



**Civil Service
Employee Assistance Service**

Annual Report 2010

CSEAS Annual Report 2010

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Foreword



I am delighted to have this opportunity to acknowledge and thank our Employee Assistance Officers for the valuable work they do in providing a work based support service designed to assist Civil Servants to deal with work and life issues.

The Civil Service Employee Assistance Service (CSEAS) is a key element of the range of support services which the civil service has put in place for staff. At a time of crisis and change, not only in our organisations, but also in our society and in our institutions, the CSEAS has a particularly important role to play. Reflecting the importance of the CSEAS to our staff and management, the service is currently being reformed and modernised to provide an enhanced, efficient and expert service to the benefit of clients and to the benefit of the Employee Assistance Officers (EAOs), who will have their own dedicated office and support structure.

Previously, EAOs were members of staff of the individual Departments and worked alongside but distinct from Personnel Officers. This structure may have suited a Dublin based Civil Service, but not a decentralised environment. Under the new arrangements, the CSEAS will operate as a shared service under central management with a regionalised delivery of service. A competition is being held by the Public Appointments Service for a Manager who will be appointed specifically to the CSEAS. A competition has also been arranged to establish a panel of Employee Assistance Officers to be called on to fill approved vacancies so as to ensure a full and uninterrupted new service. The Employee Assistance Officer/Staff ratio is being revised in accordance with the distribution of staff in various Departments across the country. The integration of the

service under one manager will lead to a more focused planning of services and resources, to the benefit of all of our staff and organisations.

To underpin continued reform and modernisation, policy in respect of the CSEAS will be developed and monitored by a working group, or Board, consisting of representatives from the Department of Finance including the Chief Medical Officer, one representative of the Staff Side, and representatives from a number of Government Departments. The role of the Board is to determine the framework and broad policy for the ongoing modernisation of the CSEAS in line with Government policy and to monitor and review the effectiveness of the CSEAS. The Board will coordinate the assignment and training of Employee Assistance Officers, again in line with Government policy.

The Manager for the CSEAS is expected to be in place in June 2011. Assignment of Employee Assistance Officers, to reflect the needs of staff and management, in accordance with reformed ratios and regionalised delivery of service, will then take place.

This is an exciting time for the CSEAS. While there will undoubtedly be challenges in moving to a new structure and environment there will also be opportunities and benefits. Employee Assistance Officers will have the chance to work together in a shared structure, with all the benefits of mutual support and sharing of expertise that this offers. I wish to thank the EAOs for their interest in and assistance with the new arrangements, and to wish the new service every success for the future.

Mary McKeon

Department of Public Expenditure and Reform

May 2011

Civil Service Employee Assistance Service

Mission Statement

“To offer a quality resource and support service for all staff which positively affects both individual health and well-being and organisational effectiveness.”

Introduction

The Civil Service Employee Assistance Service (CSEAS) is an independent confidential support service co-ordinated by the Department of Finance which offers a wide range of supports and confidential assistance to civil service staff in the areas of personal and work-related difficulties. Employee Assistance Officers (EAOs) endeavour at all times to operate to best practice to ensure successful outcomes for all clients. They work to a high level of professionalism and ethical confidentiality. All discussions between the EAO and an individual are confidential. Normal professional exceptions apply to confidentiality. These are

- life threatening situations
- where concealment of information would compromise the Employee Assistance Officer.

Operating to a Code of Practice, EAOs continued in membership of the Employee Assistance Professionals Association of Ireland (EAPA Ireland).

During 2010 a total of 4,358 civil service staff made contact with the CSEAS, representing a 12% usage across the civil service.

By year end the number of EAOs was reduced to 16 due to retirements.

Casework activity formed the major part of EAO workload during 2010. Summarised in the following pages is the breakdown by case category, grade, referral source, gender and location.

Other activities, also detailed in this report, included proactive work by EAOs in promoting and highlighting issues of relevance to staff, participating in EAO Network business, and liaising with the Public Service Friendly Society, the Office of the Chief Medical Officer, the Department of Finance and the Office of the Paymaster General. Also included is information on the delivery of

presentations and workshops by EAOs within Departments and in the Civil Service Training and Development Centre (CSTDC) on topics such as stress management, supporting the line manager and retirement issues.

