











INTER-AGENCY TASK FORCE ON THE HARMONIZATION OF NATIONAL GOVERNMENT PERFORMANCE MONITORING, INFORMATION AND REPORTING S (Administrative Order No. 25 s. 2011)

MEMORANDUM CIRCULAR NO. 2016-2

October 12, 2016

FOR:

All Heads of Departments, Bureaus, Offices and Other Agencies of the National Government, including Constitutional Commissions, Congress, The Judiciary, Office of the Ombudsman, State Universities and Colleges (SUCs), and Government-Owned or-Controlled Corporations (GOCCs)¹

SUBJECT:

Guidelines on the Identification and Determination of Delivery Units Relative to the Grant of the Performance-Based Bonus (PBB) for Fiscal Year (FY) 2016

1.0 BACKGROUND

Executive Order No. 201² s. 2016 provides that the existing PBB granted to qualified government personnel shall be enhanced to strengthen its results orientation. The Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems created under Administrative Order (AO) No. 25, s. 2011, herein referred to as the AO 25 IATF, shall prescribe the conditions on the eligibility and procedure for the grant of the enhanced PBB, including the ranking system to recognize differences in levels of performance.

Pursuant thereto, the AO 25 IATF issued Memorandum Circular (MC) No. 2016-1³ to prescribe the guidelines on the grant of the FY 2016 PBB. Item 8.1 of said MC states that bureaus, offices or delivery units eligible to the PBB shall be forced ranked according to the following:

| Ranking | Performance Category |
|----------|------------------------------------|
| Top 10% | Best Bureau/Office/Delivery Unit |
| Next 25% | Better Bureau/Office/Delivery Unit |
| Next 65% | Good Bureau/Office/Delivery Unit |

¹ GOCCs under the coverage of the Department of Budget and Management

² Modifying the Salary Schedule For Civilian Government Personnel and Authorizing the Grant of Additional Benefits for Both Civilian and Military and Uniformed Personnel, dated February 19, 2016

 $^{^3}$ Guidelines on the Grant of the Performance-Based Bonus for Fiscal Year 2016 under Executive Order (EO) No. 80 and EO No. 201, dated May 12, 2016

Item 8.2 of the same MC stipulates that guidelines on the determination of delivery units shall be issued separately.

2.0 **PURPOSE**

This Memorandum Circular is issued to provide guidelines on the identification and determination of delivery units within a department, agency, SUC, or GOCC which, if eligible, shall be forced ranked for purposes of the grant of the FY 2016 PBB.

3.0 **GENERAL GUIDELINES**

3.1 A **delivery unit** shall be the primary subdivision of a department, agency, SUC, or GOCC performing substantive line functions, technical services, or administrative support, as reflected in the agency's organizational structure and/or functional chart.

The identification of a delivery unit will depend on the type of government entity, with due consideration to its mandate, organizational level, and scope of operations, as follows:

| TYPE OF GOVERNMENT ENTITY | | | | |
|---------------------------|-----------------------|-----------------|---------------------------|-------------|
| Department or | Agency | | State | |
| Department- Level | Intermediate Level | Bureau Level | Universities and Colleges | GOCCs |
| | DELIVERY UNITS | | | |
| Offices | Offices | | Offices | |
| Bureaus | Bureaus | Divisions | Services | Offices |
| Services | Services | Field Units, if | Campuses | Departments |
| Regional Offices, | Regional /Field | any | Colleges | |
| if any | Units, if any | | | |

- 3.2 For purposes of this Circular, agencies attached to a department or department-level entity shall be treated as an agency separate from its parent department and shall have a separate ranking of its delivery units.
- 3.3 **Annex A** contains the master list of delivery units in departments/ agencies.
- 3.4 To facilitate the ranking process, departments/agencies may cluster the delivery units based on similarities of functions and responsibilities, provided that the overall ranking distribution for Best and Better delivery units shall not exceed 10% and 25%, respectively, of the total number of delivery units in the department/agency.

4.0 Resolution of Cases

Cases not covered by the provisions of this Circular shall be resolved by the AO 25 Technical Working Group.

5.0 Please be guided accordingly.

BENJAMIN E. DIOKNO

Secretary, Department of Budget and Management and Chairman, AO 25 Inter-Agency Task Force

HN

Department of Budget and Management

ANNEX A

Master List of Delivery Units per Department/Agency

A. Departments

| | Department | Delivery Units |
|----|--|--|
| 1. | Office of the President | Office of the Executive Secretary* Technical and Staff Offices Presidential Advisers/Assistants (per area of concern) Offices with special concerns |
| 2. | Office of the Vice-President | Office of the Vice-President Office of the Chief of Staff (including Office of the Vice-Chief of Staff) Staff and Technical Offices |
| | a. Office of the Secretary (Proper) | Office of the Secretary* Council Secretariat DAR Adjudication Boards Services Bureaus Regional Offices |
| 4. | a. Office of the Secretary (Proper) | Office of the Secretary* Services Bureaus Regional Offices |
| | b. Agricultural Credit Policy Council | Office of the Executive Director* Staff Division |
| (| c. Bureau of Fisheries and Aquatic Resources | Office of the Director* Technical and Support Services Centers Regional Units |
| | d. National Meat Inspection Service | Office of the Executive Director* Central Office Divisions Regional Centers |



