Guide to the Department – Overview of Minister's Office, Staffing, Equipment, and Facilities

November 2025

An Roinn Leanaí, Míchumais agus Comhionannais
Department of Children, Disability and Equality

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1. Key Events

As Minister or Minister of State, the following aspects of parliamentary business require approval directly or on your behalf by an advisor. Department staff will support this through preparing draft replies for approval and timelines do apply. This includes, but is not limited to:

- Parliamentary Questions (PQs)
- Representations (correspondence from members of the Oireachtas)
- E Submissions (submissions from the Department to the Minister/Minister of State for their information and/or approval sent and recorded via internal systems)
- Topical Issues (see below)
- Leaders Questions Notes (see below)
- Statements for Dail/Seanad/Joint Oireachtas Committees

Typically, representations from Oireachtas members, constituents and heads of certain organisations (eg Ombudsman for Children), as well as written PQs, are cleared by the Policy Adviser, with the agreement of the Minister of State and confirmed by the Private Secretary. Should the Minister of State wish to personally clear and sign responses to reps from Oireachtas Members and constituents (or any others), this can be arranged via the Private Secretary. All other correspondence to the Minister are for the Private Secretary's signature and these are cleared and signed by her/him.

All submissions from the Department, Topical Issues and statements are first cleared by the Policy Adviser before being seen by the Minister. The Private Secretary communicates the Minister's approval to staff. Should the Minister wish to personally clear and sign responses to reps from Oireachtas Members and constituents (or any others), this can be arranged via the Private Secretary.

Leaders Questions notes are requested from the Department by the Private Secretary and are cleared by the Policy Adviser with the approval of the Minister confirmed by the Private Secretary. All LQs are provided to the Minister if they are sitting in on LQs in the Dail Chamber, along with a list of promised legislation, and this is kept up to date by the Private Secretary.

1.1 CABINET MEETINGS

The Government meetings have routinely been held on a Tuesday morning. Memos for Government have strict deadlines with the Main Agenda finalised on a Friday afternoon, and the supplementary agenda finalised on Monday

afternoon. The Private Secretary coordinates with Department officials to ensure any Memorandum for Government (MfG) the Minister wishes to take to Cabinet is submitted ahead of these deadlines.

Cabinet Papers are prepared ahead of each Cabinet meeting; a 'virtual' is provided to the Minister on the Friday before and finalized papers are delivered in hard copy format to the Minister by 3pm on the day before.in hard copy. Attachments can be provided if required by the Minister. Appendices to MfG are typically provided in hard copy at the Cabinet Meeting itself.

For Memos being brought by the Minister on Departmental issues, a hard copy of the speaking note and short briefing will accompany the Memo, as well as any attachments. These Memos are usually cleared by the Minister by email/submission in advance of being submitted to Cabinet.

Observations on Memos from other Departments are requested through the Corporate Governance unit and then submitted to the SG for clearance before being submitted to the Minister for his/her approval. Approval is sought by email from the Cabinet Officer to the Minister, copying the Policy Adviser for info. This process currently applies where there are no observations, and where observations have been supplied from the Department. Observations from the Department are usually accompanied by a short background note from officials explaining the position, for the Minister's information.

1.2 ORAL PQS

Oral PQs are held every 6 weeks, and the turnaround time is usually very short for questions to be received, answered, cleared by the SG, seen by the Adviser, and cleared by the Minister. The top 20 questions would ordinarily be received by the Private Secretary two evenings before the scheduled date (ie: responses would be provided to the Minister on Friday evening before a Tuesday PQ date). The next morning the Minister would then meet with the SG, advisors and Private Secretary to go through the PQs one by one and note any amendments or required additional information. The Private Secretary would then follow these up and provide a finalised response by COB and supplementary information as soon as possible.

The physical Oral PQ folder is usually a large ring binder comprising of numbered questions and responses (with physical order number, and Dail Question number) and briefing for the top 20 questions – this briefing will depend on the Minister's preference. Previous briefing has comprised of supplementary questions, and bullet point briefing. This can be adapted at any point.

1.3 TOPICAL ISSUES, COMMENCEMENT MATTERS, STATEMENTS IN THE DAIL & SEANAD

Topical issues are raised in the Dáil for discussion the same day. Issues are brought to the attention of the Secretary General's office, which contacts the relevant section to request a speech and briefing. The Private Secretary will notify the Minister and a decision will be made as to whether the Minister can take the matter or request an alternative date from the Deputy posing the issue for debate. Where a MOS is designated to the Department, he/she can take the matter if the Minister is unavailable.

Commencement Matters are dealt with in the same manner - they are received a day in advance as they are typically held in the morning.

Statements in the Dail are scheduled by the Chief Whips office following a request to the Business Committee. There are occasions when the timing can be negotiated with the Whips office, however where a request is made on foot of a vote on the Order of Business, there is less manoeuvrability on the scheduling. An opening speech, wrap-up and briefing is requested by the Private Secretary. An official can attend the statements in the bull-pen for any additional info needed.

1.4 PRIVATE MEMBERS BUSINESS (PMB)

Private Members Business can be a Bill or a Motion put forward, usually by the Opposition. A Bill being taken in PMB is usually notified to the Department a few weeks in advance so officials are aware that when it is scheduled, a Government position will be needed for a Memo for Government with a decision requested to support/oppose/not oppose the Bill.

Where a Motion is put forward, officials may only have a day for a Government position to be decided, and to draft a counter motion if deemed necessary.

The Minister will then bring the Memo to Cabinet and take the Business in the Dail during the time allotted with either the opening or closing speech (one Minister cannot take both).

1.5 JOINT OIREACHTAS COMMITTEE (JOC)

There is a dedicated JOC for Children Disability and Equality. The JOC has invited the Minister to attend the committee on a number of occasions for discussions on specific topics.

In those sessions the Minister gave a statement, and then took questions from members. Other attendances at the committee were for Pre-Legislative Scrutiny, and also for Revised and Supplementary Estimates with the Select Committee. Depending on the Chair and Clerk, the Minister is the only person to speak at

meetings of the Committee, but officials are present for any information needed by the Minister.

There is also a dedicated JOC on Disability.

1.6 DIARY

The majority diary requests are dealt with by the Diary Secretary, and a diary meeting is scheduled on a weekly basis with the Minister/Minister of State, Private & Diary secretaries and the Advisers (if they wish to attend). The Diary secretary will request observations from units on relevant meeting requests/events and these will be given to the Minister during the meeting for a decision.

Where the Minister or Minister of State agrees to meetings, a relevant official attends and a briefing is provided to the Minister a day in advance of the meeting. Where an event/launch occurs, the speech is cleared by the Press Adviser in advance of the event, and usually officials would attend.

Certain meetings are scheduled on a regular basis such as

- A weekly meeting with the Secretary General
- Quarterly meetings with the Department's Management Board
- Quarterly meetings with senior Tusla officials
- Quarterly meetings with senior HSE officials
- A bi-annual meeting with the Oberstown Chair

These meetings can also be scheduled more frequently or ad-hoc when the need occurs.

Constituency days are set by the Minister/Minister of State.

The calendar is kept updated by the Diary Secretary and Private Secretary to reflect the day-to-day meetings/events and is accessible via the work phone/laptop.

