

**Clarke, Olivia**

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**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:24  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_cdd0f276-3608-4f69-9d39-bf2daff9a631.htm;  
image001.png

Thanks Andrew.

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

**From:** McLindon, Andrew  
**Sent:** Monday 25 February 2019 13:59  
**To:** Nugent, Joseph <joseph.p.nugent@garda.ie>; Mulligan, Alan <Alan.Mulligan@garda.ie>;  
Kennedy, Denise <Denise.Kennedy@garda.ie>  
**Subject:** Queries from Executive on proposed recruitment campaign

CAO

Acting Executive Director, HRM

Denise

In advance of Garda Executive tomorrow, please find attached further information on the proposed recruitment brand and campaign following meeting of Garda executive last week.

Regards,

Andrew



**Clarke, Olivia**

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**From:** Kennedy, Denise  
**Sent:** Thursday 23 May 2019 14:14  
**To:** Brodigan, Maria  
**Subject:** 10th set  
**Attachments:** Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email

----- Original Message Details -----

From: mclindon, andrew;

Sent (Date & Time): 25 February 2019, (13:59:05)

To: nugent, joseph; mulligan, alan; kennedy, denise;

Subject: Queries from Executive on proposed recruitment campaign

## **The Difference is You Recruitment Brand & Garda Member Recruitment Campaign 2019**

### **Value for money**

For the first time in An Garda Síochána's history, we will have a recruitment brand.

This brand, which is research-based, will mean we can present a professional and consistent image of the organisation not only through advertising channels, but also at other important recruitment opportunities such as career fairs, schools visits and open days. Up until now, such promotion has been ad hoc, inconsistent, and, at times, lacks a professional look and feel.

This brand has also been designed so it can be transferable across recruitment for not only Garda members, but also Garda staff and reserves.

In addition, because we will have invested in the development of a creative approach, costs to extend the campaign to recruitment fairs etc in the future will not be as high because those costs will be focused on production and not creative.

### **Garda Recruitment Campaign 2019**

The media plan has been designed by professional and experienced media buyers to meet our requirements within proposed budgets.

The key focus of the campaign will be on 18-35 years olds, male and females, and, as such, national and urban radio, Video on Demand (i.e. YouTube) and social media will be the main focus. This ties in with research from Public Appointments Service on media habits of Garda member candidates.

Some traditional newspaper advertising will be used to fulfil our public service job advertising requirements and Irish language requirements.

TV advertising won't necessarily target the cohort of people that we already know will apply. But it will target the parents, influencers and the cohort of people that wouldn't traditionally consider a career with the Gardaí. And that is who we are really trying to target with this campaign - people that wouldn't necessarily have considered the Gardaí as a choice for them.

### **Difference is You strapline**

Many emergency services use a variation on "Make a Difference". However, the difference with our campaign is we are speaking directly to the person, telling them the difference is YOU. We are communicating with our audience that they ARE the difference.

Again, this approach is based on research with those who have joined the organisation. In addition, our creative approach is different. The PSNI ad featured PSNI members in uniform or training gear, our ad would show people in "civilian" clothing and "civilian" situations to demonstrate to people who have may not have considered joining us before that they may have skills that we need i.e. fitness, analytical, community/relationship building. What we want to portray is an organisation that is open to recruits from all different backgrounds and break some of the stereotypes of the "typical Guard".

The recruitment company, who have worked on campaigns for other emergency services including Defence Forces, are confident that our TV ad execution in particular will look very different to any other ad campaign.

**Clarke, Olivia**

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**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:24  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_84bf896f-4d73-4f05-8bbf-c1190094f450.htm; the difference is you recruitment brand.docx

CAO

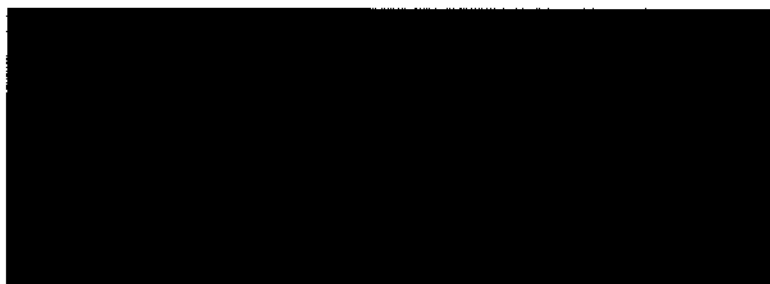
Acting Executive Director, HRM

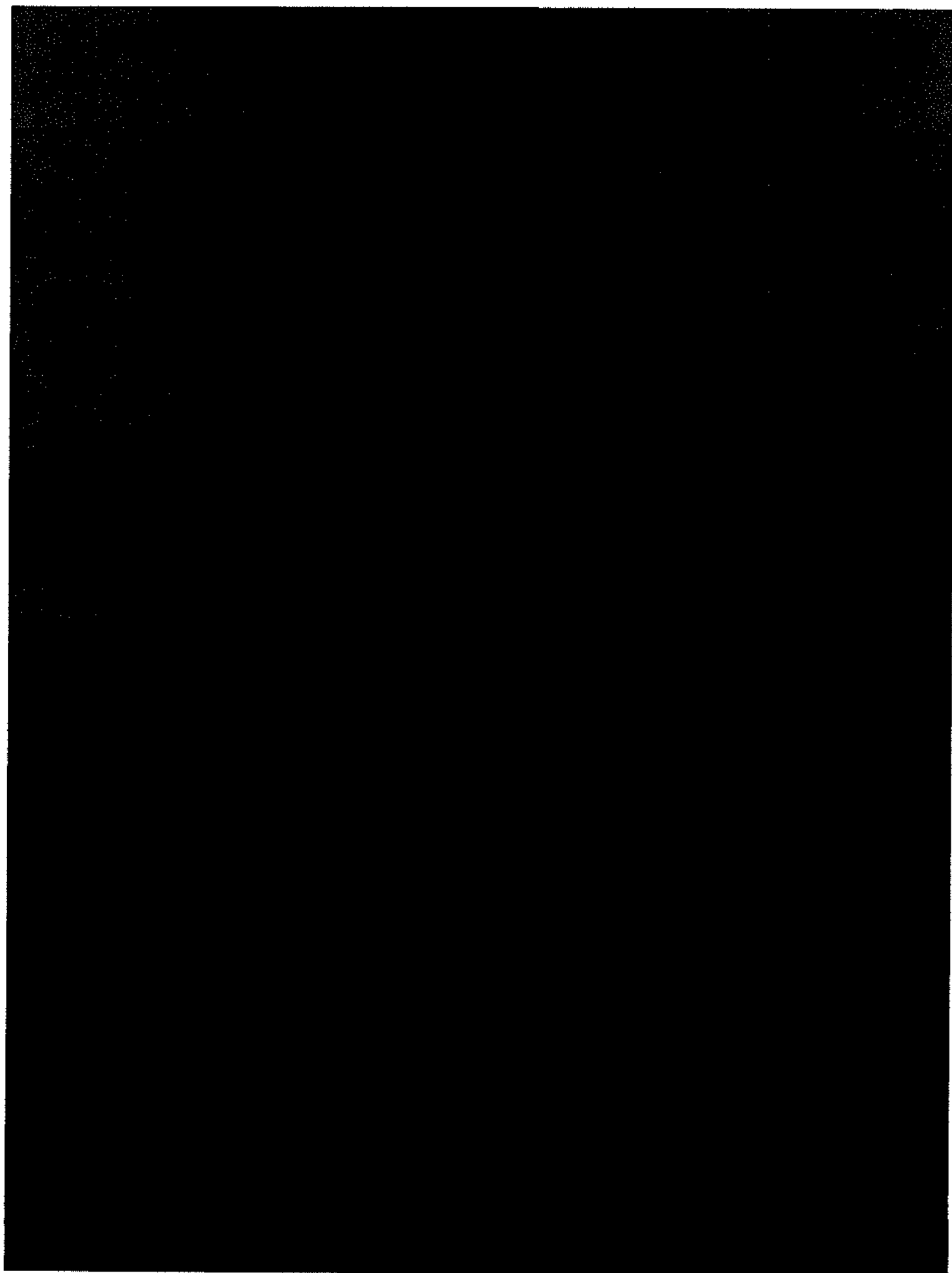
Denise

In advance of Garda Executive tomorrow, please find attached further information on the proposed recruitment brand and campaign following meeting of Garda executive last week.

Regards,

Andrew

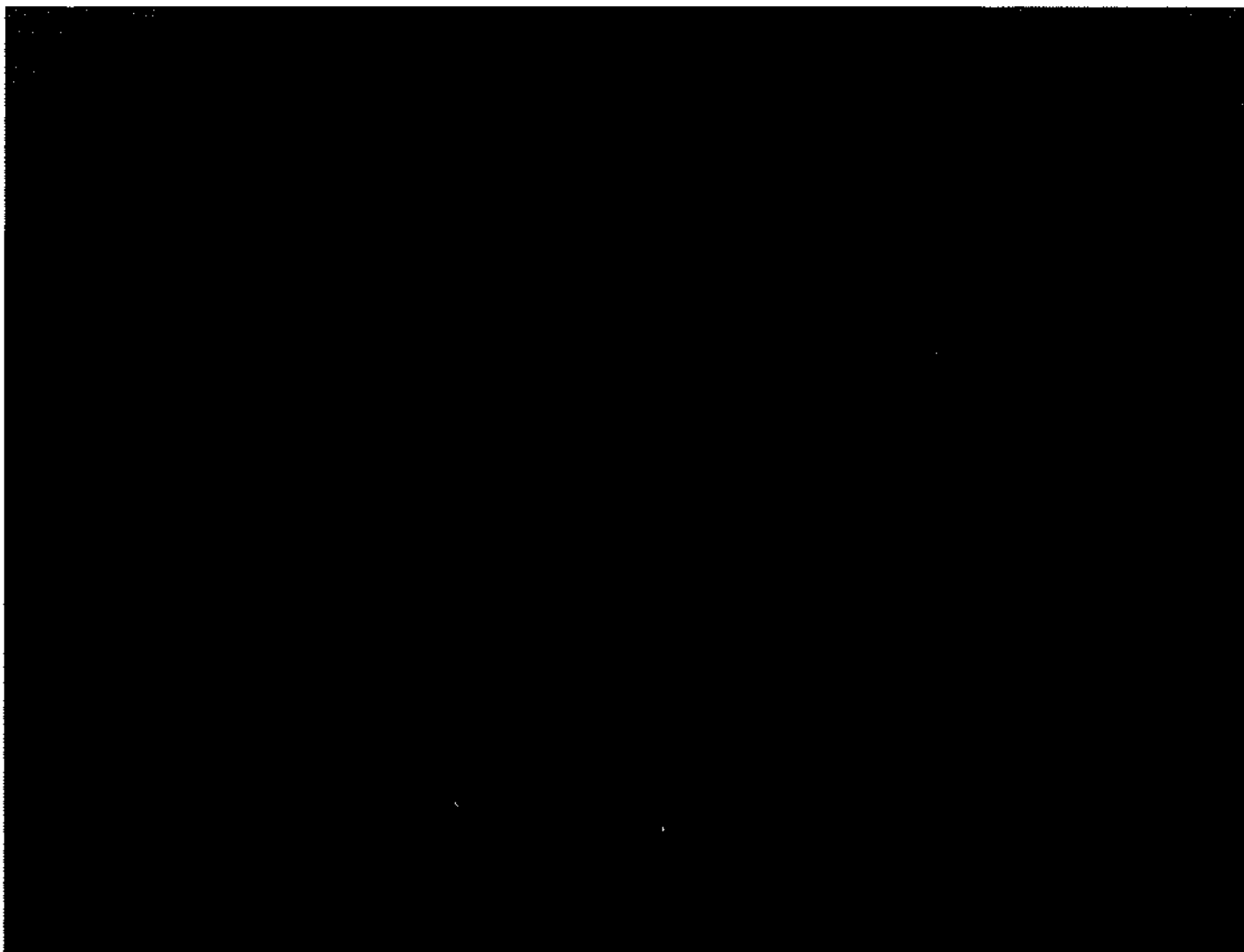






----- Original Message Details -----

From: mclindon, andrew;  
Sent (Date & Time): 22 February 2019, (14:51:29)  
To: mulligan, alan; kennedy, denise;  
Subject: FW: Recruitment Campaign



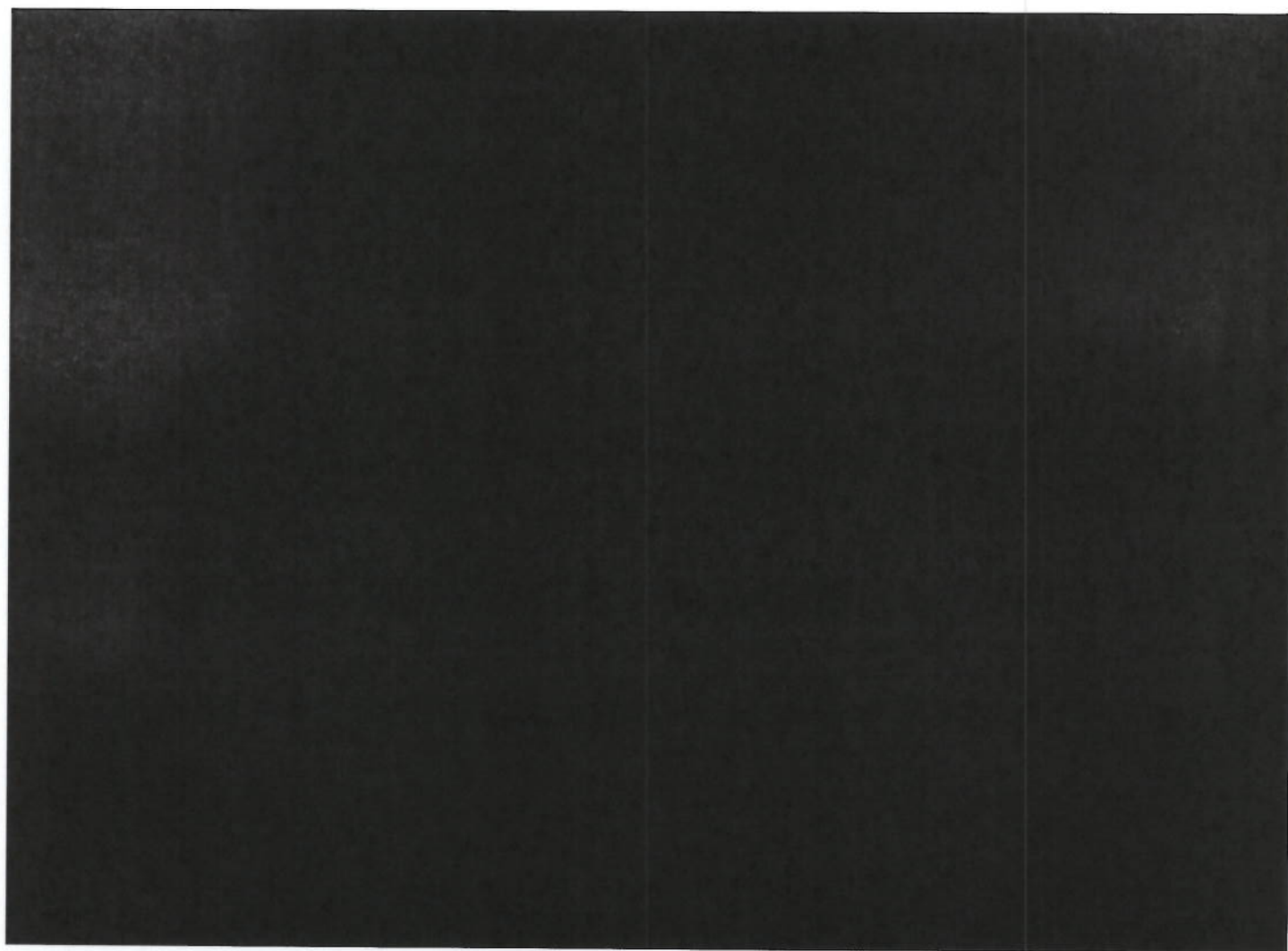
**From:** Jo Mullins <[Jo.Mullins@onecore.ie](mailto:Jo.Mullins@onecore.ie)>

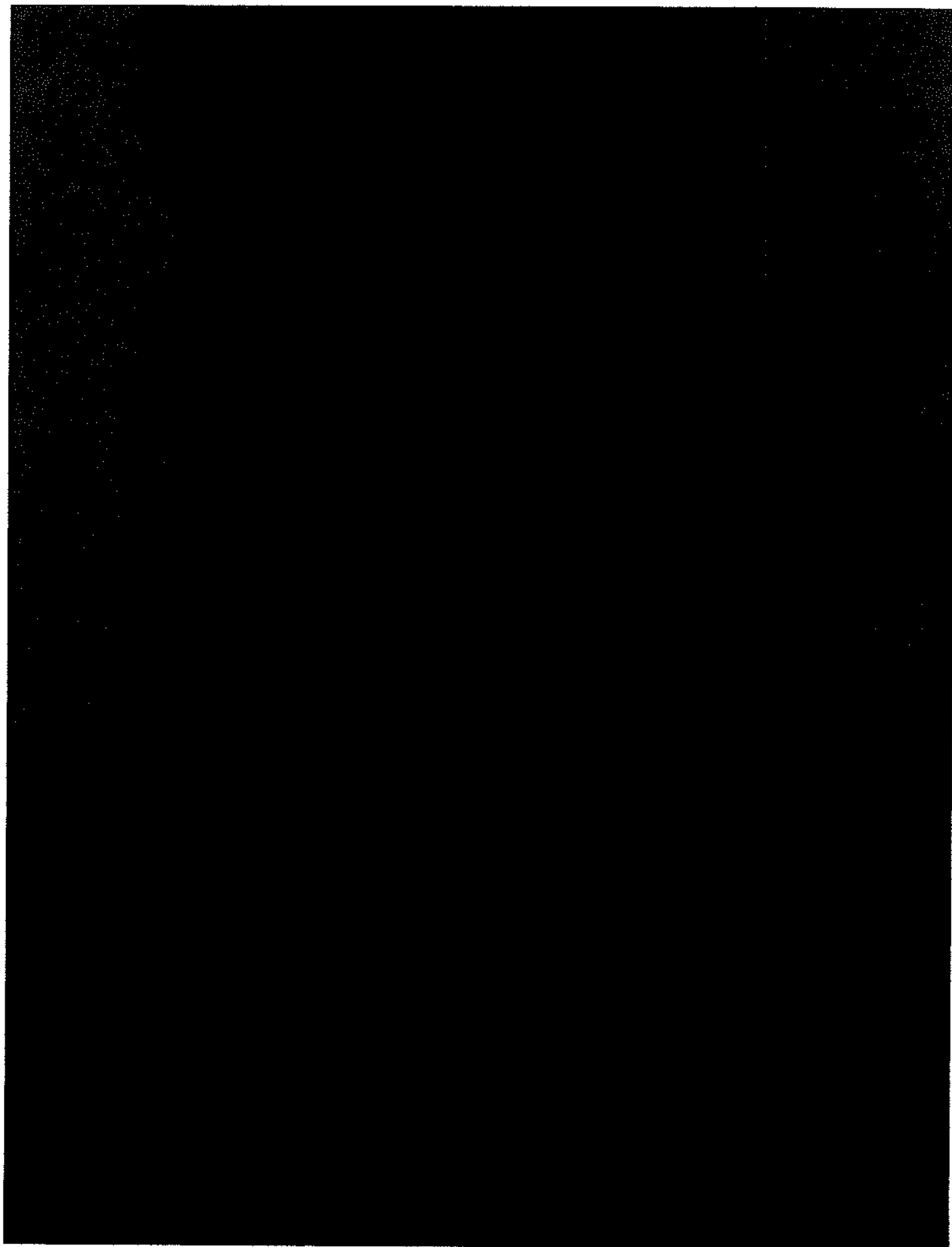
**Date:** Wednesday 20 February 2019 at 10:11

**To:** "McLindon, Andrew" <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>, Dave Griffin <[Dave.Griffin@onecore.ie](mailto:Dave.Griffin@onecore.ie)>

**Cc:** Fiona McGarry <[Fiona.McGary@onecore.ie](mailto:Fiona.McGary@onecore.ie)>, Helena Jones <[Helena.Jones@onecore.ie](mailto:Helena.Jones@onecore.ie)>

**Subject:** RE: Recruitment campaign

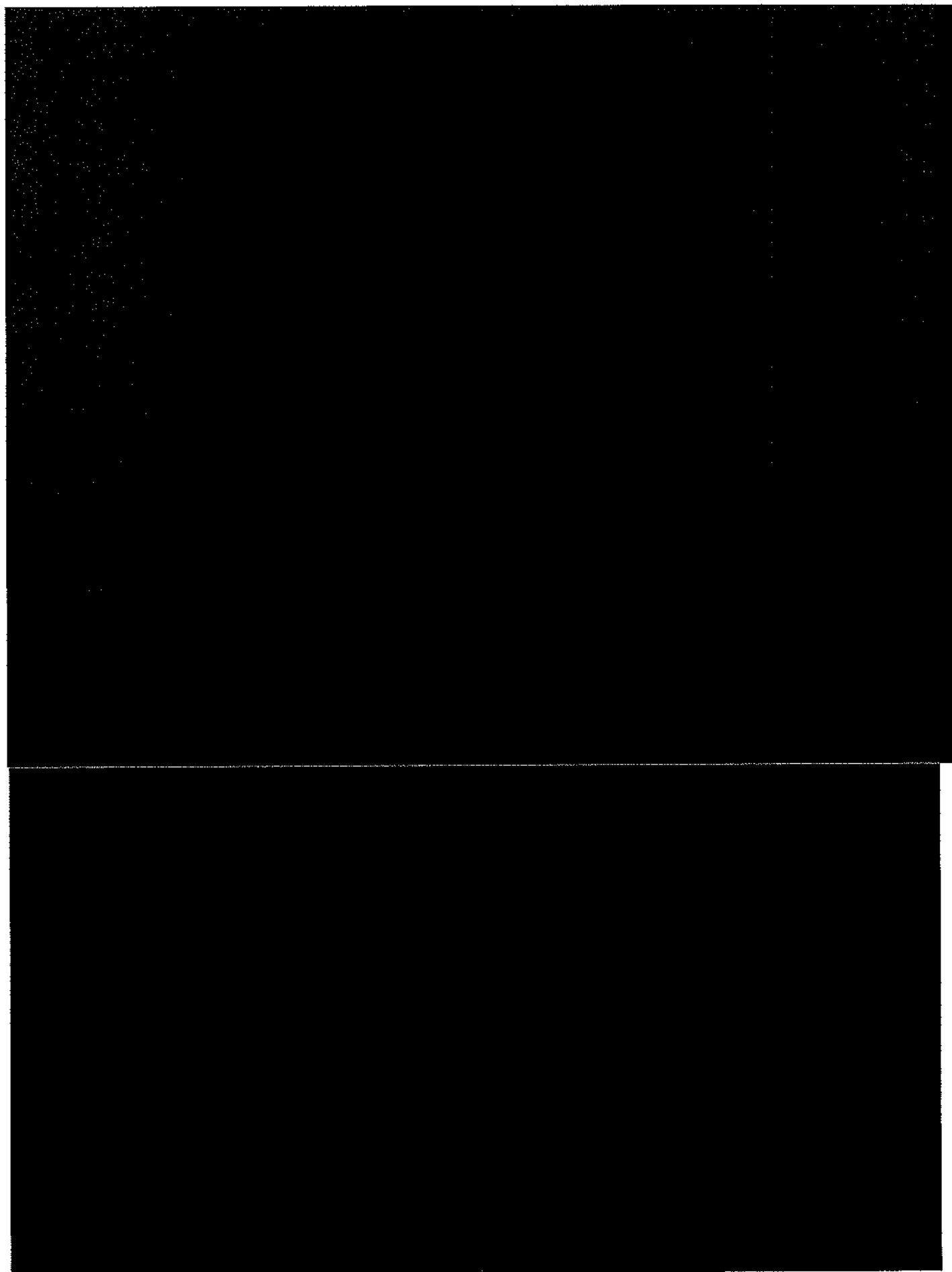


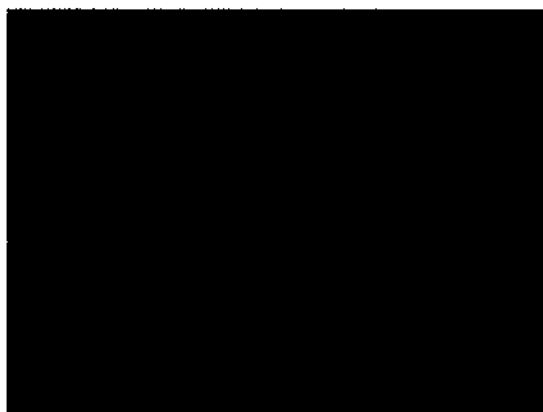
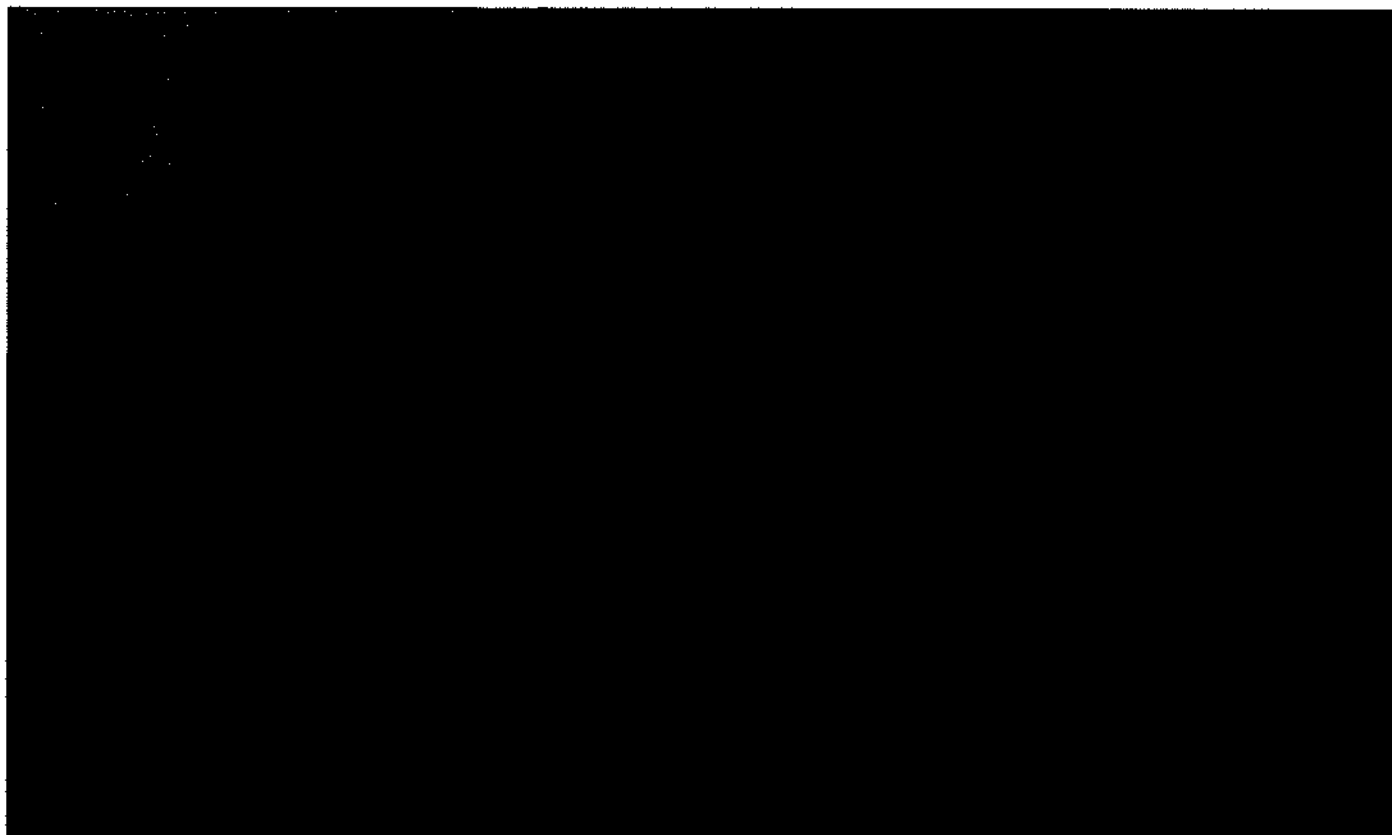












----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 19 February 2019, (15:02:35)  
To: mclindon, andrew;  
Subject: Recruitment Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:22  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_3aa31d1d-f0e2-4292-bbf4-6586feb8d518.htm; Image001.png

Hi Andrew

Joe advised me he had secured approval in principal for the ad however the Commissioner wanted more information as follows:

1. What will we get in terms of value for money
2. What coverage will he get – bus shelters? What else? He didn't think the cohort he is trying to attract will be watching TV, so wanted an understanding of VFM for this
3. The strapline seems very similar to one run in Northern Ireland, Joe asked that this is checked out, concerns if we are copying something that is very similar and used in NI, this wouldn't be favourable

We are to prepare a response and have it back with Joe for next Tuesdays meeting.

Can you give me a call, perhaps [REDACTED] could prepare a brief to answer these matters?

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)



----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 18 February 2019, (17:45:11)  
To: nugent, joseph; mulligan, alan; mclindon, andrew;  
Subject: FW: Recruitment

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:22  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_48de395c-cf0d-46cb-ac96-3aa41bad31bf.htm;  
image001.png

Colleagues

Please see below email exchange with Ms Mary Mc Kenna who is looking after us on the Garda Trainee side from DOJ.

I will await the decision from the Executive regarding the approval of budget and the competition in advance of setting up a meeting with Ms Mc Kenna.

Kind regards

Denise

**Denise Kennedy**

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)



**From:** Mary G. McKenna <MGMcKenna@justice.ie>  
**Sent:** Thursday 14 February 2019 11:27  
**To:** Kennedy, Denise <Denise.Kennedy@garda.ie>  
**Cc:** Ian E. Kelleher <IEKelleher@justice.ie>; 'Mary Flynn' <mary.flynn@publicjobs.ie>  
**Subject:** RE: Recruitment

Denise

It might be useful to have a short meeting [REDACTED] I understand it is normal for DJE to have sight of the information booklet in advance of publication and I also think we would be keen to see the advertisement before it issues.

How are you fixed for next week.

m

**Mary McKenna**

*Principal Officer | Garda Síochána Reform | Policing Division*

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**An Roinn Dlí agus Cirt agus Comhionannais**

*Department of Justice and Equality*

**51 Faiche Stiabhna, Baile Átha Cliath 2, D02 HK52**

51 St Stephen's Green, Dublin 2, D02 HK52

---

E [mgmckenna@justice.ie](mailto:mgmckenna@justice.ie) W [www.justice.ie](http://www.justice.ie) [twitter.com/DeptJusticeIRL](https://twitter.com/DeptJusticeIRL)

**From:** Kennedy, Denise <[Denise.Kennedy@garda.ie](mailto:Denise.Kennedy@garda.ie)>  
**Sent:** 14 February 2019 08:09  
**To:** Mary G. McKenna <[MGMcKenna@justice.ie](mailto:MGMcKenna@justice.ie)>  
**Cc:** Ian E. Kelleher <[IEKelleher@justice.ie](mailto:IEKelleher@justice.ie)>; 'Mary Flynn' <[mary.flynn@publicjobs.ie](mailto:mary.flynn@publicjobs.ie)>  
**Subject:** RE: Recruitment

Good morning Mary

We are still finalising dates and ads etc which I hope to have clarity on early next week. We have tentatively agreed with PAS that the competition would run at the end of March.

Let me know if you would like to meet or if you would like firm confirmation of the date in advance.

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

**From:** Mary G. McKenna <[MGMcKenna@justice.ie](mailto:MGMcKenna@justice.ie)>  
**Sent:** Wednesday 13 February 2019 16:10  
**To:** Kennedy, Denise <[Denise.Kennedy@garda.ie](mailto:Denise.Kennedy@garda.ie)>  
**Cc:** Ian E. Kelleher <[IEKelleher@justice.ie](mailto:IEKelleher@justice.ie)>; 'Mary Flynn' <[mary.flynn@publicjobs.ie](mailto:mary.flynn@publicjobs.ie)>  
**Subject:** Recruitment

Denise

I hope you are keeping well and all is going good as an "Action Manager". We discussed last week the issue of the upcoming details of the 2019 Garda Recruitment Campaign and you might let me know how things are progressing. As you know this is a matter which is brought to the Minister's attention and it is normal practice for the Minister to issue a press release with regard such a campaign.

Thanks

Mary

**Mary McKenna**

*Principal Officer | Garda Síochána Reform | Policing Division*

—

**An Roinn Dlí agus Cirt agus Comhionannais**

*Department of Justice and Equality*

**51 Faiche Stiabhna, Baile Átha Cliath 2, D02 HK52**

51 St Stephen's Green, Dublin 2, D02 HK52

T +353 (0)1 602 8239 M +353 (0)87 9690466 Internal VOIP 60 8239

E [mgmckenna@justice.ie](mailto:mgmckenna@justice.ie) W [www.justice.ie](http://www.justice.ie) [twitter.com/DeptJusticeIRL](https://twitter.com/DeptJusticeIRL)

\*\*\*\*\*

Is le haghaidh an duine nó an eintitis ar a bhfuil sí dírithe, agus le haghaidh an duine nó an eintitis sin amháin, a bheartaítear an fhaisnéis a tarchuireadh agus féadfaidh sé go bhfuil ábhar faoi rún agus/nó faoi phribhléid inti. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Má fuair tú é seo trí dhearmad, téigh i dteagmháil leis an seoltóir, le do thoil, agus scríos an t-ábhar as aon ríomhaire. Is é beartas na Roinne Dlí agus Cirt agus Comhionannais, na nOifigí agus na nGníomhaireachtaí a úsáideann seirbhísí TF na Roinne seoladh ábhair cholúil a dhíchheadú. Más rud é go measann tú gur ábhar colúil atá san ábhar atá sa teachtaireacht seo is ceart duit dul i dteagmháil leis an seoltóir láithreach agus le [mailminder@justice.ie](mailto:mailminder@justice.ie) chomh maith.