| e. Philippine Carabao Center | Office of the Executive Director* Central Office Division Centers |
|---|---|
| f. Philippine Center for Postharvest Development and Mechanization | Office of the Director*Divisions |
| g. Philippine Fiber Industry Development Authority | Office of the Executive Director* Central Office Divisions Regional Offices |
| h. Philippine Council for Agriculture and Fisheries | Office of the Director* Divisions |
| 5. Department of Budget and Management | |
| a. Office of the Secretary (Proper) | Office of the Secretary * Bureaus Services Regional Offices |
| b. Government Procurement Policy Board – Technical Support Office | Office of the Executive Director * Divisions |
| c. Procurement Service | Office of the Executive Director* (including Internal Audit, Legal & Corporate Planning Divisions) Functional Groups |
| 6. Department of Education | |
| a. Office of the Secretary (Proper) | Office of the Secretary* (including Early Childhood Care Development Council) Bureaus Services Regional Offices Schools Division Offices Schools and Learning Centers National Educators Academy of the Philippines National Council for Children's Television |
| b. National Book Development Board | Office of the Executive Director* Divisions |
| c. National Council for Children's Television | |



| | d. National Museum | Office of the Director* |
|--|--|--|
| | | Divisions |
| | e. Philippine High School for the Arts | Office of the Director* |
| | | Basic and Arts EducationStaff Divisions |
| Security Constitution | f. Early Childhood Care Development | |
| 7. | Council Department of Energy | |
| 1 | Department of Energy | |
| | a. Office of the Secretary (Proper) | Office of the Secretary* (including Investment Promotion Staff, Consumer |
| | | Welfare Promotion Staff, Public Affairs |
| - | | Staff and Internal Audit Division) • Services |
| | | Bureaus |
| 8. | Department of Environment and | Geographical Offices |
| | Natural Resources | |
| A CONTRACTOR | a. Office of the Secretary (Proper) | Office of the Secretary* |
| | | Bureaus |
| | | ServicesRegional Offices |
| 1 | | |
| Andrew Arter | b. Environmental Management Bureau | Office of the Director*Central Office Divisions |
| | | Regional Offices |
| - Landy | c. Mines and Geo-Sciences Bureau | Office of the Director* |
| | c. Plines and Geo Sciences Bareau | Central Office Divisions Regional Offices |
| diam'r. | | Regional Offices |
| The contract of | d. National Mapping and Resource | Office of the Administrator* Branches |
| | Information Authority | branches |
| | e. National Water Resources Board | Office of the Executive Director* Divisions |
| All seminance | | DIVISIONS |
| | f. Palawan Council for Sustainable | Office of the Chairman* (including Office of the Executive Director) |
| The state of the s | Development Staff | Divisions |
| 9. | Department of Finance | |
| The second second | a. Office of the Secretary (Proper) | Office of the Secretary* |
| Editor (Control on the Control on th | | Services |
| | | OfficesOne-Stop Shop Center |



| b. Bureau of Customs | Office of the Commissioner* Functional Groups Collection/District Ports |
|--|--|
| c. Bureau of Internal Revenue | Office of the Commissioner* (including Performance Evaluation Division) Services Revenue Data Centers Revenue Regional Offices |
| d. Bureau of Local Government Finance | Office of the Executive Director* Services Regional Offices |
| e. Bureau of the Treasury | Office of the Treasurer of the Philippines* Services Regional Offices |
| f. Central Board of Assessment Appeals | Office of the Board* Office of the Hearing Officers |
| g. Cooperative Development Authority | Central OfficesExtension Offices |
| h. Insurance Commission | Office of the Commissioner* (including Internal Audit Division) Services District Offices |
| i. National Tax Research Center | Office of the Executive Director* Branches |
| j. Securities and Exchange Commission | Office of the Chairperson* Sectoral Offices Departments Extension Offices |
| k. Privatization and Management Office | Office of the Executive Director*Services |
| 10. Department of Foreign Affairs | |
| a. Office of the Secretary (Proper) b. Technical Cooperation Council of the Philippines c. UNESCO National Commission of the Philippines | Office of the Secretary* (including Technical Cooperation Council of the Philippines, UNESCO National Commission of the Philippines) Technical and Support Offices Embassies |

| | | Consulate GeneralDiplomatic Mission |
|-----|---|--|
| | d. Foreign Service Institute | Office of the Director GeneralDivisions |
| 11. | Department of Health | |
| | a. Office of the Secretary (Proper) | Office of the Secretary* Bureaus Services Regional Offices Special Hospital Medical Centers |
| | b. Commission on Population | Office of the Executive Director* Central Office Divisions Regional Population Offices |
| | c. National Nutrition Council | Office of the Executive Director* Central Office Divisions Regional Nutrition Offices |
| 12. | Department of the Interior and Local Government | |
| | a. Office of the Secretary (Proper) | Office of the Secretary* Technical and Support Services Bureaus Regional Offices |
| | b. Bureau of Fire Protection | Office of the Chief of the Fire Bureau* Technical and Support Services Regional Fire Stations |
| | c. Bureau of Jail Management and Penology | Office of the Chief of the Jail Bureau* Directorates Jail Units by Region |
| | d. Local Government Academy | Office of the Director*Divisions |
| | e. National Police Commission | Office of the Commissioner* Staff Services Regional Offices |
| | f. Philippine National Police | Office of the Chief PNP Directorate Support Units Regional Police Operations |