2. Minister's Office Staffing Matters

2.1 STAFFING OF THE MINISTER'S OFFICE

The existing civil service staff currently deployed to support the Minister's Private Office and Constituency Office at the Department are set out in the table below. The main staff are:

Name	Grade	Location
[redacted]	AP - Programme Manager	Private Office
[redacted]	AO – Private Secretary	Private Office

Private Secretary

- The Private Secretary performs the following functions:
- Provides administrative and practical support to the Minister in the performance of both their Departmental and Governmental responsibilities.
- Manages the Minister's Private Office, and Departmental staff within the Constituency Office.
- Oversees the Minister's schedule and diary commitments, ensuring they are fully prepared ahead of meetings and other official engagements.
- Coordinates the provision of any speeches, notes or briefing material required by the Minister.
- Manages the processing of all official correspondence to and from the Minister.
- Engages directly with Department officials, Oireachtas members and other key stakeholders on behalf of the Minister.
- Liaises with the Oireachtas to ensure all parliamentary business commitments are fulfilled.
- Oversees the records management for both the Private and Constituency Offices.
- Provides scheduling and administrative support in progressing legislation and other parliamentary commitments through the Houses.
- Engages with the Taoiseach's Department regarding the provision of material for Leader's Questions, Questions on Promised Legislation and Order of Business notes.
- Manages expense claims and other day-to-day financial matters on behalf of the Minister.

- Organizes any necessary travel arrangements for the Minister ahead of official engagements.
- Oversees the submission of Memoranda for Government to the agenda for the weekly Cabinet meetings, and the preparation of Cabinet Papers for the Minister.

Correspondence Section

The Correspondence section performs the following functions:

- Monitors the Minister's Private Office mailbox.
- Processes all hard-copy correspondence addressed to the Minister.
- Refers correspondence to the relevant unit for input and draft reply.
- Ensures all emails, letters and representations receive a timely acknowledgement and response.
- Oversees the recording and progression of cases via the eCorrespondence system.
- Records all correspondence received by the Private Office.

Diary Section

The Diary section performs the following functions:

- Assists the Private Secretary in organizing the Minister's schedule for the coming week.
- Filters and processes all diary invites to be shared with the Minister for their response.
- Coordinates with units and event organizers to prepare briefing packs for all diary commitments.
- Actions all requests from the Minister for briefing and speaking notes.
- Ensures the Minister's Conference Room is prepared ahead of meetings, including IT setup for video conferencing where required.
- Communicates directly with organizers to ensure all is in order ahead of the Minister's arrival at official engagements.
- Circulates the Minister's diary to senior Department staff on a weekly basis.
- Responds to requests for briefing material from the Taoiseach, Tánaiste and other Ministers.

Cabinet Officer

One Executive Officer within the Private Office is assigned to assist the Private Secretary with all matters related to Meetings of the Government.

The Cabinet Officer performs the following functions:

- Assists the Private Secretary in preparing Cabinet Papers for the Minister ahead of the weekly Meetings of Government.

- Shares observations on draft Memoranda with the Minister for their review and clearance.
- Provides administrative support to units, where required, with the submission of Memoranda for Government on the eCabinet system.
- Issues the finalised Cabinet agenda to the Minister each Friday, in advance of the coming week.
- Coordinates the briefing and speaking material required ahead of any Cabinet Committees the Minister is required to attend.
- Files all Government Decisions relevant to the Department and ensures these are shared with the relevant officials.
- Liaises with the Secretary General's Office regarding the release of confidential Memoranda on the eCabinet system.

Constituency Office

Currently the Department provides Departmental staff to support to the Minister with matters related to their constituency.

The Constituency Office performs the following functions:

- Coordinates with the Minister's existing political and constituency team regarding the processing of constituency correspondence.
- Monitors the Minister's Constituency Office mailbox.
- Processes and actions all relevant hard-copy correspondence received from constituents.
- Refers correspondence to the relevant unit for input and draft reply.
- Ensures constituents receive a timely acknowledgement and response.
- Oversees the proper recording of correspondence cases on Lotus Notes.
- Monitors the progression of cases via an internal tracking system to ensure the efficient processing of constituency queries.
- Assists with the preparation of briefing material for constituency engagements.

2.2 MINISTER OF STATE FOR DISABILITIES

The Minister of State supported the Minister with the workload on policy formulation and stakeholder engagement for Community Based Disability Services, including engagement with Oireachtas members, Committees and representative organisations. The Minister formally delegated specific powers to the Minister of State under the following:-

- National Disability Authority Act 1999
- Disability Act 2005
- Assistant Decision Making (Capacity) Act 2015
- Irish Sign Language Act 2017 and
- Assistant Decision-Making (Capacity) (Amendment) Act 2022

Staffing of the Minister of State's office

The existing civil service staff currently deployed to support the Minister of State's Private Office and Constituency Office at the Department are set out in the table below. These resources which can be reviewed with the Minister of State after a period of transition.

Name	Grade	Location
[redacted]	Private Secretary	Private Office
Treasa Kelly	Advisor	Private Office
tbc	tbc	Private Office
tbc	tbc	Constituency Office
tbc	tbc	Constituency Office

The roles performed by staff in the Minister of State's Office are, in broad terms, identical to those described above for the Minister's Office.

2.3 MINISTERIAL PERSONAL APPOINTEES

In addition to these civil servants, the Minister is entitled to appoint the following

- Special Advisors (X 2) – Under Section 11(1)(a) of the Public Service Management Act 1997 a Minister may appoint a maximum of two Special Advisers. This is usually one policy advisor and one communication advisor and these are appointed at Principal Officer salary.

(Where a specific need is identified, a Special Adviser may be appointed to a Minister of State subject to the approval of the Minister for Public Expenditure, NDP Delivery and Reform and of Government.)

- Ministers and Ministers of State may appoint a Parliamentary Assistant and Secretarial Assistant and such staff will be paid by the Houses of the Oireachtas Service

HR unit will engage with Special Advisors on their contracts and ensure they are on payroll. HR personnel are available to answer any HR related queries.

If an individual has previous civil or public service employment history this should be advised to HR as this has an impact on the superannuation terms and conditions.

There is a formal process to follow for the appointment of Special Advisers and this includes the approval of Government in accordance with Section 11 of the Public Service Management Act 1997. This will be organised by the HR Unit and Special Advisers will be kept updated on the process. At the end of the process a Statutory Implement will be signed into law which will state the name of the Special Advisor and the date of appointment. The HR unit will also organise for the contracts to be laid before the Houses of the Oireachtas.

In the case of Special Advisers, the Public Service Management Act (PSMA) 1997 also applies. This means that Special Advisers are subject to Ethics in Public Office Act, 1995. Obligations are outlined below in 1.5.

The Civil Service Code of Standards and Behaviour forms part of the terms and conditions of service of all Civil Servants including all Ministerial Special Advisers. The Code underpins the rules in many areas and introduces rules governing gifts, hospitality and the acceptance of outside appointments and of consultancy engagement following resignation or retirement. A copy of the Code will be given to Special Advisers and they are required to certify in writing that they have read it.

Detailed information of the procedures, terms and conditions (e.g. salary) for personal appointments are available from HR Unit.

2.4 ETHICS IN PUBLIC OFFICE

The Ethics in Public Office Act place specific obligations on the Minister in relation to personal staff appointees. These can be summarised as follows:

1. A copy of the contract, or a statement in writing of the terms and conditions, of the special advisor,

2. A statement as to whether the Special Adviser is a relative or civil partner of the Minister,
3. A statement of the qualifications of the Special Advisor relevant to their functions as special adviser, and
4. A copy of the statement of the special adviser own interests (not spouse or civil partner or children).

2.5 MINISTERIAL ALLOWANCES

Salaries and allowances for Oireachtas members are published on the Oireachtas Website.

The Minister's allowance is €92,938.

