

A HANDBOOK FOR EMPLOYERS & EMPLOYEES

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*Employment and Mental Health
can work for you!*

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JUST A.S.K.

A.S.K. – “The Business Solution”

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One in four people that you know, family, friends and co-workers will at some stage in their life experience a mental health difficulty. In today’s workplace employers need a productive and loyal workforce. Employers who recognise our changing society know that work-life balance initiatives will be required if we are to support employees who are under pressure to meet the demands of the workplace and their families. Flexibility is the key: the result is greater productivity and commitment to the job.

People who experience mental health difficulties can obtain and maintain employment if they are given the chance. All they need is for an employer to adopt a flexible, open approach and think “**A.S.K.**”!

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People with mental health difficulties possess the **attributes, attitudes and abilities** to make a difference in today’s workplace.

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They have **skills**, they often have a proven work history, you may have already invested time and money in their professional skills development.

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Many have completed third level qualifications and have specific **knowledge** in specialist areas.

We can make a real difference in the workplace by adopting a business solution and ultimately achieve a better value proposition for everyone.

This handbook was written by E.V.E. Limited to assist employers and employees develop a shared understanding of the practical accommodations and supports that can be provided within the workplace for people who experience mental health difficulties. It was developed in partnership with employers, people who experience mental health difficulties, service providers and our social partners.

JUST A.S.K!

It pays to value people!

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“Work makes me feel more secure and better about myself, raises my self-esteem and gives me a structure to my day.”

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“Human beings have needs and have a need to work. Work makes me happy and helps my self-esteem. I feel really proud.”

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JUST A.S.K.

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Mental Health Difficulties -The facts

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Mental health difficulties are the fastest growing health conditions according to the World Health Organisation (2001). One in four people will experience mental health difficulties in their lives which means that up to 25 % of the workforce may be in this situation right now! Equally, up to 25% of prospective job applicants may currently or in the future experience mental health difficulties. The Mental Health Commission (2002), estimate that over 700,000 Irish people will be affected.

For some it may be stress related e.g. anxiety or depression, perhaps due to a demanding life event such as bereavement or relationship difficulties; for others it may be the experience of a major mental illness e.g. schizophrenia. Depression has been identified as the fastest growing illness recorded and by 2020 will be second only to chronic heart disease as an international health burden (WHO 1996).

Johns story

John has worked for his present employer for 5 years and has been trained to operate a print machine, which generates significant revenue for the business. Of late, he has been ringing in sick with complaints of stress, fatigue and unexplained pains. He is consistently late for work and has become particularly impatient with his co-workers, rejecting any form of assistance they offer. He no longer takes breaks in the canteen and frequently complains about the efficiency of the machine he operates. Deadlines are being missed and revenue is dropping. Colleagues have begun to complain.

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This is a common story for people who experience mental health difficulties.

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Achieving good mental health is about striking a balance in the social, physical, spiritual, economic and mental aspects of our lives. Reaching a balance is an ongoing learning process. At times, we may tip the balance too much in one direction and have to find our footing again. Our personal balance is highly individual and our challenge is to stay mentally healthy by finding and keeping that balance.

Mental health and mental illness run along a continuum. When our personal balance is off either repeatedly or for long periods, we may eventually find ourselves moving closer along the path towards mental illness. While some people experience a sudden onset of symptoms of a mental illness, many mental health difficulties develop gradually. Often people hardly notice their anxiety turn to distress until, one day, they feel overwhelmed.

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In addition to G.P. support, people can use a variety of means including self-help groups, stress management, medication and various forms of counselling and psychotherapy to successfully manage and resolve their mental health difficulties. In a small percentage of cases, hospital treatment may be required.

It is possible to achieve balance in today's workplace by adopting simple, flexible measures to promote a better work-life balance for employees.

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Keys to change in today's workplace

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Accommodations

All employees need flexibility in the workplace at different times. More recently we have become familiar with “family-friendly” work initiatives. The person who experiences mental health difficulties can be facilitated to obtain and maintain employment through the introduction of simple flexible measures. We call these **accommodations**. Ultimately they are strategies that accommodate the needs of employees which can lead to better staff **productivity**.

Accommodations may include:

- Adjusting work schedules, flexible rostering etc.
- Restructuring the job
- Modifying the work station
- Formalising mentoring and supervision
- Allowing time for training and re-training

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Supports

Workplace supports exist for both the employer and employee from a variety of sources. More often than not, the greatest support to an employee is the employer who values the person enough to review their situation and look flexibly at those options, which will maintain them in a productive capacity.