The CSEAS is an important component of an ethos of promoting employee wellness and organisational effectiveness. In providing the CSEAS, Civil Service management acknowledges the important contribution of individual employees and the benefits of investing in supporting staff.

Overview of Casework 2010

Casework activity can be complex in nature, involve more than one issue and may require multiple meetings. A considerable input in terms of time and expertise by the EAO may be required. Looking at casework from a purely statistical perspective does not reflect the nature and complexity involved in individual situations. Having an understanding of the nature of the issues and the role of the EAO helps in gaining a full perspective.

Where it is possible, resolution of the issue(s) presented by the individual is handled within the scope and remit of the Employee Assistance Service (EAS). However, referral to external professionals or agencies is sometimes necessary and is considered jointly with the individual after assessment of the problem. EAOs use their knowledge and experience of a wide range of professional services to effect an appropriate referral to best suit the needs of the individual, who continues to receive ongoing support from the EAS. Issues such as financial problems, abuse experienced as a child, emotional difficulties and addiction, to name but a few, can warrant referral, which may be, for example, to Counsellors, Psychologists, Voluntary or HSE agencies. If there is a cost involved, the individual incurs that personally. To ensure an optimum referral system, a good network of contacts is constantly updated. Primary health care, i.e. attendance at a GP is, of course, encouraged when considered appropriate.

Consultation with line management or HR divisions, where appropriate and with client permission, is often helpful.

In addition to face-to-face casework, EAOs engaged in “information only” contact work, encompassing a wide range of issues relating to social welfare, family friendly initiatives, health services, family law to name but a few. While it is acknowledged that most staff are very well informed and can readily access information through the use of intranet and ezone facilities, staff can sometimes require assistance in gaining an understanding of how the information relates to

their personal circumstances. This may necessitate some research and/or contact with individuals or agencies specialising in the specific area of expertise that is required. For this reason while “information only” requests do not usually require ongoing contact, they can be time-consuming and complex in nature.

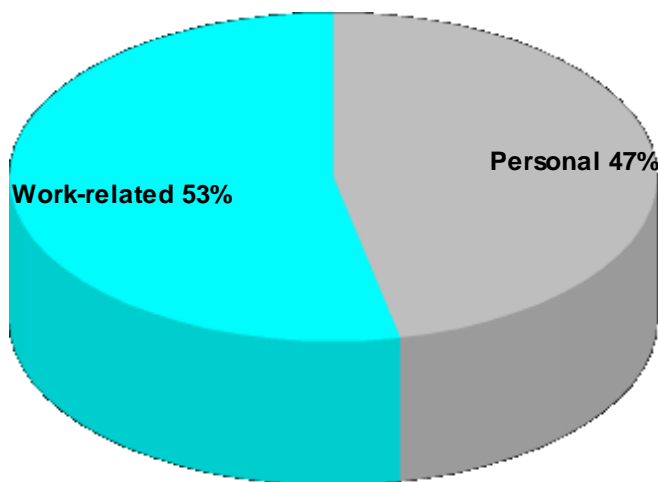
Correspondence work undertaken by EAOs is defined as written work which does not evolve into casework requiring face-to-face meetings.

Of the 4,358 contacts made with the CSEAS, 60% involved casework, 16% correspondence work and 24% “information only” contacts.

Outlined below are details on the nature of the casework for 2010 with accompanying statistics.

