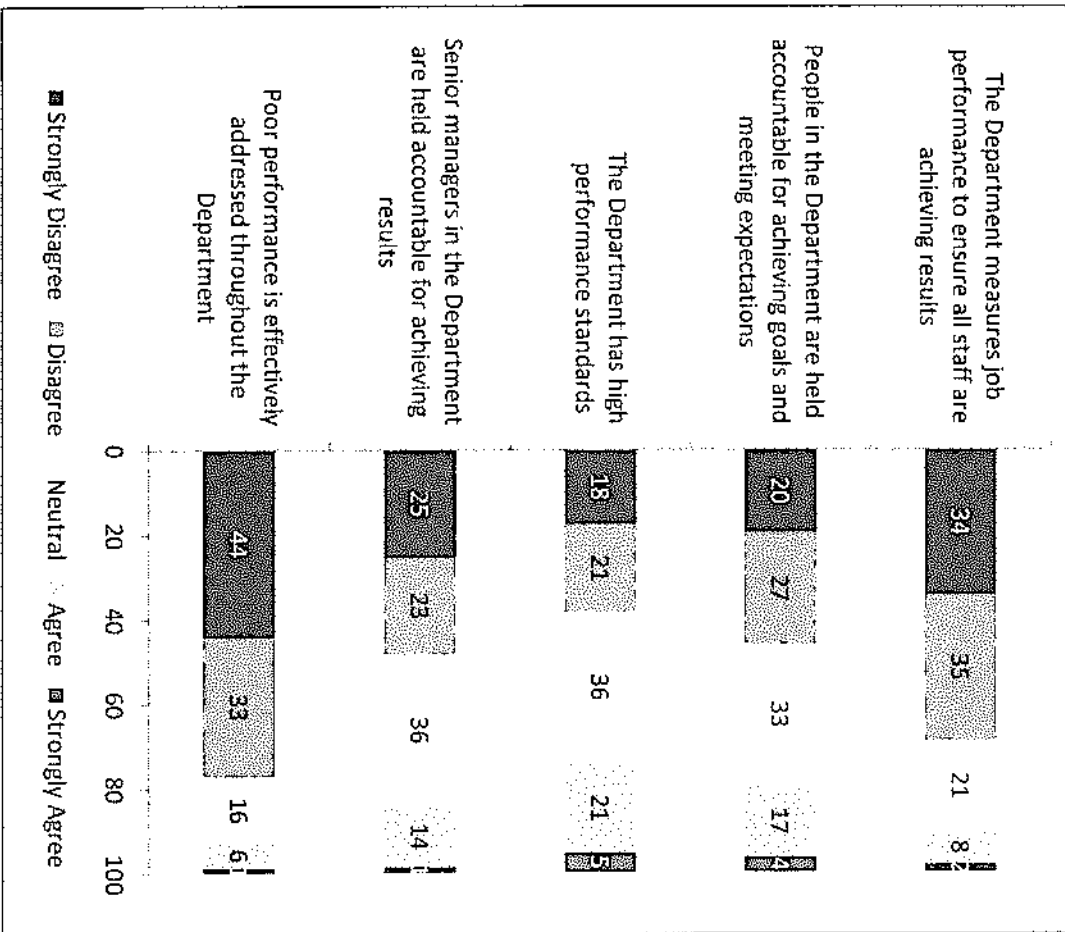
Your Pay – Garda Civilians



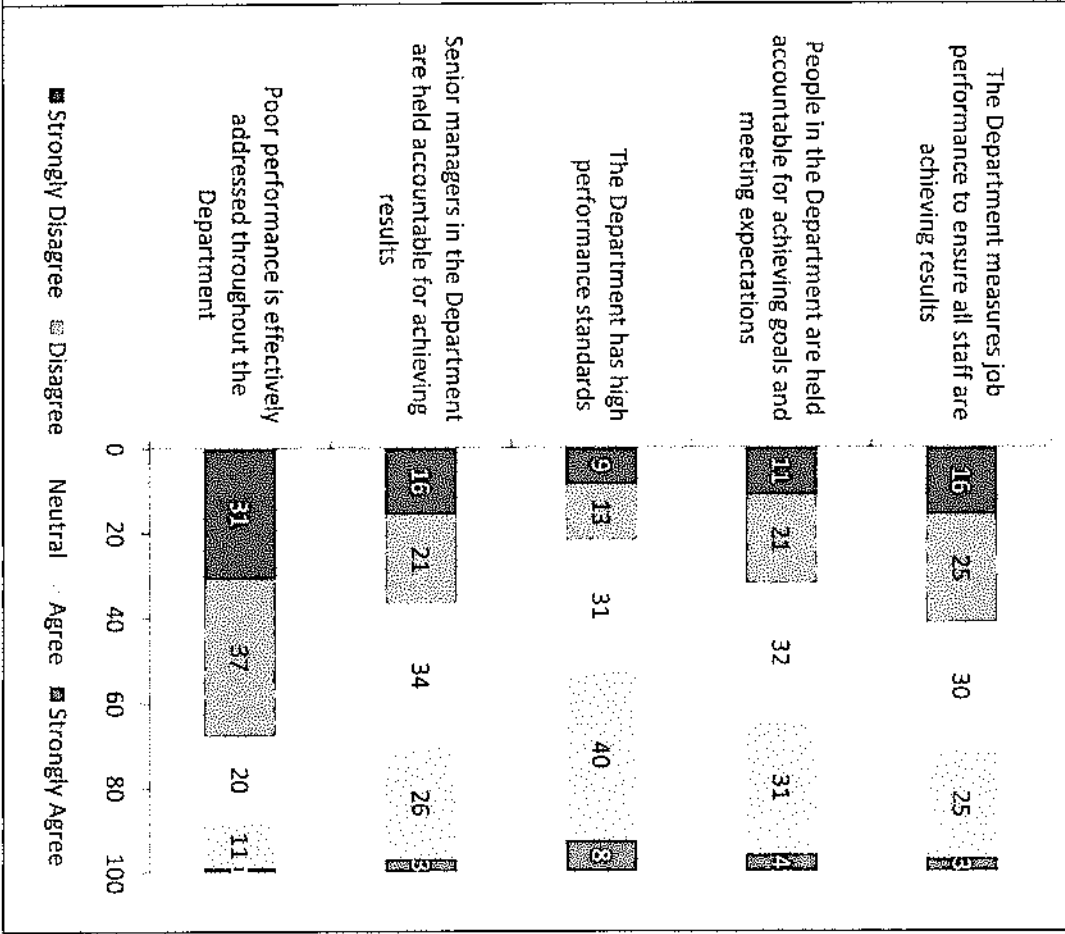