The Minister of State' allowance is €45,846

2.6 OFFICIAL TRAVEL AND SUBSISTENCE

The Minister uses his/her own transport for Ministerial related travel; an official vehicle is not provided. A travel allowance of up to 96,549 Km (60,000 miles) can be claimed per annum in relation to the use of their private car for official business. In addition, civil service subsistence rates may be payable depending on the duration away from the Department.

Note: Per instruction from the DPER Secretary General on 9th April 2013, each Minister should provide an estimate of the amount of personal travel undertaken in the period of the travel claim, which is deducted from the mileage claimed on the designated claim form.

2.8 AN GARDA SIOCHANA DRIVERS

An Garda Siochana will appoint drivers for the Minister while Ministers of State may appoint 2 civilian drivers.

2.9 SUITABLE INSURANCE

Due to the nature of the travel involved, Ministers will require suitable car insurance to cover business use, including insurance for the driver. They must advise their insurance company of the level of travel. The Department will recoup the Minister for any additional premium these arrangements may incur.

2.10 FOREIGN TRAVEL

Foreign travel arrangements for official business is organised through the Department's Travel Desk Team.

The Minister's Private Secretary will generally make relevant contacts with the Travel Desk on the Minister's behalf and complete relevant forms, including Travel and

Subsistence claims to cover associated expenses on behalf of the Minister. The Private Secretary will complete an anticipated costs sheet for the Minister's attention before travel is confirmed.

Detailed Procedures, Guidelines and the Foreign Travel Authorisation Form are available from the Travel Desk.

3. Building Information

3.1 GENERAL INFORMATION

DCDE Head Office is located at Block 1 of Miesian Plaza, Lower Baggot Street, Dublin 2.

Block 1 contains 8 floors, a lower ground level and a double basement car park. The floor levels and tenancy are as follows:

- Level G (Ground) contains a canteen, reception, meeting rooms and an open area.
- Level 1 is occupied by employees from the Departments of Finance (DoF), Health (DoH) and Public Expenditure, NDP and Reform (DPENDPR).
- Levels 2 and 3 are occupied by DCDE.
- Levels 4, 5, 6 and 7 are occupied by DoH.
- Level LG (Lower Ground) contains bike storage, a wet room, dressing rooms and a gym.

Main Department phone number – +353 (1) 647 3000

Address – Block 1 Miesian Plaza,
50 – 58 Lower Baggot Street,
Dublin 2
D02 XW14
Email: **contact@dcde.gov.ie**

Minister's office email: **minister@dcde.gov.ie**
Minister of State's office email: **mos@dcde.gov.ie**

The Department shares the building with Department of Health (Floors 1,4,5,6,7) and Department of Finance and DPENDR (Floor 1).

The building is leased from the landlord by the OPW. The Department of Health acts as lead tenant in terms of engagement with the building's facilities management company and service contractors. This Department, along with Finance and DPENDR are co-tenants and coordinate with Health, the building's facilities manager, the OPW and the landlord on a Building Control Management Group.

The majority of the Department's 623 attend Miesian Plaza.

3.2 OPENING HOURS

Building opening hours are normally from 8am to 7pm. Exit from the parking area from 7pm to 9pm requires contact with Ground Floor Reception at 01 635 4115 and with Security at [redacted] after 9pm.

The Ground Floor Reception Area is staffed by an individual Department of Health Service Officer (SVO), who covers the desk on a rotational basis from Monday to Friday inclusive.

A Security Officer employed by Aniesim Management takes over the Reception Area from 9pm to 7am the following day Monday to Friday inclusive, as well as 7am to 7pm at weekends and bank holidays.

3.3 BUILDING ENTRANCES

Front Entrance (Miesian Plaza)

DCDE is located on Floors 2 and 3 of Miesian Plaza Block 1.

When you arrive at Miesian Plaza, Block 1 is located directly behind the red statue, and you can access the building by using the stairs and going through the revolving doors.

When you arrive at the front entrance, take a left and use your access card to go through the turnstiles. You must also use your access card to activate the lift and select your preferred floor.

3.4 LOWER GROUND FLOOR (LGF) ENTRANCE

The Lower Ground Floor entrance is located at the back of Miesian Plaza Block 1. Please use the LGF entrance if you are bringing in a bike.

When you arrive at the LGF entrance, use your access card to open the first set of automatic double doors. Enter the building and use your access card to open the second set of automatic double doors.

Walk straight ahead, take a right, go straight ahead until the LGF lift lobby is on your right. Use your access card to access the lift lobby.

Use your access card to activate the lift and select your preferred floor. All doors in Miesian Plaza have swipe access points so please ensure you have your access card while in the building.

3.5 ACCESSIBLE ENTRANCE

There is an accessible entrance to Miesian Plaza Block 1 through a door to the right of the main entrance as you look at the steps. This can be access via a ramp.

Alternatively, there is an accessible entrance to Miesian Plaza Block 1 through the Lower Ground Floor entrance at the back of the building.

3.6 WEEKEND ACCESS

If you require weekend access to Miesian Plaza, the Minister's Office informs the Department Operations and Climate Action Unit (OCAU) via the DCDE Helpdesk at least one working day in advance of requested attendance. The Department Operations and Climate Action Unit will add the staff name(s) to the list of authorised staff that may attend on a particular day.

Access to Miesian Plaza will be via the Lower Ground Floor (LGF) bicycle entrance at the back of the building.

Upon arrival to the LGF bicycle entrance, please contact security via the intercom. Security will proceed to the LGF bicycle entrance to let you in.

To exit the building, please contact security at the front desk or [redacted]. Exit is also via the LGF bicycle entrance/exit.

Please ensure you have your staff access card to present to security upon request and provide a mobile number to security if requested.

3.7 OFFICE SUPPORTS

Induction

When you arrive at Miesian Plaza on your first day, you will be greeted at Reception by the Private Secretary.

The Private Secretary will bring you to the DCDE Reception Area on Floor 3.

The Department's Operations and Climate Action Unit will take your photograph for use on your access card. Alternatively, the Operations and Climate Action Unit can use an existing photograph for your swipe access card. Please provide this photograph by email.

Your access card will provide access to the Ground Floor, Floors 2 and 3 of Miesian Plaza, as well as the Basement and Lower Ground Floor bike storage and dressing

room areas. Gym access on LGF can be arranged for you should wish and will require an induction course on machine use before the landlord will grant access.

You will receive a brief Induction to outline HR matters, the facilities available in the Department, and health and safety supports.

The Department Operations and Climate Action Unit can also provide you with a tour of Miesian Plaza and familiarise you and your team with relevant Health and Safety protocol.

3.8 MINISTER'S OFFICE

The Minister's Office is located on Floor 3 of Miesian Plaza.