The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of the Department of Justice and Equality and the Agencies and Offices using its IT services to disallow the sending of offensive material.

Should you consider that the material contained in this message is offensive you should contact the sender immediately and also [mailminder@justice.ie](mailto:mailminder@justice.ie).

\*\*\*\*\*

\*\*\*\*\* Faisnéis í seo don té sin nó don eintiteas sin a bhfuil a sheoladh uirthi, agus dó siúd amháin, agus d'fhéadfadh ábhar rúnda agus/nó ábhar faoi phribhléid a bheith iniata. Toirmisctear aon athbhreithniú, atarchur nó leathadh a

dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Más trí bhotún a fuair tú é seo, cuir scéala chuig an seoltóir le do thoil agus scríos an t-ábhar d'aon ríomhaire. Is é polasaí An Garda Síochána seoladh ábhair cholúil a dhícheadú, agus más dóigh leat gur ábhar colúil atá sa teachtaireacht seo ba cheart duit dul i dteagmháil leis an seoltóir agus le [postmaster@garda.ie](mailto:postmaster@garda.ie) láithreach. The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of An Garda Síochána to disallow the sending of offensive material and should you consider that the material contained in this message is offensive you should contact both the sender and [postmaster@garda.ie](mailto:postmaster@garda.ie) immediately.

\*\*\*\*\*

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Más rud é go measann tú gur ábhar colúil atá san ábhar atá sa teachtaireacht seo is ceart duit dul i dteagmháil leis an seoltóir láithreach agus le [mailminder@ag.justice.ie](mailto:mailminder@ag.justice.ie) chomh maith.

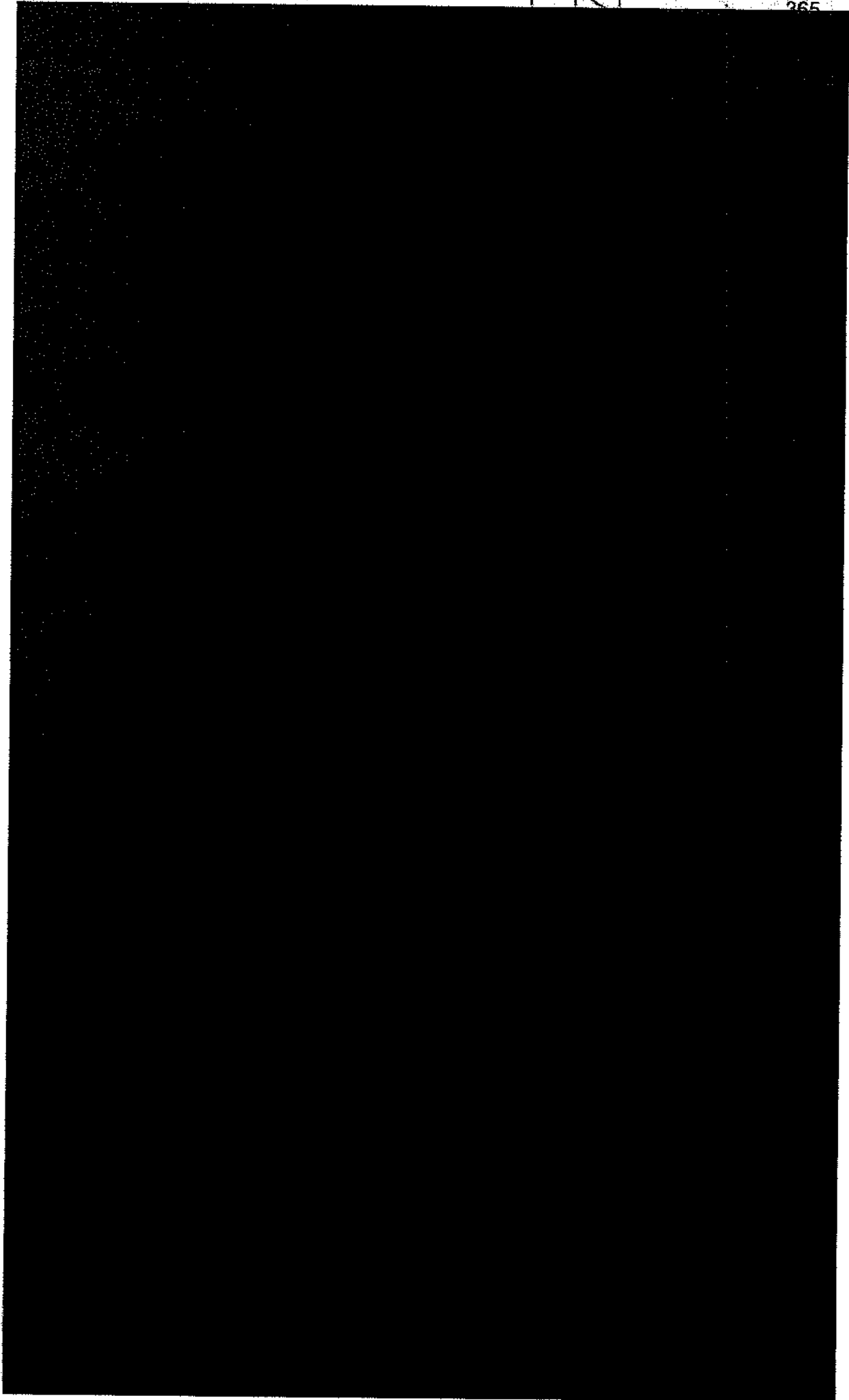
The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of the Department of Justice and Equality and the Agencies and Offices using its IT services to disallow the sending of offensive material.

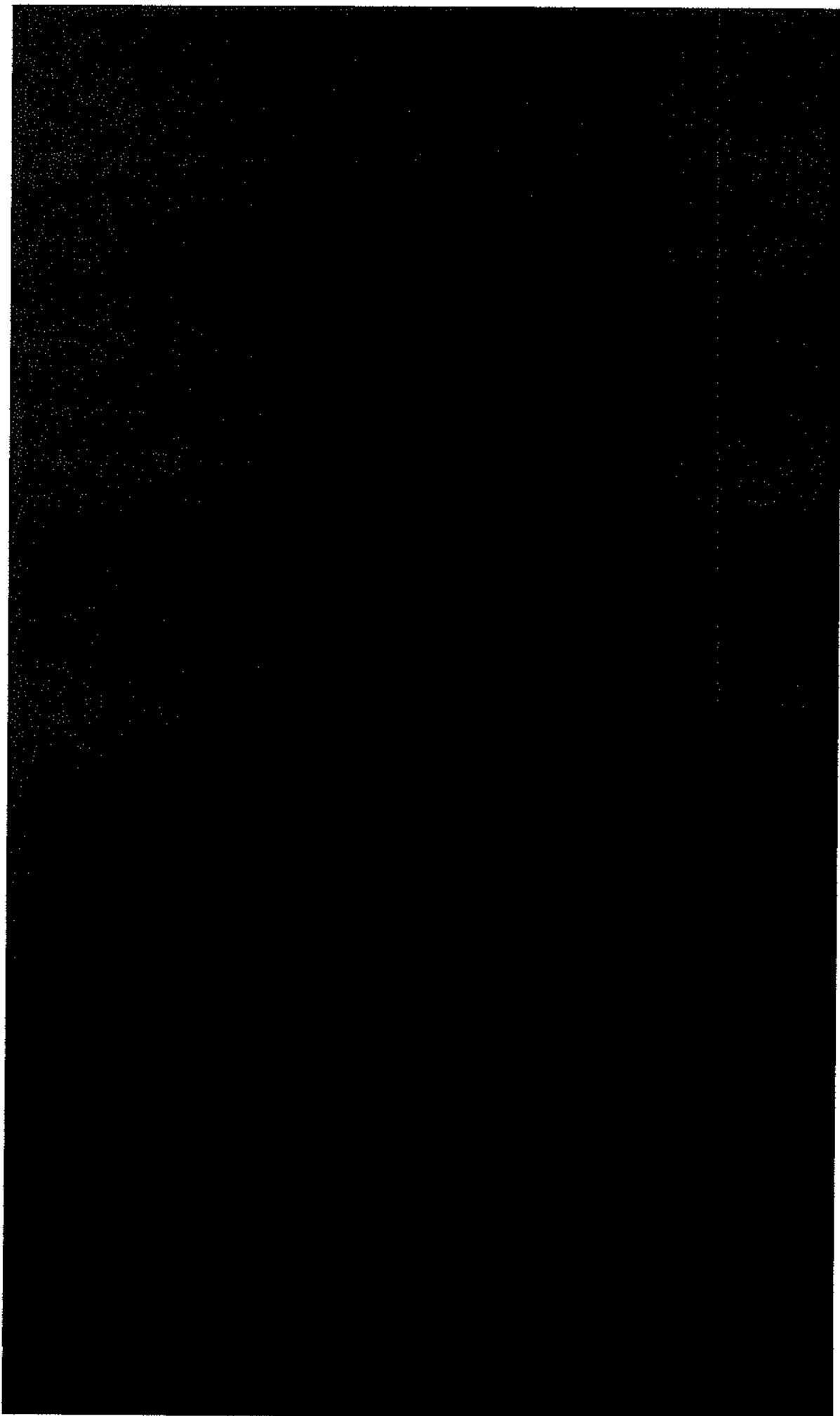
Should you consider that the material contained in this message is offensive you should contact the sender immediately and also [mailminder\[at\]justice.ie](mailto:mailminder@ag.justice.ie).

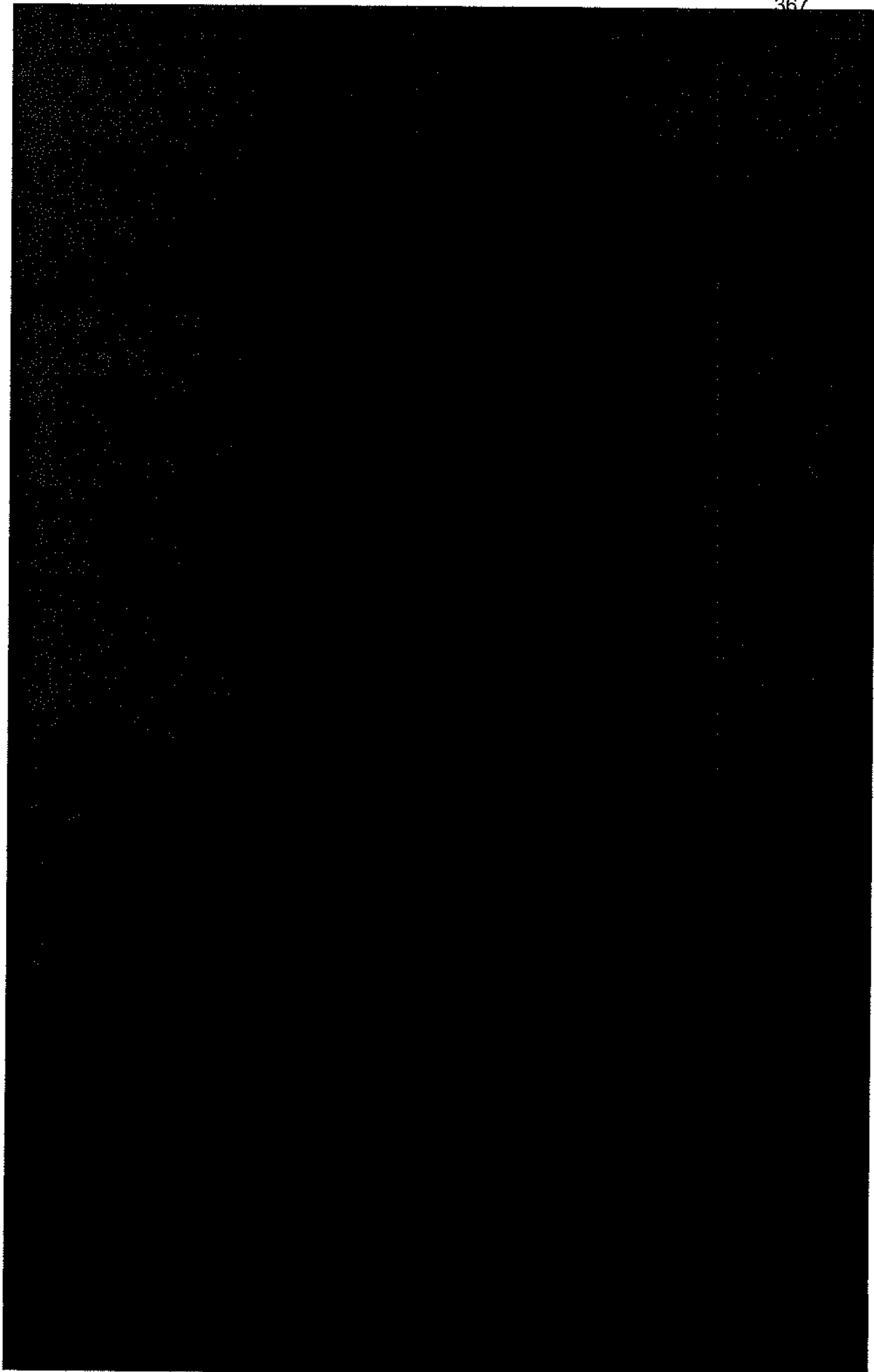
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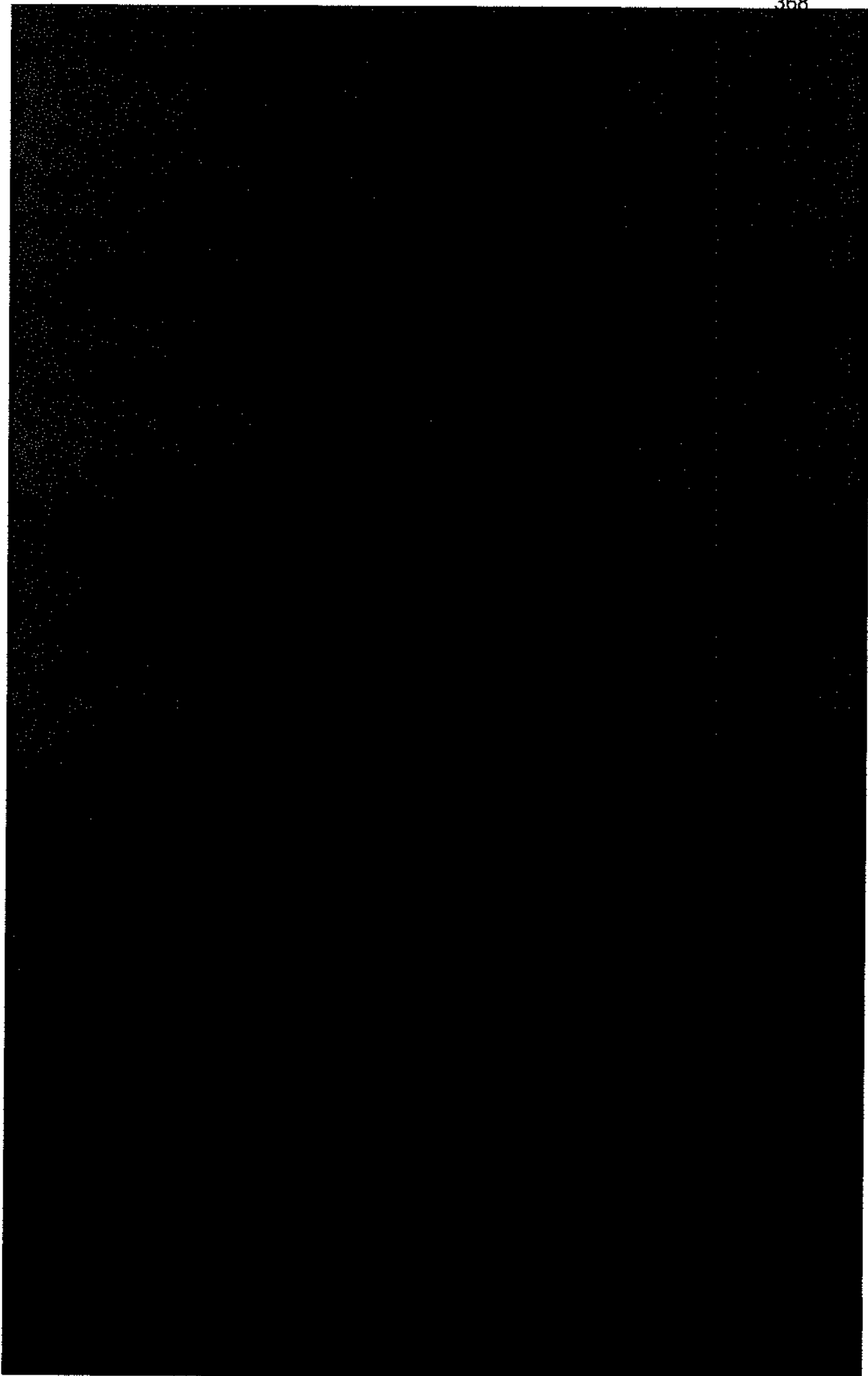


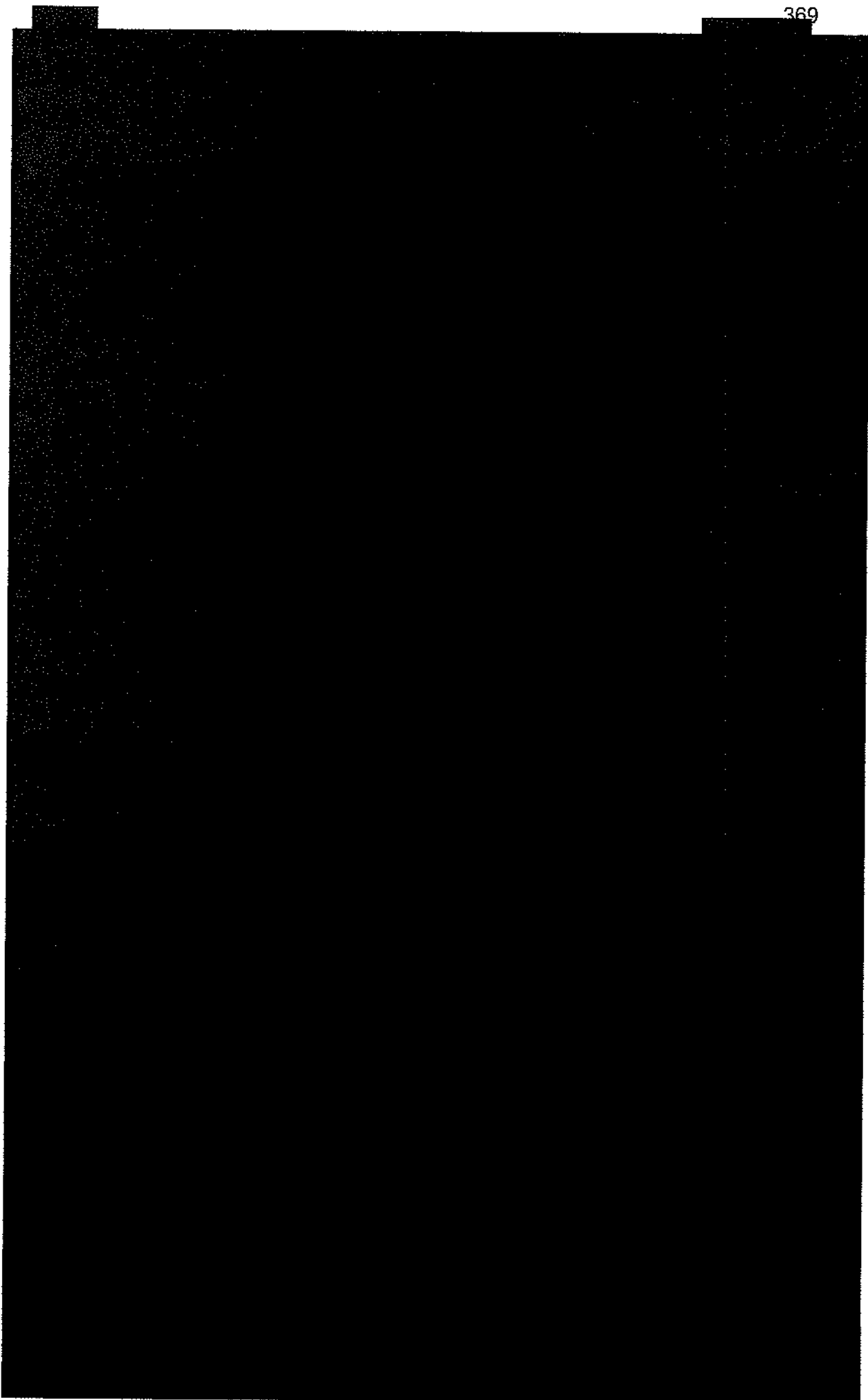


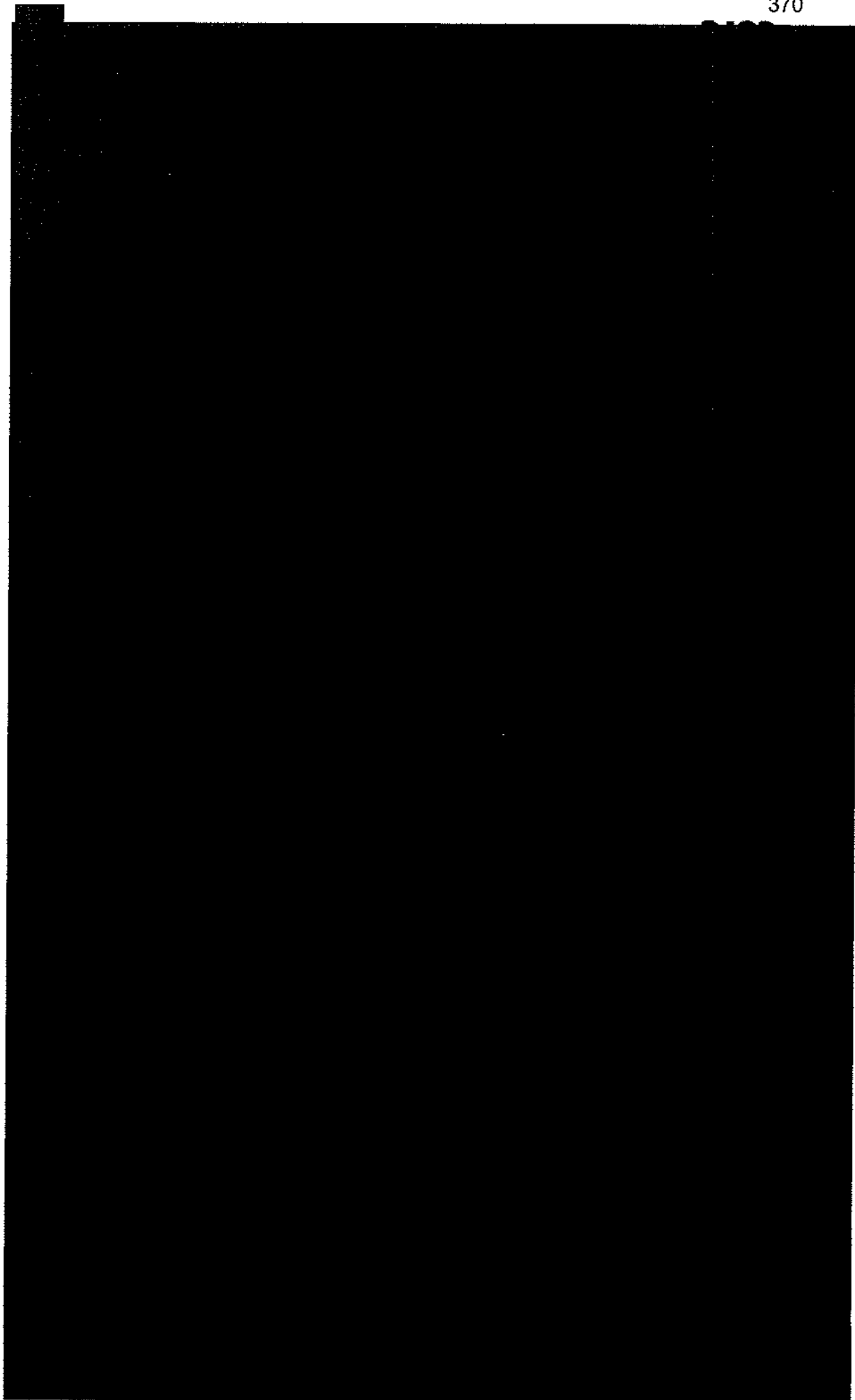


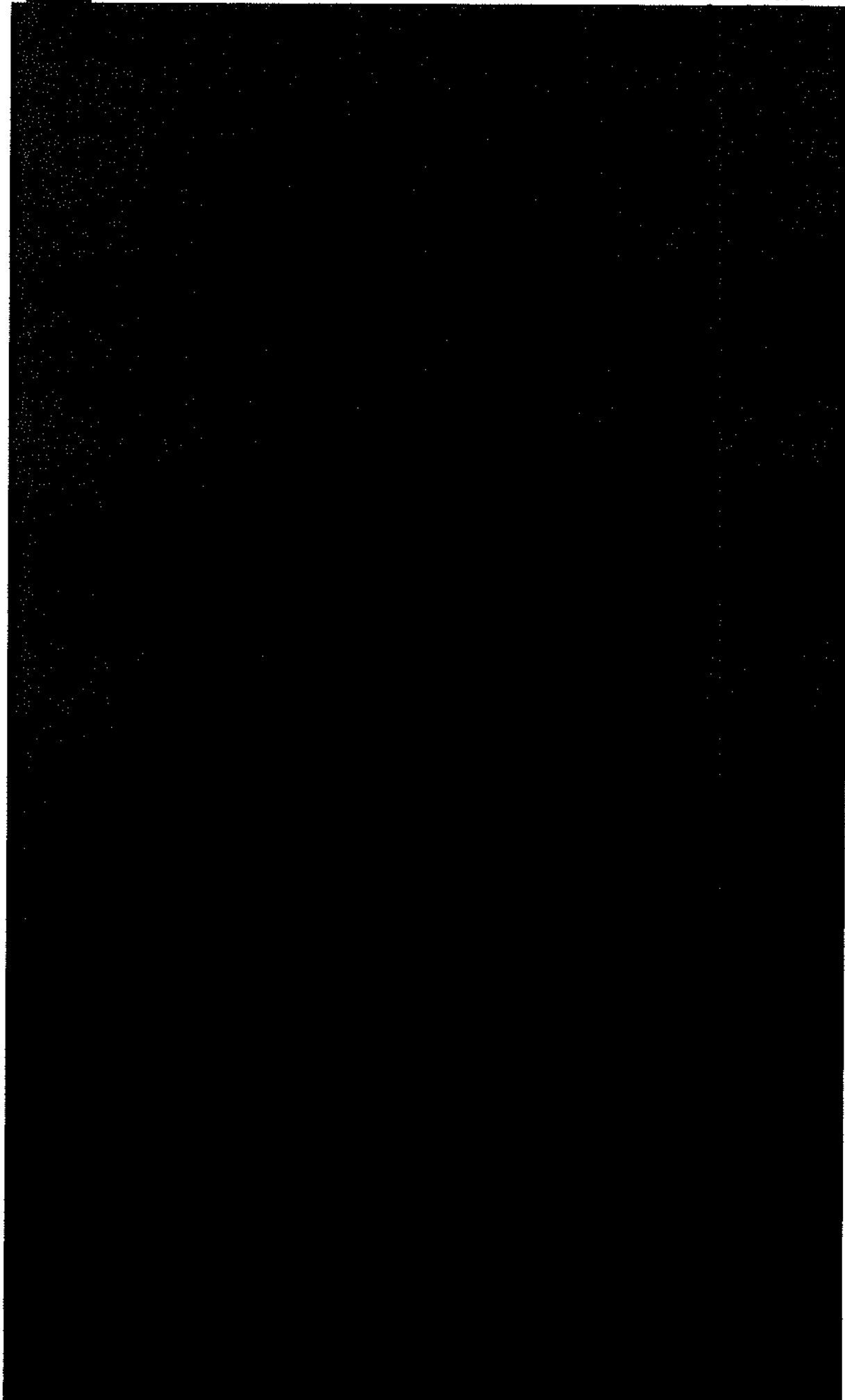












## An Garda Síochána

Stiúrthóireacht na nAcmhainní Daonna  
Teach áth Luimnigh  
Lárionad Gnó Udáras Forbartha Tionscail  
Baile Sheáin  
An Uaimh  
Contae na Mí





Human Resources Directorate  
Athlumney House  
IDA Business Park  
Johnstown  
Navan  
Co. Meath  
Postal Code: C15 DR90

Tél/Teileafón: (046) 9036800

Fax/Facs: (046) 9036899

Web site: [www.garda.ie](http://www.garda.ie)

Bí linn/Join us  

14 February 2019

CAO, Acting Director HR&PD

### Re: Advertising Garda Trainee Recruitment Campaign 2019

The Garda Trainee recruitment campaign for 2019 is required to take place by end of Q1 2019. The reason the competition is required to run at this time is that from the time of launching a competition and candidates being ready for offer takes from 9 months to 1 year in total due to the number of elements in our recruitment. Our current stream of candidates 700 (+ 300 with a number of blocks to progression) will enable us to fill the 600 posts required for the 3 intakes this year. However to have a pipeline coming on line for 2020 we need to start the process and advertise the campaign in late March and this is also agreeable with the Public Appointments Service schedule of recruitment.

Andrew Mc Lindon, Director of Communications and I have been working with Core, a specialist recruitment advertising company, to develop a recruitment brand and the information and campaign approach is included with this request for budget and advertising approval. There are two levels of cost to be considered. In advance of considering the level of costs a number of strategic factors are recommended to be considered as follows:

- The ad campaign takes account of the CFPI recommendations in terms of pitching the campaign to appeal to a wider audience 'The difference is you' while a simple line has a weight of psychology behind it which is intended to broaden our audience base
- The campaign offers the organisation the opportunity to send a new message and this being the first campaign since Commissioner Drew Harris took up his post it reinforces the messaging and signals the changes we are making

The costs for the campaigns are broken down as follows

- a) Campaign across print, radio, digital media including short online video - €175,000 incl VAT. This includes production costs and costs of media space.
- b) Campaign across TV/cinema, print, radio, and digital - €230,000 incl VAT. This includes production costs and costs of media space.

Taking into consideration the importance of the messaging for the organisation and the positive recruitment drive we wish to engage in, Andrew Mc Lindon advises that we go with option b) the full media, social media and TV and cinema campaign, signalling a new chapter for the organisation on a range of fronts.

*Seirbhísí gairmiúla póilneachta agus slándála a sholáthar le hiontaobh, nuinín agus tacaíocht na ndaoine ar a bhfreastalaimid*  
*To deliver professional policing and security services with the trust, confidence and support of the people we serve*

We would need to give the media company confirmation by 22 February if we wish to go ahead with the full media spend as a TV ad will need to be shot for use on the media, social media channels that will require significant preparation work.

I am requesting budget and permission to progress with the Recruitment Ad and the new brand included in the attached brief at the earliest opportunity.

Yours sincerely

Denise Kennedy  
Head of Talent Acquisition



----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 15 February 2019, (12:39:19)  
To: mclindon, andrew;  
CC: nugent, joseph; mulligan, alan;  
Subject: Re: Request for approval for Garda Trainee Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:22  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_8d32a189-d76c-4fe7-b048-0d10937b64c2.htm

Andrew could you send the attachments the coverage here isnt strong enough to send them too!

Sorry.Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána |Athlumney House |IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 |Ph 046 9036891

E Denise.Kennedy@Garda.ie

----- Original message -----

**From:** " McLindon, Andrew" <andrew.mclindon@garda.ie>  
**Date:** 15/02/2019 12:15 (GMT+ 00:00)  
**To:** " Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Subject:** Re: Request for approval for Garda Trainee Ad

No attachment Denise I'm afraid

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** " Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Date:** 15/02/2019 12:04 (GMT+ 00:00)  
**To:** " Nugent, Joseph" <joseph.p.nugent@garda.ie> , " Mulligan, Alan" <Alan.Mulligan@garda.ie>  
**Cc:** " McLindon, Andrew" <andrew.mclindon@garda.ie>  
**Subject:** Request for approval for Garda Trainee Ad

Good morning Joe and Alan please see attached request for approval as discussed yesterday with Joe for the next Executive meeting.

Kind regards from windy Kerry til Monday!

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

----- Original Message Details -----

From: mclindon, andrew;

Sent (Date & Time): 15 February 2019, (12:15:24)

To: kennedy, denise;

Subject: Re: Request for approval for Garda Trainee Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:21  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_c7468a71-b290-4f41-882c-33d8f24dd25e.htm

No attachment Denise I'm afraid

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** " Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Date:** 15/02/2019 12:04 (GMT+ 00:00)  
**To:** " Nugent, Joseph" <joseph.p.nugent@garda.ie> , " Mulligan, Alan" <Alan.Mulligan@garda.ie>  
**Cc:** " McLindon, Andrew" <andrew.mclindon@garda.ie>  
**Subject:** Request for approval for Garda Trainee Ad

Good morning Joe and Alan please see attached request for approval as discussed yesterday with Joe for the next Executive meeting.

Kind regards from windy Kerry til Monday!

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána |Athlumney House |IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 |Ph 046 9036891

E Denise.Kennedy@Garda.ie

----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 15 February 2019, (12:04:00)  
To: nugent, joseph; mulligan, alan;  
CC: mclindon, andrew;  
Subject: Request for approval for Garda Trainee Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:21  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_ffe69b29-6239-49f8-8883-9502a28f8e67.htm

Good morning Joe and Alan please see attached request for approval as discussed yesterday with Joe for the next Executive meeting.