Your Pay-Civil Service Overall



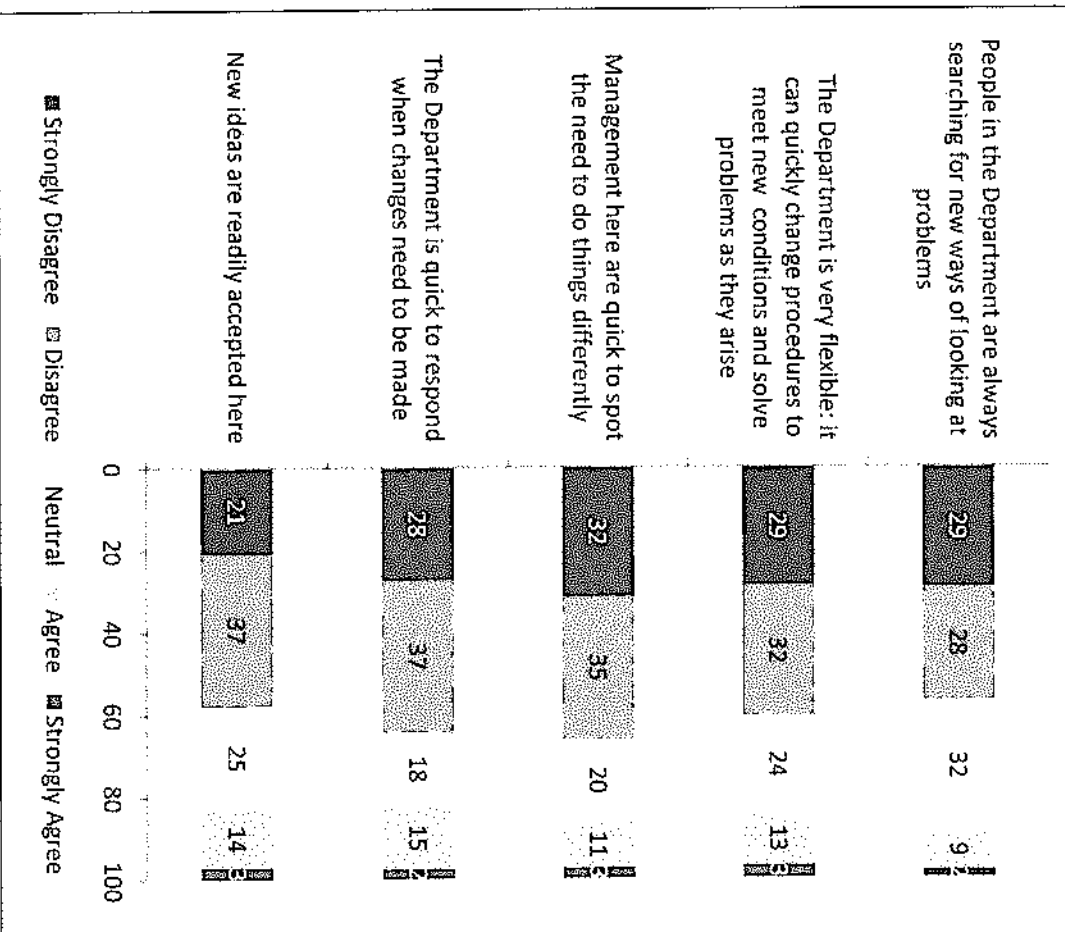
Performance Standards – Garda Civilians



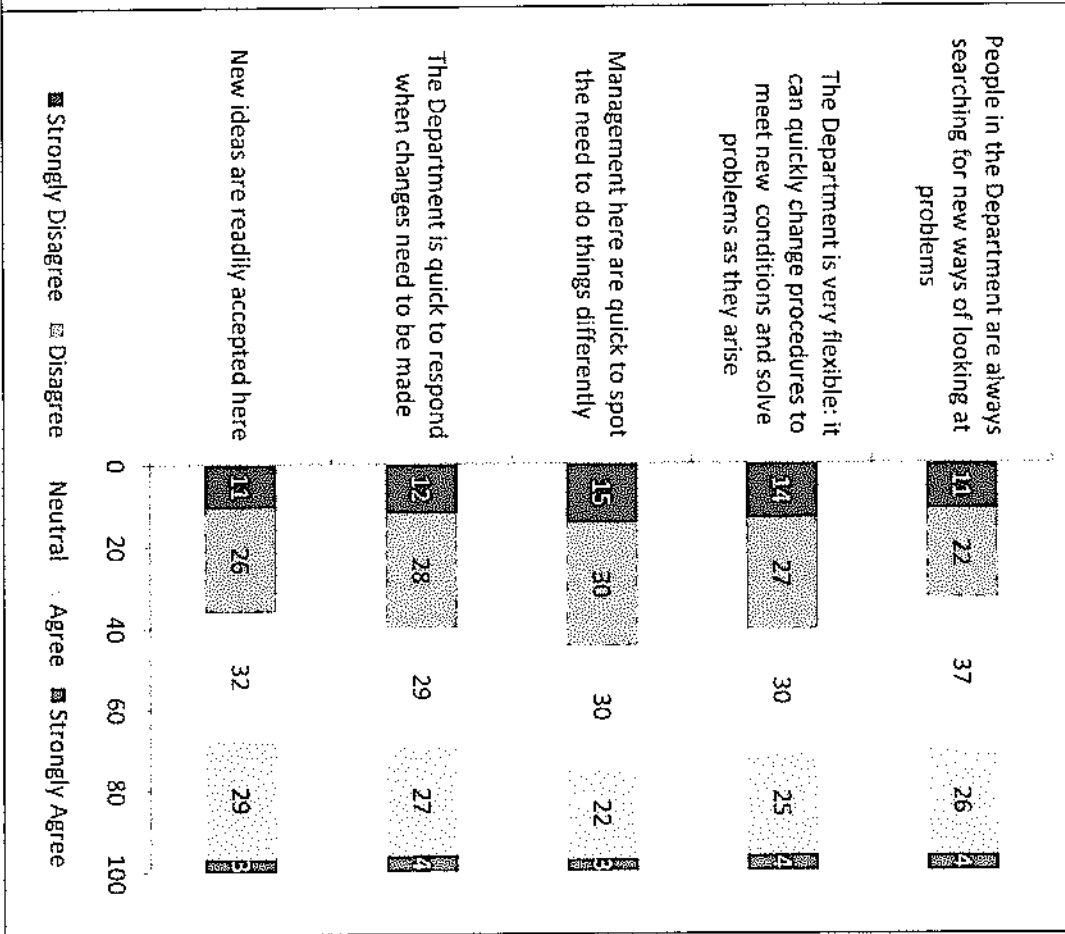
Performance Standards-Civil Service Overall