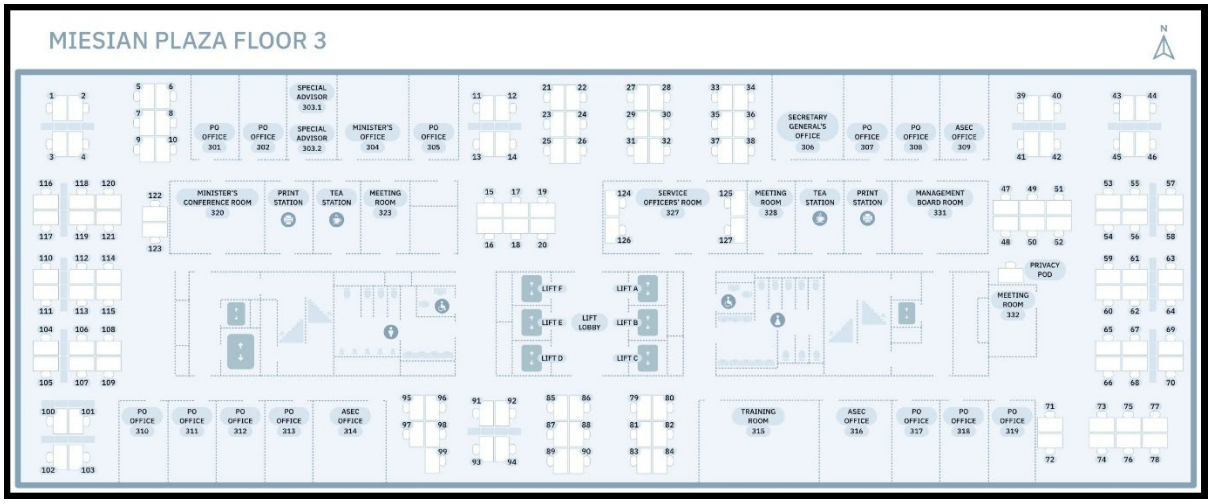
To find the Minister's Office, please swipe your card on the access panel at the lifts and select Floor 3. When you arrive on Floor 3, exit the lift lobby through the side facing the glass Reception Area by using your swipe card.

When you exit the lift lobby, walk straight ahead and turn left after the Service Officer Room (see floor plan below). Walk straight ahead and the Minister's Office is located in Room 304 and will be the second office on your right.

The Minister's Advisors' Office is located in Room 303 directly beside your office.

You will need your access card to access the Minister's and Advisors' Office. If you do not have your card on any day for any reason, the Department Operations and Climate Action Unit will provide you with a temporary card.

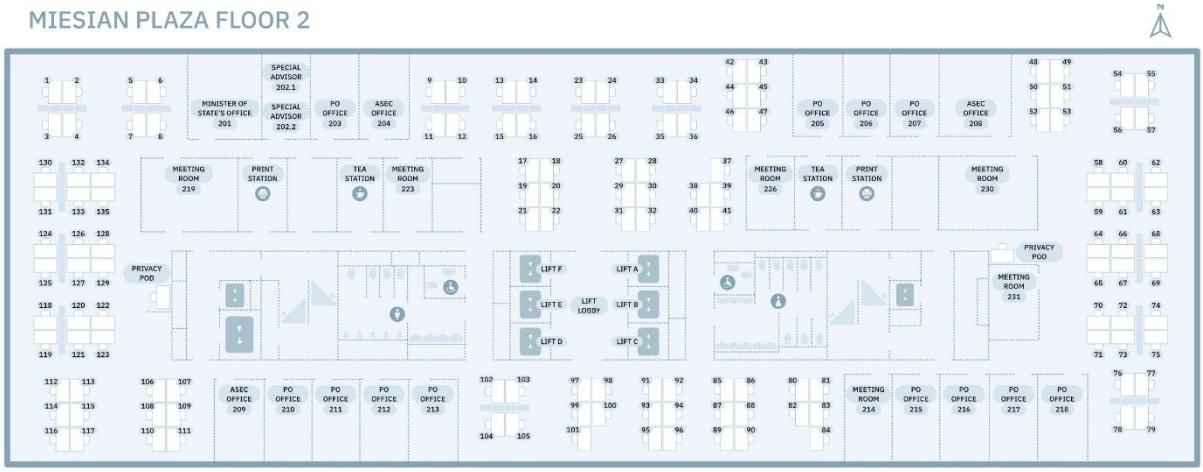
Please find below Miesian Plaza Floor 3 plan for information. Floor plans also are attached for reference at Appendix 1.



Please note, the Secretary General's Office is 306 and is along the same corridor as the Ministerial team.

The Minister of State and their team is located on Floor 2 in Miesian Plaza:

- Minister of State Office - Office 201
- Minister of State's Advisors' Office - Office 202
- Minister of State Office staff – Desks 5, 6, 7, 8



3.9 OFFICE ARTWORK

The Department Operations and Climate Action Unit can arrange the display of personal artwork in your office.

Alternatively, the Department Operations and Climate Action Unit can engage with the Office of Public Works (OPW) to arrange artwork from the OPW catalogue.

3.9 CONFERENCE AND MEETING ROOM

A Ministerial Conference Room is available in Room 320 on Floor 3 of Miesian Plaza. To find the Conference Room, please turn right when you leave your office, and the Conference Room is located on your left.

Staff in the Minister's Office manage all bookings for the Minister's Conference Room. Please note, your access card is required to enter the Conference Room.

3.10 DEPARTMENT HELPDESK

Members of the Department Operations and Climate Action Unit and ICT Unit are on-site each day in Miesian Plaza.

To get support, the Minister's Office can contact the Department Operations and Climate Action Unit or ICT directly, or log a request via the Department's Helpdesk.

Please note, some queries require Office of Government Chief Information Officer (OGCIO) support. If you have a network related query, please advise the Minister's Office and they will follow-up with the OGCIO.

3.11 STATIONERY

The are two stationery areas on both Floors 2 and 3 in Miesian Plaza.

If you have specific stationery requirements, the Minister's Office will be able to request stationery via the Department Operations and Climate Action Unit.

3.12 POST

Post is delivered to each floor throughout the day. The Department's Service Officers deliver all Minister's post to the Private Secretary's desk.

Please note, the Minister's Office are required to provide all external post to the Department's Service Officers before 3.30pm to allow post to be processed and ready for collection by An Post at 4pm.

3.13 CLEANING

Regular cleaning is undertaken by our cleaning operatives throughout the day. Bins are being emptied regularly.

Sanitising materials are available to all staff to keep their allocated workspace clean and hygienic.

3.14 HEATING AND AIR CONDITIONING

Miesian Plaza's temperature is controlled by a centralised Building Management System (BMS).

The BMS regulates and controls the air circulation, temperature and blinds throughout the building.

If you have an issue with any of these systems, please advise the Minister's Office, who can contact the Department Operations and Climate Action Unit.

The Department Operations and Climate Action Unit will liaise with the Department of Health and the relevant contractor to resolve the issue.

3.15 MIESIAN PLAZA ON-SITE FACILITIES CANTEEN FACILITIES/KITCHENETTE

A Canteen is available on the Ground Floor for all staff.

The canteen is open every weekday from 8am to 4pm for breakfast, lunch and all-day snacking. There's a choice of three hot food items for lunch, as well as soup and sandwiches, a large salad bar and a hot coffee "dock" during all opening hours.

Breakfast includes porridge, muesli, yoghurt, fruit, mini sausage rolls and a selection of pastries. A fry is also served on Thursday mornings.

Lunch includes soup of the day, two main courses (traditional and a street food option), a vegetarian option, a salad bar and a selection of sandwiches, cakes and pastries.

A vending machine is available on the Ground Floor outside the canteen for drinks, chocolate and snacks. You can use cash, bank card or mobile phone payment app for payment.

In addition, both Floors 2 and 3 have two kitchenettes which include a hot water boiler, water cooler, dishwasher and fridge tea/coffee supplies and milk. These areas are cleaned by the cleaning staff on-site.

3.16 TOILET/SHOWER FACILITIES

Toilet facilities, including accessible toilets, are located on all floors in Miesian Plaza.

Shower facilities are located on the Lower Ground Floor (LGF). All staff are reminded that no personal items should be left behind in the shower rooms.

3.17 PARKING

Miesian Plaza has underground parking facilities, which can be accessed at the back of the Plaza from Mount Street Upper via James Street East and then James Place East.

Parking spaces allocated to the Department are located on level -2.5 (lowest level).