Kind regards from windy Kerry til Monday!

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

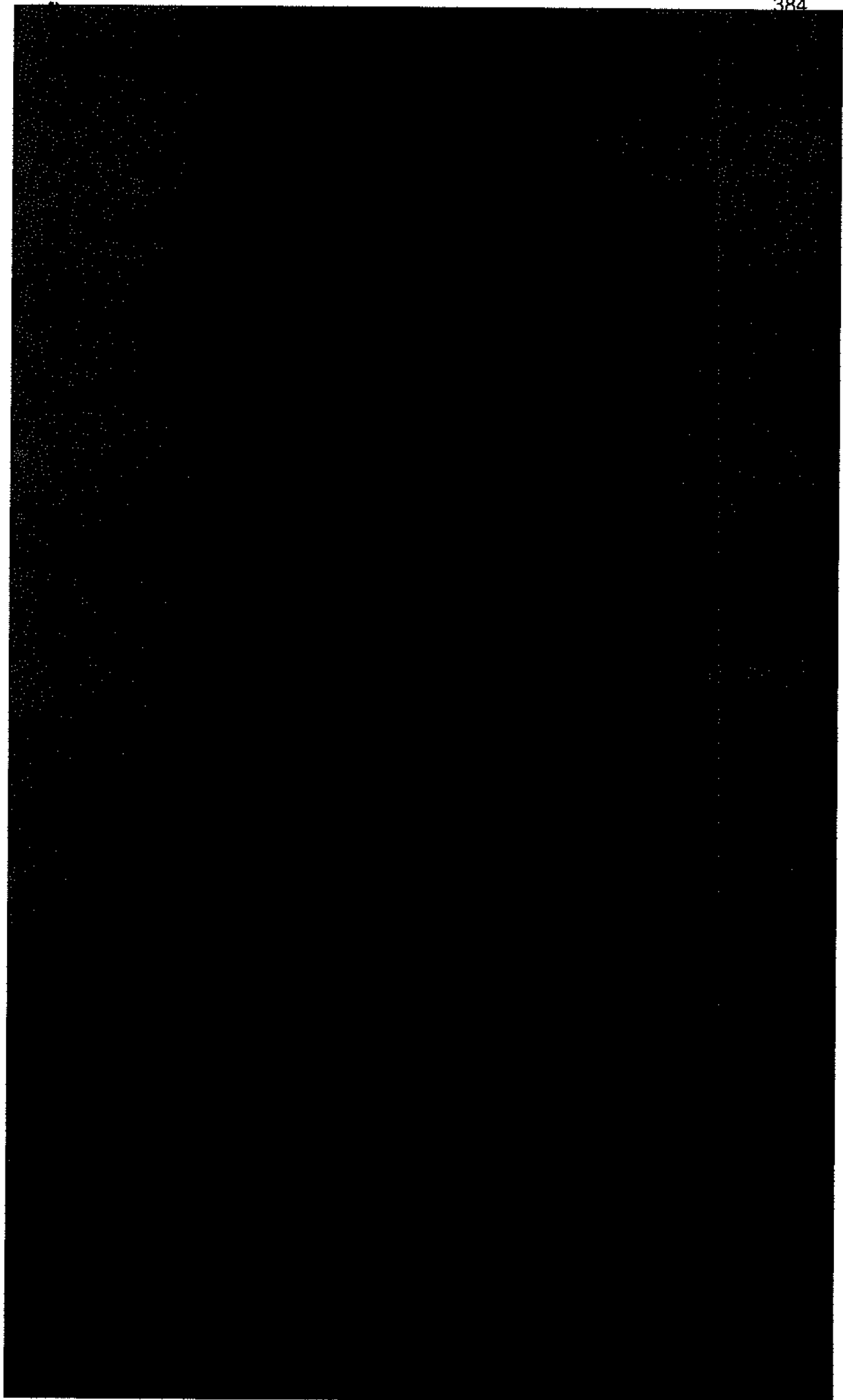
M 086 8196212 | Ph 046 9036891

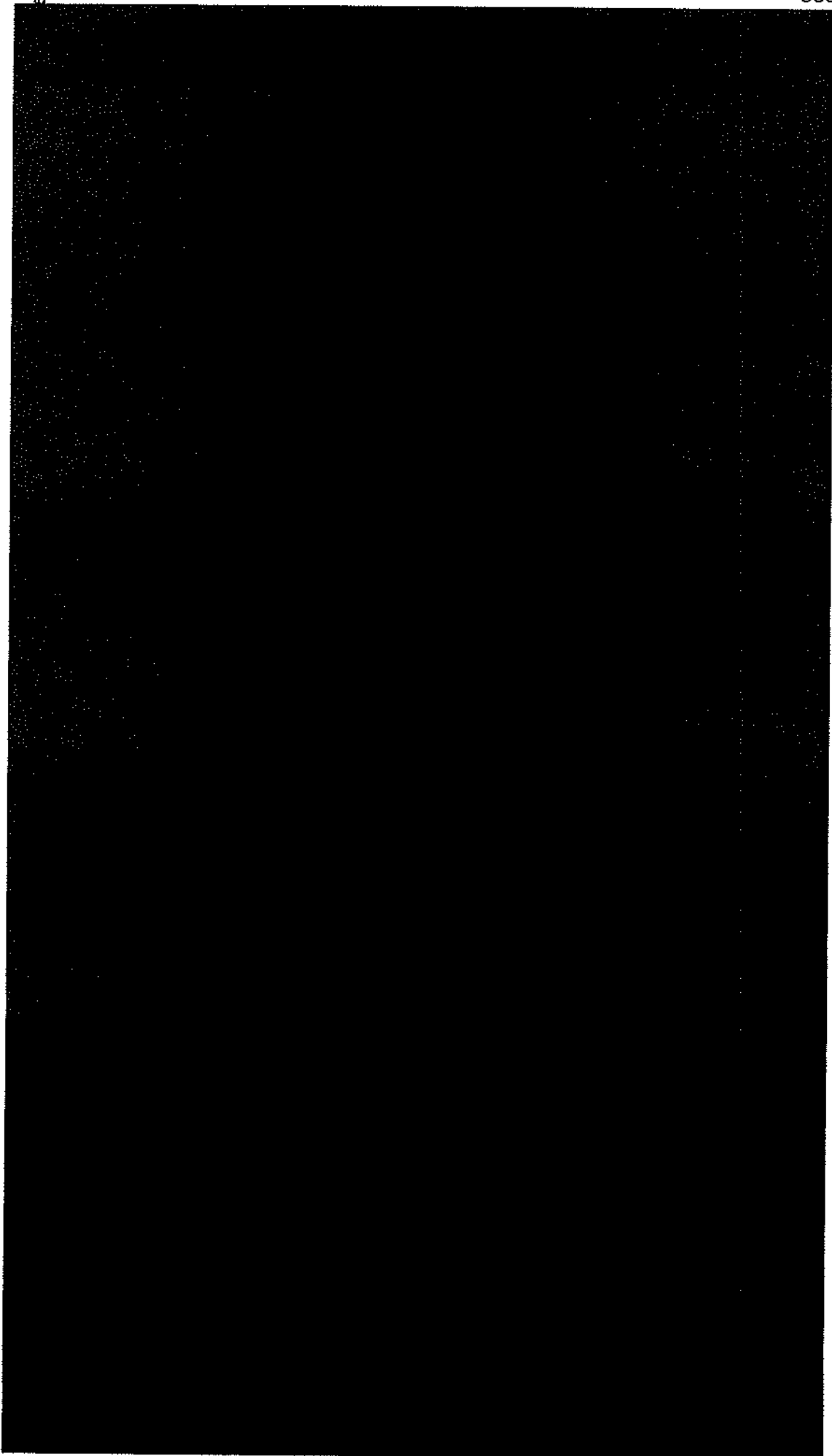
E Denise.Kennedy@garda.ie

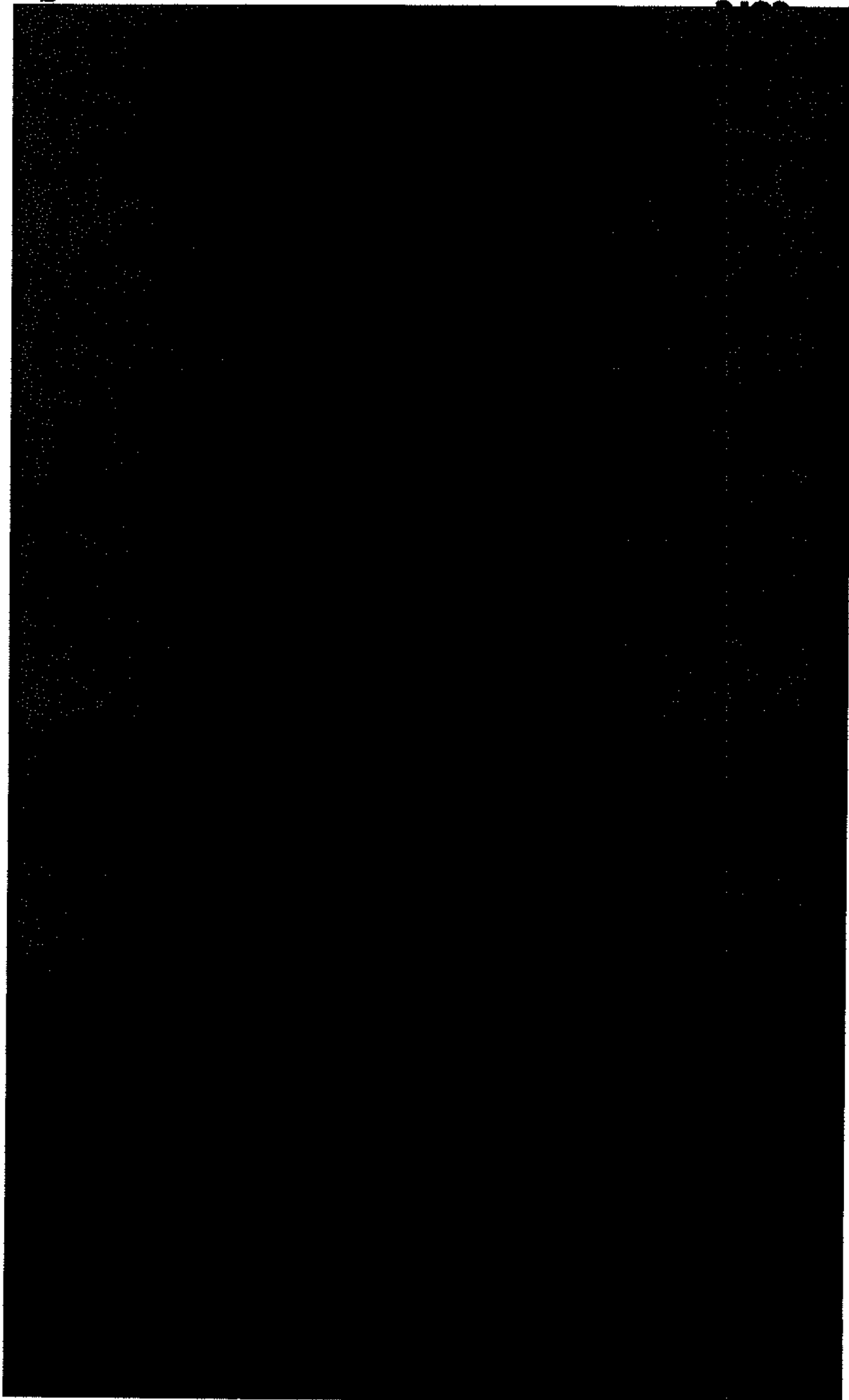
----- Original Message Details -----

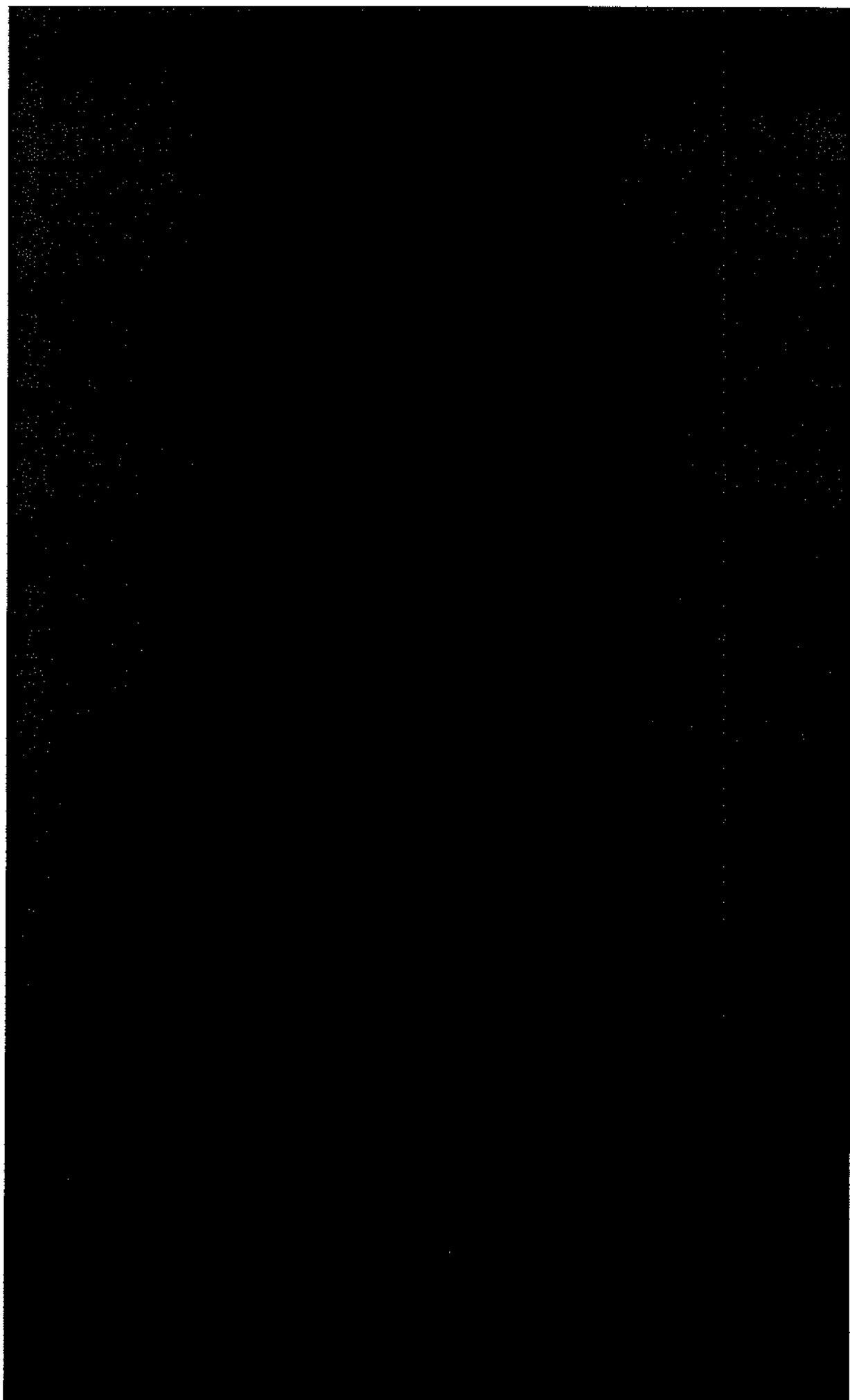
From: mclindon, andrew;  
Sent (Date & Time): 15 February 2019, (08:18:00)  
To: kennedy, denise;  
Subject: Request for approval for Garda Trainee Ad

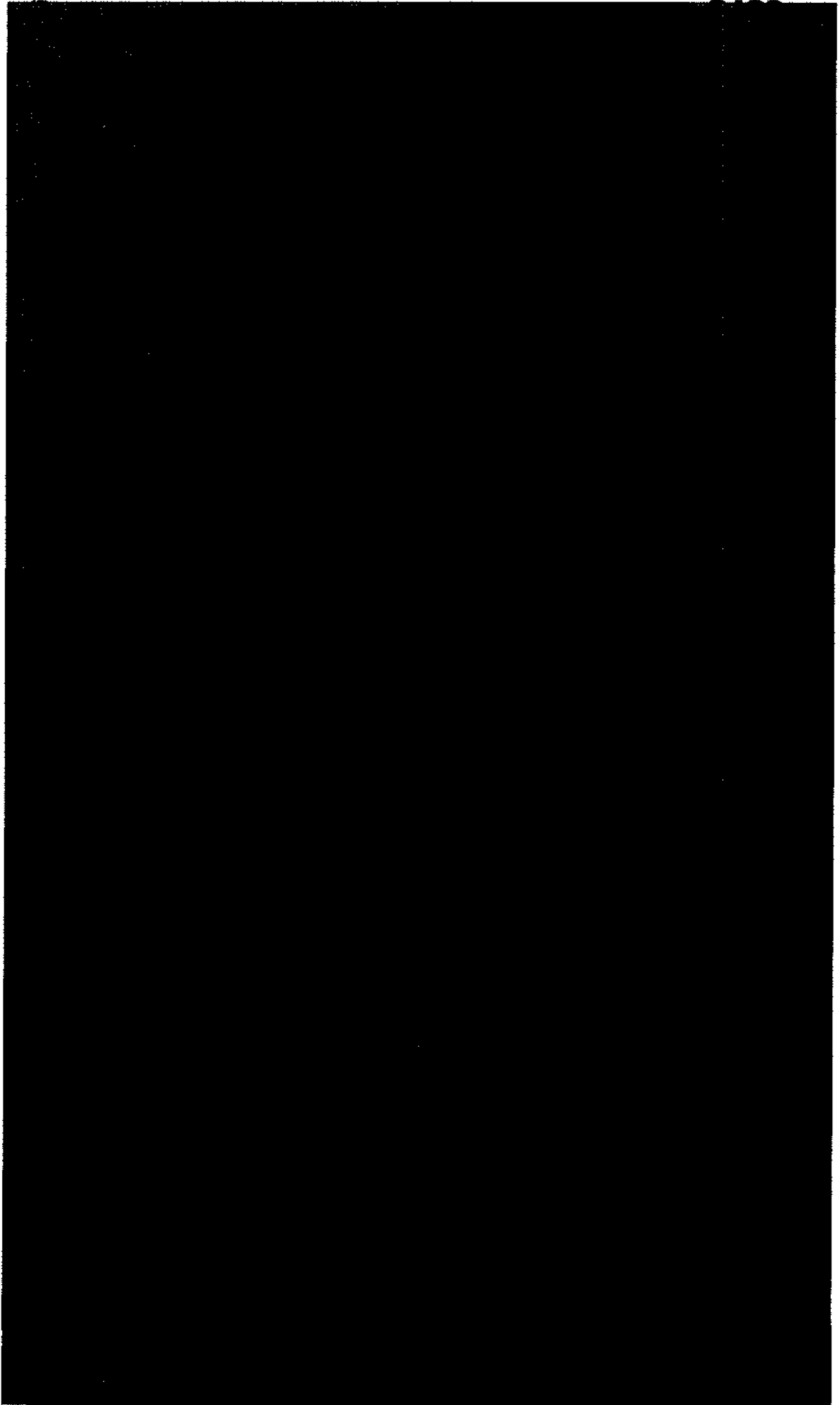


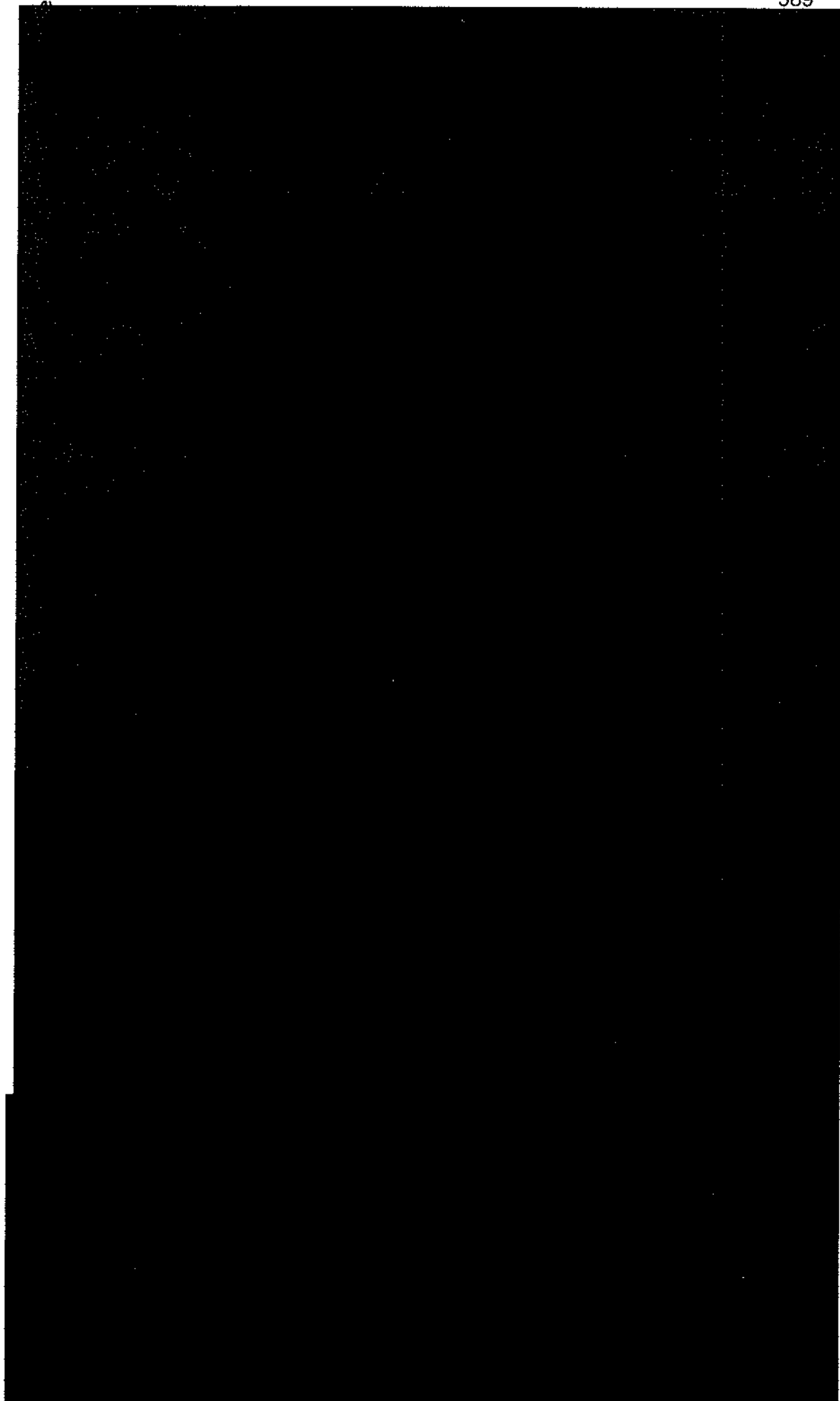












# An Garda Síochána

Stiúrthóireacht na nAcmhainní Daonna  
Teach áth Luimnigh  
Lárionad Gnó Udáras Forbartha Tionscail  
Baile Sheáin  
An Uaimh  
Contae na Mí



Human Resources Directorate  
Athlumney House  
IDA Business Park  
Johnstown  
Navan  
Co. Meath  
Postal Code: C15 DR90

Tél/Teileafón: (046) 9036800

Fax/Facs: (046) 9036899

Web site: [www.garda.ie](http://www.garda.ie)

Bí linn/Join us



14 February 2019

CAO, Acting Director HR&PD

## Re: Advertising Garda Trainee Recruitment Campaign 2019

The Garda Trainee recruitment campaign for 2019 is required to take place by end of Q1 2019. The reason the competition is required to run at this time is that from the time of launching a competition and candidates being ready for offer takes from 9 months to 1 year in total due to the number of elements in our recruitment. Our current stream of candidates 700 (+ 300 with a number of blocks to progression) will enable us to fill the 600 posts required for the 3 intakes this year. However to have a pipeline coming on line for 2020 we need to start the process and advertise the campaign in late March and this is also agreeable with the Public Appointments Service schedule of recruitment.

Andrew Mc Lindon, Director of Communications and I have been working with Core, a specialist recruitment advertising company, to develop a recruitment brand and the information and campaign approach is included with this request for budget and advertising approval. There are two levels of cost to be considered. In advance of considering the level of costs a number of strategic factors are recommended to be considered as follows:

- The ad campaign takes account of the CFPI recommendations in terms of pitching the campaign to appeal to a wider audience 'The difference is you' while a simple line has a weight of psychology behind it which is intended to broaden our audience base
- The campaign offers the organisation the opportunity to send a new message and this being the first campaign since Commissioner Drew Harris took up his post it reinforces the messaging and signals the changes we are making

The costs for the campaigns are broken down as follows

- Campaign across print, radio, digital media including short online video [REDACTED]  
[REDACTED] This includes production costs and costs of media space.
- Campaign across TV/cinema, print, radio, and digital - [REDACTED] This includes production costs and costs of media space.

Taking into consideration the importance of the messaging for the organisation and the positive recruitment drive we wish to engage in, Andrew Mc Lindon advises that we go with option b) the full media, social media and TV and cinema campaign, signalling a new chapter for the organisation on a range of fronts.

*Seirbhísí gairmiúla póilíneachta agus slándála a sholáthar le hiontaobh, muinín agus tacaíocht na ndaoine ar a bhfreastalaimid*  
*To deliver professional policing and security services with the trust, confidence and support of the people we serve*

We would need to give the media company confirmation by 22 February if we wish to go ahead with the full media spend as a TV ad will need to be shot for use on the media, social media channels that will require significant preparation work.

I am requesting budget and permission to progress with the Recruitment Ad and the new brand included in the attached brief at the earliest opportunity.

Yours sincerely

Denise Kennedy  
Head of Talent Acquisition

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:21  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_fc27e6e0-f45c-4e3c-b3ab-081c678f933b.htm; an garda siochana\_creative\_proposal.pdf; request for approval for garda trainee ad and budget 2019.doc

Denise,

I made some minor amends to the text of the letter and updated the full costs including TV.

Regards,

Andrew

**Clarke, Olivia**

---

**From:** Kennedy, Denise  
**Sent:** Thursday 23 May 2019 14:15  
**To:** Brodigan, Maria  
**Subject:** 12th  
**Attachments:** Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email

----- Original Message Details -----

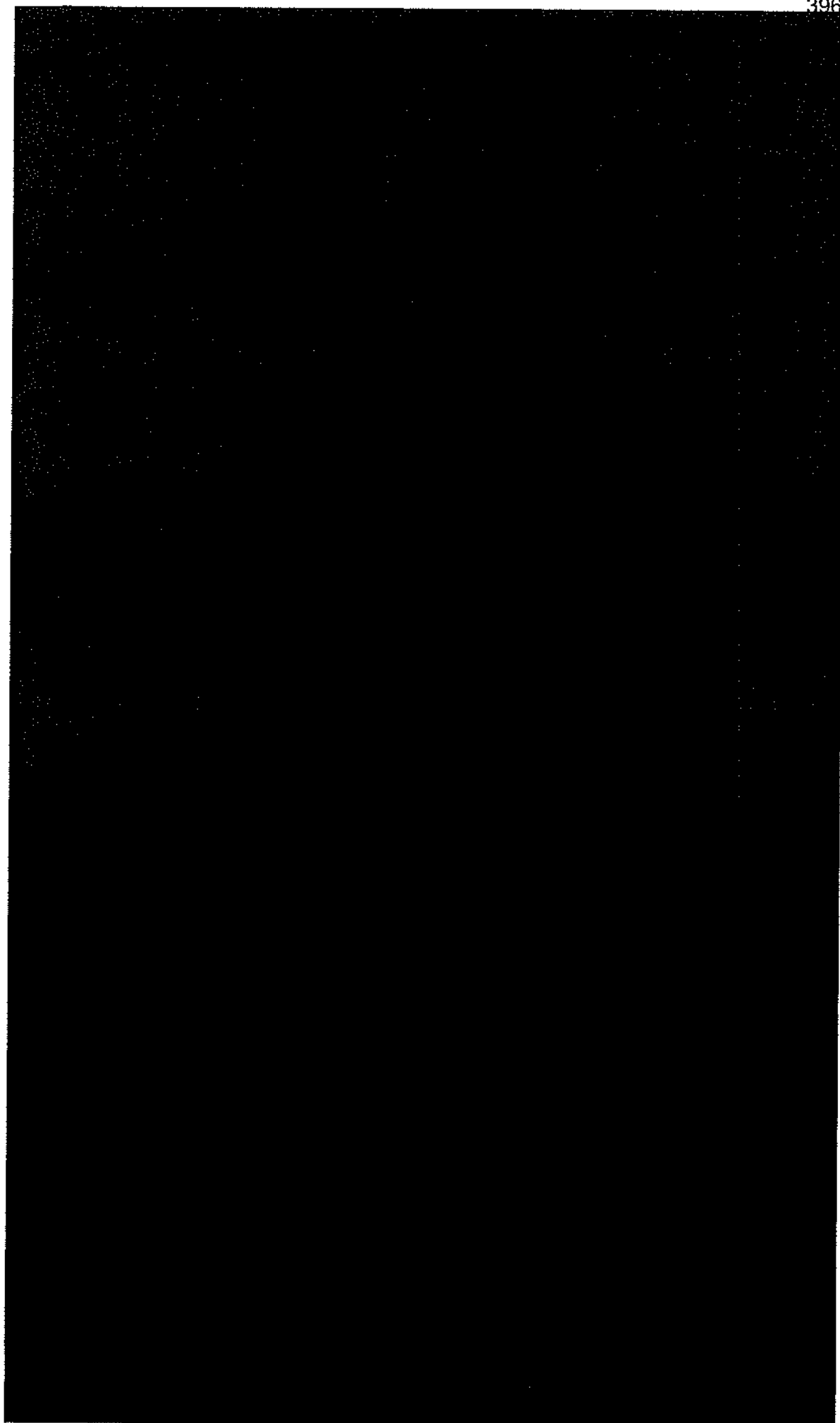
From: kennedy, denise;

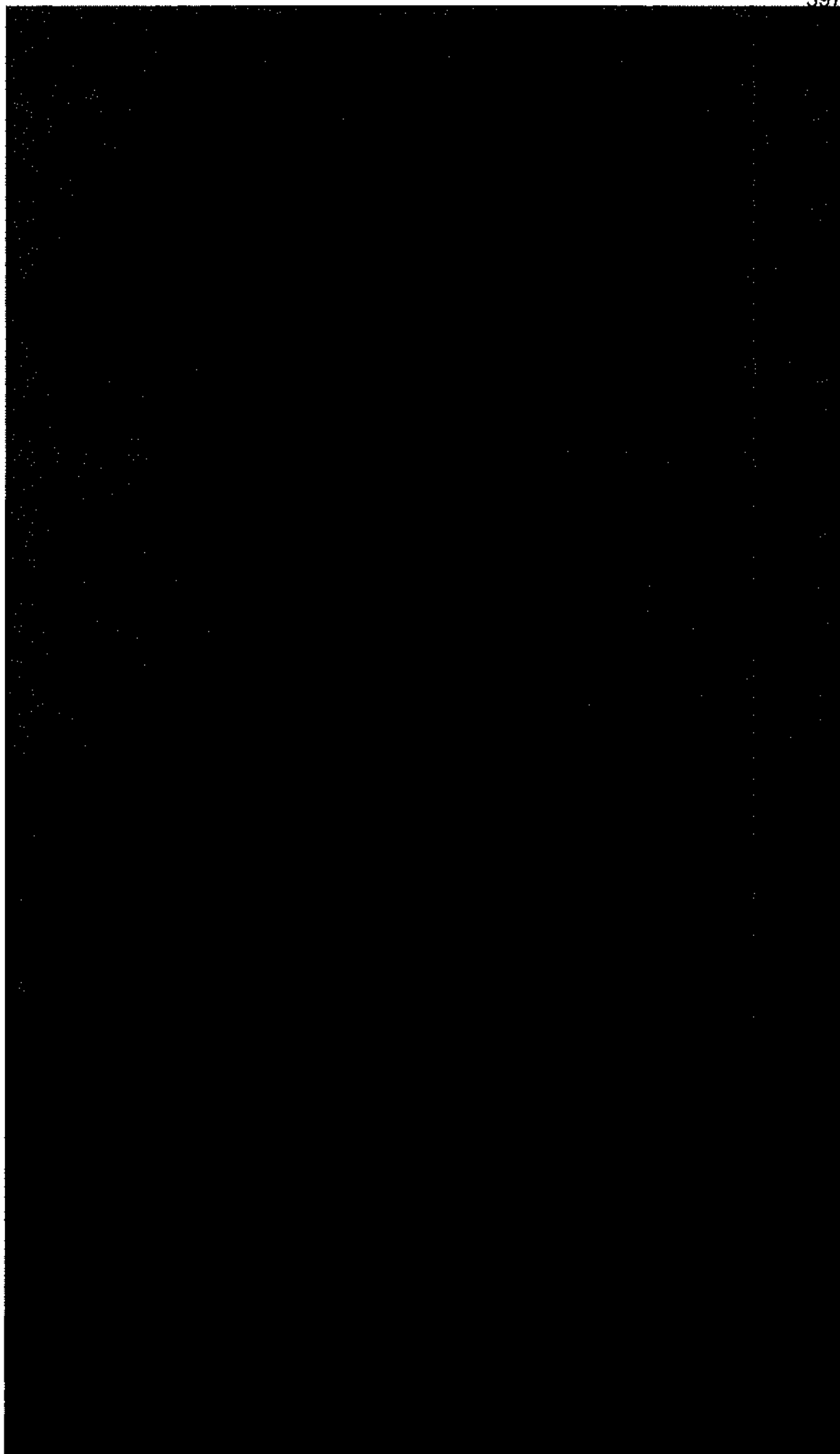
Sent (Date & Time): 14 February 2019, (14:58:14)