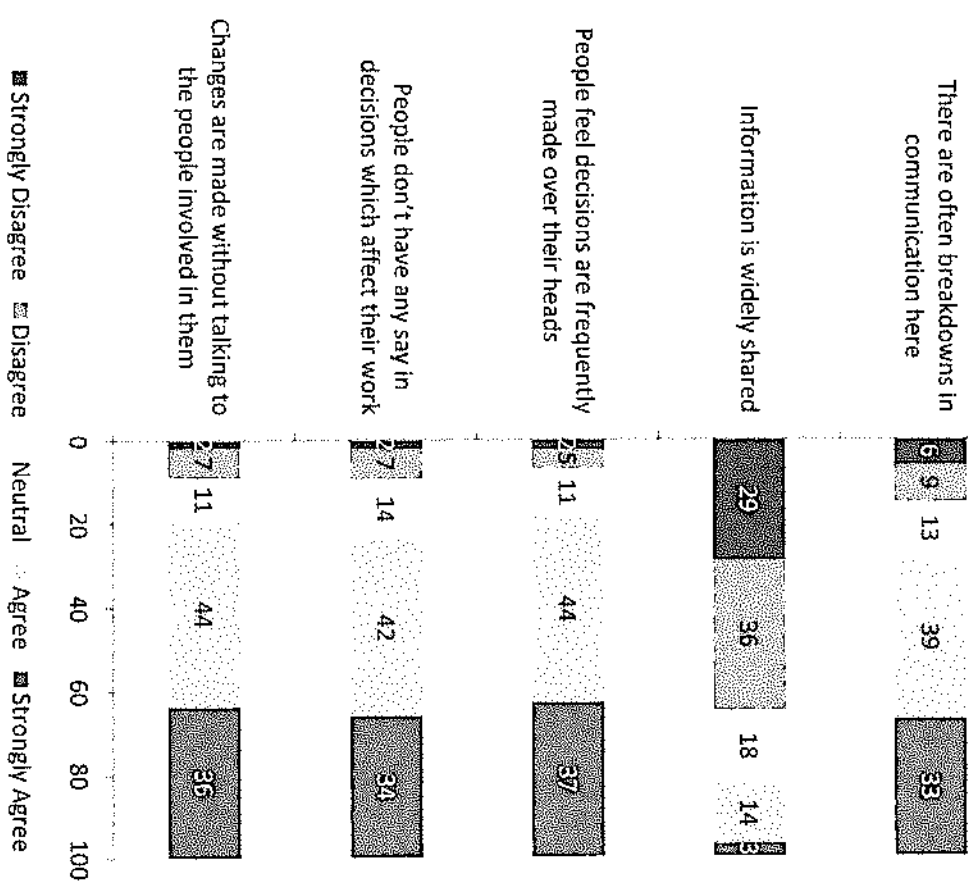
Innovative Climate – Garda Civilians



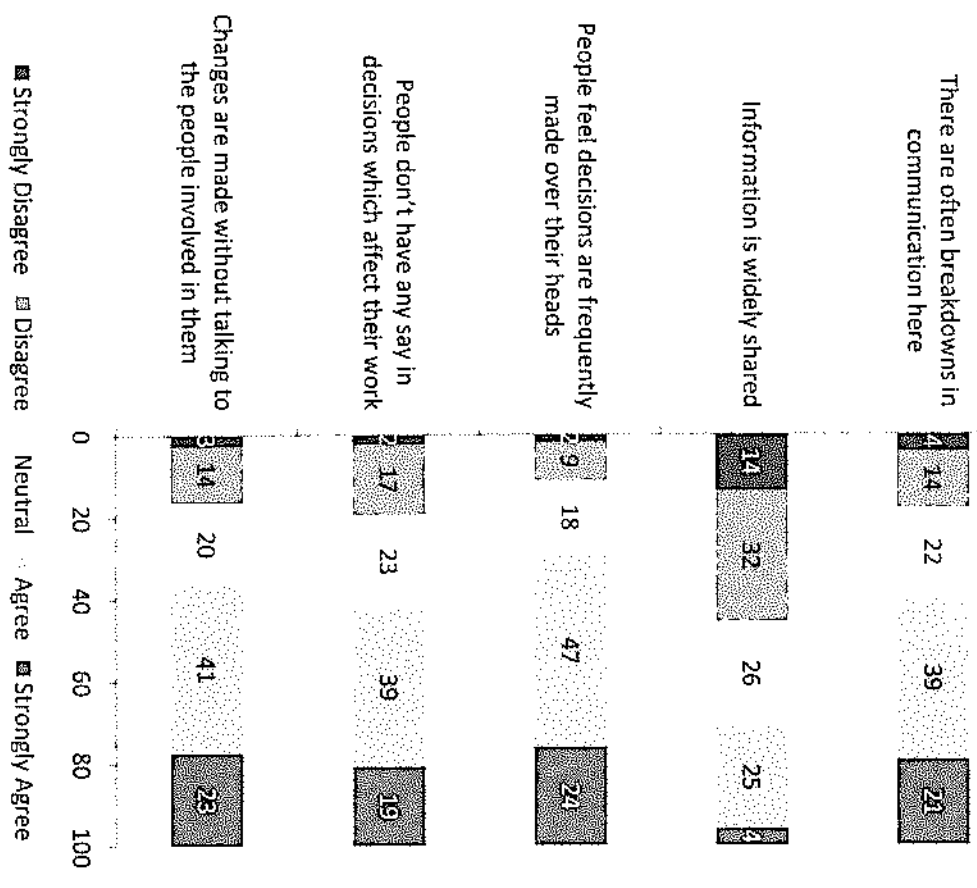
Innovative Climate-Civil Service Overall



