National Employee Relations	National Employee Relations	Strategic Workforce Planning & Intelligence	HR Shared Services	Workforce Health and Wellbeing	Capability and Culture	National HR Division Corporate Business Partner	HR Pay Compliance Unit	Organisational Development Improving Change Capacity
Employee Relations Policy, Advisory & Investigative services	Industrial and Employee Relations							
Ms Norah Mason	Mr John Delamere	Dr Philippa Ryan Withero	Ms Eithne Fox	Dr Lynda Sisson	Ms Pat O Boyle	Ms Edna Hoare	Mr Hugh Brady	Ms Anne Ryan/Ms Catriona Heslin
Employee Relations Policies & Procedures, development and interpretation	National IR	Workforce Intelligence and Analytics	Recruitment (NRS) & Quality & Standards	Occupational Health	Leadership , Learning and Talent Management	Corporate Division Liaison with Heads of HR and services	HR Risk Management	Organisation Development
Complex Query Case Management	Tripartite Agreements	Strategic Workforce Planning	Third Party Contractors	Organisational Health	Diversity, Equality and Inclusion	Business Advisory Services	National Pay- Related Assurance	Change Management with specific remit to strengthen change capability at organisational level by placing dedicated focus on People & Culture Change
National Investigations	ER Guides and Standards for Local HR	Workforce Monitoring and Reporting	National Personnel Administration	Health and Safety	Staff Engagement and Culture	Functional Experience	Data Analysis	
Mediation		HR Integration	Pensions administration & Quality & Standards	Employee Assistance	Organisation Development/Effectiveness	HR People Strategy	Ad-Hoc or customised Reporting	
ER Advisory and Guidance Services (inc Employee Helpdesk)			Pensions Improvement Programme	Rehabilitation			Job Evaluation	
Dismissal Appeals			Garda vetting Liaison & business Compliance				Organisational Maintenance	
Third party representation			HR Operations & Digital				HR Finance Management	
							Compliance	