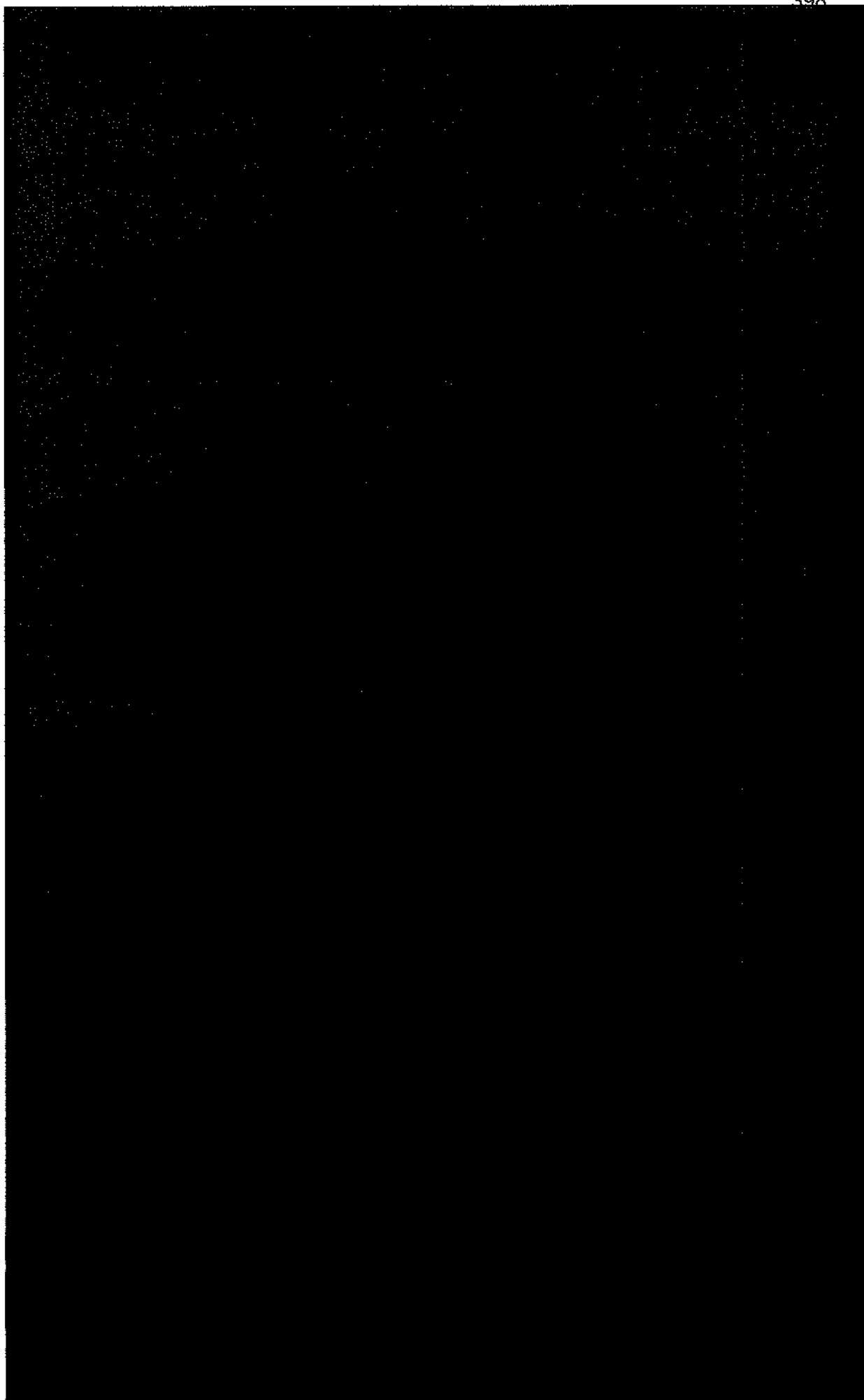
To: mclindon, andrew;

Subject: Garda Trainee Advertising and branding campaign

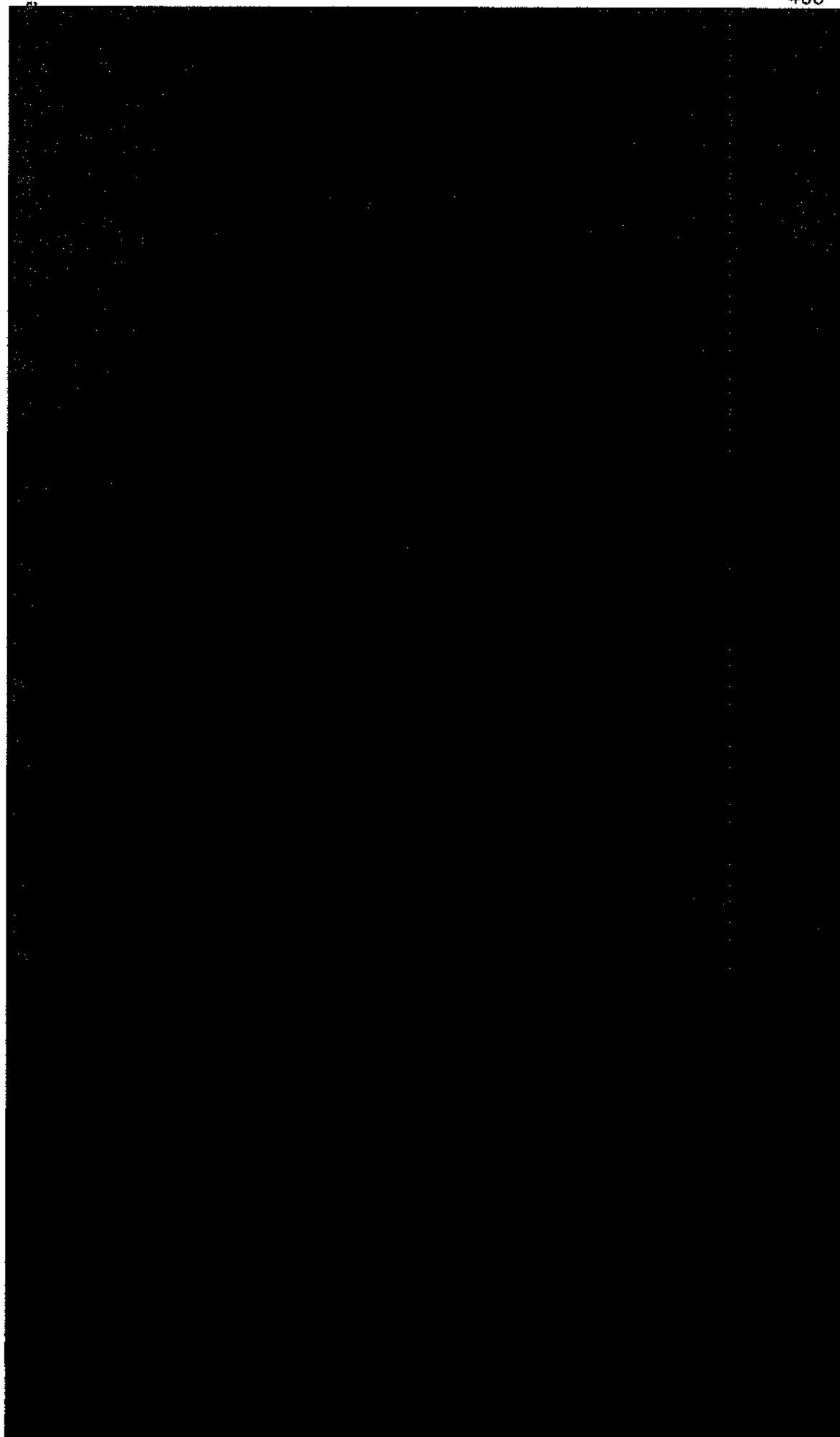


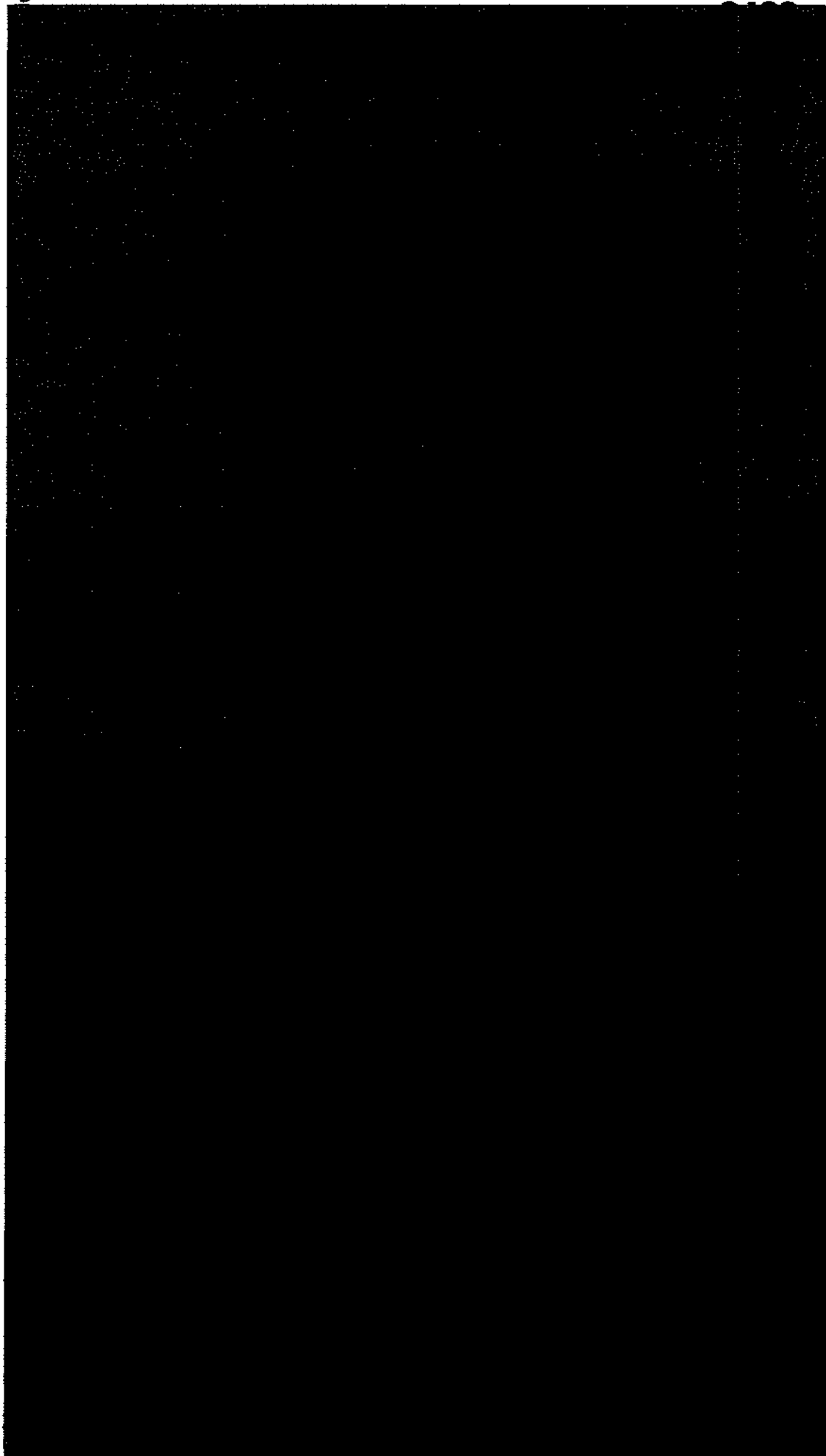


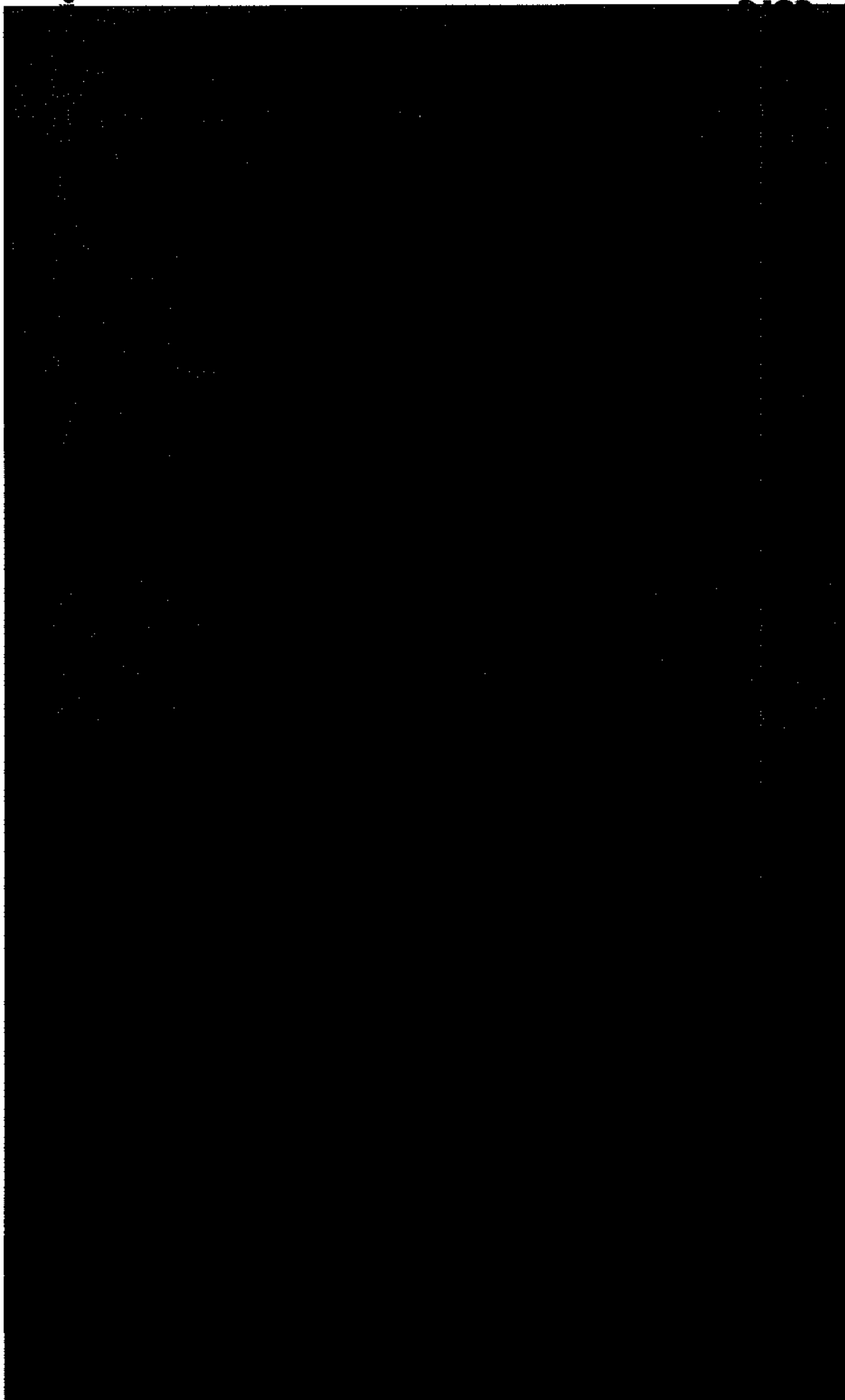












## An Garda Síochána

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14 February 2019

CAO, Acting Director HR&PD

### Re: Advertising Garda Trainee Recruitment Campaign 2019

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Taking into consideration the importance of the messaging for the organisation and the positive recruitment drive we wish to engage in, Andrew Mc Lindon advises that we go with the full media, social media and TV and Cinema campaign, signalling a new chapter for the organisation on a range of fronts.

We would need to give the media company confirmation by 22 February if we wish to go ahead with the full media spend as a video will need to be shot for use on the media, social media channels.

I am requesting budget and permission to progress with the Recruitment Ad and the new brand included in the attached brief at the earliest opportunity.

Yours sincerely

Denise Kennedy  
Head of Talent Acquisition

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:20  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_0f56f2a0-ea16-4b47-9741-2d69384fe4d0.htm; an garda siochana\_creative\_proposal and costs.pdf; image001.png; request for approval for garda trainee ad and budget 2019.doc

Hi Andrew

Please see attached as discussed, there is a cost slide at the back of the PDF, perhaps we need to remove that slide or [REDACTED] could send an update version, eitherway will you include the attachment when you send the proposed letter, please edit as you see fit and send on the finished version and I will progress to Joe and Alan.

Kind regards

Denise

**Denise Kennedy**

**Head of Talent Acquisition**

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90 406

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

----- Original Message Details -----

From: mclindon, andrew;

Sent (Date & Time): 14 February 2019, (09:29:08)

To: kennedy, denise;

Subject: RE: Update from [REDACTED]

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:20  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_643d55c0-550d-4eb6-a8f4-e9595df2533b.htm;  
image001.png

Hi Denise,

I'm due an update today on proposed costings including TV. I spoke with [REDACTED] yesterday and if we are to run campaign with TV then to meet the deadline they will need a decision next week.

Regards,

Andrew

Andrew McLindon  
Director of Communications  
An Garda Síochána

Tel: 01 666 2031  
Mobile: 086 8289279

[www.garda.ie](http://www.garda.ie)

**From:** Kennedy, Denise  
**Sent:** Thursday 14 February 2019 08:44  
**To:** McLindon, Andrew <andrew.mclindon@garda.ie>  
**Subject:** Update from Dave Griffin

Hi Andrew

Did you get anything from [REDACTED] last Friday as promised?

I am waiting to hear from Joe and Alan about budget, I was asked on Tuesday if we needed to run a competition so early in the year and I have sent information this morning to support why we need to run it in Q1.

Let me know if you hear anything,

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)



----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 14 February 2019, (08:43:38)  
To: mclindon, andrew;  
Subject: Update from [REDACTED]

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:20  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_a4ac1555-4144-46a2-8313-48c8c0ac47dc.htm;  
image001.png

Hi Andrew

Did you get anything from [REDACTED] last Friday as promised?

I am waiting to hear from Joe and Alan about budget, I was asked on Tuesday if we needed to run a competition so early in the year and I have sent information this morning to support why we need to run it in Q1.

Let me know if you hear anything,

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)



----- Original Message Details -----

From: mclindon, andrew;  
Sent (Date & Time): 04 February 2019, (16:37:41)  
To: kennedy, denise; mulligan, alan;  
Subject: RE: recruitment campaign

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:20  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_39860306-c9f5-46ae-8097-da37e5607cb5.htm; image005.png; image006.jpg; image007.jpg; image008.jpg; image009.jpg

----- Original message -----

**From:** " Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Date:** 04/02/2019 16:28 (GMT+ 00:00)  
**To:** " McLindon, Andrew" <andrew.mclindon@garda.ie> , " Mulligan, Alan" <Alan.Mulligan@garda.ie>  
**Subject:** RE: Recruitment campaign

Andrew that is good news, now we just need a plan as to how we get the budget. Should we get time in the Exec schedule for a meeting 12 Feb when you will have received the spec so we can get agreement in principle and some sense of the investment that we can commit to on the ad side?

Alan lets know what you think in terms of the plan/budget?

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)



**An Garda Síochána**  
*Excellent People Delivering Policing Excellence*

**From:** McLindon, Andrew  
**Sent:** Monday 4 February 2019 14:44  
**To:** Mulligan, Alan <Alan.Mulligan@garda.ie> ; Kennedy, Denise <Denise.Kennedy@garda.ie>  
**Subject:** Fwd: Recruitment campaign

Alan, Denise

Please see below from Core 're potential campaign.

Regards  
 Andrew

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** [REDACTED] >

Date: 04/02/2019 13:57 (GMT+ 00:00)  
To: " McLindon, Andrew" <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>  
Subject: FW: Recruitment campaign

Hi Andrew,

Hope all is well with you.

[REDACTED]

Our plan is to have this all to you by the end of the week so that you can get approval or commentary. This will include a timeline towards broadcast at the end of March as requested.

Regards

[REDACTED]

Begin forwarded message:

**From:** " McLindon, Andrew" <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>  
**Date:** 31 January 2019 at 15:31:04 GMT  
**To:** [REDACTED]  
**Subject:** Recruitment campaign

[REDACTED]

Initial reaction to campaign approach is positive, but has yet to be approved by Commissioner. In terms of realistic timeframe including possible TV production and supposing campaign goes live on March 28, when would you need to get the go-ahead from us? (apart from yesterday!).

Regards,  
Andrew

Andrew McLindon  
Director of Communications  
An Garda Síochána  
Tel: 01 666 2031  
Mobile: 086 8289279  
[www.garda.ie](http://www.garda.ie)

**From:** [REDACTED]  
**Sent:** Wednesday 30 January 2019 09:42  
**To:** McLindon, Andrew <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>  
**Cc:** [REDACTED]  
**Subject:** Research Proposal

Good morning Andrew,

[REDACTED]  
[REDACTED] has amended the PPT in line with the comments but had a few queries. Could I ask that you take a look and either drop an email back to [REDACTED] is around this morning to run through it on a call?

I've cc'd [REDACTED]

Regards

\*\*\*\*\*  
Faisnéis í seo don té sin nó don eintiteas sin a bhfuil a sheoladh uirthi, agus dó siúd amháin, agus d'fhéadfadh ábhar rúnda agus/ nó ábhar faoi phribhléid a bheith iniata. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Más trí bhotún a fuair tú é seo, cuir scéala chuig an seoltóir le do thoil agus scríos an t-ábhar d'aon ríomhaire. Is é polasaí An Gharda Síochána seoladh ábhair cholúil a dhícheadú, agus más dóigh leat gur ábhar colúil atá sa teachtaireacht seo ba cheart duit dul i dteagmháil leis an seoltóir agus le [postmaster@garda.ie](mailto:postmaster@garda.ie) láithreach. The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of An Garda Síochána to disallow the sending of offensive material and should you consider that the material contained in this message is offensive you should contact both the sender and [postmaster@garda.ie](mailto:postmaster@garda.ie) immediately.

----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 04 February 2019, (16:28:22)  
To: mclindon, andrew; mulligan, alan;  
Subject: RE: recruitment campaign

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:20  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_40c40a5d-2896-4986-8c4e-8659511f1ce4.htm; image005.png; image006.jpg; image007.jpg; image008.jpg; image009.jpg

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Alan lets know what you think in terms of the plan/budget?

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M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

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**Sent:** Monday 4 February 2019 14:44  
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**Subject:** Fwd: Recruitment campaign

Alan, Denise

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Regards

Andrew

Sent from my Samsung Galaxy smartphone.



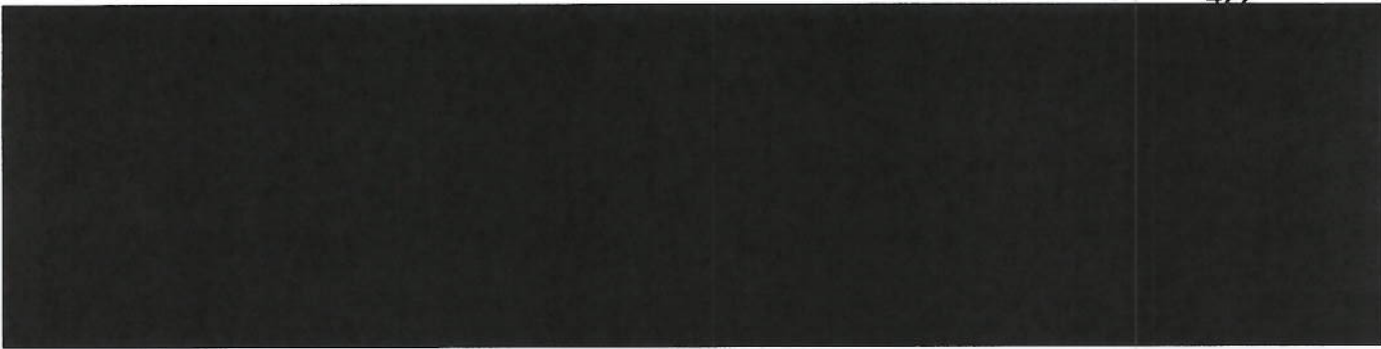
Date: 04/02/2019 13:57 (GMT+00:00)

To: "McLindon, Andrew" <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>

Subject: FW: Recruitment campaign

Hi Andrew,

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Our plan is to have this all to you by the end of the week so that you can get approval or commentary. This will include a timeline towards broadcast at the end of March as requested.

Regards




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**Date:** 31 January 2019 at 15:31:04 GMT

**To:** 

**Subject:** Recruitment campaign



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An Garda Síochána

Tel: 01 666 2031  
Mobile: 086 8289279

[www.garda.ie](http://www.garda.ie)

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**Cc:** [REDACTED]  
**Subject:** Research Proposal

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has amended the PPT in line with the comments but had a few queries. Could I ask that you take a look and either drop an email back to [REDACTED] is around this morning to run through it on a call?

[REDACTED]  
  
Regards

[REDACTED]

[REDACTED]

[REDACTED]

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\*\*\*\*\* Faisnéis í seo don té sin nó don eintiteas sin a bhfuil a sheoladh uirthi, agus dó siúd amháin, agus d'fhéadfadh ábhar rúnda agus/ nó ábhar faoi phribhléid a bheith iniata. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an faighteoir beartaithe. Más trí bhotún a fuair tú é seo, cuir scéala chuig an seoltóir le do thoil agus scrios an t-ábhar d'aon ríomhaire. Is é polasaí An Gharda Síochána seoladh ábhair cholúil a dhícheadú, agus más dóigh leat gur ábhar colúil atá sa teachtaireacht seo ba cheart duit dul i dteagmháil leis an seoltóir agus le [postmaster@garda.ie](mailto:postmaster@garda.ie) láithreach. The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of An Garda Síochána to disallow the sending of offensive material and should you consider that the material contained in this message is offensive you should contact both the sender and [postmaster@garda.ie](mailto:postmaster@garda.ie) immediately.

**Clarke, Olivia**

---

**From:** Kennedy, Denise  
**Sent:** Thursday 23 May 2019 14:16  
**To:** Brodigan, Maria  
**Subject:** 13th  
**Attachments:** Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email

----- Original Message Details -----

From: mclindon, andrew;  
Sent (Date & Time): 04 February 2019, (14:43:57)  
To: mulligan, alan; kennedy, denise;  
Subject: Fwd: Recruitment campaign

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:19  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_00fe4874-5cf6-4935-b127-b40fc931060e.htm; image001.jpg; image002.jpg; image003.jpg; image004.jpg

Alan, Denise

Please see below from Core 're potential campaign.

Regards  
Andrew

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** [REDACTED]  
**Date:** 04/02/2019 13:57 (GMT+ 00:00)  
**To:** "McLindon, Andrew" <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>  
**Subject:** FW: Recruitment campaign

Hi Andrew,

Hope all is well with you.

[REDACTED]

Our plan is to have this all to you by the end of the week so that you can get approval or commentary. This will include a timeline towards broadcast at the end of March as requested.

Regards

[REDACTED]

Begin forwarded message:

**From:** "McLindon, Andrew" <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>  
**Date:** 31 January 2019 at 15:31:04 GMT  
**To:** [REDACTED]  
**Subject:** Recruitment campaign

Dave,

[REDACTED]

Initial reaction to campaign approach is positive, but has yet to be approved by Commissioner. In terms of realistic timeframe including possible TV production and supposing campaign goes live on March 28, when would you need to get the go-ahead from us? (apart from yesterday!).

Regards,  
Andrew

Andrew McLindon  
Director of Communications  
An Garda Síochána  
Tel: 01 666 2031  
Mobile: 086 8289279  
[www.garda.ie](http://www.garda.ie)

**From:** [REDACTED]  
**Sent:** Wednesday 30 January 2019 09:42  
**To:** McLindon, Andrew <[andrew.mclindon@garda.ie](mailto:andrew.mclindon@garda.ie)>  
**Cc:** [REDACTED]  
**Subject:** Research Proposal

Good morning Andrew,

[REDACTED]

has amended the PPT in line with the comments but had a few queries. Could I ask that you take a look and either drop an email back to [REDACTED] is around this morning to run through it on a call?

[REDACTED]

Regards

[REDACTED]

[REDACTED]

\*\*\*\*\*

Faisnéis í seo don té sin nó don eintiteas sin a bhfuil a sheoladh uirthi, agus dó siúd amháin, agus d'fhéadfadh ábhar rúnda agus/ nó ábhar faoi phribhléid a bheith iniata. Toirmisctear aon athbhreithniú, atarchur nó leathadh a dhéanamh ar an bhfaisnéis seo, aon úsáid eile a bhaint aisti nó aon ghníomh a dhéanamh ar a hiontaoibh, ag daoine nó ag eintitis seachas an

faighteoir beartaithe. Más trí bhotún a fuair tú é seo, cuir scéala chuig an seoltóir le do thoil agus scríos an t-ábhar d'aon ríomhaire. Is é polasaí An Gharda Síochána seoladh ábhair cholúil a dhícheadú, agus más dóigh leat gur ábhar colúil atá sa teachtaireacht seo ba cheart duit dul i dteagmháil leis an seoltóir agus le [postmaster@garda.ie](mailto:postmaster@garda.ie) láithreach. The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of An Garda Síochána to disallow the sending of offensive material and should you consider that the material contained in this message is offensive you should contact both the sender and [postmaster@garda.ie](mailto:postmaster@garda.ie) immediately.