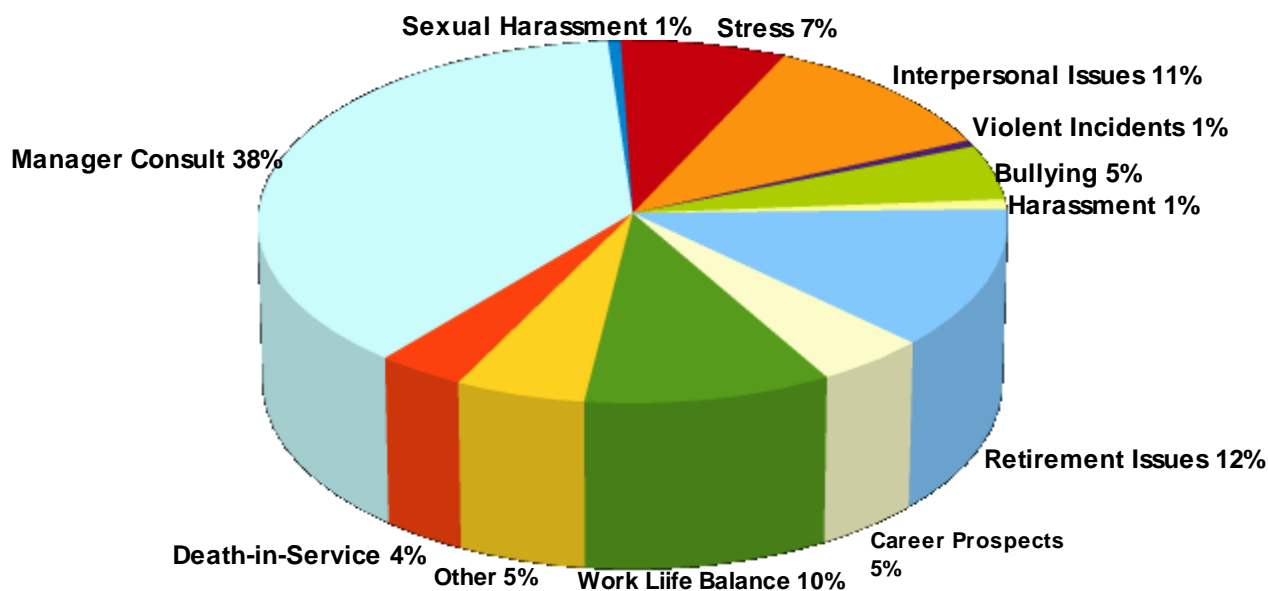
Note: “Information only” contacts and correspondence work are in addition to the casework reflected in the charts in this report.

Casework is divided into Work-related and Personal



Work-related Casework 2010

The CSEAS provided a confidential setting for staff members to explore work-related issues of concern. When appropriate, involvement of line management and HR divisions was considered by the EAO in consultation with the individual client. The following is a breakdown of work-related issues dealt with in 2010.



Bullying, Harassment and Interpersonal Issues

The combined statistic for casework involving bullying, harassment and interpersonal difficulties in 2010 was 17%. These categories are inter-linked as problems in these areas are often complex and in some instances a combination of factors is involved. A useful guide in these matters is the Positive Working Environment Policy. Movement towards resolution can occur by gaining personal insight and/or by adopting conflict management measures such as mediation. During 2010, the EAOs continued to liaise with Equality Units about the Positive Working Environment Policy.

Involvement of the EAOs with staff included the provision of confidential support in discussing the issue(s), advising on the relevant policies, liaison, as appropriate with management, informal mediation and ongoing support. The nature of these situations can be quite complex and drawn-out. Support may be required over a long period. In accordance with EAO procedures for managing two parties involved in a conflict situation of any kind, both parties are offered independent EAO assistance. All EAOs collaborate on this in the interest of impartiality for those involved.

Sexual Harassment

Sexual harassment featured in 1% of work-related cases. The benefits of the introduction of the Positive Working Environment Policy and its use by local management in resolving issues at a local level may have influenced the number of cases dealt with by the EAS.

Staff members who believe that they have experienced sexual harassment may seek EAO support. They may wish to explore their options in order to determine how they wish to address the situation, and may require information and advice on departmental policies and procedures in this regard. Where a formal complaint is made, any of the involved parties may avail of EAS support and, in the interests of impartiality will be referred to different EAOs. Acting within the bounds of confidentiality an EAO may liaise with local management and/or Human Resources division in order to find an acceptable resolution to the matter.

Violent Incidents

Violent incidents dealt with by the EAS account for 1% of work-related cases. Where a member of staff displays aggressive or violent behaviour in the workplace, management may refer the person(s) involved to the EAS and/or seek guidance on how to respond to the incident. The EAO works with the person responsible in order to determine the underlying factor(s) that led to the outburst with the intention of dealing with the issue(s) and avoidance of a re-occurrence. Other staff members who witnessed the incident may experience trauma and require EAS support. Where appropriate, parties to the incident may be referred to different EAOs to ensure impartiality. Similarly, where staff experience aggressive or violent behaviour from members of the public the EAO is available to provide support to the staff member(s) and may liaise with management/HR divisions on an appropriate response.