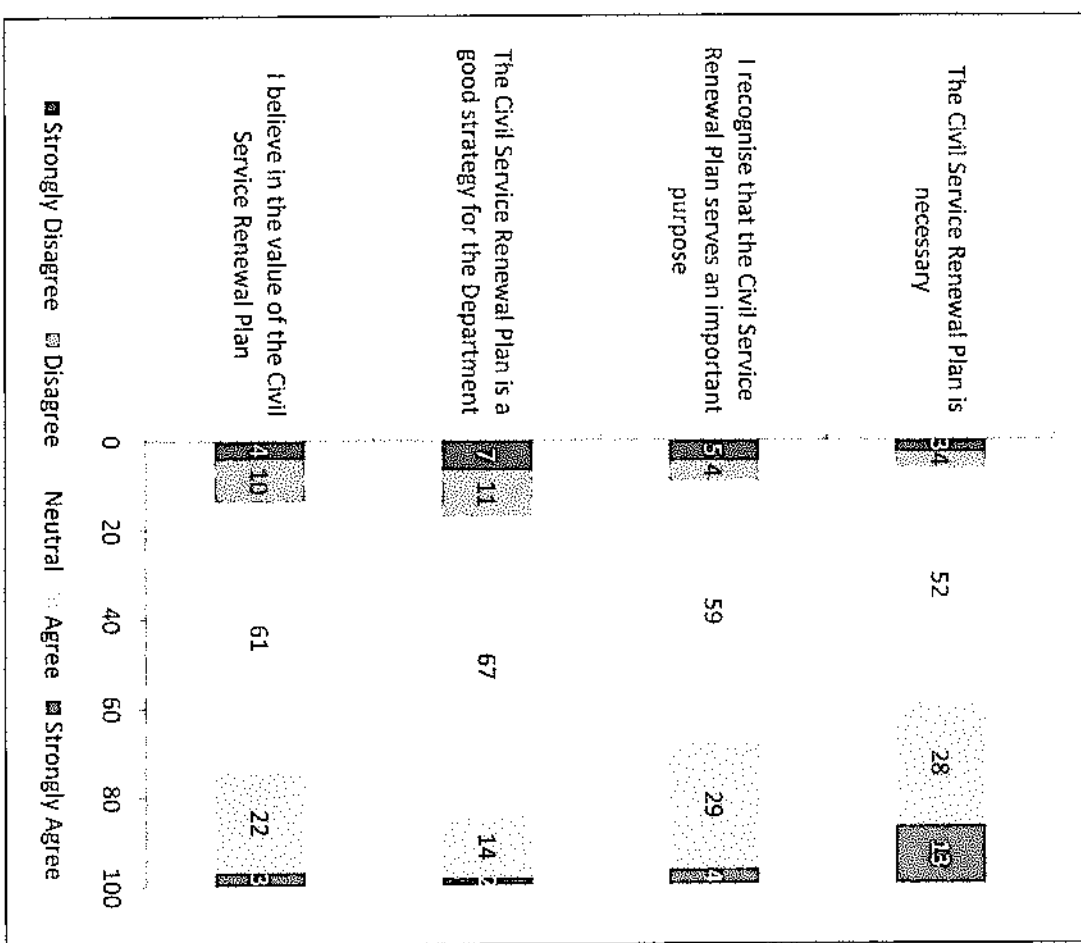
Involvement Climate – Garda Civilians



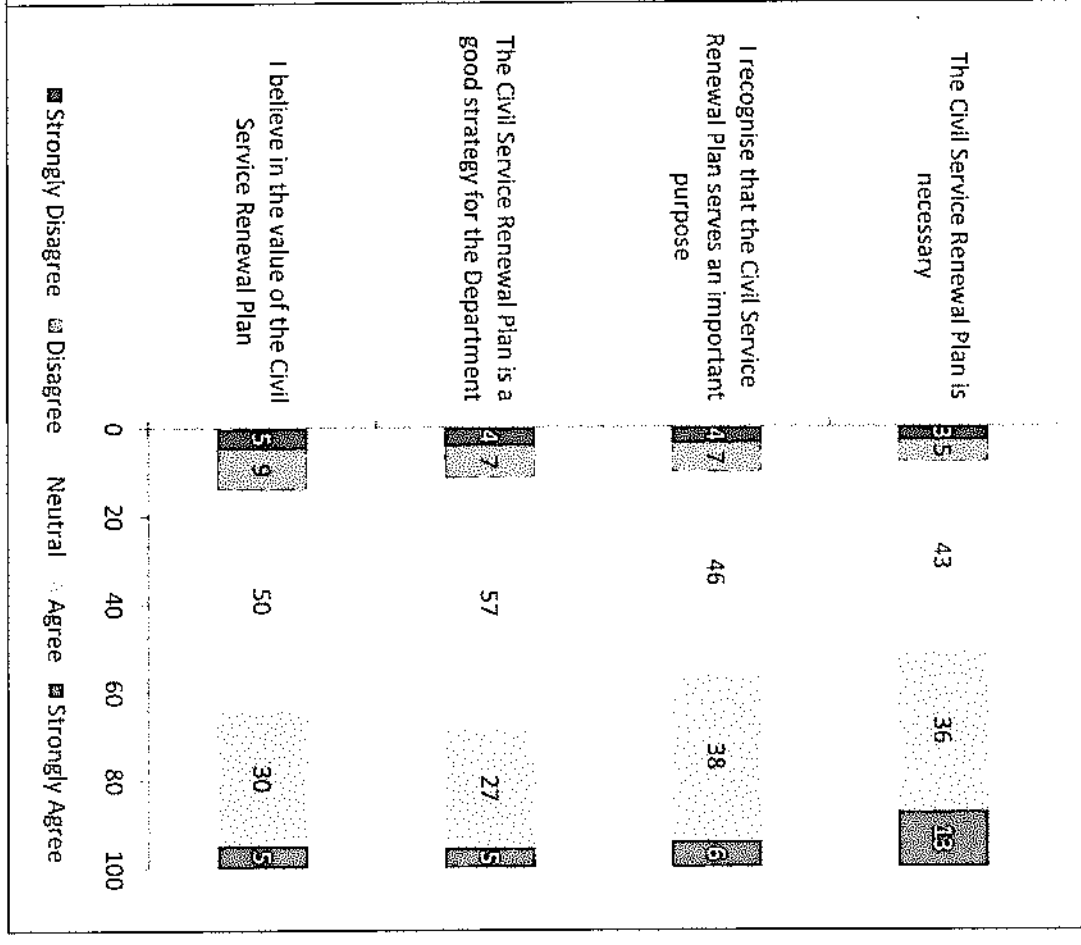
Involvement Climate-Civil Service Overall