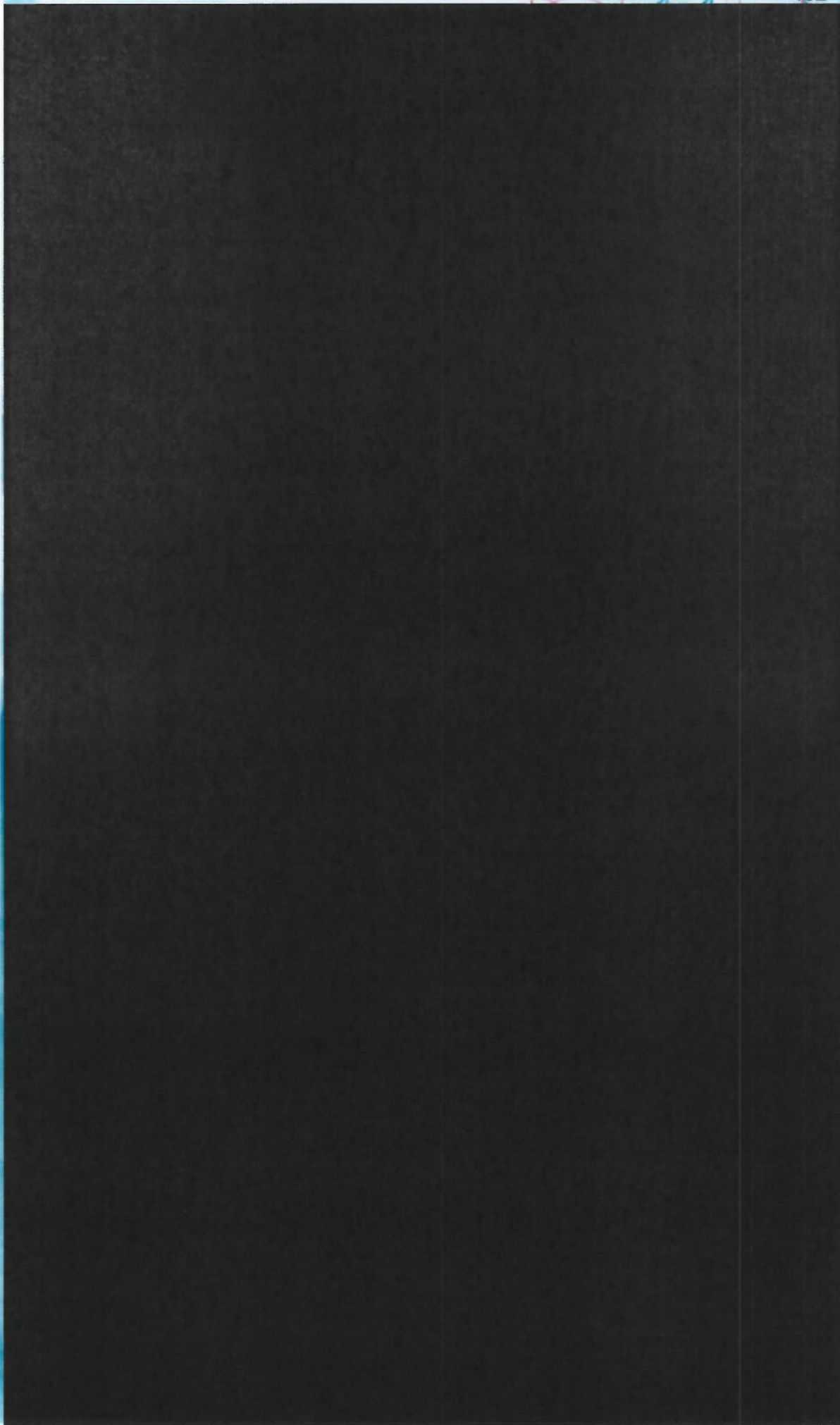
----- Original Message Details -----

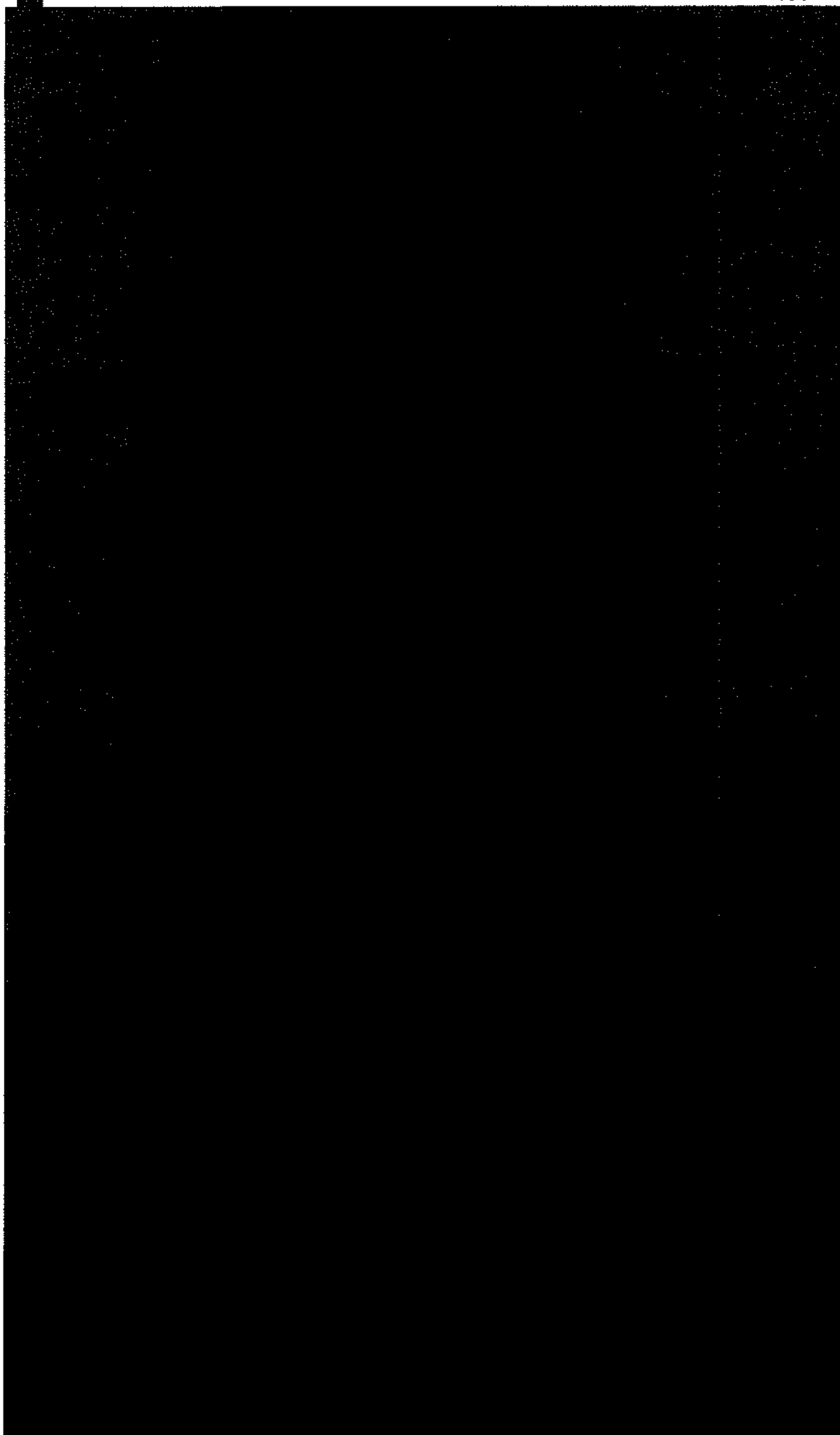
From: kennedy, denise;

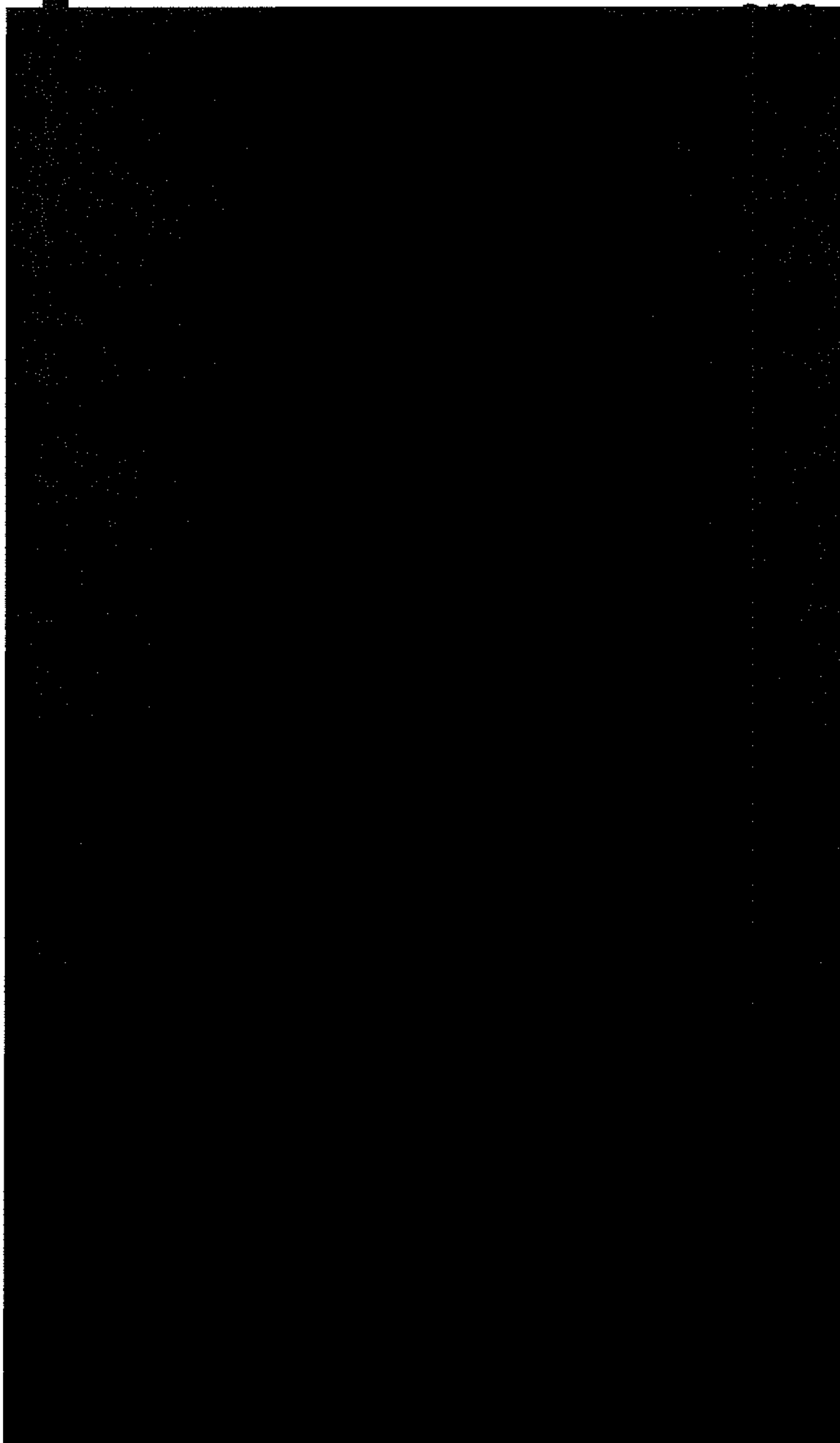
Sent (Date & Time): 31 January 2019, (15:46:19)

To: nugent, joseph; mulligan, alan; mclindon, andrew;

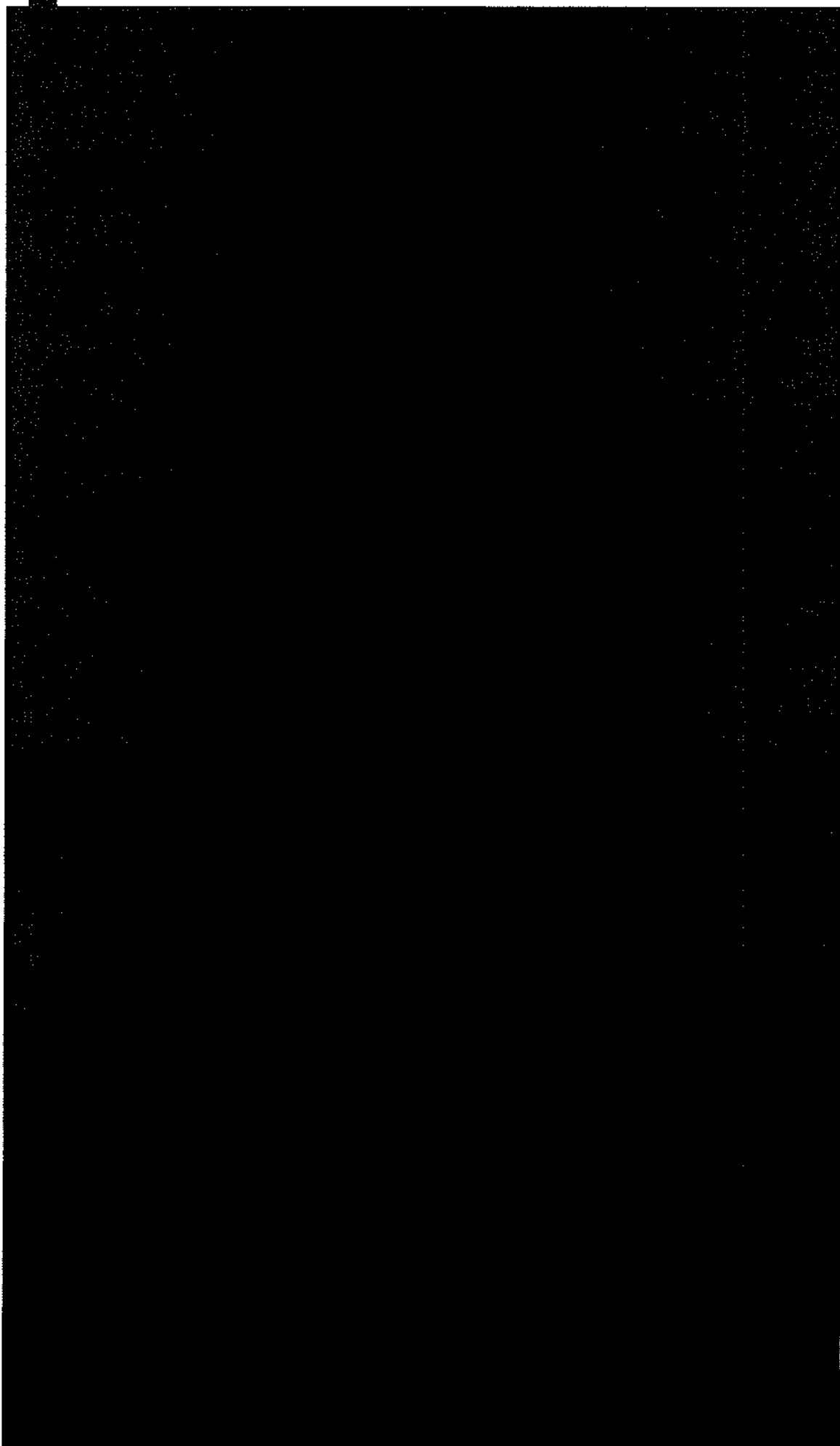
Subject: Brand Recruitment Campaign and Diversity Research Proposal