Work-Life Balance Issues

Work-life balance issues representing 10% of cases during 2010, can be attributed, in the main, to discussions with employees on, for example, increasing/decreasing work-sharing hours, carer's leave and other special leave options. Needs in this area can arise for individuals caring for elderly or sick family members or where there are family changes due to the recession. Issues discussed included wider implications for the individual such as pension and social welfare entitlements, social services available to help with family needs and other consequences.

Managers' Advice and Support

Requests for support and/or advice from managers at 38% of cases highlight the relevance and importance of the Employee Assistance Service for managers who consulted the EAOs in relation to concerns about staff members. EAOs can assist managers with information on particular issues and procedures, appropriate intervention with the individual and referral of the staff member to the EAS.

Retirement Issues

12% of cases concerned retirement and related issues. Assistance sought included emotional support in the inevitable life change that accompanies retirement and practical advice and information on occupational and state pensions and other state entitlements. EAOs continued to deliver presentations at Planning for Retirement courses held both in-house and in the Civil Service Training & Development Centre. The Office of the Paymaster General continued to promote awareness of the EAS among retired staff. EAOs also provided support to staff needing to retire on health grounds.

Stress & Associated Issues

Stress and associated issues account for 7% of work-related cases. Individuals can feel under pressure at work for a variety of reasons such as work-load, difficult working relationships and communication problems. Assistance offered included helping individuals examine their experiences, reflection on internal attributes which might contribute to stress and other factors, outside of work, which might have a bearing. Where appropriate, encouragement was given to approach line management for help in resolving some of the issues. Ongoing support was provided

to help the individual through the stressful period. EAOs are very conscious of differing individual responses to demands or events. The need to balance what an individual brings to an event and what is inherent in the event itself is essential in these situations.

EAOs continued to communicate with staff members absent on sick leave due to work-related stress. On notification of such instances by HR divisions, the EAO offers to meet the individual and to provide support in helping to determine the source of the stress with a view to resolving the issue. In so doing, the Civil Service is meeting its duty of care to employees in instances of sick leave due to work-related stress, whereby all efforts are made to alleviate any causal factors.

Career Prospects

5% of clients consulted with an EAO regarding issues such as decentralisation, lateral mobility and transfers to other departments. The assistance provided included facilitating the individual in looking at the implications of the changes being considered, explaining the procedure(s) involved and exploring the impact of the proposed changes on his/her career and personal life.

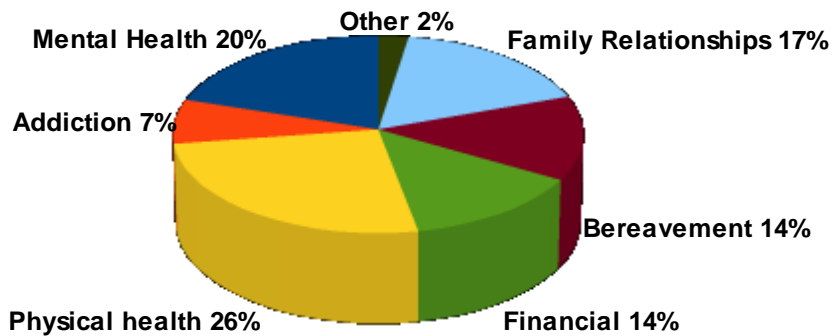
Death-in-service

4% of casework concerned the death of a staff member while in service. In such cases, the EAO is available to provide support to the surviving family. Coupled with the emotional support given, there are some additional tasks to be dealt with in ensuring the bereaved family receive all entitlements due to the deceased's estate. This includes information on pensions, registering a death and probate. In certain circumstances support is necessary for work colleagues of the deceased. The CSEAS is there to offer such support.

Other

5% of cases classified as “other” may have initially presented as, for example, stress but proved on exploration to involve many intertwined difficulties. Included, in this category, were personal hygiene issues, managing change, general unhappiness at work and incidences which did not fall readily into the categories mentioned above.