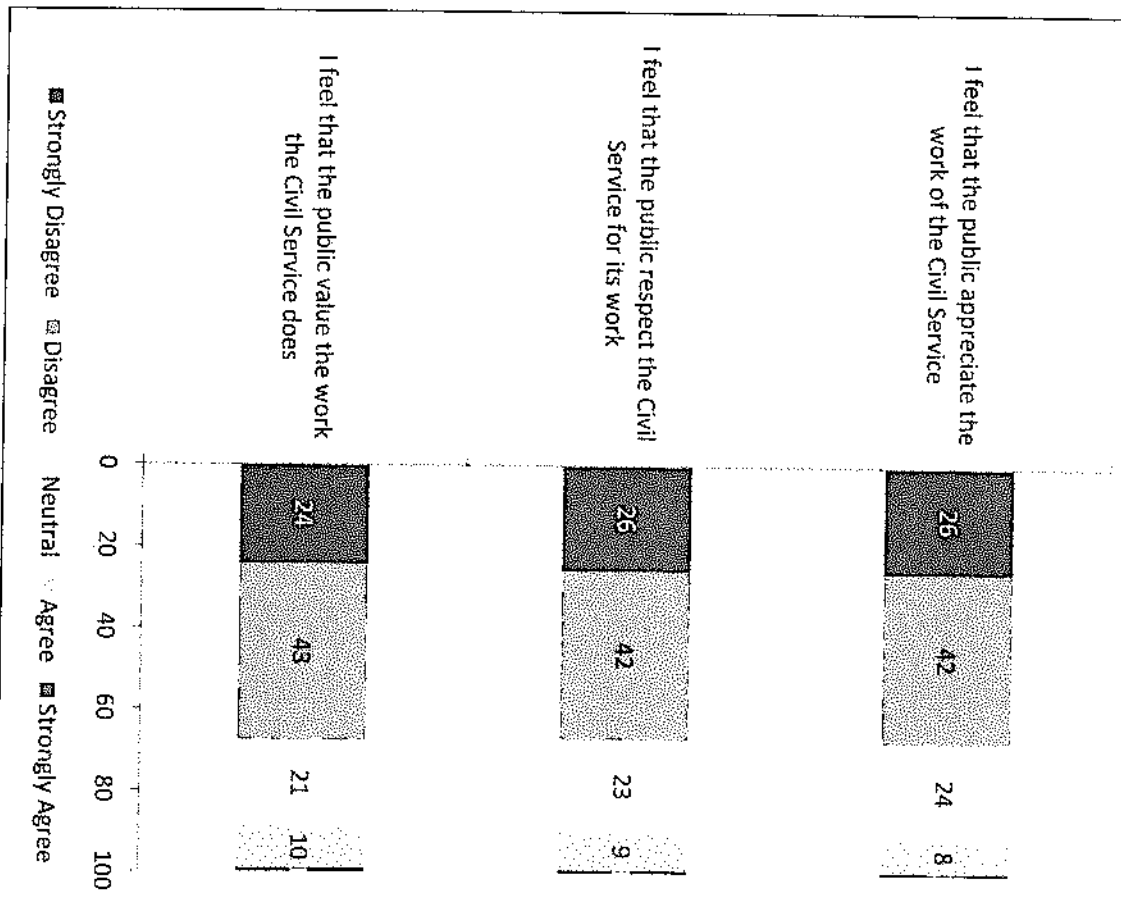
Commitment to Change – Garda Civilians