Supports available include:

- Human resource depts. and work colleagues
- Supported Employment Consortia-Job coach services
- Employee Retention Grant Scheme
- Disability Awareness Training Support Scheme
- Work Equipment/Adaptation Grants
- Employment Support Scheme
- Employer P.R.S.I. Exemption Grant

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Knowledge

Knowledge comes in the form of the educational resources and through specialist organisations that are available to help employers. Information about mental health difficulties and their impact on people in the workplace is available from a variety of sources (Ref. Pg. 17 – Contact Details).

- Specialist agencies in employment and training
- Voluntary bodies and support groups
- Statutory agencies
- Reference material

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John's story continued

The Employer Reality

A John has been a valued member of staff in the company for 5 years and considerable resources have been spent training him on a highly specialised print machine. His recent difficulties have negatively impacted on production and his colleagues are impatient with his absenteeism, poor timekeeping and mood. They are now refusing to cover his area. In his absence, it is costing the company to man his duty and in lost revenue.

The Employee Reality

S A discussion took place with John to explore the difficulties, which he was experiencing in the workplace. He disclosed that he had personal difficulties, which were causing him stress. He was sleeping poorly and was on medication for anxiety. Consequently, he often overslept and would sometimes ring in sick to cover up this fact. As a result of taking medication and his poor sleep pattern, he was finding it hard to concentrate particularly in the morning. Whilst he had originally been trained to use the print machine, he had lost confidence in his ability to work it to maximum capacity, particularly with the ongoing upgrades being installed. John was aware production was suffering.

The Partnership Solution

K In response, John's employer suggested that he be reassigned to the late roster, which would allow for a later start. It was agreed that he would reduce his hours of work and gradually build up to a full week over time to allow him deal with the personal issues in his life. It was agreed that he would complete a short course for the machine to update his knowledge and build confidence. During the conversation with John, it emerged that he was not attending any form of counselling/therapy for his difficulties. A relevant support group was identified for him and contact details given. The employer later engaged with FÁS and organised an awareness training programme for staff.

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The Business Case for Employers

Good employers recognise that good health equals good business. There are compelling business arguments for a positive, inclusive approach to mental health issues in the workplace:

Enhanced productivity

Staff will feel more valued and secure if their organisation demonstrates commitment to their well-being. Better workplace relations are clearly linked to increased efficiency, effectiveness and, in turn, improved morale.

Retaining knowledge and skills in the workplace

Having recruited the best person for the job, you need to make the most of your investment of your time and resources in building their knowledge and skills. By actively seeking workplace solutions for a person's mental health difficulties, the organisation will avoid lengthy and costly recruitment and retraining processes.

An increase in the diversity of talent in the workplace

A wider labour pool with a diversity of talents can give a company a recruitment advantage over another company. A good corporate image as a leading equal opportunities employer can then lead to an increase in applications for employment. The media may even positively promote the company as an employer that recognises diversity.

Meeting your “duty of care”

A thoughtful approach to dealing with mental health issues in the workplace assists employers in complying with their legal obligations and their “duty of care” to employees.

Reducing casual sickness absences

Positively managing mental health in the workplace can significantly reduce the incidence of absenteeism and favourably impact on the bottom line.

Gaining important skills

People with mental health issues have to manage their mental health in a hostile world. Consequently, they often have particular personal skills such as problem solving, tenacity, diplomacy and creativity, which adds value to the workplace.

Improving workplace relations

Awareness, communication and openness on mental health issues can have an important impact on workplace relations creating a positive climate of understanding, support and trust.

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Testimonials

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RED COW HOTEL, NAAS ROAD, DUBLIN

Rose works as a trainee commis Chef in Red Cow Moran Hotel kitchen.

Rose (Employee)

“I found the job hard at first but I love it.”

“I get on great with the other staff and we go out on Friday evenings.”

“The extra money gives me more independence.”

Brendan O’Neill (Head Chef)

“These young people are well worth employing, given the opportunity they can hold down a job”

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TRAIL FINDERS, DAWSON ST. DUBLIN

Travel agents who organise tours to the Middle East, the Orient and Safaris in Africa.

Alexis (Employee)

“The job coach was a great help; he sorted out my work permit and my tax and organised the back to work allowance for me.”

“I love the Job as it involves helping to organise exotic holidays for people and we get discounts.”

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David Hayeems (Manager)

“We are very happy with the service and the person we took on fitted in extremely well and is getting on great.”