Personal Casework 2010



Employees are individuals who have both a work and a personal life. Unresolved issues in one area may impact on the other. Personal problems may impact on work performance. EAOs are in a unique position to help employees gain a better understanding of how to manage their own well-being when

either personal or work life is difficult. Such support enables staff to work at their optimum and contribute to the overall effectiveness of the workplace.

Physical or Mental health issues

Combined, this category represented 46% of personal casework. Those with physical or mental health problems were self-referred or directed by managers, the Chief Medical Officer, HR divisions or other concerned parties. The CSEAS supplied a range of support, information, guidance or referral, and in some cases, short-term counselling to those presenting. The system, whereby, the EAO is advised by HR divisions of employees absent on long-term sick leave, allows for early EAS support to be offered to the individual and compliments an ongoing absence management strategy.

Financial

At 14% of personal casework, cases in this category arose for a variety of reasons ranging from difficulties with money management to financial hardship caused by unforeseen life events. Financial problems tend to accompany other personal crises e.g. addiction, marital breakdown. In dealing with some cases contact was necessary with the Money Advice & Budgeting Service

(MABS), the Public Service Friendly Society (PSFS), Credit Unions and other financial institutions. The pressure of pay cuts combined with the other general prevailing economic difficulties e.g. one partner in a family losing a job, parents helping adult children who have run into financial difficulty, were apparent during 2010. Issues included difficulty in budgeting, arrears on mortgages, credit card debt and life event demands e.g. prolonged absence on sick leave. Ongoing links forged with the PSFS have proved invaluable and assistance in 2010 included grants (both repayable and non-repayable), provision of a useful link to the Civil Service Credit Union, help in approaching financial institutions for renegotiation of debt and generally providing useful advice and support. Four members of the CSEAS Network participated on PSFS committees during 2010.

MABS was also a valuable source of assistance in some cases. CSEAS support to employees in the first instance, involved helping the individual to fully recognise the extent of the problems, helping to restore some level of stability, and coaching in ongoing money management.

Bereavement

Bereavement and related issues represent 14% of personal casework. EAOs provided practical and emotional support for staff grieving due to personal loss. Short-term counselling with referral options to bereavement agencies was provided, with practical support given on matters such as benefits and pension entitlements from the Department of Social Protection. Some of the bereavements included sudden deaths, death by suicide and other losses e.g. separation, divorce. (Numbers for Death-in-service have been recorded separately in the work-related section above).

Addiction

7% of personal casework involved dealing with staff who have addiction difficulties. Issues dealt with by EAOs included alcohol dependence, gambling, drug and other process addictions such as compulsive internet use. While some clients are self-referred, local managers, HR divisions, colleagues and family members refer the majority. Clients can be referred to addiction treatment centres and their aftercare programmes are monitored for a period of up to 2 years. It is commonly acknowledged that abuse of alcohol and other substances is often tolerated in society and generally receives attention only when the situation becomes chronic. It is envisaged that the “Guide to Alcohol & Drug Misuse in the Workplace”, published in 2010, will prove a vital source of education on this issue which is crucial in helping to identify problems at an earlier stage. A

member of the EAO Network collaborated with the Chief Medical Officer and personnel from the Department of Finance on the publication of this important document.

Internet Addiction (or Pathological Internet Use), a late 1990's phenomenon, refers to the pathological use of, dependence on or abuse of the internet. Internet addiction can be divided into 2 categories i.e. specific and generalised. *Specific use* refers to people who are dependant on a specific function of the internet e.g. gambling, online sexual material/services, online auctions, stock trading, games, i.e. the activity is content-specific and would probably exist in the absence of the internet. The internet makes it easier for people to engage in the activity. *Generalised use* refers to general overuse of the internet and is associated with chat rooms, over dependence on e-mail, spending a long time online with no clear objective, anticipating future time online, a need for social contact resulting in a *virtual* social life. The impact of internet addiction will be the same on the individual as that of any other addiction i.e. adverse effects on relationships, work, responsibilities, finances, and lifestyle changes, with symptoms such as sleep deprivation, obsession, social withdrawal etc. Measures such as internet access and e-mail policies and the monitoring of internet and e-mail usage are useful in prevention.