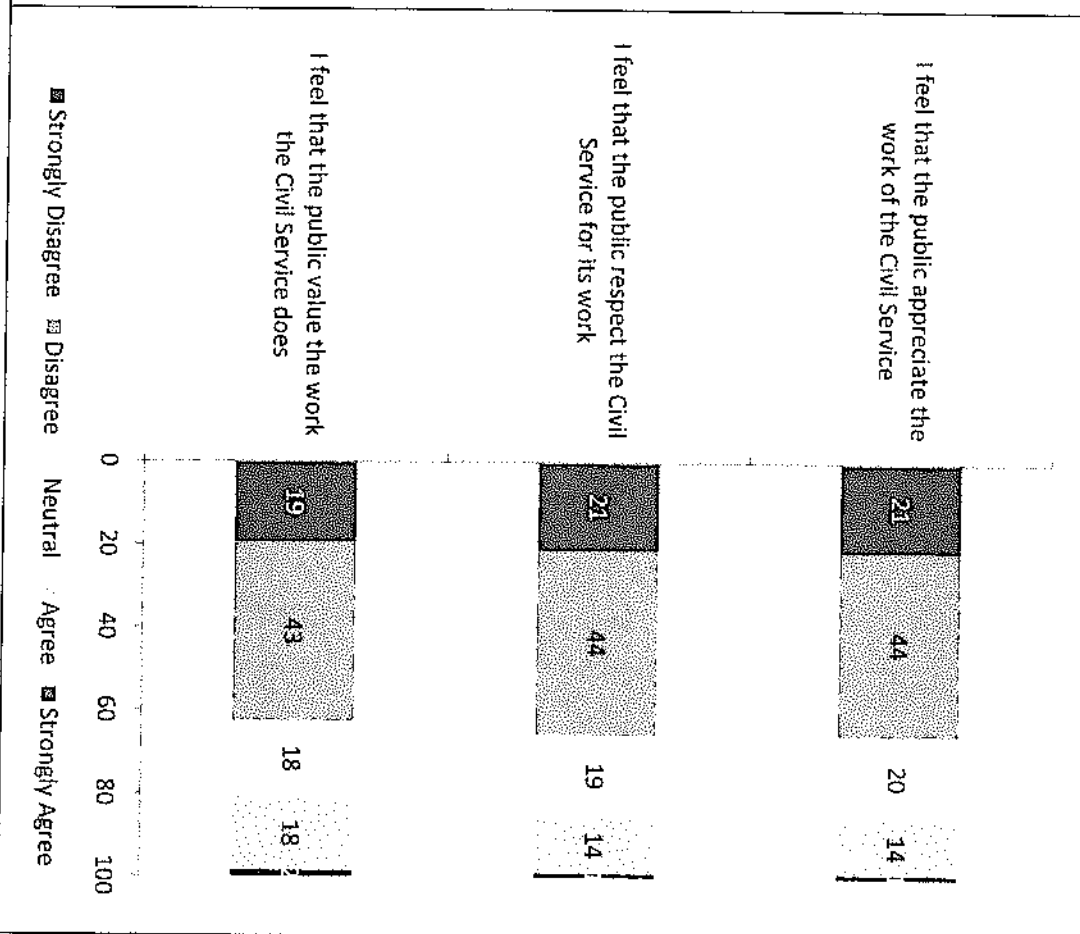
Commitment to Change-Civil Service Overall