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Commonly asked questions by employers

Q. Would I know if my staff were experiencing mental health difficulties?

You **may** notice some marked changes in an employees performance at work. Common signs of difficulties can be increased absenteeism, poor time-keeping and inability to concentrate. However, one cannot make the assumption that the person necessarily has a mental health difficulty, this must be confirmed by either the employee or their Doctor. You can discuss the employee's performance issues and they may disclose their difficulties if they perceive a supportive, accommodating work situation. An employee assistance programme or alternative support structure may operate in your company to address issues raised. One in four people that you know, family, friends and co-workers will at some stage experience a mental health difficulty in their life.

Q. Will it cost me more?

Research has shown that people who experience a variety of disabilities including mental health difficulties can work to the same standards of production and quality expected of other staff. It has been shown that 98% of staff with a disability rate average or better in safety, 90% rate average or better on job performance and 86% rated average or better on attendance.

Q. Will it affect my insurance?

According to the Insurance Federation (2003), it seems there is little difficulty in obtaining insurance at normal rates once a safe working environment is provided.

Q. Will it cost me to make work place adjustments?

Most work adjustments have no cost attached, e.g. adjusted hours of work, minor workstation adjustment may only require moving the furniture. Job coaches may be of great assistance in this area. If there are adjustments required that cost money, FÁS will provide assistance under the Work Equipment/Adaptation Grant.

Q. Can I help my staff understand mental health difficulties?

Given that one in four of the general population will experience a mental health difficulty, it is likely that your workforce either personally or through family or friends have some understanding already of this type of experience. FÁS funds Disability Awareness Training Grants to assist with this educational process. Through your staff training and development programme you can engage supports to assist your staff gain a better awareness of the reality of mental health difficulties in the broader context of equality in our society.

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Commonly asked questions by employees

Q. Can an employer ask...“Do you have a mental health difficulty?”

No, but it would be advisable to consider the level of support you are going to need in order to be successful in your employment. If you think you are going to need supports and accommodations from day one, then you should decide if you need to discuss them from the start. This could potentially save any misunderstanding later on.

Q. Could I discuss flexible hours of work?

Talk to your employer. Employers are more likely to consider your request if you discuss your need for flexibility up front. Good communication allows the company to plan ahead and look at the work-life balance for their staff.

Q. Can I ask for rostering?

It may be possible to agree an attendance pattern with your employer that meets the needs of both you and your employer. Job Share arrangements and family-friendly policies are becoming more popular in the workplace.

Q. Can a job coach be involved?

If you are involved in a Supported Employment Scheme, your Job Coach will play an important role in matching your knowledge, skills and aptitudes to the requirements of the job. The Coach will also be available to help you and your employer deal with challenges that may arise in the workplace.

Q. Can I help my colleagues understand mental health difficulties?

A. This is your choice!

While you have no obligation to disclose your mental health difficulty to your colleagues, some people decide to disclose their difficulty to trusted colleagues. In assisting you decide if you wish to discuss your difficulties with work colleagues, you should talk to those friends and people who know you and have supported you in the past.

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Disclosure – Should I tell?

The Dilemma

Many people who experience a mental health difficulty often ask: “Should I tell my employer about my mental health difficulties?”

The Myths

Many myths and misconceptions surround mental ill health. These give rise to stigma and discrimination which understandably makes people wary about disclosing and revealing the truth about their situation. Indeed some of your co-workers are probably dealing with mental health difficulties of which you may not be aware.

The Decision

Ultimately, the decision to reveal your mental health difficulties is a personal one. You must make the decision that is right for you.

In making your decision, some questions you might consider are:

1. Is my disclosure necessary?
2. Does my mental health difficulty affect my ability to do the job?
3. Is my disclosure likely to lead to the provision of Accommodations and Supports in the workplace?
4. Will telling my employer reduce the pressure to keep ‘my secret’?

If I decide to disclose:

1. When should I tell?
2. What will I say?
3. How much do I need to tell?

In thinking about these types of questions, many people find it useful to discuss their possible answers in advance with a family member, trusted friend, job coach or mental health professional. If you decide to disclose and think you need accommodations, it is a good idea to prepare what you want to say. When talking with your employer, it is important that you present your situation in a positive light (don’t undersell yourself) and stress the benefits of accommodations for both you and the employer.

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What Could I say?

For example in the case of our printer John...he might approach his employer and say...