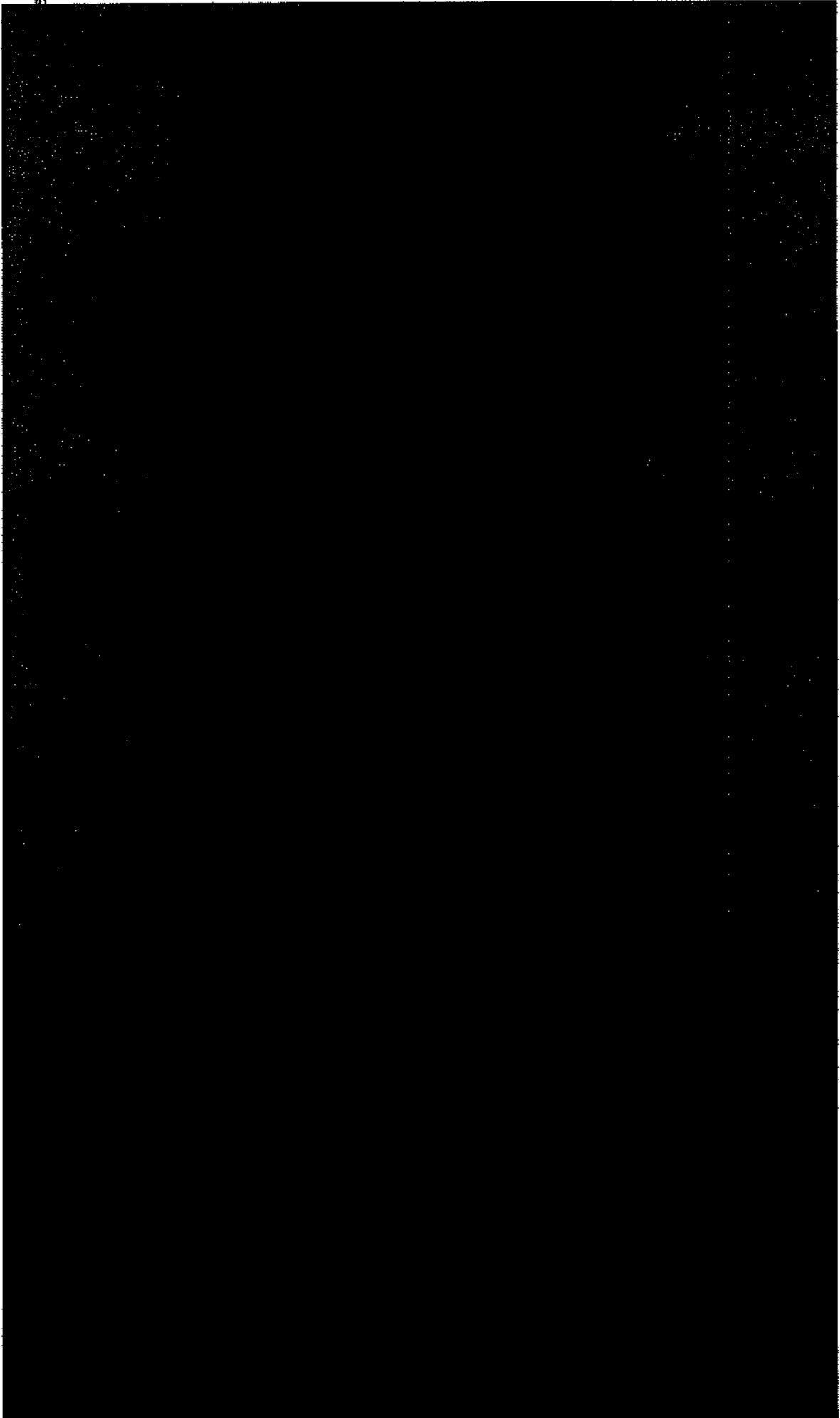


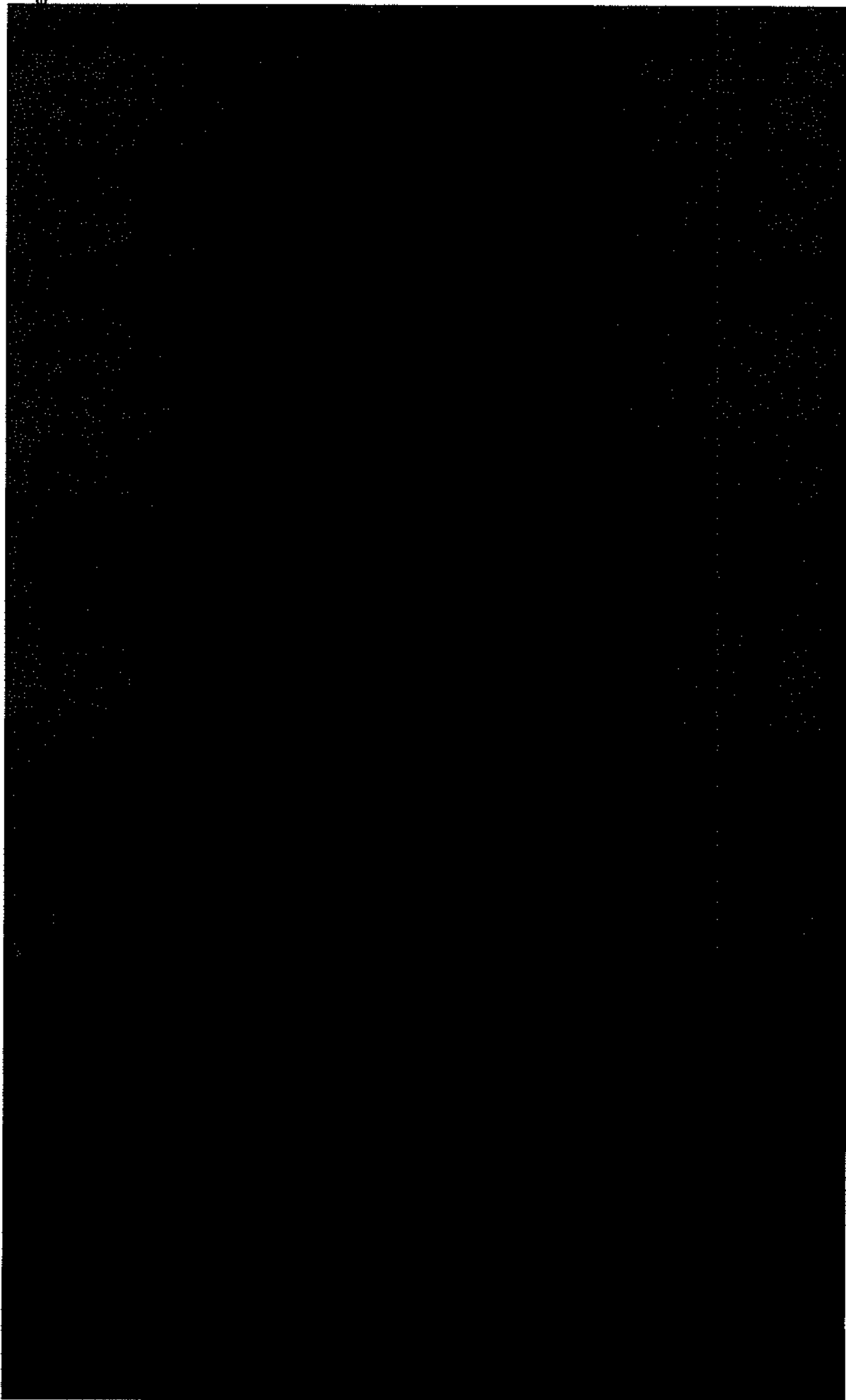


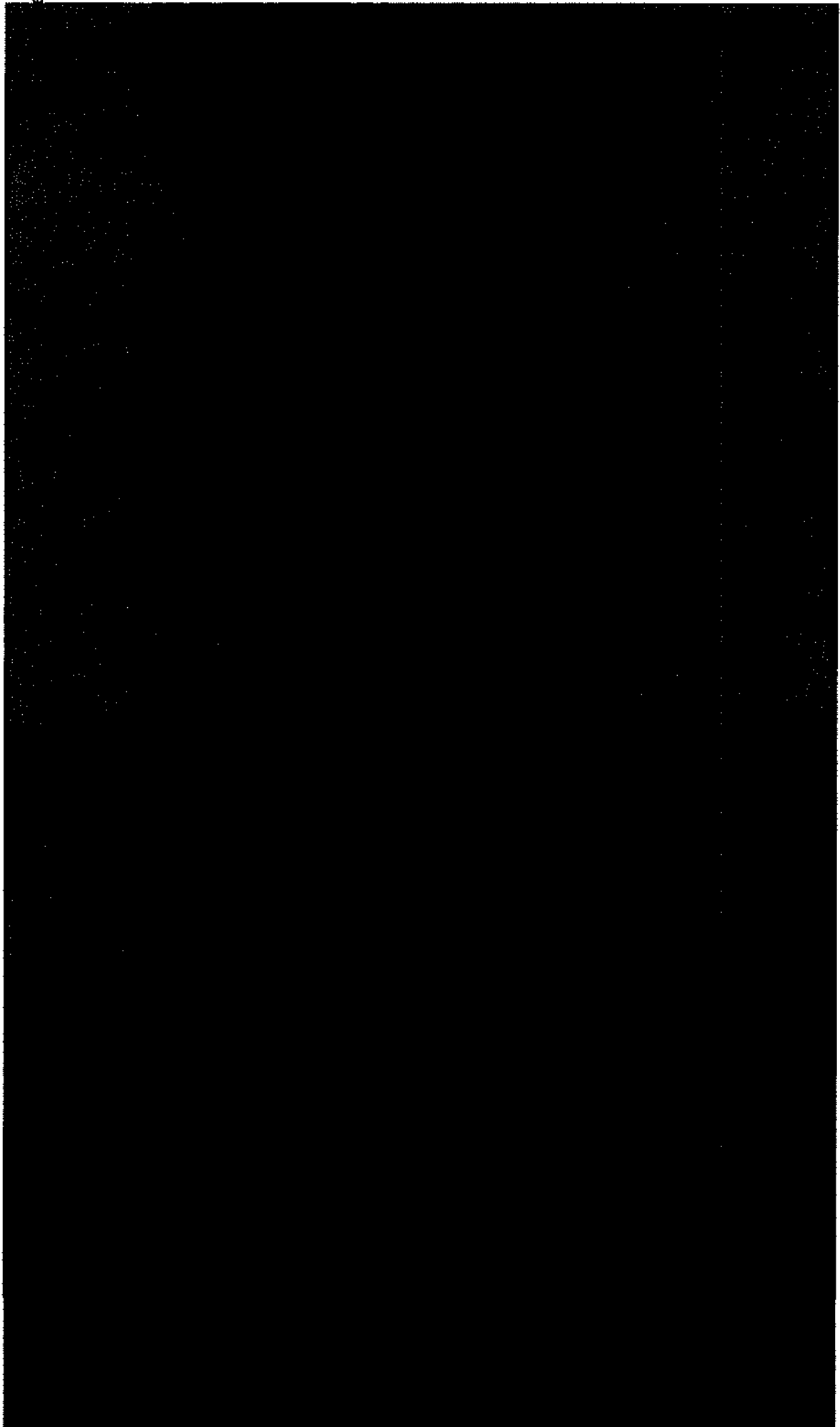




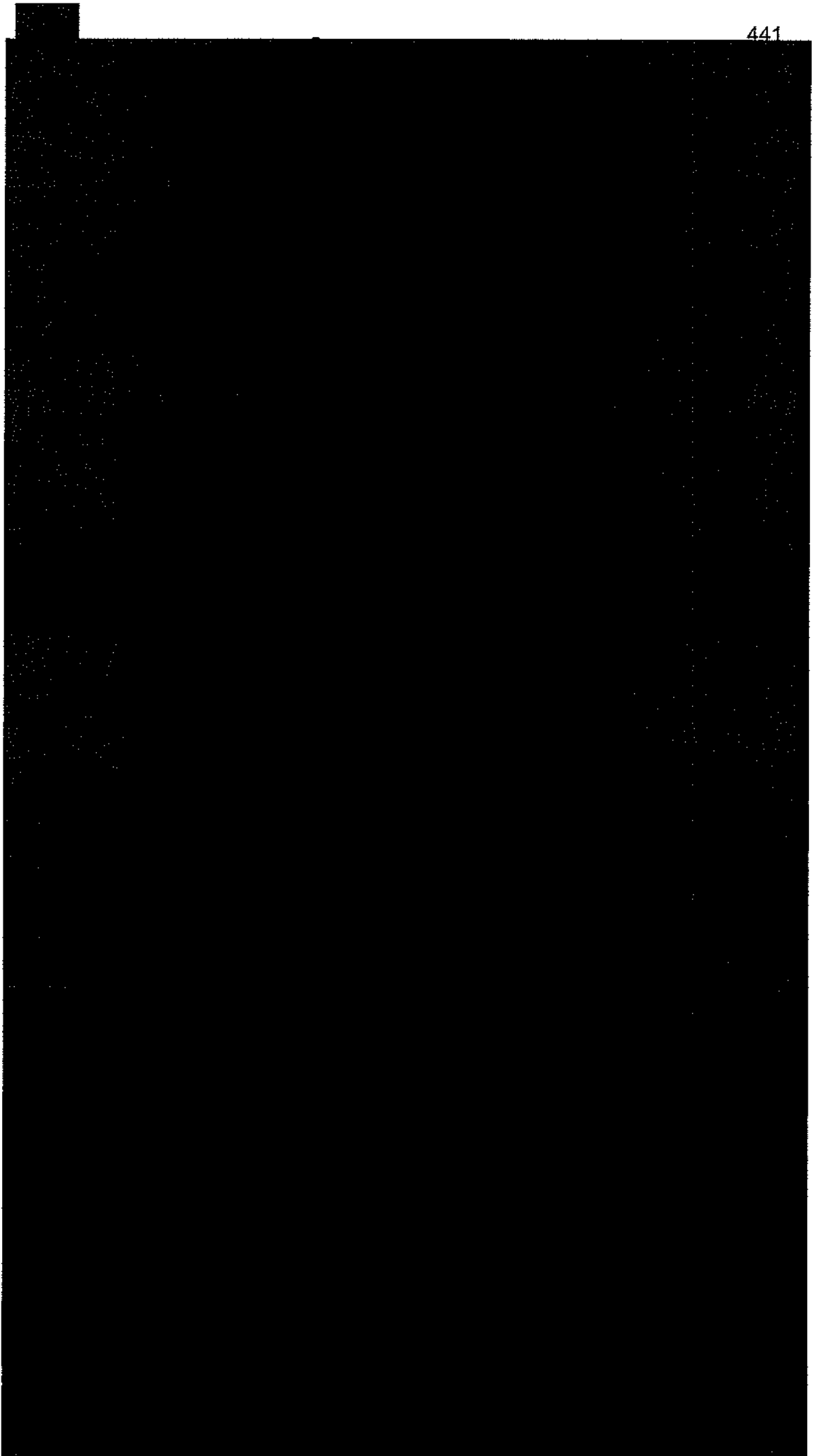






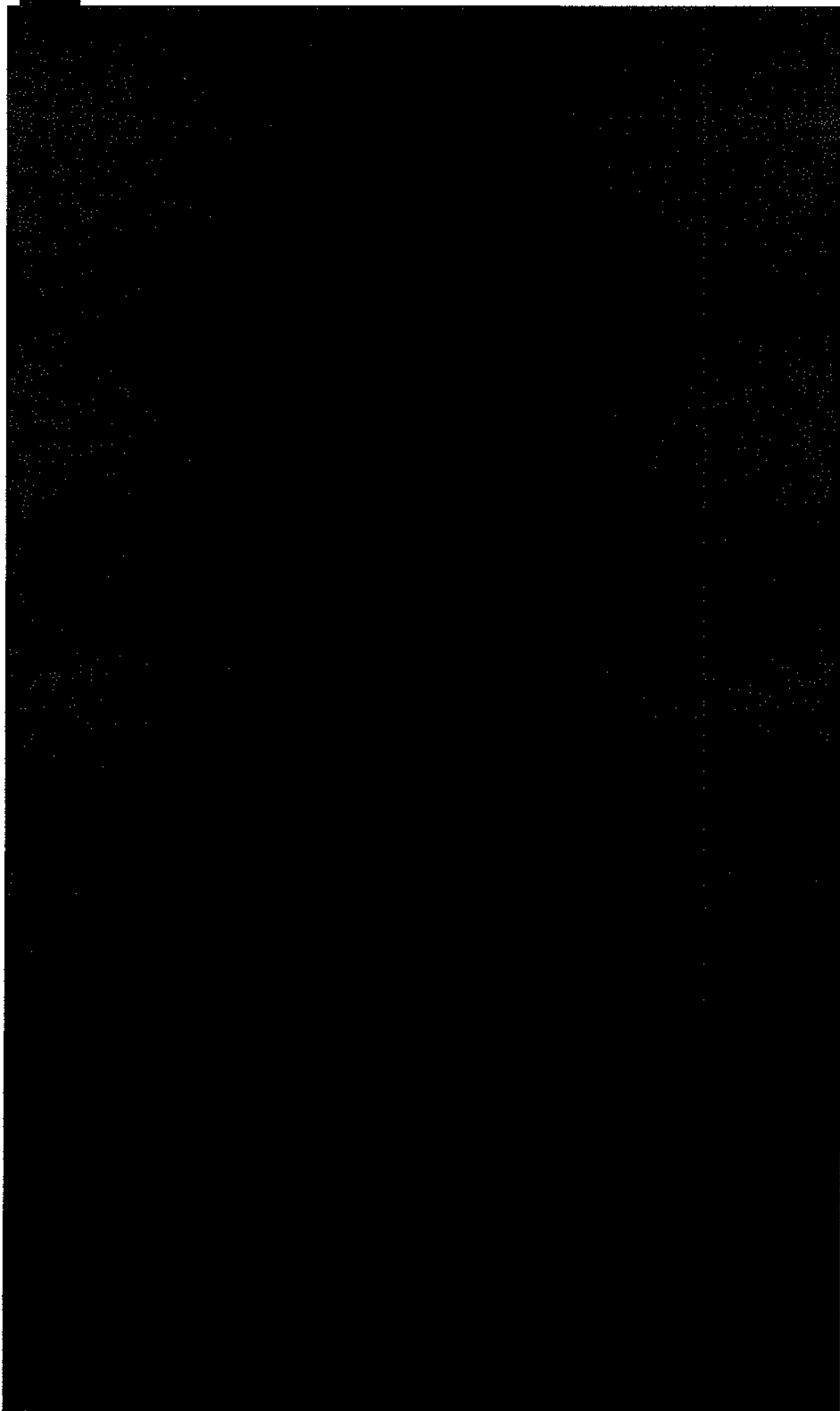


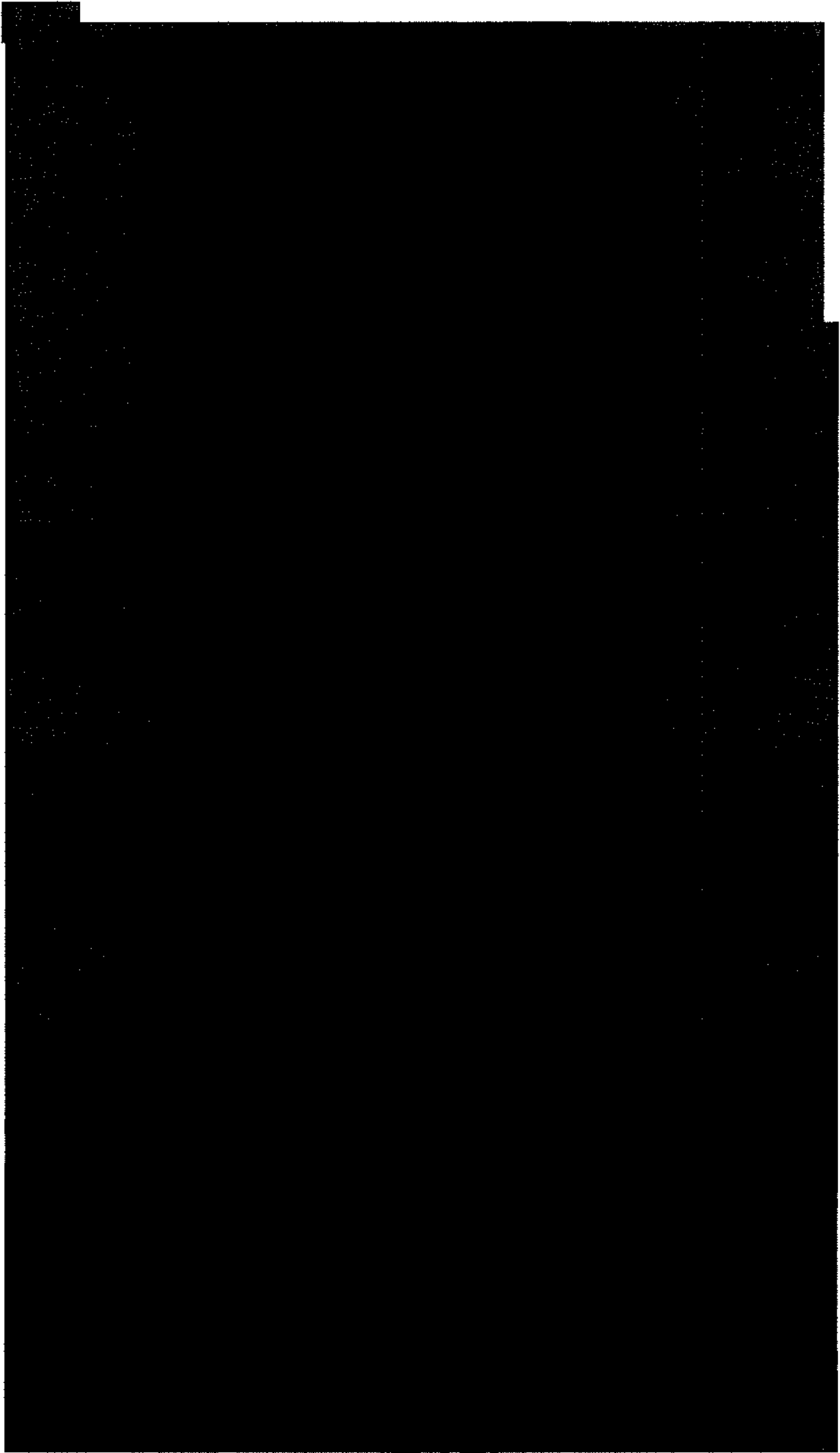


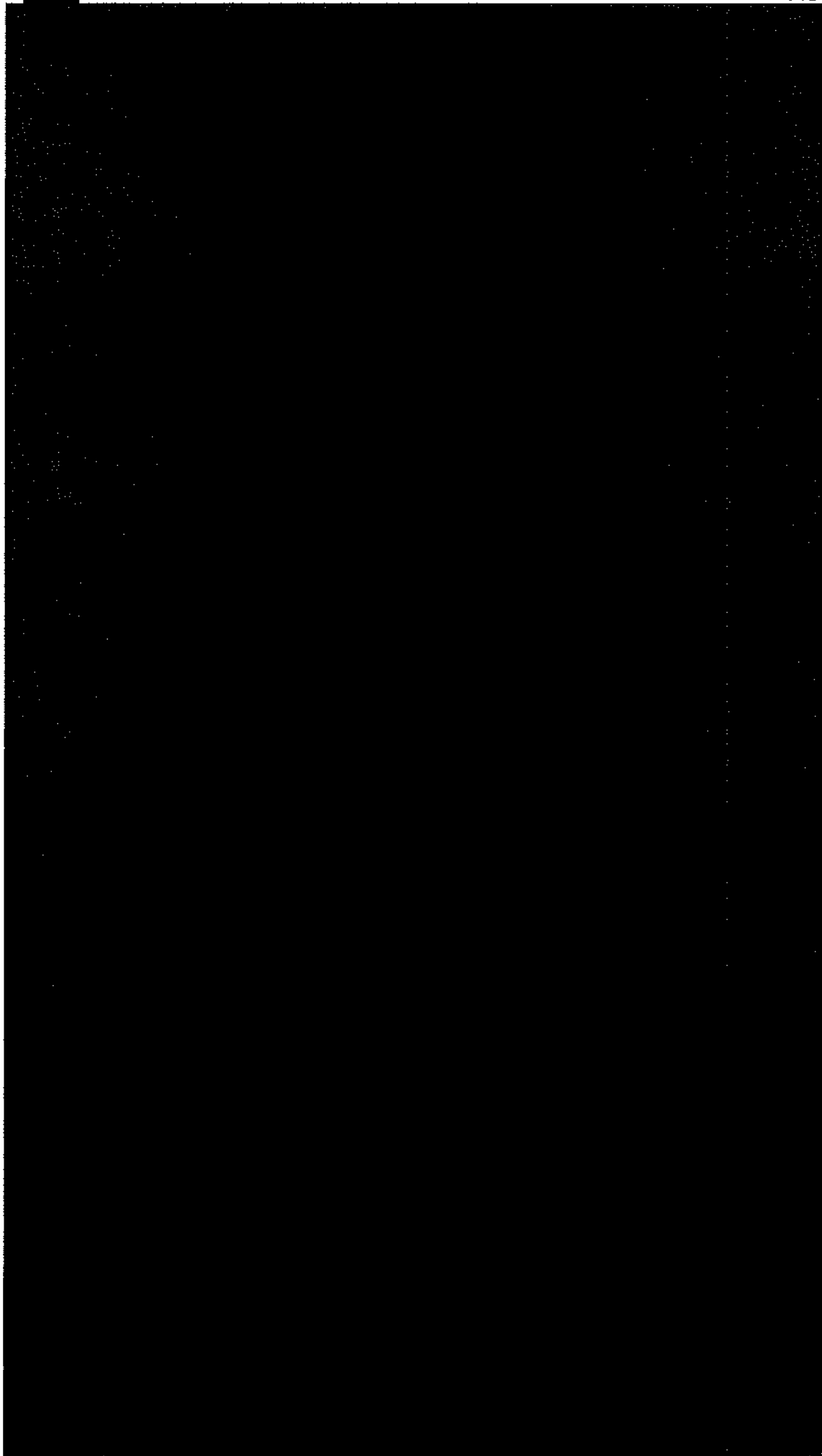


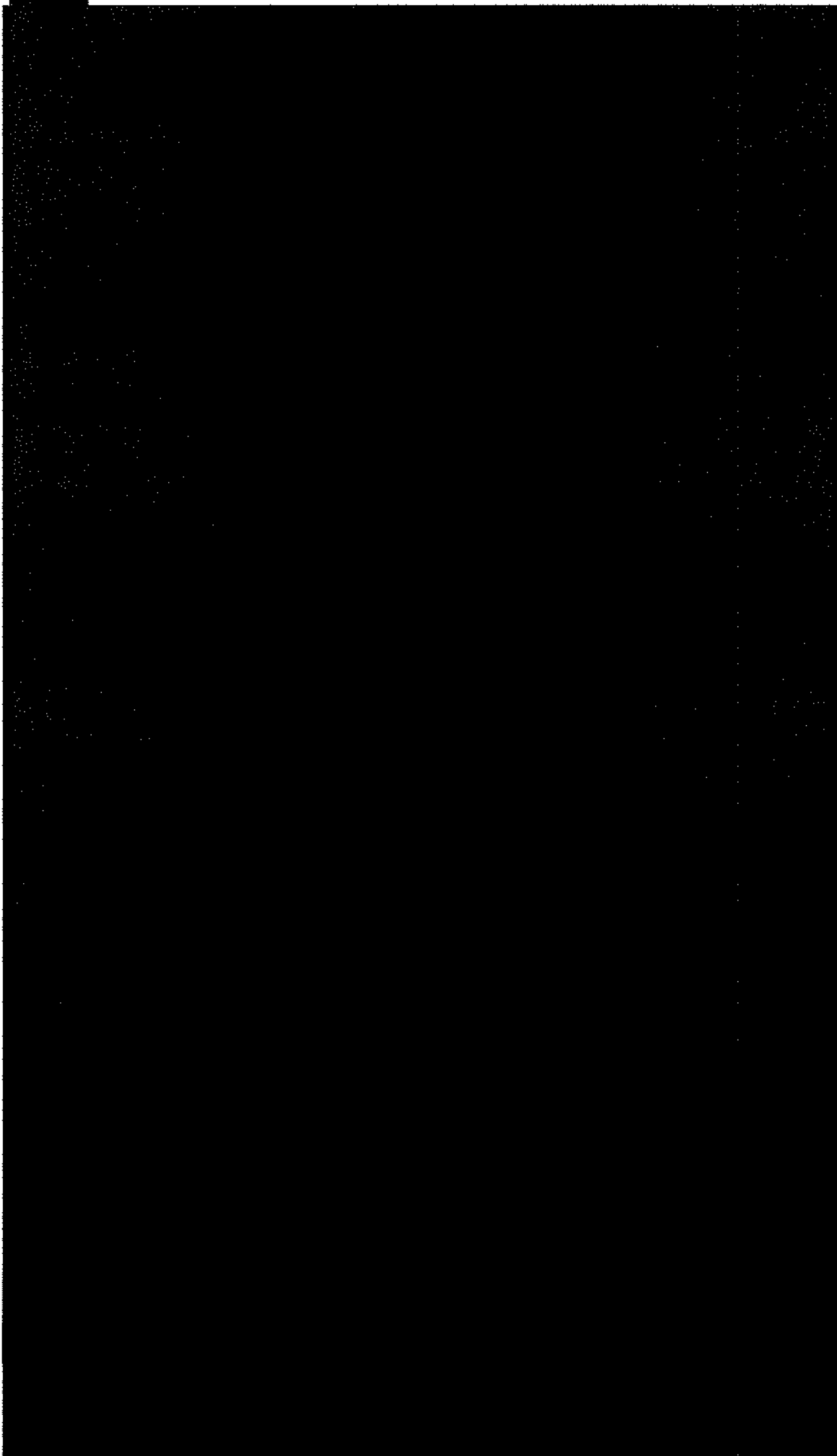
[REDACTED]

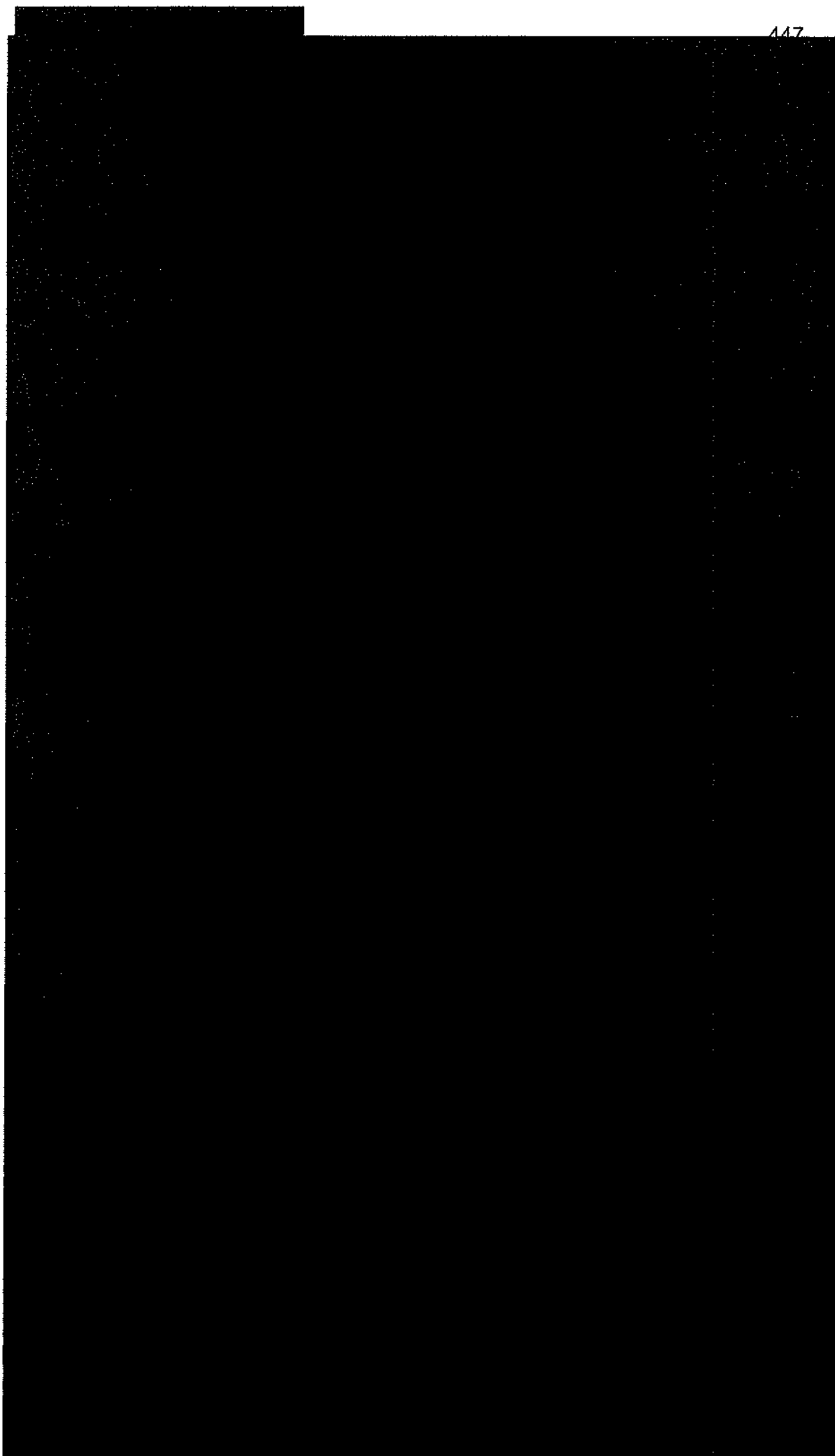
[REDACTED]

















**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:19  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_a3e54a5f-7edd-4778-b17f-b555d618c18b.htm; an garda slochana\_creative\_proposal and costs.pdf; image001.png; research proposal\_updated 30.01.19.pptx

Colleagues

I refer to our meeting this morning the action points agreed are as follows:

1. Alan to speak with M Culhane regarding budget for Recruitment Ad campaign circa €250k
2. Denise to write to Alan seeking approval to go ahead with the Research proposal
3. Pending the outcome of the budget both items to be put on the Exec agenda
  - a. I spoke with Dermot Mann and an Exec meeting is in the diary for each Tuesday in Feb ideally 5 or 12 Feb meetings to make deadlines for creative to be developed for the campaign
4. Considering that PAS need to run the ad latest end of March managing the approval of the campaign with the Commissioner/Exec is critical to us meeting the PAS deadlines, while we could delay it will impact on having candidates ready for selection into 2020.
5. Andrew to discuss deadlines with Core so we can manage approval/creative deadlines/advertising deadlines to execute a strong campaign for the next trainees.

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

----- Original Message Details -----

From: mclindon, andrew;

Sent (Date & Time): 23 January 2019, (21:51:20)

To: kennedy, denise;

Subject: Accepted: Garda Trainee Recruitment Campaign and Diversity research

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:19  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_8b7f201e-4be7-4ad2-96d9-27deee2f281f.htm

When: 31 Jan 2019 11:00:00neWhere: CAO Office

----- Original Message Details -----

From: mclindon, andrew;

Sent (Date & Time): 23 January 2019, (21:51:20)

To: kennedy, denise;

Subject: Accepted: Garda Trainee Recruitment Campaign and Diversity research

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:18  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_aa5b71ac-4f69-4f60-932d-fe0f50b84570.htm

When: 31 Jan 2019 11:00:00neWhere: CAO Office

----- Original Message Details -----

From: kennedy, denise;

Sent (Date & Time): 23 January 2019, (17:19:01)

To: reddy, helena; nugent, joseph; mulligan, alan; mcgowan, ciara; malone, gail a.; mclindon, andrew; kennedy, sean; foster, therese p; brown, siobhan m;

Subject: Garda Trainee Recruitment Campaign and Diversity research

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:18  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_9f947fa6-d3d5-472b-b50a-1d4e0cb61d65.htm

Colleagues

Andrew and I have been working with [REDACTED] to develop a recruitment campaign brand, we have it at a point where we would like to discuss it with you both, with a view to socialising it with the Commissioner early w/c 4 February, pending your signoff.

Time is of the essence as PAS are planning to run the campaign latest end of March.

Hopefully this time will suit to meet.

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90

M [086 8196212](tel:0868196212) | Ph [046 9036891](tel:0469036891)

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

**Clarke, Olivia**

---

**From:** Kennedy, Denise  
**Sent:** Thursday 23 May 2019 14:16  
**To:** Brodigan, Maria  
**Subject:** 14th  
**Attachments:** Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email; Your restored MailMeter archived email

----- Original Message Details -----

From: mclindon, andrew;  
Sent (Date & Time): 22 January 2019, (12:19:38)  
To: kennedy, denise;  
CC: corrigan, colette;  
Subject: RE: garda recruitment

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:18  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_97e688f3-3b4f-4abf-b2ad-a3a56a2b0afc.htm; image001.png; image002.jpg; image003.jpg; image004.jpg; image005.jpg

Date: 22/01/2019 10:41 (GMT+ 00:00)  
To: "McLindon, Andrew" <andrew.mclindon@garda.ie>  
Cc: "Corrigan, Colette" <Colette.A.Corrigan@garda.ie>  
Subject: RE: Garda Recruitment

Hi Andrew

I had a look at the information again, I like it, it is simple and to the point, I think next steps are to bring the docs to Joe and Alan and to discuss, check if we are on the right track and if so arrange to discuss with Commissioner? We may want [REDACTED] at the meeting with the commissioner, with a pre-meet with Joe, Alan in advance of meeting on same day?

Let me know if that works for you, I can set up meeting for early next week for the 5 of us?

I will review Diversity later and come back to you.

Kind regards

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 | Ph 046 9036891

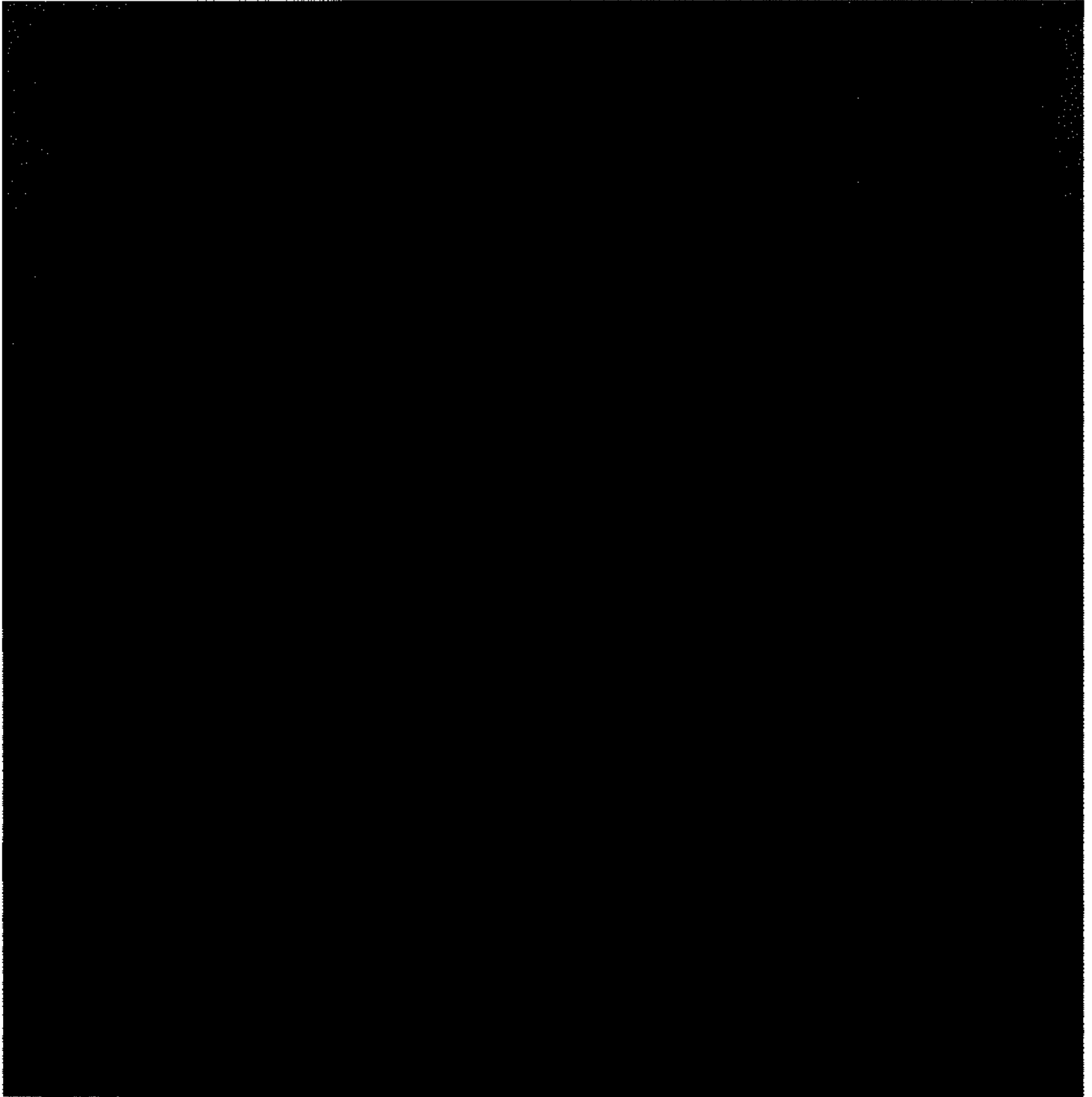
E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)



**An Garda Síochána**

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----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 22 January 2019, (10:41:06)  
To: mclindon, andrew;  
CC: corrigan, colette;  
Subject: RE: garda recruitment

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:18  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_c5912273-bc99-4f04-bc5b-4b371bca2102.htm; image001.png; image002.jpg; image003.jpg; image004.jpg; image005.jpg

Hi Andrew

I had a look at the information again, I like it, it is simple and to the point, I think next steps are to bring the docs to Joe and Alan and to discuss, check if we are on the right track and if so arrange to discuss with Commissioner? We may want [REDACTED] at the meeting with the commissioner, with a pre-meet with Joe, Alan in advance of meeting on same day?

Let me know if that works for you, I can set up meeting for early next week for the 5 of us?

I will review Diversity later and come back to you.

Kind regards

Denise

**Denise Kennedy**

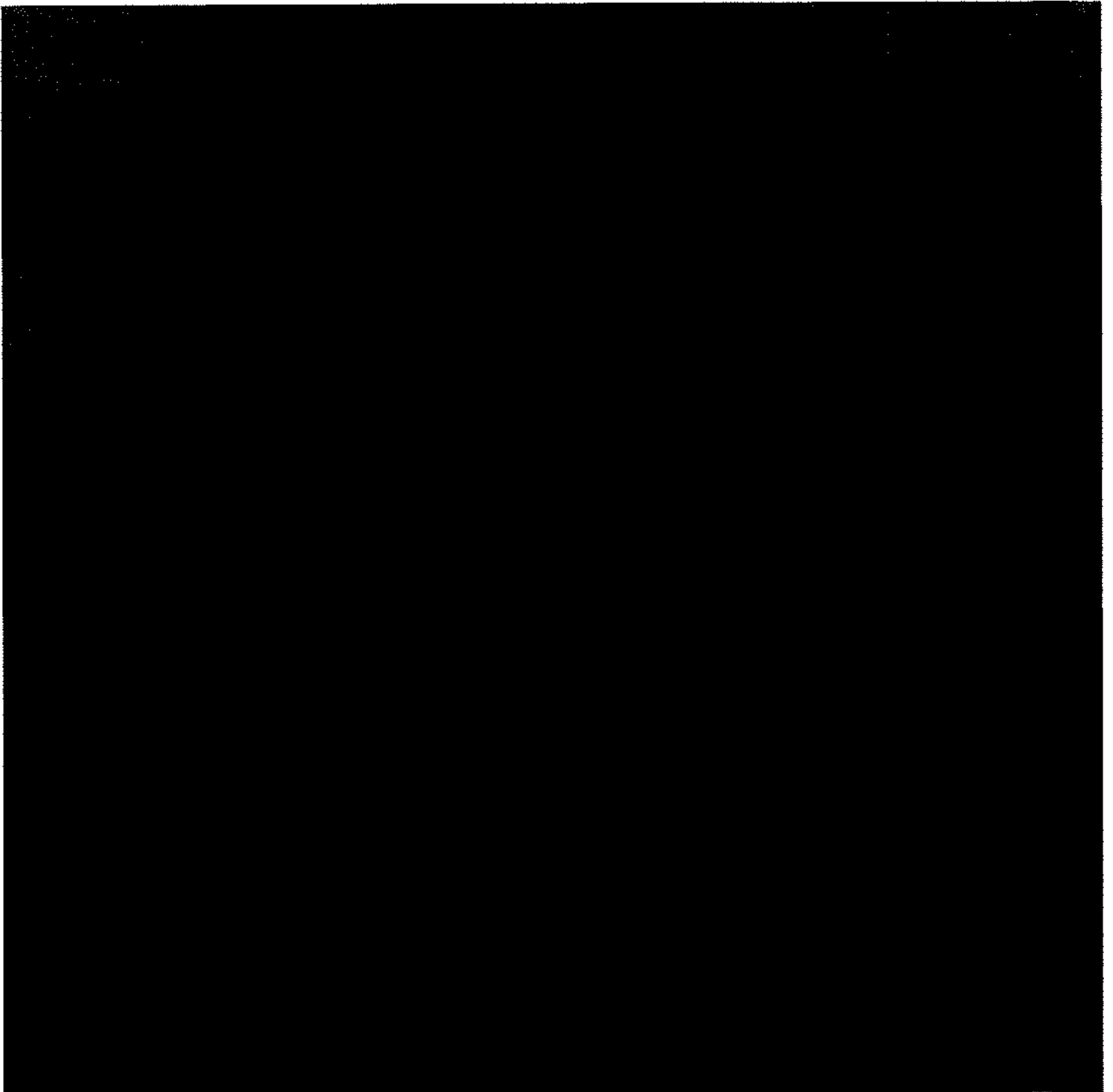
**Head of Talent Acquisition**

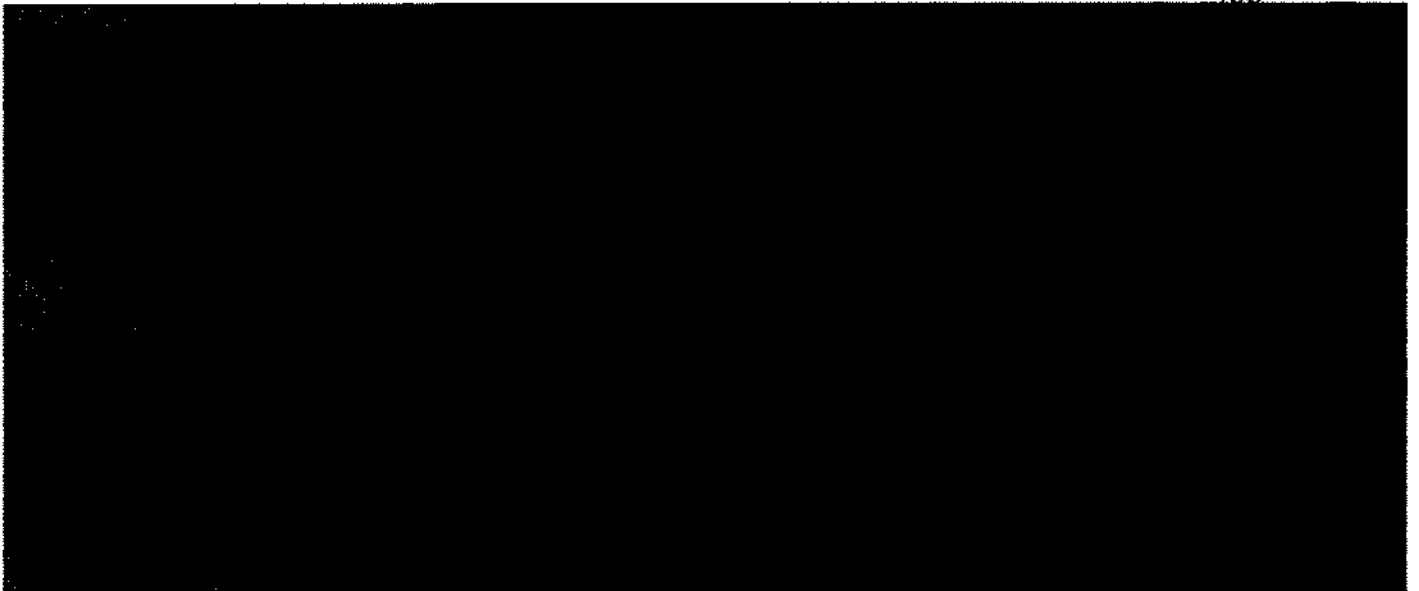
**An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15  
DR90**

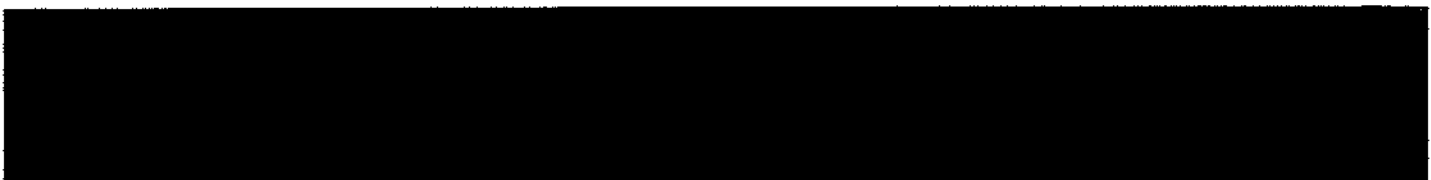
**M 086 8196212 | Ph 046 9036891**

**E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)**

**From:** McLindon, Andrew  
**Sent:** Saturday 19 January 2019 10:20  
**To:** Kennedy, Denise <[Denise.Kennedy@garda.ie](mailto:Denise.Kennedy@garda.ie)>  
**Subject:** FW: Garda Recruitment



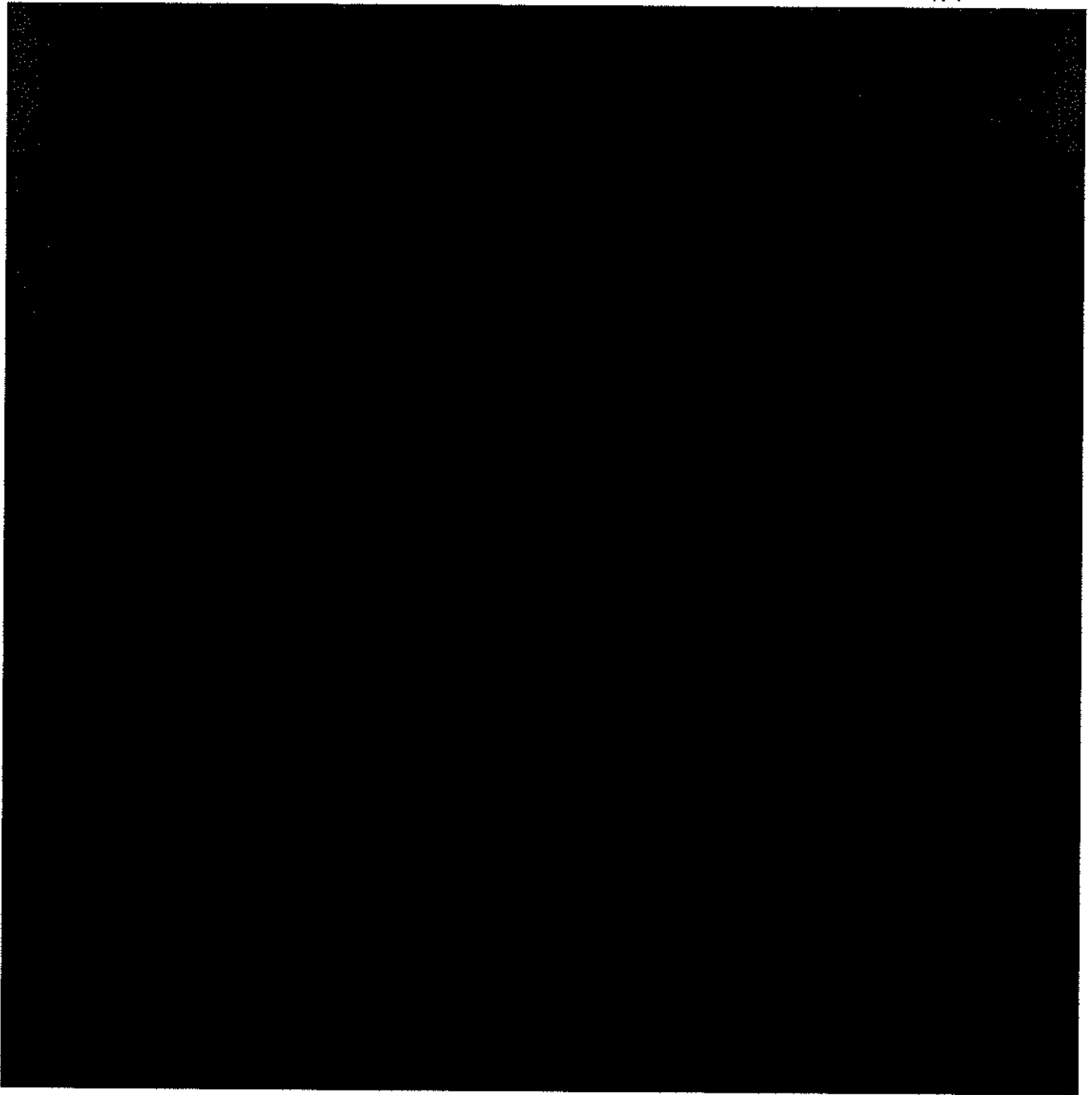




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----- Original Message Details -----

From: mclindon, andrew;  
Sent (Date & Time): 21 January 2019, (09:05:37)  
To: kennedy, denise;  
Subject: Fwd: Core Password



----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 21 January 2019, (09:04:38)  
To: mclindon, andrew;  
Subject: RE: garda recruitment

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:15  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_38ab54e0-6b9d-4dda-9f79-5ecfef733edb.htm; image001.jpg; image002.jpg; image003.jpg; image004.jpg

Hi Andrew

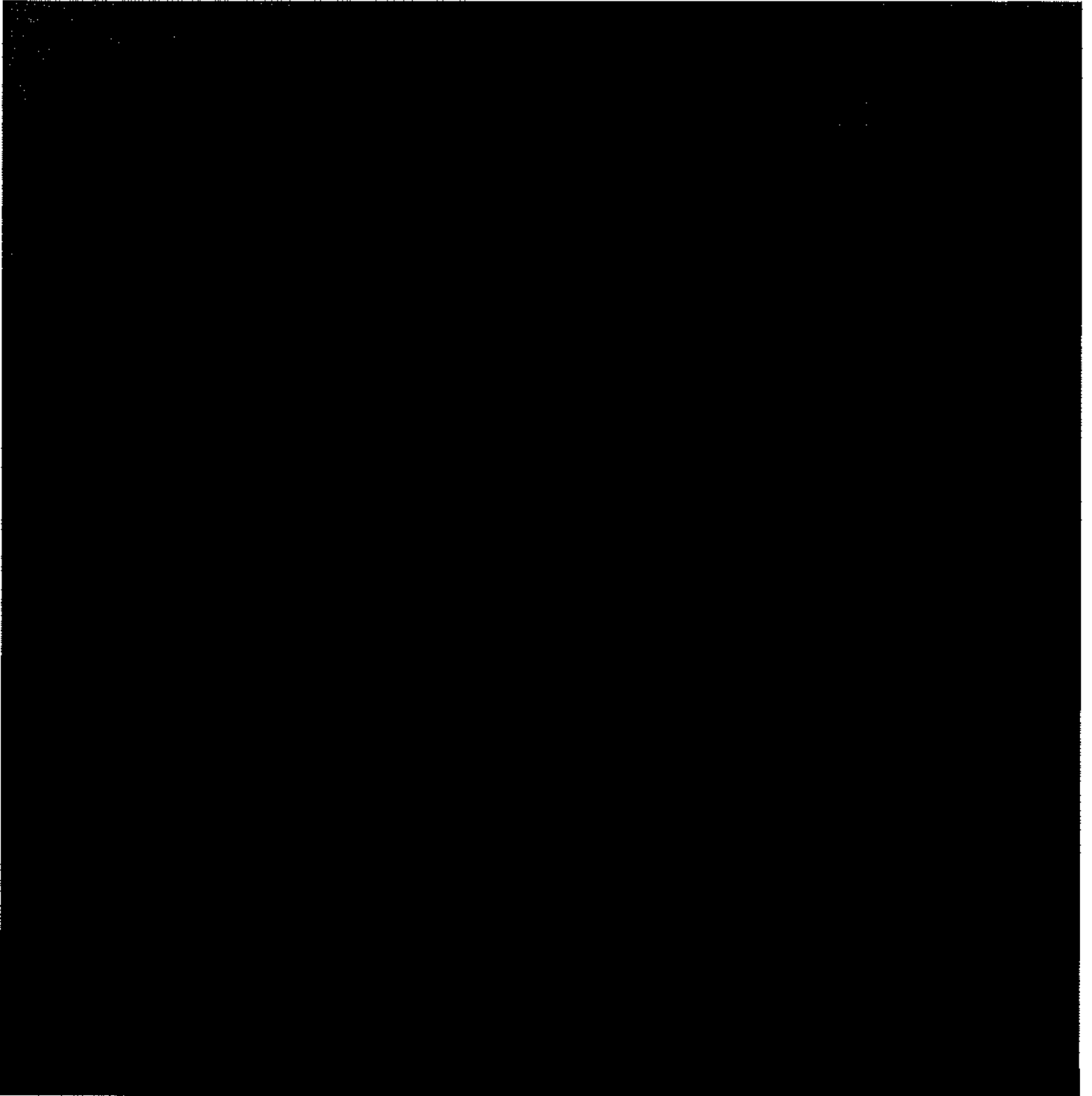
Thanks for these, can you send me on the password.