The Minister's parking space is 103 and the Minister of State's parking space is 101.

The Carpark is open from 7am to 7pm Monday to Friday. If access is required outside of this, please advise the Minister's Office to contact the Department Operations and Climate Action Unit.

3.18 TOLL TAG

A toll tag can be arranged for the Minister's car, if required. The administrative necessities can be completed with Operations and Climate Action Unit by the Minister's Private Secretary.

3.19 BIKE STORAGE

A bike shed is located at the back of Miesian Plaza through the Lower Ground Floor (LGF) entrance.

When you enter through the LGF entrance, walk straight ahead and the door is located to the right of the large screen on the wall. Please note, your access card is required to enter the bike shed.

A Drying Room is also located in the Bike Storage area.

3.20 GYM

A Gym is located on the Lower Ground Floor of Miesian Plaza.
All gym users must complete a gym induction before using the equipment.

If you would like gym access, please advise the Department Operations and Climate Action Unit who can arrange an induction session.

Please note, your access card and the completion of the gym induction is required to enter the gym.

In addition, a changing room and shower facilities are also available on the Lower Ground Floor.

3.21 HEALTH AND SAFETY: FIRST AID ROOM

A First Aid room is available on Floor 1 of Miesian Plaza.

If you would like to access the First Aid Room, please contact the Department Operations and Climate Action Unit on Floor 3 to request the First Aid access card. This access card will enable access to Floor 1.

3.22 FIRST AID / FIRE WARDEN DETAILS

The names of First Aiders and Fire Wardens are posted throughout the building at the exit routes. First Aid boxes are located in the kitchenettes throughout the building.

Please note, Automated External Defibrillators are located in the Ground Floor Reception Area, DCDE Floor 2 (beside the Ladies toilets) and DCDE floor 3 (beside the Ladies toilets).

3.23 INCIDENT REPORTING

If you have an incident or accident whilst at work which involves an injury or a potential injury (Near Miss), please advise the Minister's Office.

The Minister's Office will complete an online Incident Report Form which is available on the Intranet.

3.24 VISITORS TO THE OFFICE

If you are meeting with external visitors in Miesian Plaza, the Minister's Office is responsible for providing these visitors with the following health and safety induction documentation at least 24 hours in advance of them visiting Miesian Plaza:

- Health and Safety Induction Slides (found in the Health and Safety Knowledge Base);
- DCDE Emergency Evacuation Protocols as (found in the Health and Safety Knowledge Base.

The Minister's Office will ensure they obtain written confirmation by email that visitors to the Minister have familiarised themselves with the DCDE guidance and that they will adhere to it for the duration of their visit.

In addition, the Minister's Office will complete the 'Attendees at meetings' and provide the document to the Department Helpdesk for onward submission to the Ground Floor Reception.

3.25 FIRE ALARM

Please note, there is a fire alarm test carried out in Miesian Plaza every Thursday at 11.30am.

There is no need to evacuate during this test.

3.26 EVACUATION

You should evacuate the building if the fire alarm operates at any other time and leave the building by your nearest evacuation route.

If you are located between Floors 1 to 8, please make your way to the refuge areas located on the East and West side of the building.

Make your way down the stairs to the Lower Ground Floor and exit through the back of the building.

If you are located on the Ground Floor, the Emergency Doors will open automatically onto the Plaza. Exit here and walk to the back of the building.

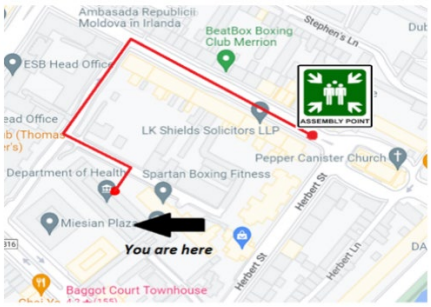
If you are in the car park/plant rooms, please follow the running man signs to the refuge areas, make your way up the stairs and exit on the Lower Ground Floor and make your way out to the back of the building.

Once at the back of the building, please head towards the Pepper Canister Church at Upper Mount Street.

Continue to the DCDE Assembly point which is at the end of Upper Mount Street and intersects with Herbert Street. Location is marked on the map below.

Please assemble by DCDE floor number (floor 2 and floor 3) and line up at the Assembly Point at the end of the pathway, Location is marked on the map below.

DO NOT use the lifts when evacuating the building.



3.27 DISPLAY SCREEN EQUIPMENT ERGONOMICS

The Department aims to minimise the likelihood of any adverse effects from the use of Display Screen Equipment through design of workstations and by conducting Display Screen Equipment (DSE) workstation assessments.

If you require a workstation assessment or require office equipment for your home office environment, please advise the Minister's Office.

The Minister's Office will email healthandsafety@dcde.gov.ie to set-up an assessment.

3.28 OFFICE WORKSTATION ERGONOMIC GUIDANCE

Please find below guidance on maintaining a good working posture and appropriate workstation set-up.

HSA
An tÚdarás Sláinte agus Sábháilteachta
Health and Safety Authority
Position Yourself Well
Visit www.BeSMART.ie
Adjust seat so that:
the desk is just underneath forearms; hands, wrists and forearms are parallel to the floor;
your thighs are fully supported on the chair and parallel to the floor; use a footrest if needed; and
your thighs, knees and back of legs are clear of surfaces.
Sit upright and all the way back in the chair.
Sit facing work area.
Shoulders relaxed and head naturally balanced.
Adjust monitor so that:
the screen is as far away as is comfortable or about an arm's length away;
the top of screen is at or slightly below eye level.
Avoid twisting the upper body and position the keyboard and mouse next to each other and near enough so that elbows are close to the body.
Take breaks and stand and/or move frequently

4. Office Equipment, ICT & Practical Matters

4.1 MOBILE PHONES

Departmental mobile phones will be arranged by IT Operations Section for Minister and Ministers advisors. Existing numbers can be transferred to the Department's account, if required. Mobile phones can be set up to connect to the Department's email system.

Under the Department's Mobile Phone Agreement, all text and calls in Ireland are covered under a standard charge. Roaming will be applied for work purposes. The Private Secretary will need to provide advanced notice to OGCIO and local ICT so that this is enabled. The Department's current Mobile Phone Usage Policy provides that personal charges not covered under the standard agreement should be recovered from the users. Monthly bills will be forwarded to the relevant user and any non-business-related charges not covered under the Agreement should be declared and refunded to the Department. The administrative necessities can be completed with IT Operations Section.

4.2 ICT EQUIPMENT

DCDE receives ICT services from the Build to Share (BTS) service of the Office of the Government Chief Information Officer (OGCIO). ICT services provided to the Minister(s) and their offices(s) are through that service. The following equipment and services will be provided to the Minister and advisors. The Minister's office staff are similarly equipped.

The laptop that will be provided will be a Hewlett Packard Probook 445 G11 laptop. The operating system on the device is Windows 11. The Minister and staff will have full access to ICT services irrespective of location. The only requirement is to have access to the Internet. For security reasons access to the network from abroad is generally restricted. When traveling abroad with departmental device, the Private Secretary swill need to provide advanced notice to OGCIO so they can enable remote access to the network from foreign IP addresses.

A docking station, monitor, external keyboard and mouse will be set up in the office and in Leinster House. An additional set of equipment will be available to support remote working from home. A carrying bag will be provided.

The Department's blended working policy facilitates many staff working from home 3 days a week with 2 designated days in the Office.

4.3 SOFTWARE

Software preinstalled on the device includes the suite of office applications such as MS Word, Excel, PowerPoint, Outlook and Teams.