Public Perception – Garda Civilians

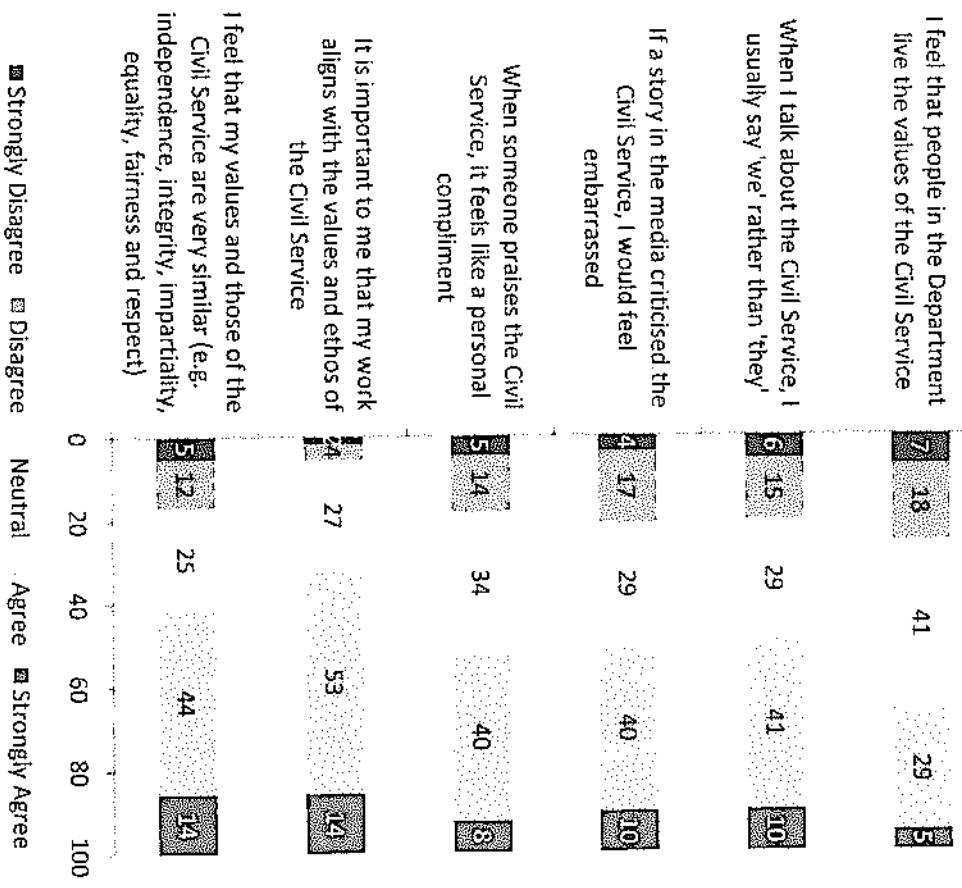


Public Perception-Civil Service Overall

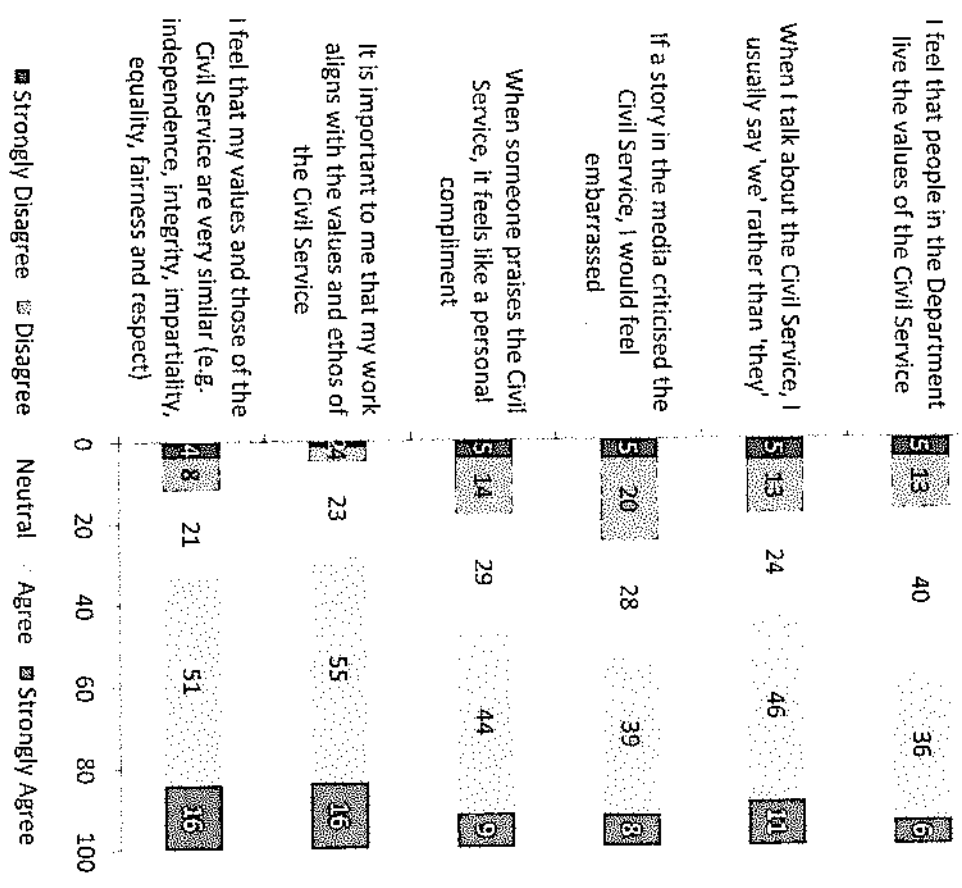


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Identification with the Civil Service – Garda Civilians



Identification with the Civil Service-Civil Service Overall



Appendix A

All equivalents of grades are included in the results as follows:

Senior Management	Director, Assistant Secretary General and above (and equivalents)
	Principal (and equivalents) PO
Middle Management	Assistant Principal Officer (and equivalents) AP
	Administrative Officer (and equivalents) AO
	Higher Executive Officer (and equivalents) HEO
	Executive Officer (and equivalents) EO
Other Staff	Staff Officer (and equivalents) SO
	Clerical Officer (and equivalents) CO
	Service Officer (and equivalents) SVO
	Industrial (and equivalents)

For additional advice and guidance please email the Civil Service
Renewal Programme Management Office.

Email address: CSRenewal@per.gov.ie