Give me a call when it suits, late afternoon best for me to discuss.

Kind regards

Denise

**From:** McLindon, Andrew  
**Sent:** Saturday 19 January 2019 10:20  
**To:** Kennedy, Denise <Denise.Kennedy@garda.ie>  
**Subject:** FW: Garda Recruitment

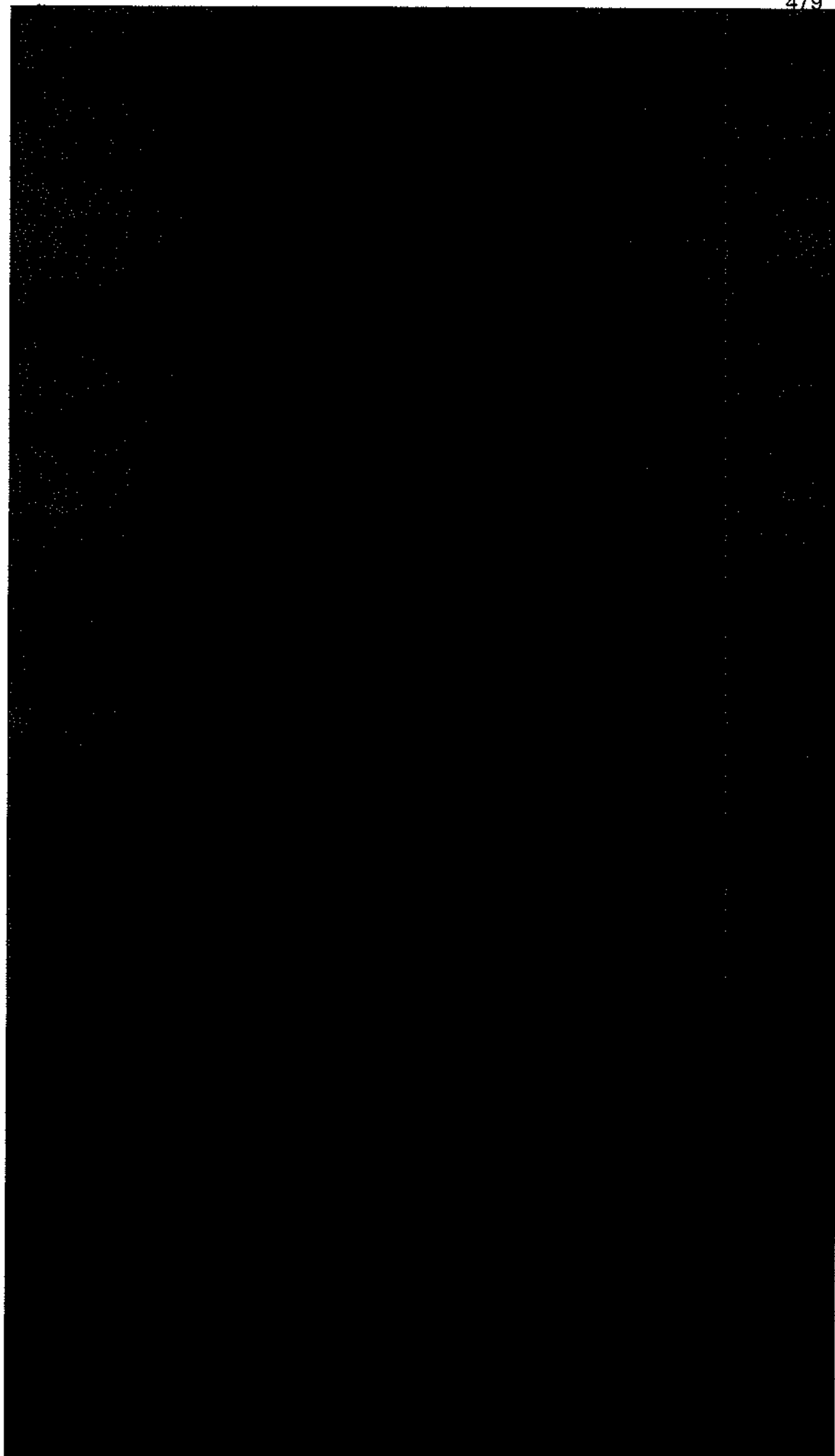


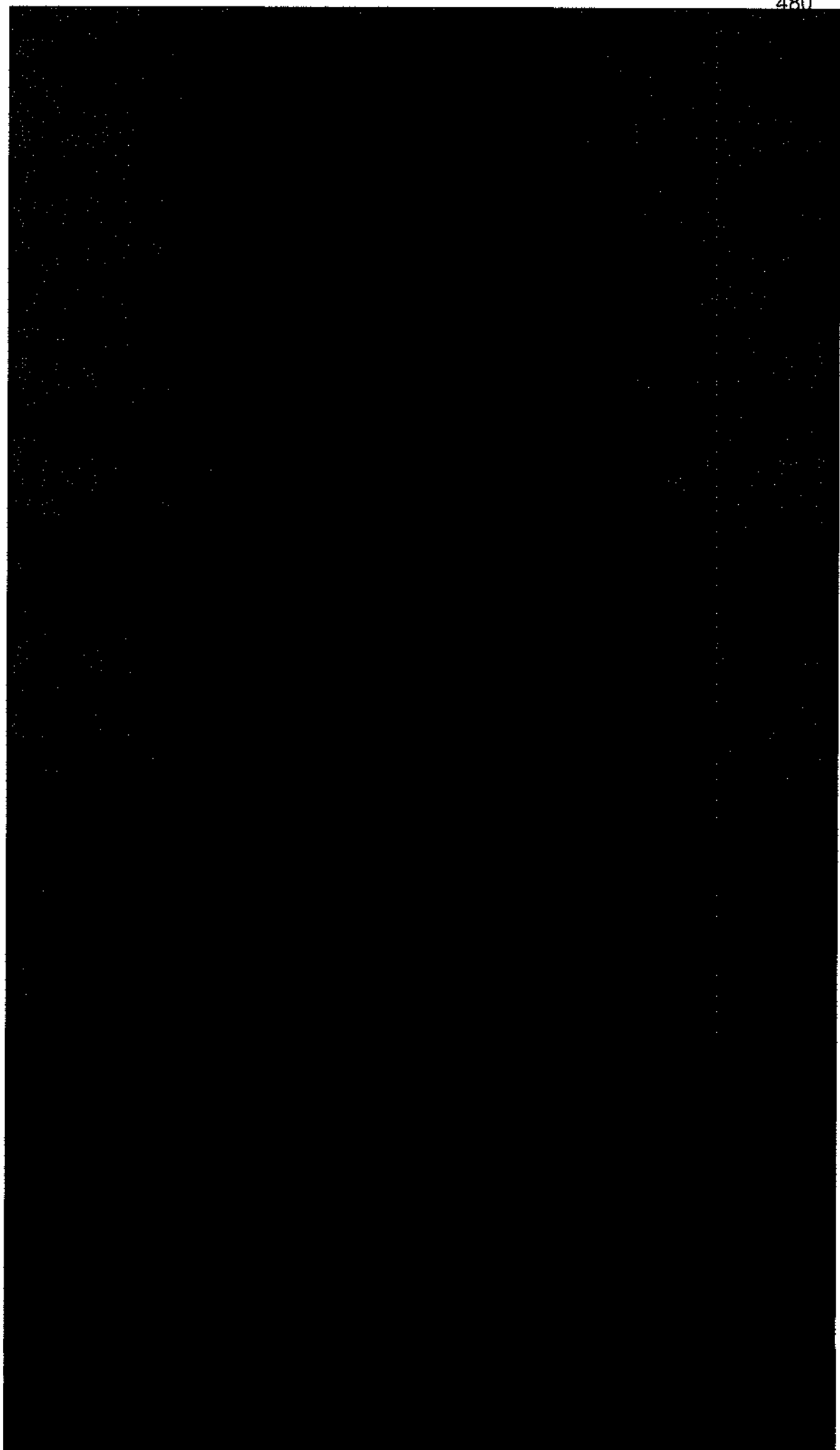


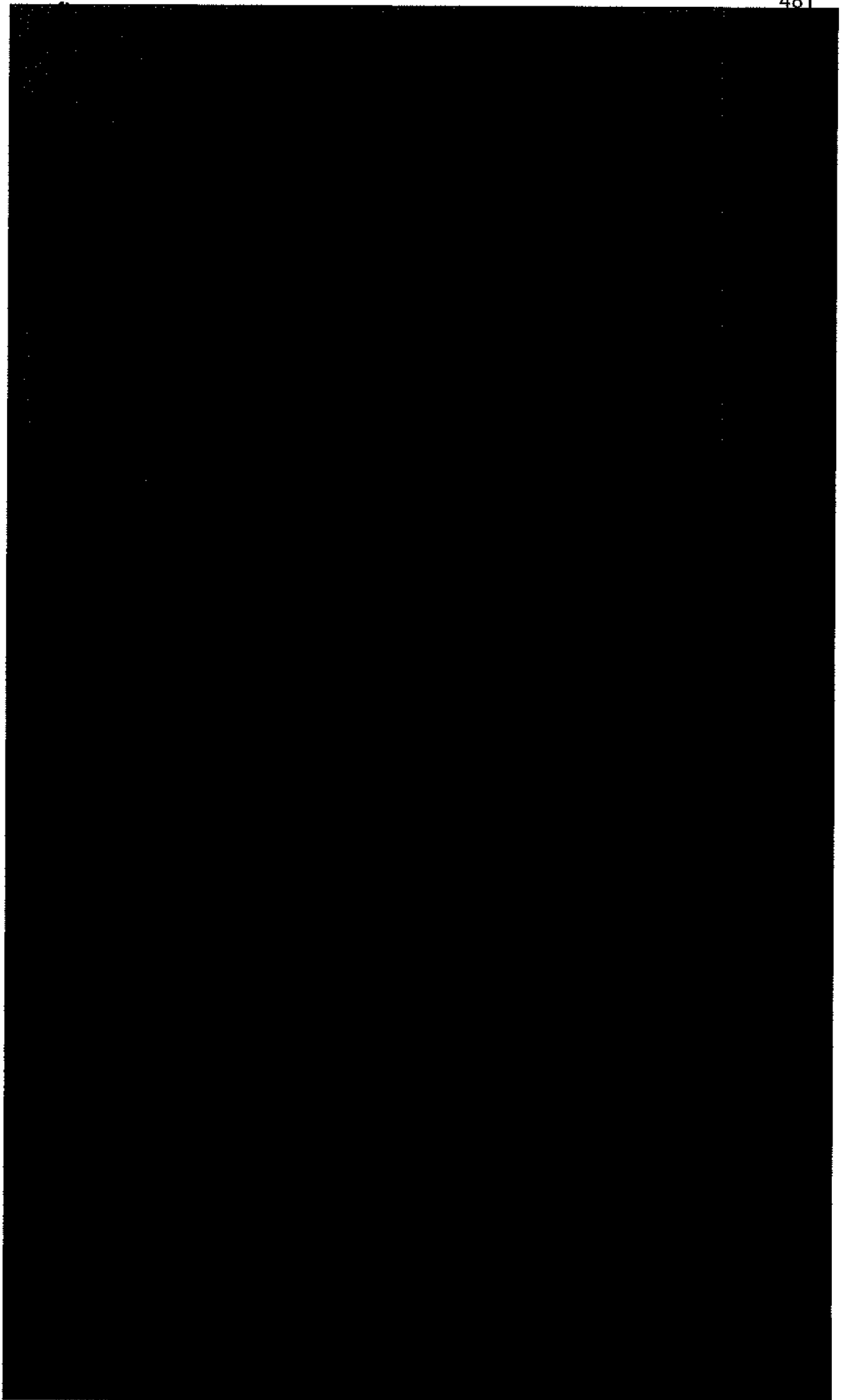


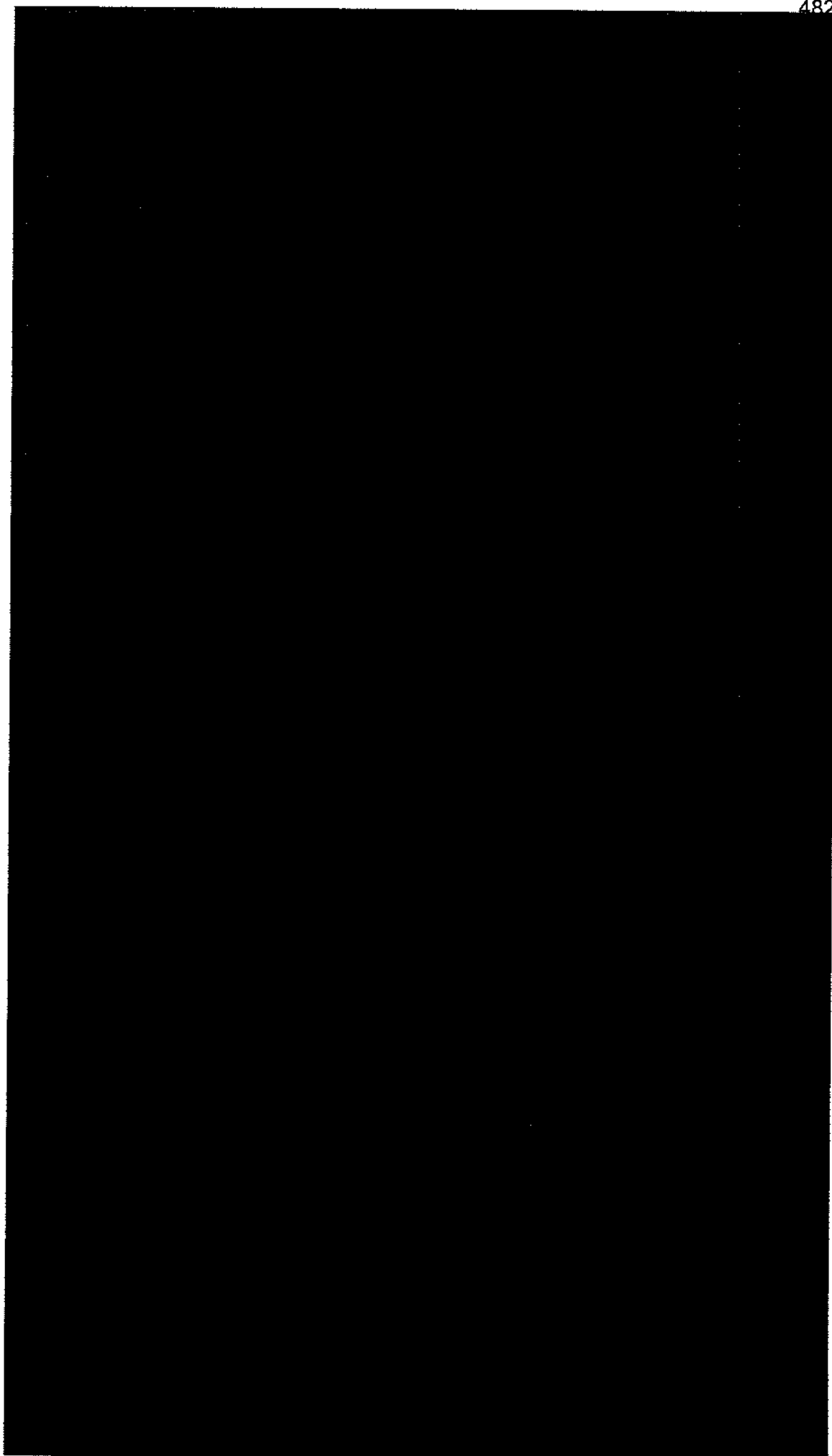


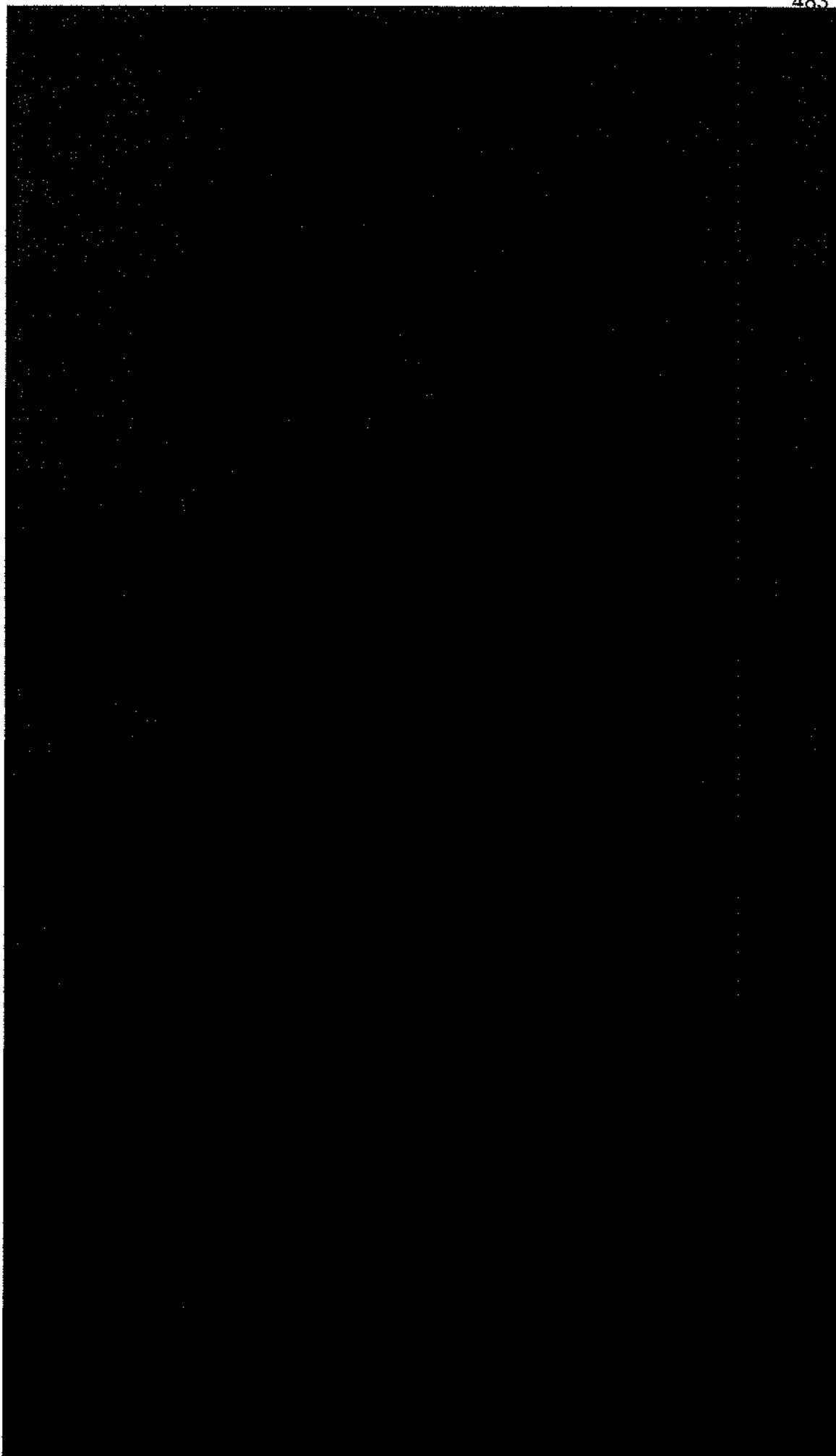


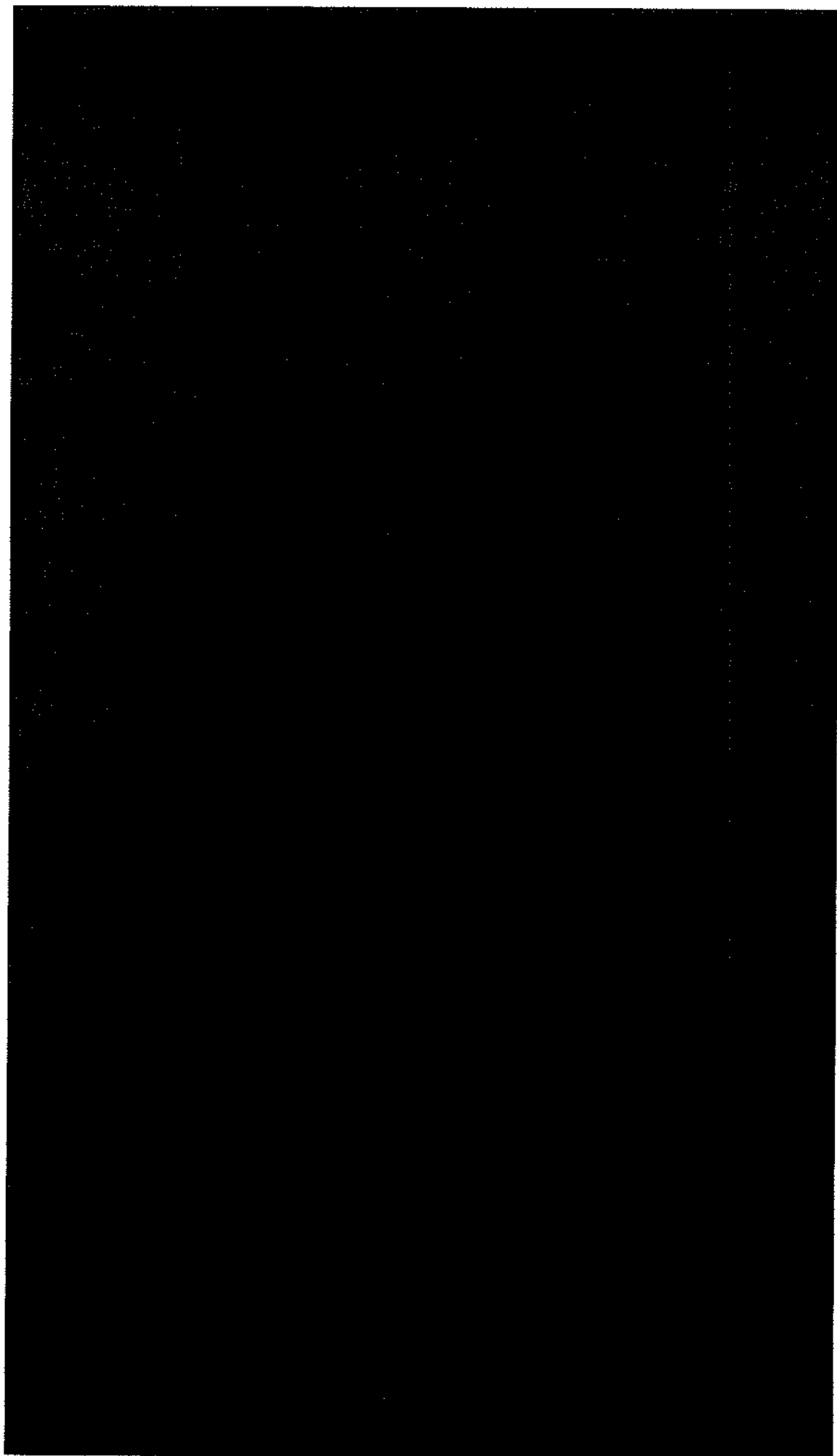


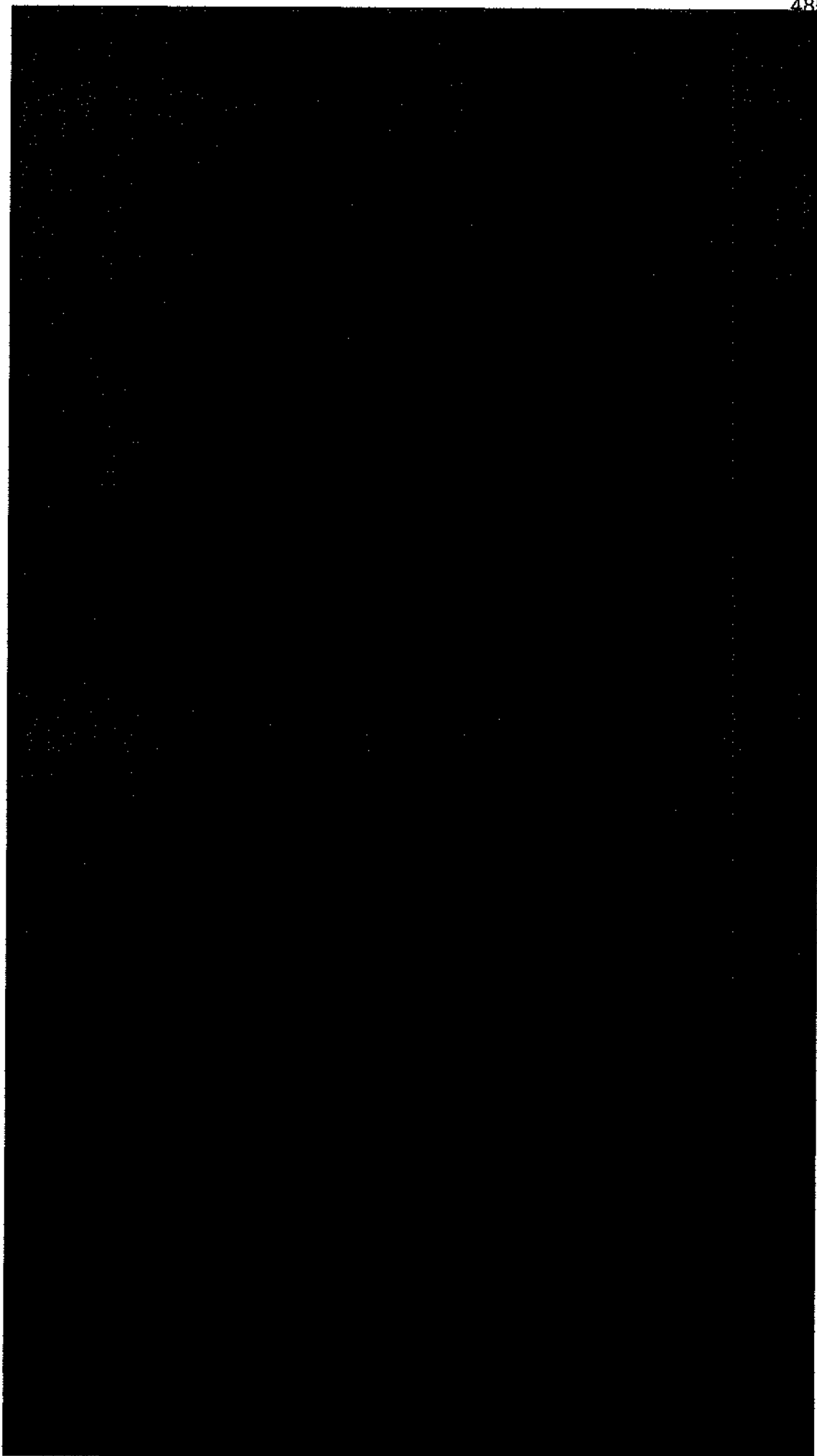


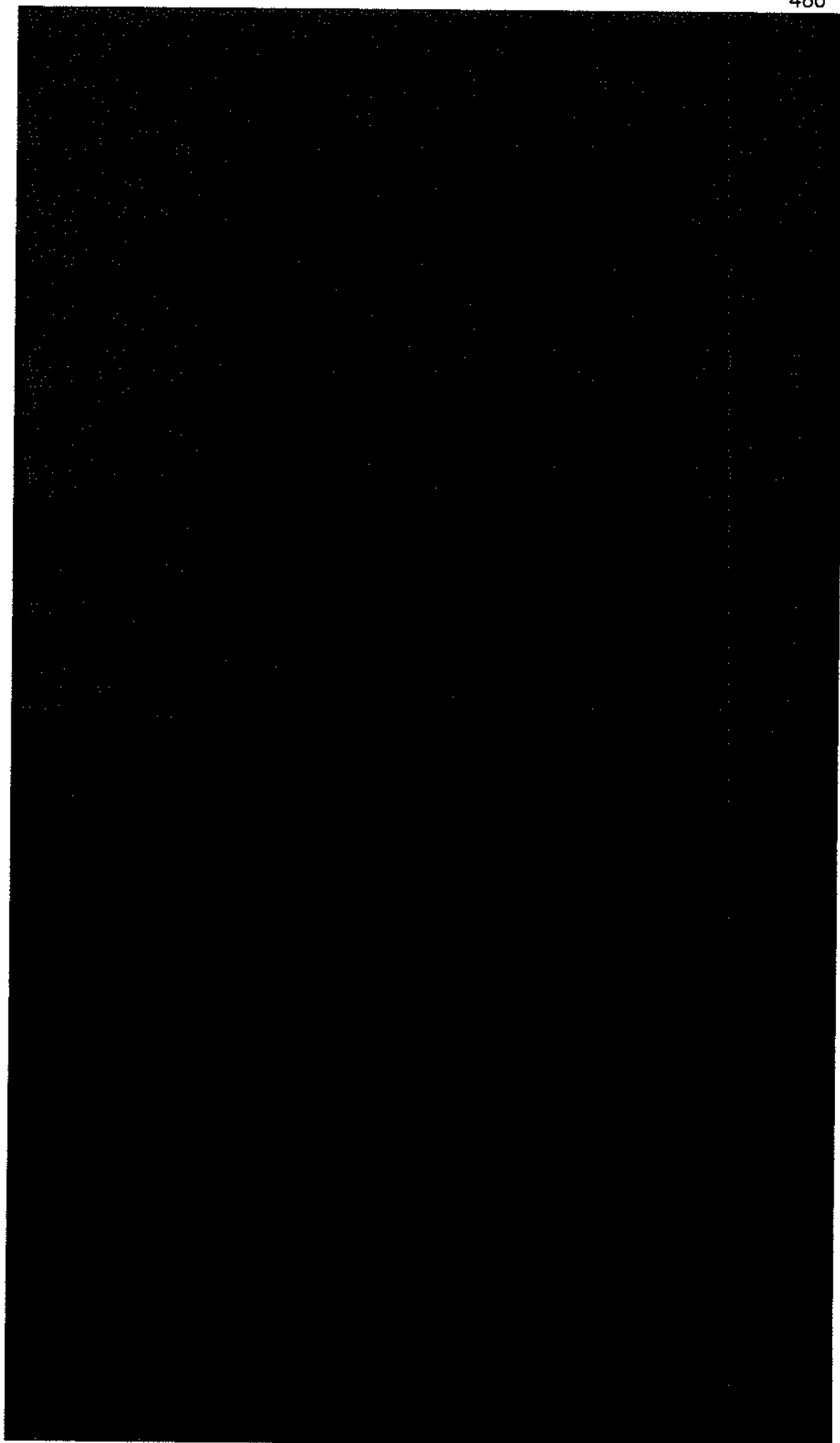


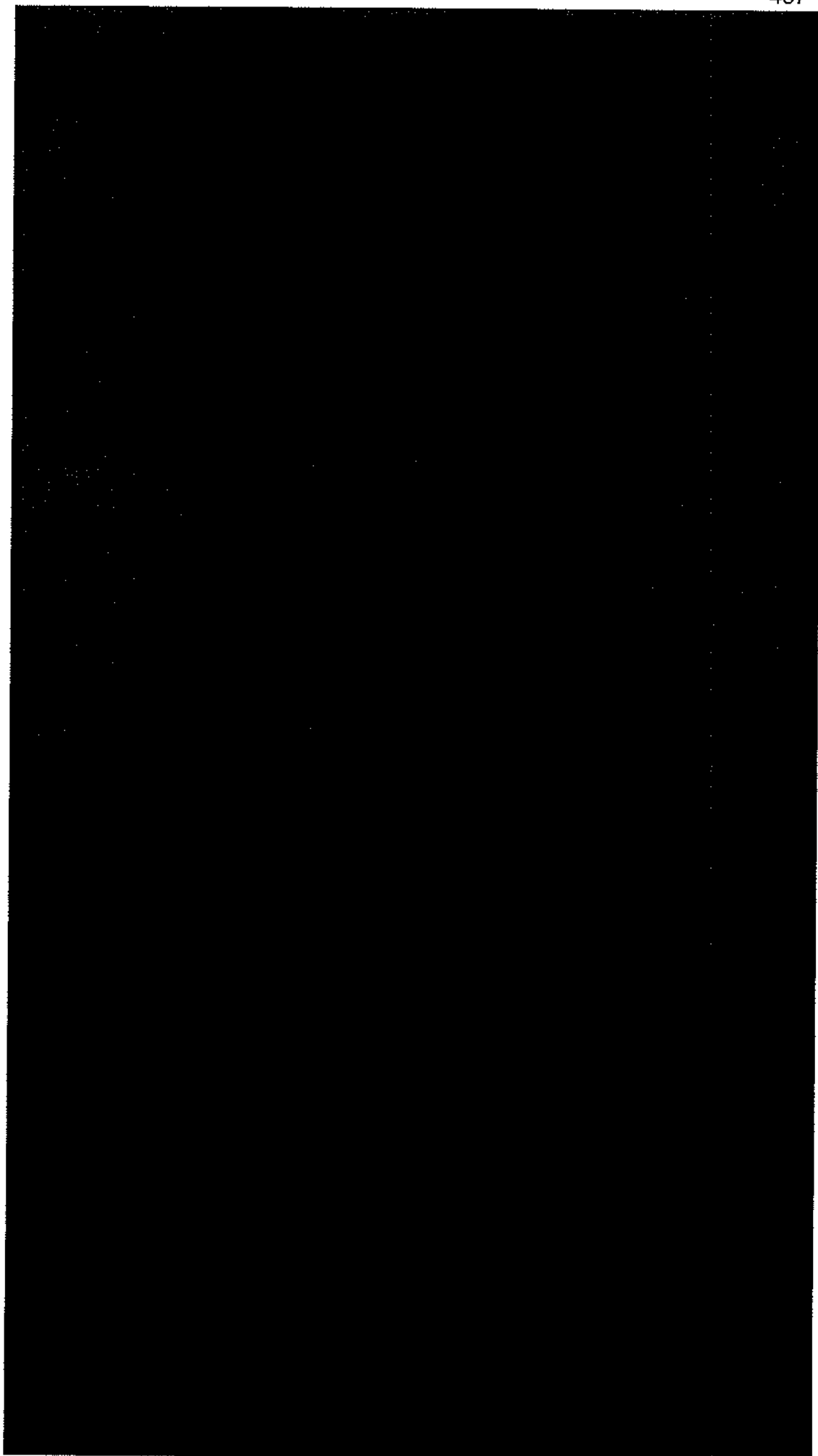


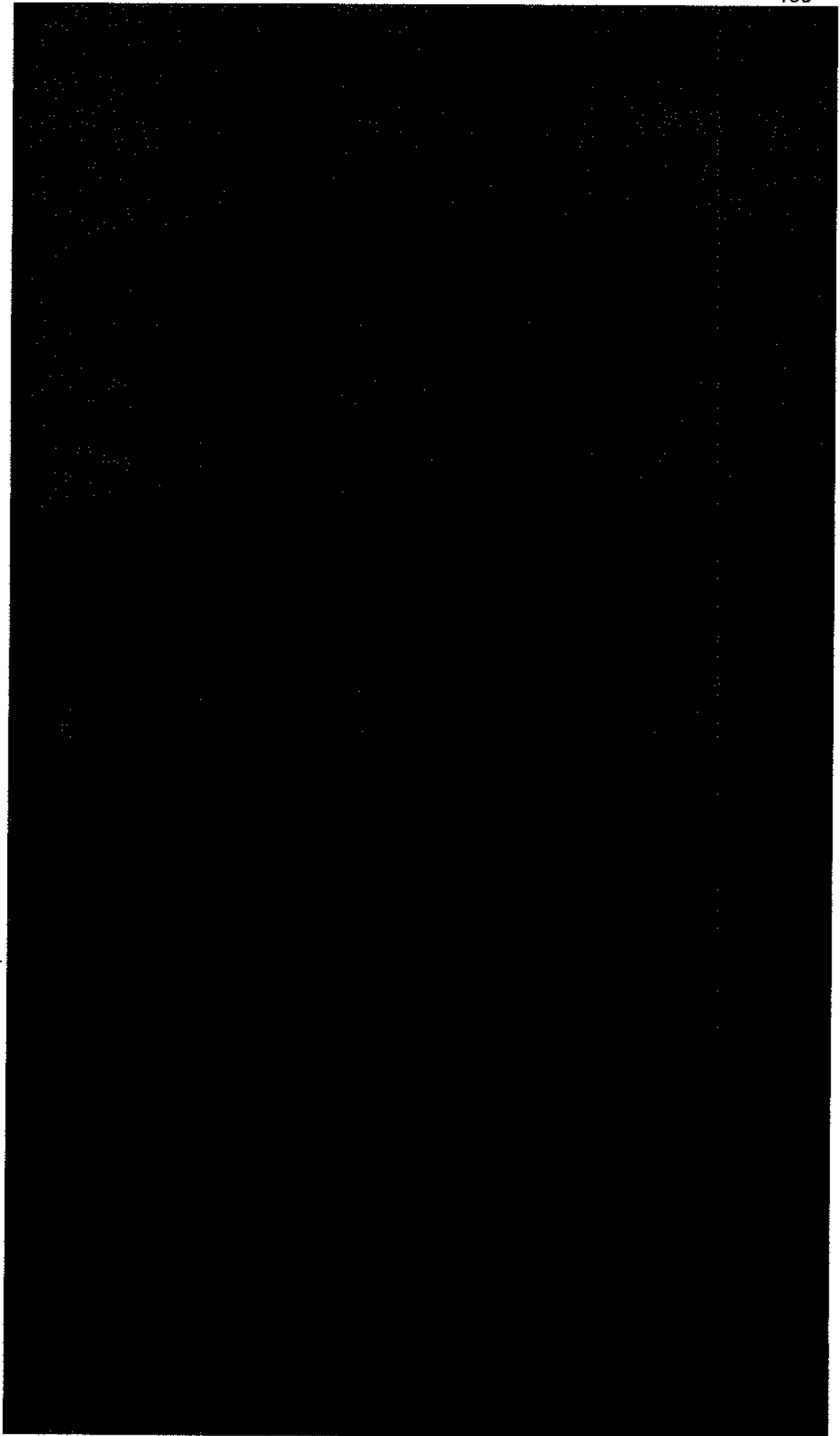


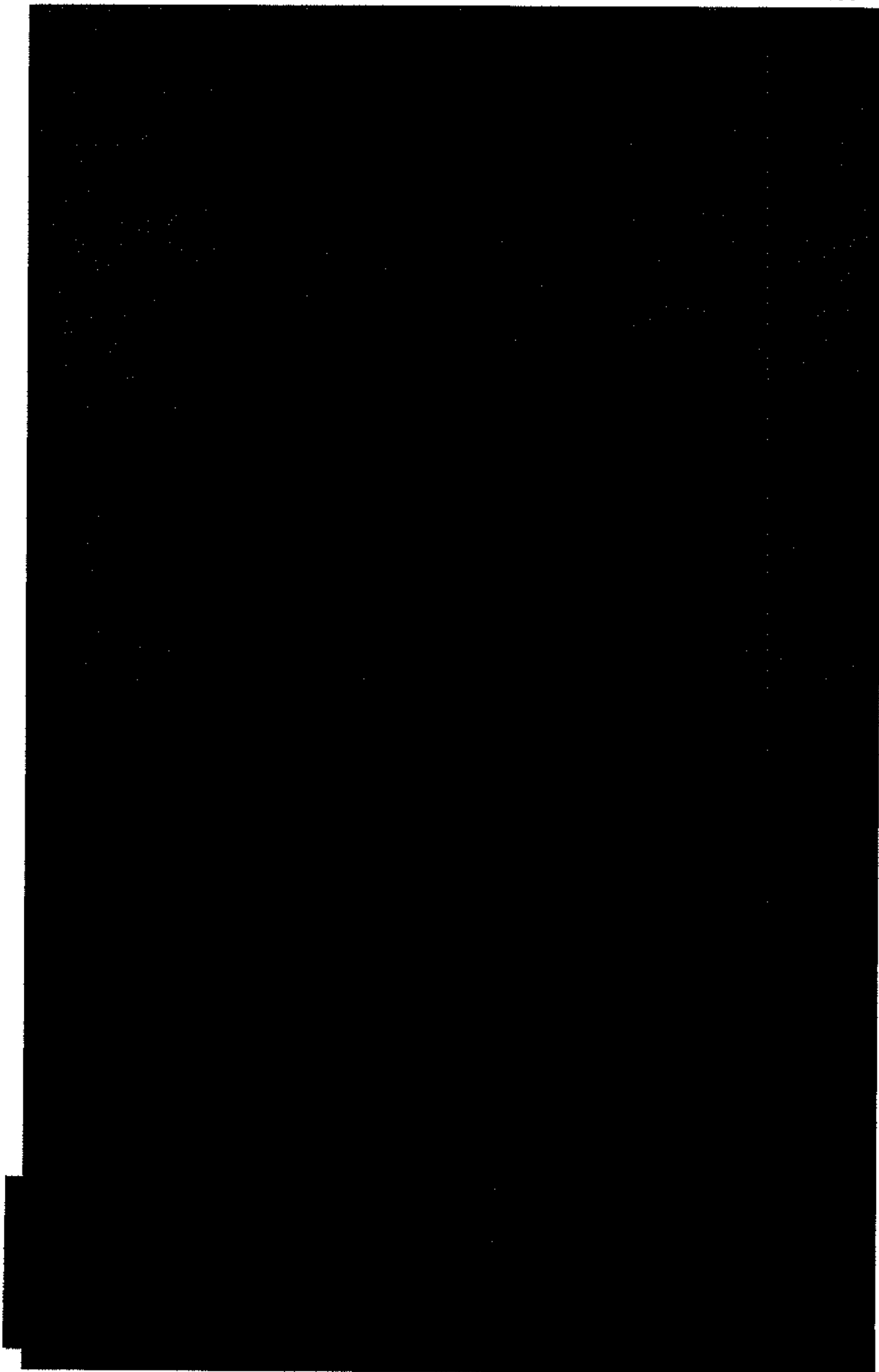


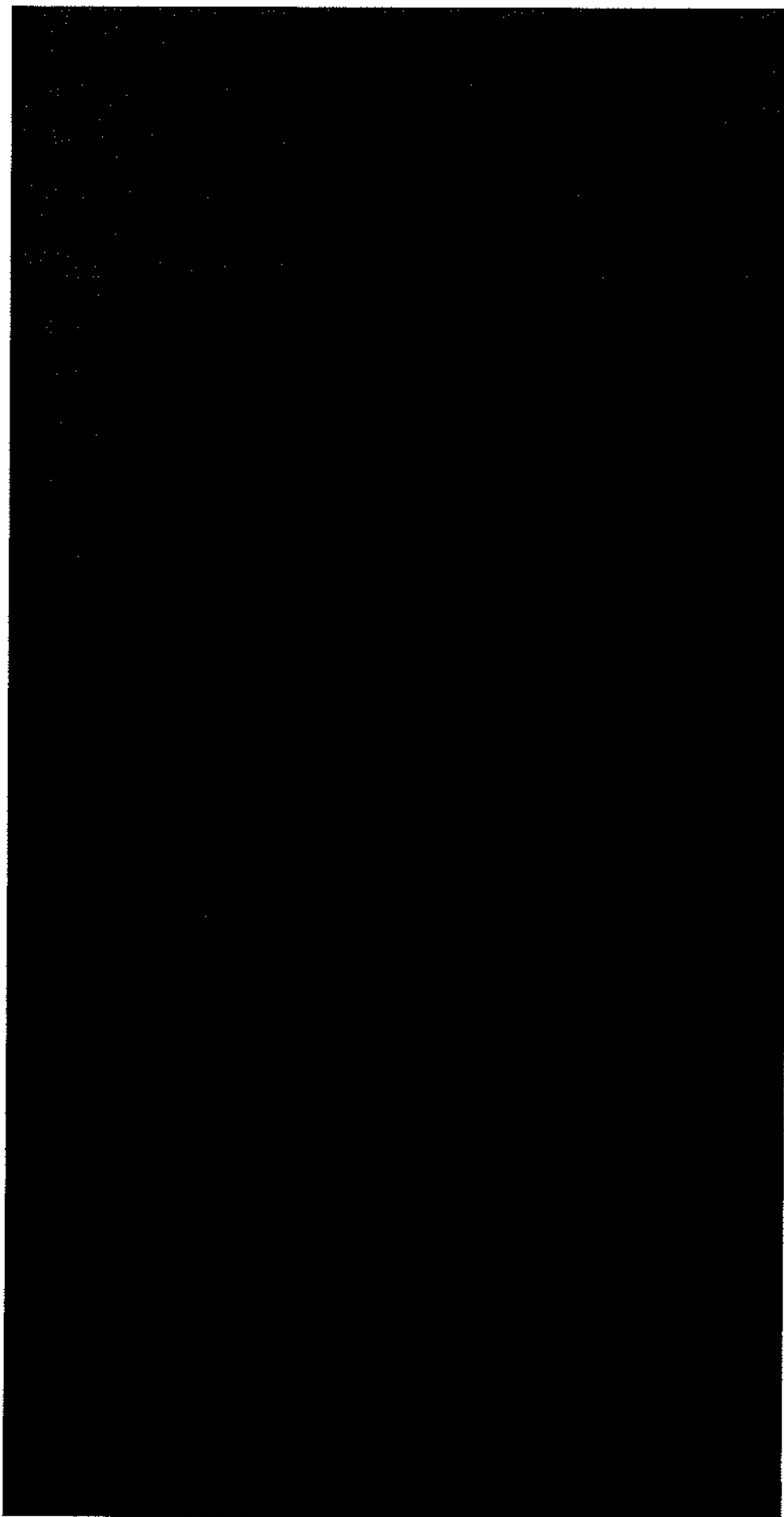


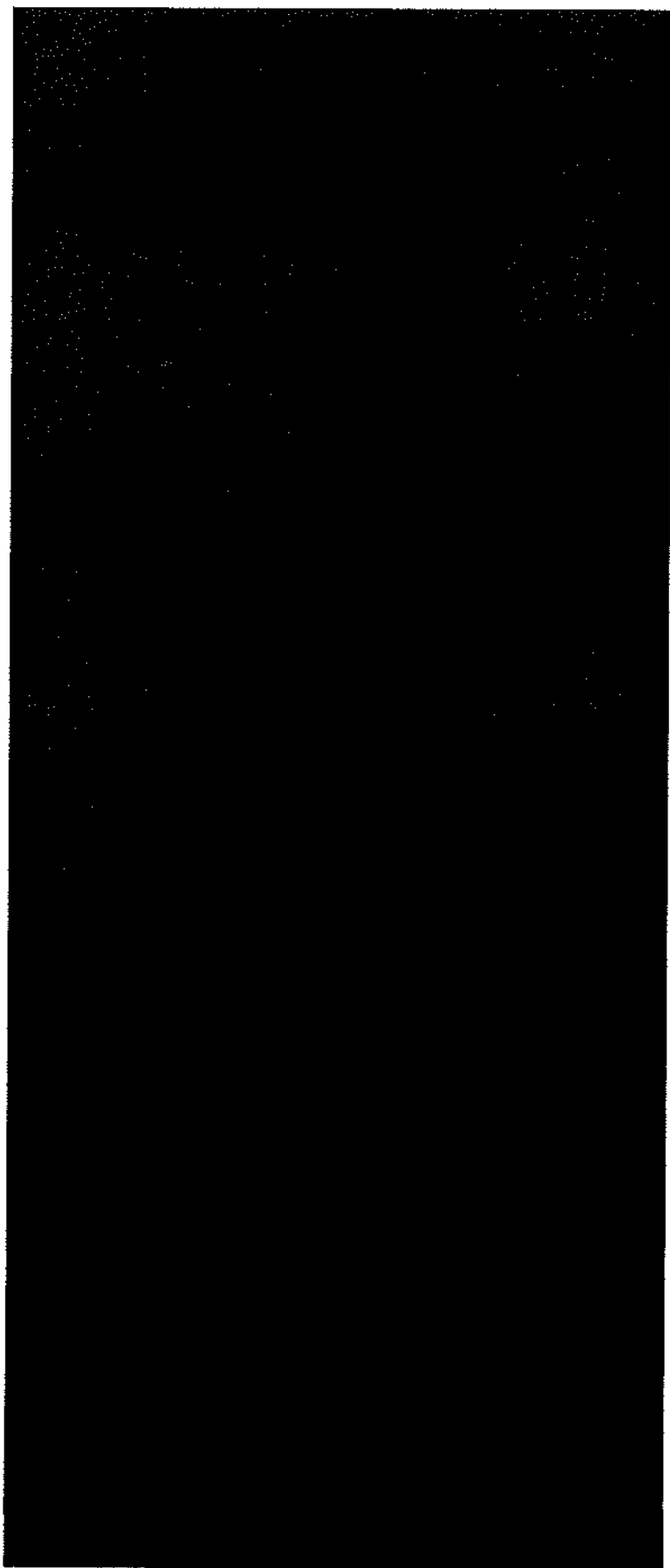


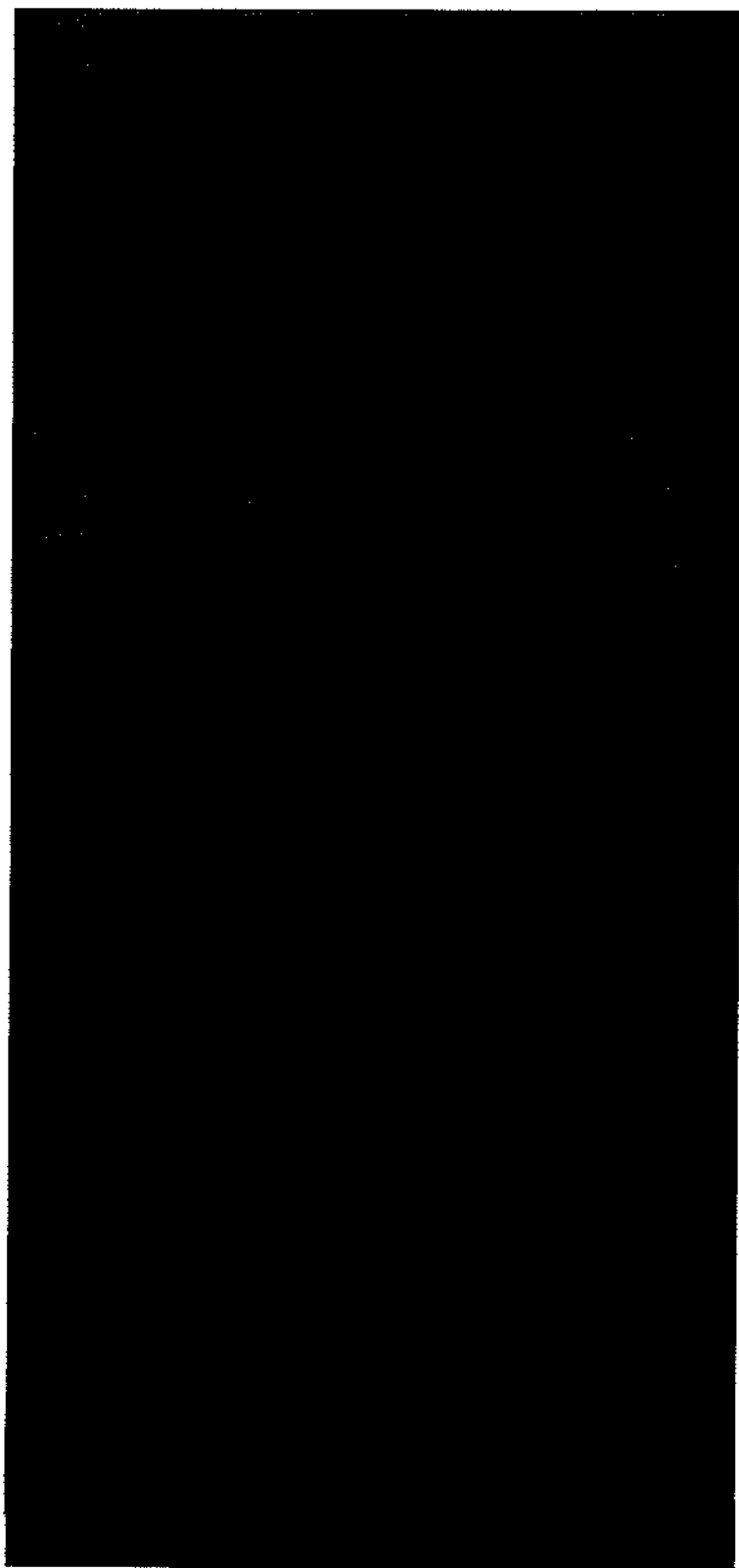






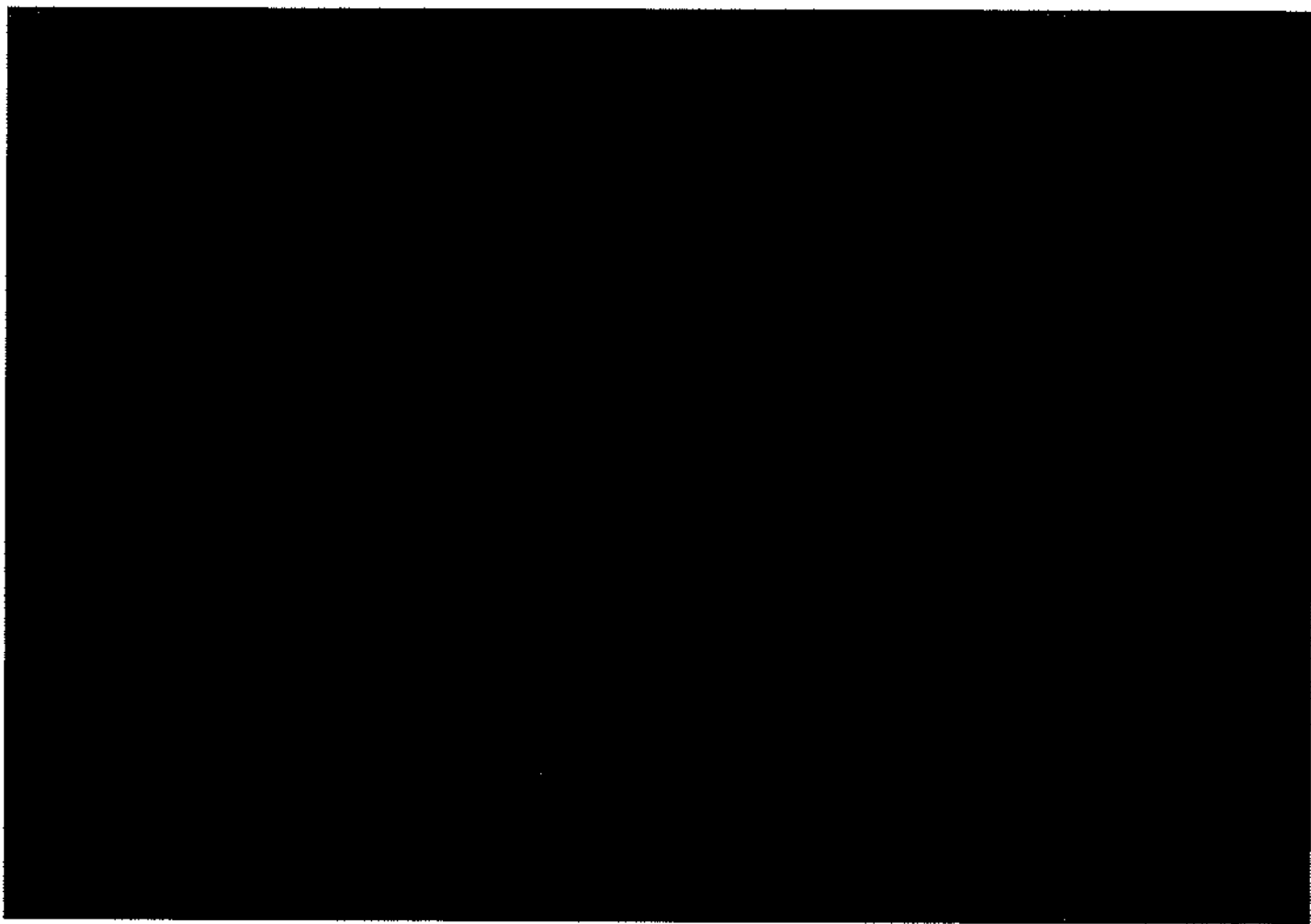




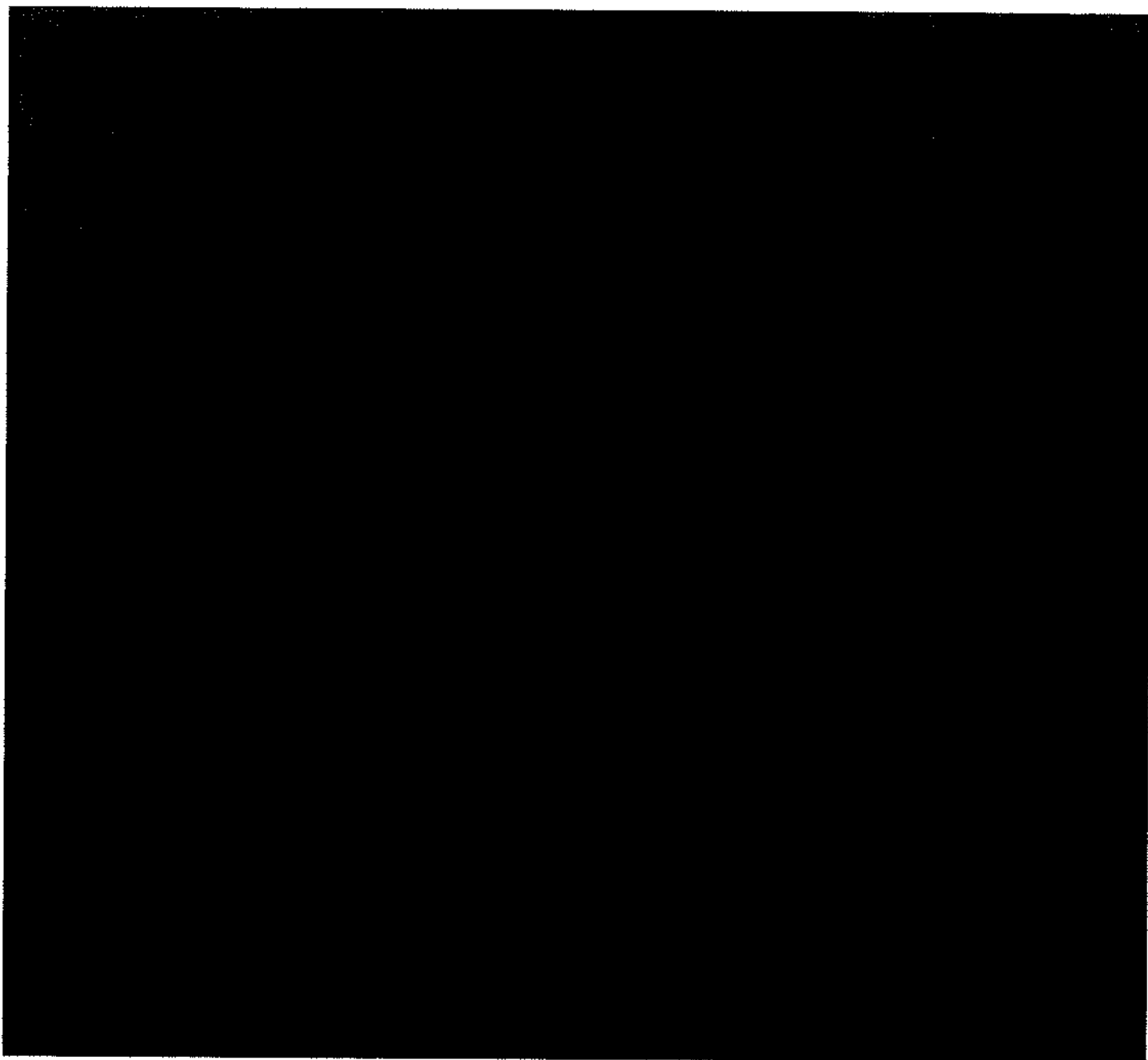




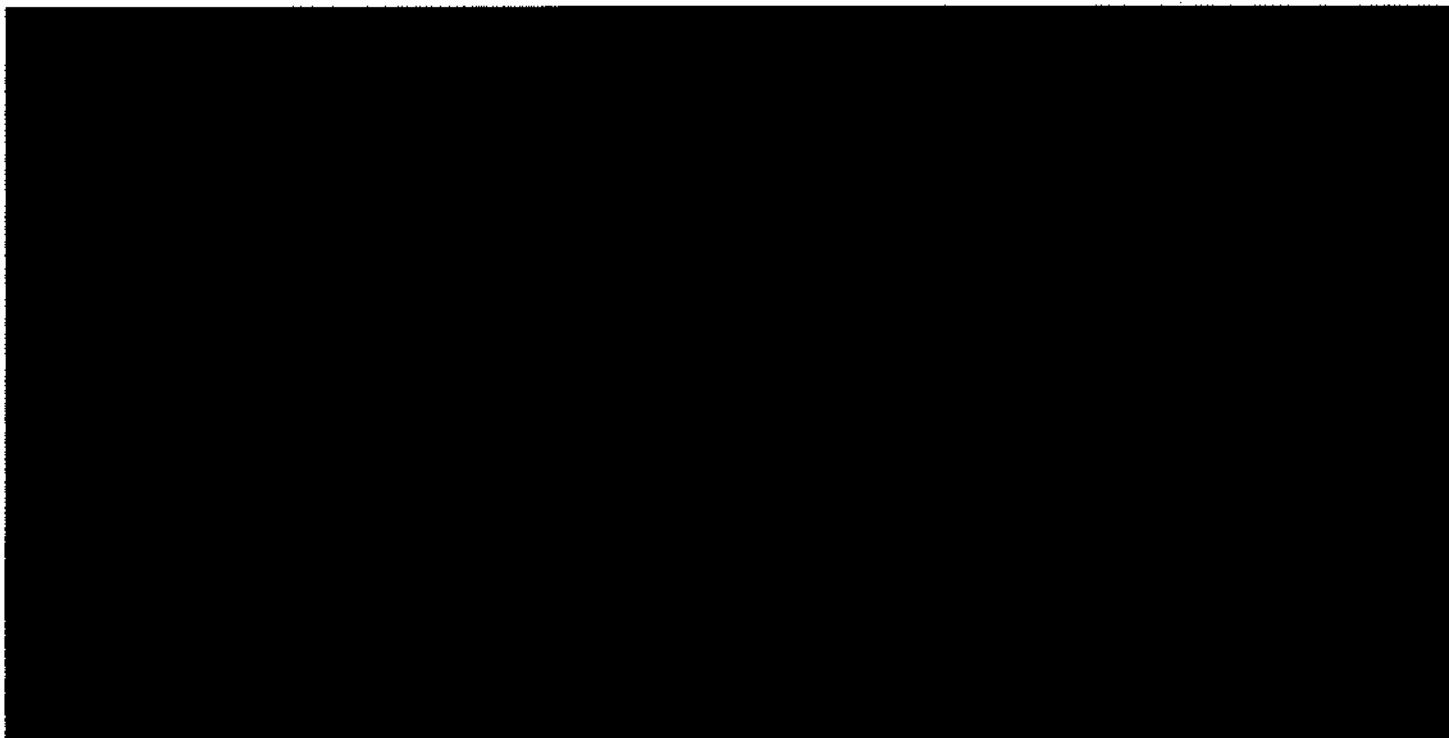












----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 17 January 2019, (20:37:46)  
To: melindon, andrew;  
Subject: Re: Brand and Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:14  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_b1ab5f74-a938-4bc4-84fb-75b6182021cd.htm

Thats great Andrew, I will catch up with early next week.

Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 | Ph 046 9036891

E Denise.Kennedy@Garda.ie

----- Original message -----

**From:** "McLindon, Andrew" <andrew.mclindon@garda.ie>  
**Date:** 17/01/2019 19:51 (GMT+ 00:00)  
**To:** "Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Subject:** Re: Brand and Ad

Hi Denise

I'm expecting updated creative tomorrow but not sure when. we would need to review before going to Executive to make sure we are happy with it.

Regards  
 Andrew

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** "Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Date:** 17/01/2019 19:40 (GMT+ 00:00)  