Family relationships

Representing 17% of personal casework in 2010 issues under this heading included marital breakdown, domestic violence, sexual orientation, family illness, care of young children and ageing parents, and difficulties in raising adolescents. Information was required on protection, barring and maintenance orders and legal resources in general, and support services provided by the HSE and other relevant agencies. Resolution sometimes required liaison with bodies involved in family law, mediation, responding to domestic violence and counselling.

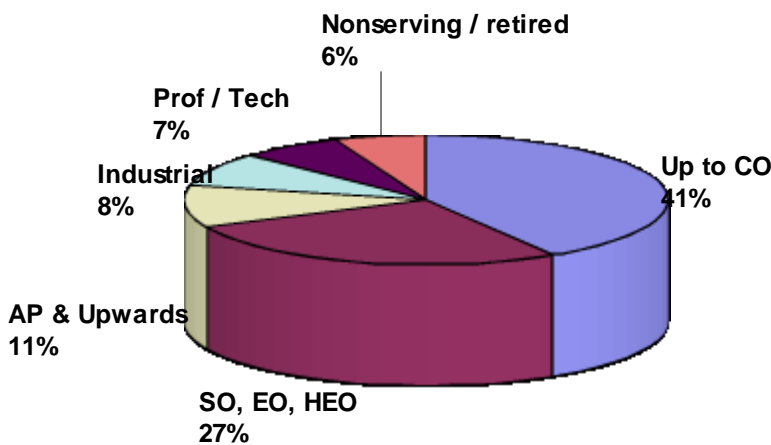
Other

The proportion of cases which could not be readily classified under the main headings of personal difficulties was 2% in 2010. This category provides a means to record those issues which do not fit defined categories, and reflect the ambiguous nature and range of personal worries and difficulties encountered by EAOs.

Casework by Grade and Referral

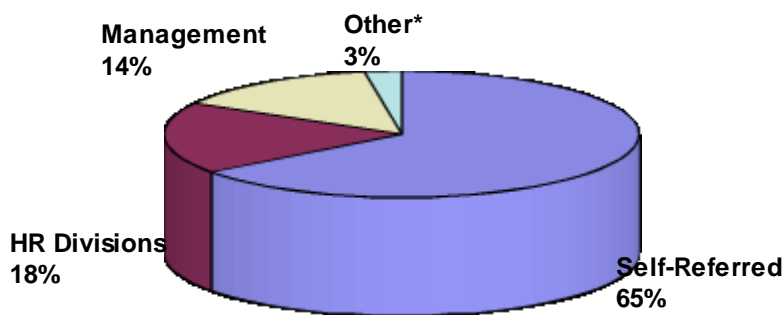
Source

Casework by Employment Grade



Utilisation of the CSEAS is spread throughout all grades indicating an awareness by all of its availability. A now well established service, 2010 saw a continued use of electronic and other means to promote the CSEAS.

Casework by Referral Source

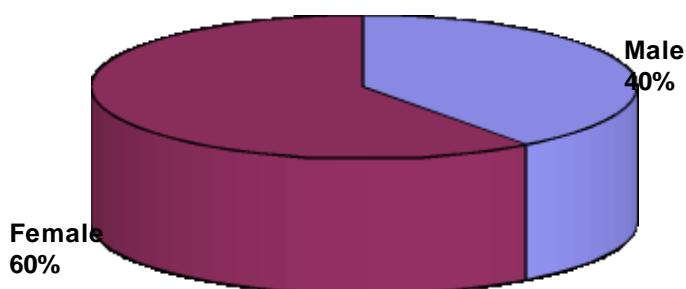


It is encouraging to see that most casework in 2010 was as a result of self-referral. It suggests that many who avail of the EAS take personal responsibility in dealing with their difficulties and seek direct assistance in moving towards resolution of the issues involved. The EAS is also clearly a resource used by both HR divisions and management in providing support for staff during difficult periods of their career / personal life.