Additional software can be installed on the device by OGCIO, however please note that non-standard software is subject to a security review by OGCIO before it can be installed.

4.4 TELEPHONES AND VIDEO CONFERENCING

Each member of the office will be allocated a departmental telephone number. Microsoft Teams is the standard communications platform for the department which enables video calls, conference calls and instant messaging.

4.5 SYSTEMS

The laptop provides access to the Department's email service. An account will be created for the Minister and staff. Access is provided to services supporting the Minister's work including ePQ, eSubmission, eDocs and a range of other applications.

4.6 PRINTING

DCDE provides a manged secure print service. Large format printers can be found in four locations in the office. Printed documents can be collected at any of the four locations. Security and confidentiality is achieved by the use of swipe cards. The swipe card used for identification purposes and for access to the building is also used for printing.

4.7 IT SUPPORT SERVICE

IT Service Desk support for or IT system is provided centrally by OGCIO. Calls can be logged using the link on the Intranet home page. OGCIO can also be contacted on 016045000

4.8 INFORMATION AND DATA SECURITY

All users of DCDE systems are required to attend an Information and Data Security briefing, read the Acceptable Usage Policy and sign agreement with the policies.

4.9 HELPFUL ICT AND DATA SECURITY INFORMATION

The following recommendations on care and maintenance apply to laptops.

- Be careful not to bump or drop your laptop, do not carry items with it that could harm it and do not put any objects on top of it;
- When transporting your laptop always turn it off and put it in a carrying case;
- Keep all liquids away from your laptop. Almost any liquid spilt on the laptop can result in expensive repairs;
- The hard surfaces of computer are the kind of surfaces that viruses remain on for a long time. While the general recommendation is to keep all liquids away from your laptop, wiping with a slightly damp alcohol based sanitising wipe on

a regular basis isa good idea.

4.10 INFORMATION AND DATA

DCDE information security policies are in place and operational for all work in and out of office. At the same time, security risks are greater as it has also provided many opportunities for hackers, fraudsters, and conmen. One of the biggest threats comes from emails and email attachments. Be very careful with attachments and links in emails at all times, but be particularly aware of email coming from an unfamiliar source. If in doubt, delete the mail and delete it from your 'Deleted items' box.

Security Risks

The following practices are to be followed by all departmental employees in an attempt to limit the impact of security management issues.

- Users are not permitted to circumvent, subvert or override any of the OGCIO's security measures for laptop or PCs;
- Officers using the OGCIO's ICT facilities when away from the office must take particular care to ensure that others do not use the OGCIO's ICT equipment and cannot gain unauthorised access; DCDE devices have a live connection to the corporate network and pose a particular risk if left unattended.
- Do not share your password with anyone. If you think someone knows your password, you should change the password as soon as possible;
- Make the password difficult to guess and above all, do not write it down or give it out over the phone;
- At all times when leaving your laptop unattended press Ctrl Alt Del and click the "Lock computer" box.
- Log off all system connections when connectivity is not required.

4.11 PHYSICAL SECURITY RISKS

Laptops are especially vulnerable to loss and theft. Users must take the following physical security preventative measures.

- A laptop must not be left on view in an unattended vehicle, even for a short period of time;
- A laptop displaying sensitive information being used in a public place, e.g. on a train, aircraft or bus, must whenever possible be positioned so that the screen cannot be viewed by others;
- When leaving a laptop unattended for any extended period, e.g. lunch breaks or overnight, users must lock it away in a robust cabinet or alternatively lock the door of an individually occupied office.

4.12 LOSS OR THEFT OF LAPTOP OR MOBILE PHONE

In the event of a laptop or mobile phone being lost or stolen the individual user must immediately take the following steps:

- Advise An Garda Siochana
- Contact the OGCIO I.T. Service Desk 01-6045000, this line is staffed outside of standard office hours by on-call staff. If your call isn't answered ensure you leave a voice message.
- Contact ICT Operations via the DCDE Helpdesk.

This will ensure that required security procedures can be activated as soon as is practicable.

4.13 OFFICIAL ENTERTAINMENT

The guidelines for official entertainment are set by the Department of Public Expenditure & Reform (current Circular 25/2000). The limits set out below may only be exceeded with the approval of the Accounting Officer (or his nominee).

Dinner: €64 per person
Lunch: €51 per person
Reception: €13 per person

5. Press Advisor Guide for Ministerial Advisors

5.1 INTRODUCTION

The purpose of this document is to give Ministerial Advisers (and particularly the Minister's Media Adviser) an outline of how the Press Office in DCDE functions. This includes a description of the team and their roles, as well as the processes followed by this team to manage all media queries received by the Department.

5.2 MINISTER'S MEDIA ADVISOR

The Press Office team works closely with the Minister's Media Adviser daily to ensure that all Departmental communications have requisite ministerial approval.

A brief overview of the adviser's role is below:

Ministerial Adviser (Media)

- Provides media and communications advice to the Minister
- Briefs the Minister's political colleagues
- Deals with any queries/issues which are of a political nature or politically motivated
- Liaises with the media on behalf of the Minister
- Prepares and/or clears statements which are to be issued on behalf of the Minister
- Edits and/or clears statements which are to be issued on behalf of the Minister
- Gives final sign off on Department press releases and quotes from the Minister
- Gives final sign off on media responses and lines to be issued by Department

5.3 DCDE PRESS OFFICE

The DCDE Press Office is a function within the Communications and Stakeholder Engagement Unit in the Department of Children, Disability and Equality. The team is responsible for the delivery of effective press and communications support for the Department and Ministers through the:

- Answering of media queries
- Provision of accurate, effective and timely communications support to DCDE and the Ministers;
- Management of DCDE announcements, press releases, and press-related events;
- Oversight of media monitoring arrangements;
- Effective communications liaison with Ministerial Advisers, Departmental Units, other Government Departments and external stakeholders.

Press Office Team

The press office consists of 4 FTE (6 people), who all, bar one, work across a number of teams.

- 1 Assistant Principal (0.5 FTE – Head of Press & Media)
- 1 Higher Executive Officer (1 FTE – Press Officer)
- 3 Executive Officers (2FTE)
- 1 Clerical Officer (0.5 FTE)

See below for a brief description of roles across the press office team

Clerical / Executive Officers

The Clerical/Executive officers are the day to day 'engine' of the press office. Their role includes:

- Managing the media inbox including
    - Responding to journalist queries
    - Forwarding queries to units for response
    - Adding queries to slate for clearance
    - Archiving closed queries
- Updating queries tracker
- Updating PRManager
- Compiling and sharing daily media clippings

Higher Executive Officer (Press Officer)

The Higher Executive Officer is responsible for overseeing the daily operations of the press office. This role is full time in the Press Office. They act as Press Officer for the Department, ensuring that press office operations run smoothly and effectively. Their role includes:

- Reviewing list of daily open media queries (slate) before it is shared with Minister's Adviser
- Liaising with relevant units in case of delays in response or upcoming deadlines
- Liaising with journalists in case of any questions or clarifications
- Point of contact with other Departments/Agencies
- Resolving any issues as they arise for Clerical / Executive Officers
- Ensuring all relevant data is up to date and accurate, including trackers, inbox etc.
- Managing day-to-day working practices of press office
- Representing the Department at weekly Press Officers cross-Government meeting, and the CGCG Migration, Integration and Ukraine meeting and reporting back to senior communications team
- Roster Management

- Providing service officers with relevant GIS speaking points for phone query responses

Assistant Principal (Head of Press & Media)

The Assistant Principal, in addition to other functions, is ultimately responsible for the overall press office team. They must ensure that the press office is functioning as required at all times, including responsibility for escalating any issues as needed. Their role includes:

- Liaising with senior team including Head of Communications (PO), Business Partners (AP) and Ministers' Advisers
- Escalating media queries to senior management in case of urgent deadlines or any issues
- Issuing lines as required
- Managing high-level media issues or crisis communications
- Liaising with other Departments/Agencies as required
- Supporting Higher Executive Officer in the management of press office team
- Stepping in for Higher Executive Officer when needed for approvals etc
- Triaging queries and preparing composite responses during heavy demand periods

Press Office Hours

The press office operates from Monday to Friday from 8am – 7pm with a press office duty phone number in operation until 9pm.