**To:** "McLindon, Andrew" <andrew.mclindon@garda.ie>  
**Subject:** Brand and Ad

Hi Andrew

I am meeting meeting PAS tomorrow about next campaign, and white smoke on developed concepts for Exec and or timelines?

Many thanks  
Denise

**Denise Kennedy**

Head of Talent Acquisition

An Garda Síochána | Athlumney House | IDA Business Park | Johnstown | Navan | Co Meath | C15 DR90

M 086 8196212 | Ph 046 9036891

E [Denise.Kennedy@Garda.ie](mailto:Denise.Kennedy@Garda.ie)

----- Original Message Details -----

From: melindon, andrew;  
Sent (Date & Time): 17 January 2019, (19:51:35)  
To: kennedy, denise;  
Subject: Re: Brand and Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:14  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_1f5e7dc7-9e3d-4a84-a479-51e87d612294.htm

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 Andrew

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** " Kennedy, Denise" <Denise.Kennedy@garda.ie>  
**Date:** 17/01/2019 19:40 (GMT+ 00:00)  
**To:** " McLindon, Andrew" <andrew.mclindon@garda.ie>  
**Subject:** Brand and Ad

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 Denise

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Head of Talent Acquisition

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M 086 8196212 |Ph 046 9036891

E Denise.Kennedy@Garda.ie

----- Original Message Details -----

From: kennedy, denise;  
Sent (Date & Time): 17 January 2019, (19:40:00)  
To: mclindon, andrew;  
Subject: Brand and Ad

**Clarke, Olivia**

---

**From:** donotreply@garda.ie  
**Sent:** Thursday 23 May 2019 12:14  
**To:** Kennedy, Denise  
**Subject:** Your restored MailMeter archived email  
**Attachments:** Details\_OF\_Your\_Original\_Message\_7febc1a0-b26e-4e2f-b30d-85328b1d8a54.htm

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Denise

**Denise Kennedy**

Head of Talent Acquisition

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