*Other includes CMO's Office, PMG's Office, Colleagues, Union

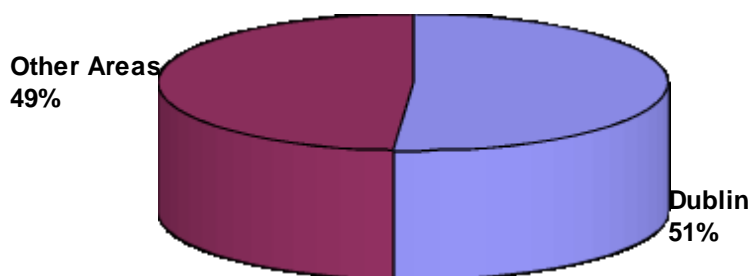
Casework by Gender and Location

Casework by Gender



While casework by gender demonstrates a higher use of the EAS by females, a significant usage by males indicates a greater willingness of male staff to seek support and advice with regard to both work and personal difficulties than may have been the case in previous generations.

Casework by Location



The, almost equal, usage of the EAS by civil servants in the Greater Dublin Area and the Regions reflect the degree of decentralisation that has taken place over the years and the level of awareness of the service throughout the country.

Other Activities

During 2010 regular meetings were held by the Employee Assistance Officer Network, some of which included participation by the co-ordinator of the CSEAS in the Department of Finance, for the purpose of:

- Sharing information and expertise.
- Identifying trends in casework and adopting a common approach where appropriate.
- Contributing, where appropriate, to policy matters originating with the Department of Finance.
- Assessing ongoing EAO training needs and arranging training /workshops as necessary.
- Developing and updating publicity/education material as necessary.
- Continually reviewing the EAS to ensure a quality service in line with best practice.

Content management of the CSEAS website www.cseas.gov.ie was ongoing.

The economic downturn presented many challenges for employees during 2010 resulting in financial and family difficulties. The CSEAS would like to acknowledge the support of the Public Service Friendly Society and commend the work of the Executive Director and team in this regard. Ongoing links with the Society were maintained, with the CSEAS being represented on the Board of Management of the Society and on the Cases Management Committee.

Regular liaison with the staff of the office of the Chief Medical Officer and Occupational Health Department of the Civil Service and HR divisions continued and facilitated a multi-disciplinary approach in assisting with the management of sick leave, in line with the new Attendance Management Policy of the Civil Service.

Delivery of presentations continued within departments and in the CSTDC on topics such as Stress Management, Supporting the Line Manager and Retirement Issues. EAOs responded to the needs of their individual departments which included attending at different locations, preparation

for/attendance at remembrance services, and delivering on specific departmental requests.

EAOs continued to work together to ensure continuity of service during periods of annual leave, sick leave, training/study leave etc. In addition, the EAS ensured that departments without an EAO received support and assistance insofar as practicable.

EAOs had regular attendance at supervision of casework. Supervision refers to access to professional guidance, from a counsellor or psychologist, to get a critical analysis of the handling of casework (without use of names).

EAOs kept abreast of developments/changes in:

- Civil Service policy & procedures.
- Health & Safety legislation.
- Public health approaches to well-being.
- Relevant legislation such as Social Welfare, Family Law, Pensions etc. and their practical implications.
- The delivery of Employee Assistance Programmes both nationally and internationally.
- Related disciplines such as counselling and psychology.

Conclusion

In the midst of a recession unlike any other experienced before, 2010 represented a year that was challenging for the people of Ireland. Civil servants were not immune to those challenges and in many cases their resilience was tested as they faced the prospects of lower pay, a pension levy, and restrictions on recruitment and promotion. The CSEAS helped support staff and management who encountered challenging situations in their working and/or personal lives. More than one in ten civil servants availed of the CSEAS during 2010. The reduction in the number of EAOs to 16 presented a challenge and increased workload for those providing the service. Continued delivery of a quality professional service was of paramount importance.

During 2010, the Department of Finance made a decision to change the service delivery model for the CSEAS into that of a shared service which would be centralised and regionalised. A new seven person Board consisting of representatives from the Department of Finance, including the Chief Medical Officer, one representative from the staff side and representatives from the Revenue Commissioners, the Department of Social Protection, the Department of Justice and Law Reform and the Department of Defence, was established to develop and monitor policy with regard to the CSEAS.