On weekends, the press office will operate from 11am – 4pm with a duty phone number in operation outside of these hours from 9am - 6pm.

There are two primary work patterns in place – early and late/weekend. One CO/EO will do a late week. Those on a late pattern will be rostered 10am-7pm, Monday – Friday and will be required to do weekend cover.

Press and Media Queries

The most frequent interaction between the press office and Minister's media adviser relates to clearing media queries. The press office will send two slates by email, twice a day (12pm and 5pm), to the adviser for clearance. This provides the adviser with the opportunity to see all queries that have been received and sign off on any answers that have been provided. The slates are broken down into three sections:

- For clearance
- Outstanding / with unit
- On hold

Answers for clearance will always be at the top for convenience of the adviser. The adviser has the opportunity to amend any answers that have been sent for clearance. They can also place answers on hold. They will remain on the slate until the press office is advised differently by the adviser.

It must be noted that sometimes responses will be sent to the adviser outside of the standard times. Live broadcasts (Liveline / Drivetime etc) or those with short deadlines will be sent for clearance by email to adviser and will be followed up with a WhatsApp / SMS to the adviser from a member of the press team.

At the weekend and on Bank Holidays, the press team will have a member of the team on call from 11am-4pm. They will provide the adviser with an update at 3 times during the day and advise of any media queries that have been received. Where possible they will send a proposed response to clearance to the adviser.

For an example of a slate see Appendix 3

Government Information Service (GIS)

The Press Office team functions as the primary point of contact with GIS (Government Information Service). Where requests from GIS come into the Department, the Press Office team is responsible for triaging, and sending requests to relevant Units. They are also responsible for sharing any necessary responses with GIS.

GIS call:

A daily call, hosted by GIS, is held at 9.10am every weekday morning. During this call GIS will request speaking points for Ministers in relation to stories of interest in the media from Departments or agencies. The press office will liaise with the relevant unit in the Department to request these speaking points. Once completed the press team will send the speaking points to the adviser for clearance. At this point the adviser can make amends or request changes through the press team. If clarity is required on certain aspects the adviser can flag with the press team who can work with the unit. Alternatively, the adviser can also liaise directly with the unit if greater clarity is needed.

No speaking points are sent to GIS without adviser's approval.

Press Officers Meeting:

Once a week (usually on a Monday) GIS host a press officer's call. Ministerial advisers have the option to attend but generally this is attended by press officers from Departments. In advance of this meeting the press officer will request the following from the Minister's adviser:

- Memos before cabinet
- Press releases of note
- FOIs of note

The press officer will provide feedback to the adviser from the meeting and make them aware of anything of note that may have an impact on them. Once a month an in-person plenary session is held and is adviser only, unless stipulated differently by GIS.

Press Releases:

The Minister's adviser has final sign off on all press releases that are issued by the Department. No release can be issued without approval from the adviser. The relevant unit will provide the Minister's adviser with a copy of a press release for issue with a proposed day. The adviser can amend the content and date of publication of the release.

The Department has a policy of issuing one release a day, however if deemed a matter of urgency by the adviser more than one release can be issued. Where possible, no release is published after 2pm. However, in exceptional circumstances and if requested by the adviser, a release can be issued after 2pm.

The adviser is required to sign off on all Ministerial quotes for DCDE press releases and press releases that will be issued by other Departments. Press releases from other Departments will be received by the press office and forwarded to the Minister for their views.

Cross Departmental Briefing on Media Issues

DCDE has a wide remit, therefore many areas under our remit may crossover with other Departments. This often results in cross cutting media queries requiring input from DCDE. Where we are the lead, we will issue the response once approval has been given by the adviser, and following any observations from other Departments where relevant.

Where another Department is the lead, they will ask if we have any observations on their response. This will be checked by relevant unit and cleared by Minister's adviser.

5.4 INTERACTIONS WITH BODIES UNDER THE AEGIS

DCDE has several bodies under the aegis including:

- Tusla
- Adoption Authority of Ireland (AAI)
- Ombudsman for Children's Office (OCO)
- Oberstown Children Detention Campus
- Irish Human Rights and Equality Commission (IHREC)
- National Disability Authority (NDA)
- Office of the Director of Authorised Intervention, Tuam

Queries may be received by the Department that concerns one of these bodies and vice versa. Where applicable the Department will issue an appropriate response to a media query with sign off from the Minister's adviser. Before issue the Press Office will share the response with the relevant body for their observations.

Where the body is responsible for issuing the response, they will share their response with the Department via the press office. The press office will share this with the relevant unit within the Department and the adviser for any observations they may have.

Media Briefing / Doorstep / Press Conference / Public Engagement List / Interview:

The Minister's adviser will provide the press office with advance notice of any of the above that the Minister will be undertaking. The press office will inform GIS of any briefing, doorstep or interview that the Minister is undertaking. The press office will also be responsible for updating the GIS Public Engagement List at the request of the adviser.

In relation to a briefing, doorstep or press conference, the press office will issue an invite to media on behalf of the Minister. The Minister's adviser will sign off on the wording of the invite before it is issued to media. A member of the press team will attend the briefing or doorstep where possible and will provide assistance as necessary.

Weekly Planning Meeting

A planning meeting is scheduled weekly between the Communications Unit senior management (PO/AP) and the Minister's Media Adviser. The Minister's Private Secretary also attends this meeting where possible, alongside any other ministerial staff as needed.

This meeting is used to ensure fluid and efficient communication between both teams, particularly in terms of any upcoming communications activity or potential issues. The meeting agenda generally covers the following items:

- Minister's Diary/Engagements for the coming 7-14 days
- Scheduled communications activity for the coming 7-14 days (including press releases)
- Media issues/coverage

Appendix I – Key Contacts

KEY CONTACTS

Organisation and Strategy - Corporate Contacts

- Assistant Secretary Sheenah Rooney - [redacted]
- Human Resources – Eimear Cowan, acting Principal Officer - [redacted]
- Facilities Management – Michael Thornhill, Principal Officer - [redacted]

Management Board Members

Secretary General	Kevin McCarthy	Secretary General	[redacted]
Early Learning and Care and School-Age Childcare	Dr Anne-Marie Brooks	Assistant Secretary	[redacted]
Equality, Rights and Participation	Carol Baxter	Assistant Secretary	[redacted]
Disability	Colm Ó Conaill	Assistant Secretary	[redacted]
Child Policy & Tusla Governance	Lara Hynes	Assistant Secretary	[redacted]
Mother and Baby Homes, Finance and Research	Laura McGarrigle	Assistant Secretary	[redacted]
Organisation and Strategy Development	Sheenagh Rooney	Assistant Secretary	[redacted]