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“I am currently under a lot of stress and anxiety in my personal life and my doctor put me on medication recently. I know the pills are helping but I’m very tired in the mornings. It would be a great help if you could shift my hours to the late duty for the time being. Also the recent upgrade on the printing machine has been causing me problems. I think I need a refresher course, as I’m not sure I can cope and I know my productivity is down. If you can accommodate me, I know I will be able to manage”.

The Workplace of the future

The workplace of the future must reflect the diversity of Irish society. Our workplaces include men/women, older/younger, disabled/non-disabled, Irish national/non-national employees and so on. A good business strategy acknowledges the value of diversity in the workplace, which is reflected in the organisational culture and in its values, beliefs and practices.

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Mental health difficulties are an integral part of our social landscape and our workplace practices must positively embrace this reality in a culture of equal opportunity. The challenge for us all is to test the limits of our own imagination and be innovative. A solution-focussed approach to achieving a work-life balance will benefit all employees throughout their employment life span and ultimately result in a more productive and motivated workforce.

Flexibility is the key to change. Levels of increasing flexibility result in greater work-life balance, increased productivity, better job satisfaction, loyalty to the company and a better corporate image. Diversity and equality will characterise the workplace of the future.

If you want to be proactive

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Employment Supports

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A range of supports is available to employers and jobseekers to help the integration of people with disabilities into the workplace. Not all employers or people with disabilities will require these supports, but it is helpful to know that they are available. The following grants are available to private sector employers.

Disability Awareness Training Support Scheme

Disability Awareness Training assists in eliminating mistaken perceptions about people with disabilities and their capacity to be productive and effective colleagues and employees. It covers topics such as the use of appropriate language and preparing existing staff when they are being joined by a new colleague with a disability.

Funding is available from FÁS to companies in the private sector at a level of 90% of costs in the first year and 80% of costs in subsequent years. The maximum funding available is €20,000 in any one calendar year. For further information, please contact local FÁS Services to Business Unit.

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Employment Support Scheme (ESS)

This FÁS scheme provides a wage subsidy to employers who recruit a person with a disability on 20 hours or more, if the person's productivity is 20% to 50% lower than the average productivity levels of other employees. The employer pays the employee the full-wage and reclaims a subsidy matching the cost of the shortfall in productivity. People with a disability employed under the ESS are entitled to retain any secondary benefits they may have, such as medical card or travel pass, for a period of one year. The Employment Support Scheme is administered through FÁS Employment Services Offices.

Workplace Equipment/Adaptation Grant

A grant of up to €6,350 is available from FÁS towards the cost of making the workplace more accessible to a person with a disability. It is also available to self-employed people with disabilities and is administered through FÁS Employment Services Offices.

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Employee Retention Grant Scheme

Funding is available to support the retention of any existing employee at any level or occupation within the company who acquire an illness, disabling condition or impairment (occupational or otherwise) which impacts on their current ability to do the job. External assistance may be required to deal with the challenge of adapting the job or work environment so that he/she can continue to contribute productively within the company. The grant scheme funds this and operates in two phases. For further information contact FÁS Services to Business in your region.

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Employer's P.R.S.I. Exemption Scheme

This scheme is available from the Department of Social, Community and Family Affairs to employers who recruit a person with a disability for at least 4 days' work per week, for a minimum of 20 hours per week. The scheme exempts the employer from his/her share of PRSI contributions in respect of the additional worker for the first two years of employment.

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Mental Health Difficulties-Definitions

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Anxiety;

A state of fearful anticipation and apprehension occurring in either attacks (panic attacks) or as a persistent state (general anxiety disorder).

Phobia;

An irrational fear of an object or situation, which tends to lead to avoidance behaviour, e.g. crowded places, enclosed spaces, spiders, heights etc.

Obsessive-compulsive disorder;

A health condition in which unwelcome thoughts persistently intrude into consciousness (obsession) and which may give rise to the urge (compulsion) to carry out repetitive actions. These are recognised by the person as being inappropriate, senseless or alien to their nature but are also experienced as being uncontrollable.

Hypochondriasis;

A condition in which the person expresses excessive concern about his/her health.

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Eating disorders;

Anorexia - deliberate weight loss resulting in body weight less than 15% below the norm for age, sex, weight and height.

Bulimia – characterised by episodes of uncontrollable overeating, followed by compensatory behaviours (vomiting, abuse of purgatives).

Schizophrenia;

Schizophrenia is characterised by disturbances in a person's thoughts, perceptions, emotions and behaviour. It affects approximately one in every hundred people worldwide and first onset commonly occurs in adolescence or early adulthood, although it can also occur later in life.