The CSEAS officers are committed to continuing to provide a valuable resource for both staff and management in the changing and challenging climate that lies ahead.

CSEAS STAFF

Employee Assistance Officers 2010



Aidan Newman



Ann Jordan



Bernie Moran



Brian Hennessy



Damian Davy



Deirdre Maye



Dick Beamish



Eileen Maher



Geraldine Carey

Employee Assistance Officers 2010



Kevin Farrell



Lorus Collum



Margaret Fagan



Maureen Byrne



Michael Stapleton



Pamela Holland



Triona King



Una Meehan

CSEAS Contact Details by Department

Department	Name of EAO	Address	Tel	E-mail
Central Statistics Office Cork Central Statistics Office Dublin	Dick Beamish	Skehard Rd Cork	021 4535300 087 2450131	dick.beamish@cso.ie
Courts Service	Deirdre Maye	Bow St. Courthouse Smithfield Dublin 7	01 8886099 087 2267641	deirdremaye@courts.ie
Dept of Agriculture Fisheries & Food	Ann Jordan	Michael Davitt House Castlebar	094 9035385 086 8098500	annie.jordan@agriculture.gov.ie
	Aidan Newman	Kea-Lew Business Park Portlaoise	057 8692235 087 2557654	aidan.newman@agriculture.gov.ie
	Dick Beamish	Skehard Rd Cork	021 4535300 087 2450131	dick.beamish@cso.ie
Dept of Arts, Sports & Tourism	Brian Hennessy	Dept of Defence Station Road Newbridge Co. Kildare	045 492206 087 2576935	brianhennessy@transport.ie
Dept of Communications, Energy & Natural Resources	Lorus Collum	OPW 52 St Stephen's Green Dublin 2	01 6476177 087 2314542	lorus.collum@opw.ie
Dept Community, Rural & Gaeltacht Affairs	Brian Hennessy	Dept of Defence Station Road Newbridge Co. Kildare	045 492206 087 2576935	brianhennessy@transport.ie
Dept of Defence	Brian Hennessy	Dept of Defence Station Road Newbridge Co. Kildare	045 492206 087 2576935	brianhennessy@transport.ie
Dept of Education & Science	Bernie Moran	Marlborough St Dublin 1	01 8892342 087 2604517	bernie_moran@education.gov.ie
Dept of Enterprise, Trade & Employment	Brian Hennessy	Dept of Defence Station Road Newbridge Co. Kildare	045 492206 087 2576935	brianhennessy@transport.ie
Dept of Environment, Heritage & Local Government	Maureen Byrne	Room B21 Custom Hse Dublin 1	01 8882313 087 6856041	Maureen.byrne@environment.ie
Dept of Finance	Lorus Collum	OPW 52 St. Stephen's Green Dublin 2	01 6476177 087 2314542	lorus.collum@opw.ie

Department	Name of EAO	Address	Tel	E-mail
Dept of Foreign Affairs	Una Meehan	76-78 Harcourt St Dublin 2	01 4082377 087 2347027	una.meehan@dfa.ie
Dept of Health & Children Public Appointments Service Ombudsman's Office	Contact Chairperson of the CSEAS Network, Brian Hennessy 087 2576935, who will advise on the name of the Employee Assistance Officer			
Dept Justice & Law Reform	Michael Stapleton	Floor 1 St. Stephen's Green Hse Earlsfort Terrace Dublin 2	01 6785184 087 1237728	MJStapleton@justice.ie
Dept of Social Protection	Margaret Fagan	4 th Flr Oisin Hse Pearse St Dublin 2	01 6715103 087 2529709	margaret.fagan@welfare.ie
	Geraldine Carey	Social Welfare Local Office Dominic St Limerick	061 212261 087 2425136	geraldine.carey@welfare.ie
Department of Transport	Brian Hennessy	Dept of Defence Station Road Newbridge Co. Kildare	045 492206 087 2576935	brianhennessy@transport.ie
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	Rose Reid (Administrator)		01 4251422	
Property Registration Authority	Deirdre Maye	Bow St. Courthouse Smithfield Dublin 7	01 8886099 087 2267641	deirdremaye@courts.ie
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