Principal Officers

Child Policy & Tusla Governance Division	**Unit PO**	**Phone**
Alternative Care Policy	John Gilbane	[redacted]
Child Protection Operations & Performance	Cormac Grundy	[redacted]
Child Protection Policy and Legislation	Olive McGovern	[redacted]
Alternative Care Capacity	Bridget Wilson	[redacted]
Child Rights Policy Unit	Anne O'Mahony	[redacted]
Children's Detention Schools	David Byrne	[redacted]
Parenting Support Policy Unit	Simon Conry	[redacted]
Tusla Governance & Performance Oversight	Andrew Patterson	[redacted]

Disability Division	**Unit PO**	**Phone**
Disability Children's Services	Mark Considine	[redacted]
Disability Day Services	Audrey Hagerty	[redacted]
Specialist Services Vision 2030	Niall Brunell	[redacted]
Disability Equality Policy Unit	Jane Ann Duffy	[redacted]
Disability Finance, Oversight and Reform	Margot Loughman	[redacted]
Disability Governance and HSE Reform	James Gibbs	[redacted]
Disability Residential Services	Áine Kilroy	[redacted]

Early Learning and Care and School-Age Childcare Division	**Unit PO**	**Phone**
EY1 – AIM, ECCE & NCS Op and ELC/SAC Comms and coordination	Davin Roche	[redacted]
EY2 - Government & Systems Development	Mark Doheny	[redacted]
EY3 – Finance & Compliance	Deirdre Comiskey	[redacted]
EY4 - Sector Development	Oonagh Fleming	[redacted]
EY5 – Quality, Childminding & Early Years Strategy	Toby Wolfe	[redacted]
EY6 - Access and Inclusion, Research and Data	Ciaran Madden	[redacted]
EY7 – Forward Planning and Delivery	Hazel O'Byrne	[redacted]
EY8 - Early Years Workforce	Paul Gleeson	[redacted]

Equality, Rights and Participation Division	**Unit PO**	**Phone**
Adoption Policy	Seosamh Mac Cárthaigh	[redacted]
Equality and Gender Equality	Úna Ní Dhubhghaill	[redacted]
EU and International Unit	Bryan Patten	[redacted]
Legal	Eanna Hickey	[redacted]
Participation, Play and Recreation Unit	Bairbre Meaney	[redacted]
Traveller, Roma Policy and LGBTI	Sinead McEvoy	[redacted]

Mother and Baby Homes, Finance and Research Division	**Unit PO**	**Phone**
Data & Analytics	Nicola Tickner	[redacted]
Finance - Payments & Accounts	***Vacant***	N/A
Finance - Vote Management	Gordon Gaffney	[redacted]
Memorialisation and Historic Burials Unit	Grainne Morrisey	[redacted]
Mother and Baby Homes Action Plan	Julia Tarrant	[redacted]
Payment Scheme Executive Office	Caitriona O'Connor	[redacted]
Research and Evaluation	Ciara Pidgeon	[redacted]

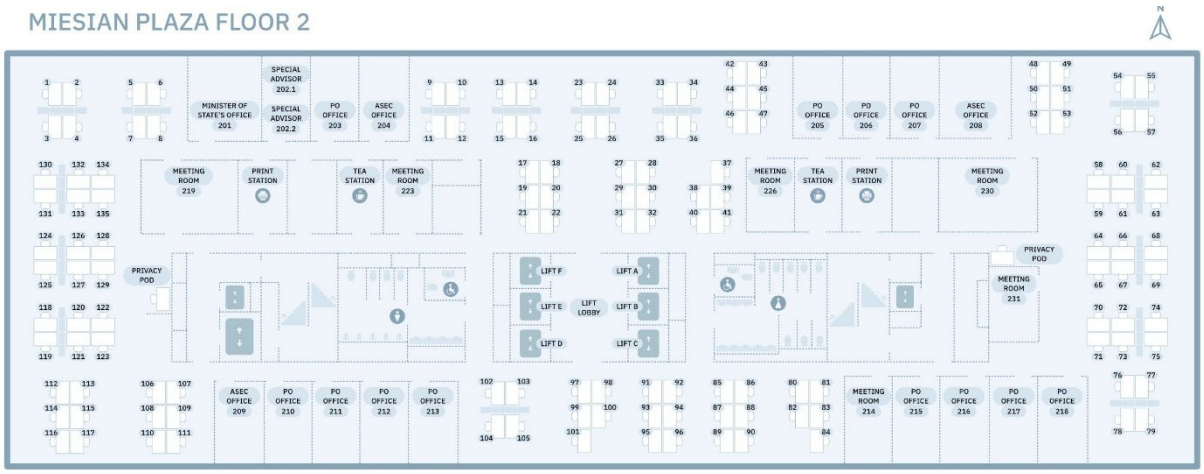
Office of the Secretary General	**Unit PO**	**Phone**
Internal Audit	Magdalena Przybylo	[redacted]

Organisation and Strategy Development Division	**Unit PO**	**Phone**
Communications Unit	Sinead Whooley	[redacted]
Corporate Governance and Strategic Co-ordination	Mary Rogerson	[redacted]
Department Learning & Development & External HR Governance	Michael Thornhill	[redacted]
Human Resources	Eimear Cowan (acting)	[redacted]
Digital Strategy and Delivery	Ray O'Neill	[redacted]
Minister's Office	Mary Rogerson	[redacted]

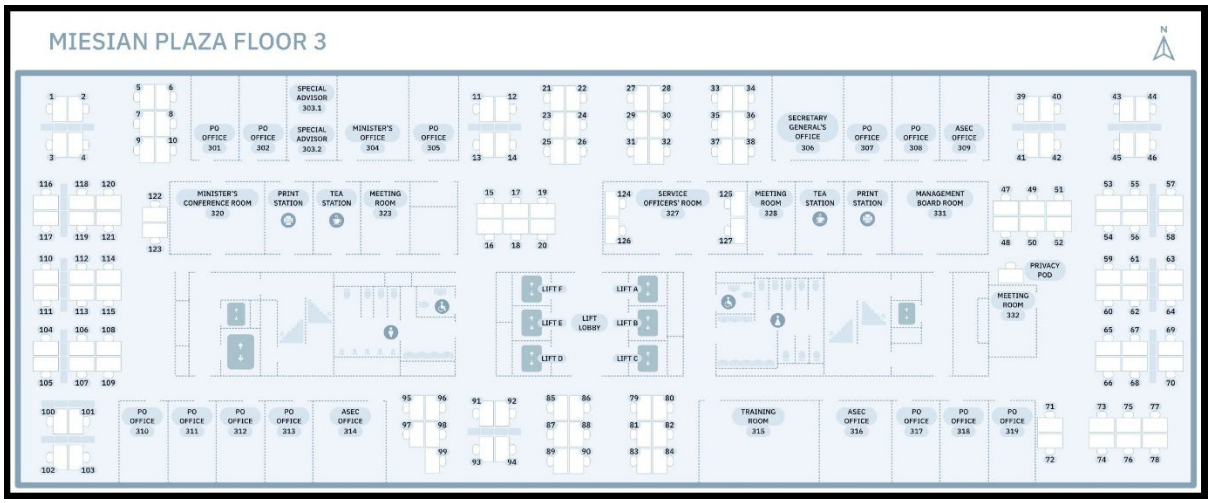
Strategic Business Change	Kate Levey	[redacted]
Secretary General's Office	Mary Rogerson	[redacted]
Operations and Climate	Eddie Forsyth	[redacted]
Guardian Ad Litem	Patrick Bergin	[redacted]

Appendix II – Miesian Plaza Floor Plans

Floor 2



Floor 3



Appendix III – Example Press/Media Slate

	General slate							
		16.00						
	Date Received	Media Organisation	Journalist	Attention of:	Query Subject	Deadline	Status	Action
	For clearance							
	With Unit							