Depression;

Whilst we all feel 'blue' from time to time in response to the losses and disappointments that we encounter at different stages of our lives, clinical depression involves a person experiencing a state of persistent sadness, of at least two weeks duration. The person may undergo disturbances in sleep, appetite and concentration and, as a result, his/her ability to carry out the normal activities of daily living can be affected. At least 10% of the population will experience this health condition at some point in their lives. In a small percentage of cases, people can experience disturbances in their perception of reality.

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Bi-Polar Disorder or Manic Depression;

This is an illness where the person experiences bouts of depression alternating with bouts of 'highs' or mania. The shifts in mood are intense and can be prolonged. They also disrupt the person's everyday pattern of living to a considerable degree.

Post-traumatic stress disorder (PTSD);

An extremely distressing condition that can occur following exposure to a terrifying event or ordeal in which serious physical harm either occurred or was threatened e.g. assault, natural disasters and combat situations. The person affected may re-experience the traumatic experience in the form of flashback episodes, nightmares and frightening thoughts.

Psychosis;

An umbrella term used to describe those experiences associated with significant health conditions e.g. schizophrenia, bi-polar disorder and dementia, in which, for instance, a person's ability to distinguish between what is real and imaginary is compromised.

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Mental Health Supports

The following voluntary agencies can assist you if you have any further questions about mental health difficulties.

The Alliance for Mental Health

C/o Mental Health Ireland
Mensana House, 6 Adelaide Street
Dun Laoighaire, Co. Dublin
Tel: (01) 284 1166

Mental Health Ireland

Mensana House, 6 Adelaide Street
Dun Laoighaire, Co. Dublin
Tel: (01) 284 1166
Fax: (01) 284 1736
Email: info@mentalhealthireland.ie
Website: www.mentalhealthireland.ie

Schizophrenia Ireland

38 Blessington Street, Dublin 7
Tel: (01) 860 1620
Helpline, LoCall: 1890 621631
Fax: (01) 8601602
Email: info@sirl.ie
Website: www.sirl.ie

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Grow

167, Capel Street, Dublin 1
Tel: (01) 873 4029

Aware

72, Lower Leeson Street, Dublin 2
Administration Office: (01) 661 7211
Helpline: (01) 676 6166
Website: www.aware.ie

Recovery Inc. (Irl. Area)

PO Box 2210, Dublin 8
Tel: (01) 626 0775
Website: <http://indigo.ie/~recovirl/>

Bodywhys

C/o PO Box 105, Blackrock, Co.Dublin
Helpline: (01) 283 4963 Administration: (01)283 4963
E-mail: info@bodywhys.ie
Website: www.bodywhys.ie

Irish Advocacy Network

Old Rooskey House, Rooskey, Co. Monaghan
Tel: (047) 38918 Fax: (047) 38682
Email: admin@irishadvocacynetwork.com
Website: www.irishadvocacynetwork.com

Psychological Society of Ireland

C X House, 2A Corn Exchange Place, Dublin 2
Tel: (01) 671 7122
Website: www.psihq.org

Irish Council for Psychotherapy

73 Quinns Road, Shankill, Co. Dublin
Tel: (01) 272 2105

Irish College of General Practitioners

4 Lincoln Place, Dublin 2
Tel: (01) 676 3705 Fax: (01) 676 5850

Irish College of Psychiatrists

121 St. Stephen's Green, Dublin 2
Tel: (01) 402 2346 Fax: (01) 402 2344
Email: icpsych@eircom.net

If you wish to know more from an employers perspective about employing a person with a mental health difficulty, you can contact:

Eastern Vocational Enterprises (E.V.E.) Limited

138-140 Thomas Street, Dublin 8
Tel: (01) 474 2236
Email: jobs@eve.ie Website: www.eve.ie

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Employment Supports

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Department of Enterprise, Trade and Employment

Employment & Training Strategy Unit
 Davitt House, 65a Adelaide Road, Dublin 2
 Tel: (01) 631 3101
 Website: www.entemp.ie

FÁS (Foras Aiseanna Saoithair)

Training and Employment Authority
 27-33 upper Baggot Street, Dublin 4
 Tel: (01) 607 0500
 Fax: (01) 607 0600
 Website: www.fas.ie

Irish Business and Employers Confederation (IBEC)

Confederation House
 84-86 Lower Baggot Street, Dublin 2
 Tel: (01) 605 1500
 Fax: (01) 638 1500
 Website: www.ibec.ie

ICTU

31/32 Parnell Square, Dublin 1
 Tel: (01) 889 7777
 Website: www.ictu.ie

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Other useful contacts:

Health Boards

There are supports available from the regional Boards in your area through the Rehabilitation, Training and Guidance Services. A full listing is available on the Department of Health and Children's website at
 Website: www.doh.ie

National Disability Authority

25 Clyde Road
 Ballsbridge
 Dublin 4
 Tel: (01) 608 0400
 Website: www.nda.ie

Equality Authority

2 Clonmel Street
 Dublin 2.
 Tel: (01) 417 3333
 Website: www.equality.ie

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E.V.E. Limited is a subsidiary company of the E.R.H.A. and provides a network of training and employment services for people who experience mental health difficulties in Dublin, Wicklow and Kildare (www.eve.ie). We were supported in our task by our advisory committee who gave willingly of their time and expertise. In addition, both the members and participants from E.V.E. and Schizophrenia Ireland and Dublin South West Employment Service shared their experiences of employment with us and ultimately inspired our theme for the handbook, “Just Ask”.

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This handbook was co-authored by myself; Frank Cameron, Area Manager and Tom O’Brien, Senior Psychologist, E.V.E. Limited. Our design and printing was completed by Health Services Print and Design, a division of E.V.E. Limited.

Sincere thanks to all who made this possible!

Dr. Margaret Webb.
General Manager
E.V.E. Limited.

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E.V.E. Limited Services

Airdnua, North Road, Finglas, Dublin 11

Tel: (01) 834 5927 Fax: (01) 834 5961 Email: airdnua@eircom.net

The Bureau, Dr. Steevens' Hospital, Dublin 8

Tel: (01) 635 2088 Fax: (01) 635 2083 Email: jacinta.maloney@ehss.ie

Castlevew Training Centre, St. Margaret's Road, Finglas, Dublin 11

Tel: (01) 864 2290 Fax: (01) 864 2291 Email: castlevew1a@eircom.net

Chapelized Industries, Chapelized Industrial Estate, Dublin 20

Tel: (01) 626 6044 Fax: (01) 626 6096 Email: chapelizedind@eircom.net

Cherryfield Resource Centre, Walkinstown, Dublin 12

Tel: (01) 450 4034 Fax: (01) 409 7880 Email: ecfr@eircom.net

Employment Services, 138-140 Thomas Street, Dublin 8

Tel: (01) 671 9664 Fax: (01) 679 1754 Email: jobs@eve.ie

Goirtin, 224 North Circular Road, Dublin 7

Tel: (01) 838 0952 Fax: (01) 868 3893 Email: angoir@eircom.net

Harvest Centre, Dublin Road, Kildare, Co. Kildare

Tel: (045) 522 537 Fax: (045) 522 032 Email: harvestcentre@eircom.net

Health Services Print & Design, Ballyfermot, Dublin 10

Tel: (01) 626 3447 Fax: (01) 626 3159 Email: print.design@erha.ie

Larine Court Resource Centre, Maynooth, Co. Kildare

Tel: (01) 628 9465 Fax: (01) 629 1790 Email: larinecourt@eircom.net

New Century House, Ballyboggan Road, Finglas, Dublin 11

Tel: (01) 830 7455 Fax: (01) 830 9455 Email: newcenturyhouse@eircom.net

New Dawn Training Centre, Solus Tower Ind. Estate, Bray, Co. Wicklow

Tel: (01) 282 7951 Fax: (01) 282 7953 Email: newdawncentre@eircom.net

New Horizon Training Centre, Airton Road, Tallaght, Dublin 24

Tel: (01) 459 7330 Fax: (01) 459 7694 Email: horizontraining@eircom.net

Plantmarket, Blakes Cross, Lusk, Co. Dublin

Tel: (01) 843 7351 Fax: (01) 843 7108 Email: plantmarket@eircom.net

G.H.I.S., 138-140 Thomas Street, Dublin 8

Tel: (01) 671 9664 Fax: (01) 679 1754 Email: abarnes@eve.ie

Thomas Court, 26 Hanbury Lane, Dublin 8

Tel: (01) 453 1722 Fax: (01) 453 6129 Email: thomascourtcentre@eircom.net

Westpoint Enterprises, Cherry Orchard, Ballyfermot, Dublin 10

Tel: (01) 626 6596 Fax: (01) 623 3910 Email: westpoint@eircom.net

Platinum Clubhouse, Newbridge Ind. Estate, Newbridge, Co. Kildare

Tel: (045) 433 229 Fax: (045) 433 206 Email: platinumclubhouse@eircom.net
www.kildare.ie/platinum

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