| | g. Philippine Public Safety College | Office of the President* Functional Groups Institutes Academy College |
|--|--|--|
| 13. | Department of Justice | |
| The Property of the Property o | a. Office of the Secretary | Office of the Secretary*Technical and Support Services |
| | a.1 National Prosecution Service | Prosecution Staff*Regional Prosecution Offices |
| | b. Bureau of Corrections | Office of the Director* Central Office Divisions Prison and Penal Farms |
| | c. Bureau of Immigration | Office of the Commissioner* (including Board of Special Inquiry) Central Office Divisions Airport/Sub-port Offices |
| | d. Land Registration Authority | Office of the Administrator* Technical and Support Services Regional Offices |
| | e. National Bureau of Investigation | Office of the Director* Services Regional Offices |
| | f. Office of the Government Corporate Counsel | Office of the Government Corporate Counsel* Administrative Unit Sectoral Teams |
| | g. Office of the Solicitor General | Office of the Solicitor General* Legal Divisions Support Services |
| | h. Parole and Probation Administration | Office of the Administrator* Central Office Divisions Regional Offices |
| | i. Presidential Commission on Good Government | Office of the Commissioner* Technical and Support Offices |
| 1 | | |



| j. Public Attorney's Office | Office of the Chief Public Attorney* Services Regional Offices |
|--|--|
| | District Offices |
| 14. Department of Labor and Employment | |
| i. Office of the Secretary (Proper) | Office of the Secretary* Services Bureaus Regional Offices Philippine Overseas Labor Offices |
| ii. Institute for Labor Studies | Office of the Executive Director* Divisions |
| iii. National Conciliation and Mediation Board | Office of the Executive Director* Central Office Divisions Regional Conciliation Mediation Branches |
| iv. National Labor Relations Commission | Office of the Chairman* Office of the Executive Clerk of Court Court Divisions Regional Arbitration Boards Sub-Regional Arbitration Boards |
| v. National Maritime Polytechnic | Office of the Executive Director* Divisions |
| vi. National Wages and Productivity Commission | Office of the Executive Director* Central Office Divisions Regional Tripartite Wages and Productivity Boards |
| vii. Overseas Workers Welfare Administration | Office of the Administrator* Technical and Staff Offices Regional Welfare Offices Foreign Posts |
| viii. Philippine Overseas Employment Administration | Office of the Administrator* Branches Technical and Staff Offices Regional Centers |
| ix. Professional Regulation Commission | Office of the Commissioner* Services Offices Regional Offices |



| x. Technical Education and Skills Development Authority | Office of the Executive Director * Technical and Staff Offices Services Regional Offices |
|--|---|
| 15. Department of National Defense | |
| a. Office of the Secretary (Proper) | Office of the Secretary*Support Services |
| b. Government Arsenal | Office of the Director*Divisions |
| c. National Defense College of the Philippines | Office of the Director*Divisions |
| d. Office of Civil Defense | Office of the Administrator* Services Operation Center Regional Offices |
| e. Philippine Veterans Affairs Office (Proper) | Office of the Administrator* Services |
| f. Veterans Memorial Medical Center | Office of the Director* Medical Service Administrative and Support Divisions |
| g. Armed Forces of the Philippines i. Philippine Army | Office of the Commanding General * Staff Combat Units |
| ii. Philippine Air Force | Office of the Commanding General* Staff Commands |
| iii. Philippine Navy | Office of the Flag Officer in Command* Staff Commands |
| iv. General Headquarters | Office of the Chief of Staff*StaffCommands |
| 16. Department of Public Works and Highways | Office of the Secretary* Bureaus Support Services Regional Offices Unified Project Management Offices |



17. Department of Science and **Technology**

- a. Office of the Secretary (Proper)
- Office of the Secretary* (*including* Special Projects Division)
- Services
- **Regional Offices**
- b. Advanced Science and Technology Institute
- Food and Nutrition Research Institute
- Forest Products Research and **Development Institute**
- e. Industrial Technology **Development Institute**
- Metals Industry Research and **Development Center**
- National Academy of Science and Technology
- National Research Council of the h. **Philippines**
- Atmospheric, Philippine Astronomical Geophysical and Services Administration
- j. Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
- Health k. Philippine Council for Research and Development
- I. Philippine Council for Industry, Energy and Emerging Technology Research and Development
- m. Philippine Institute of Volcanology and Seismology

- Office of the Director*
- **Divisions**
- Office of the Director*
- Divisions
- Office of the Director*
- **Divisions**
- Office of the Director*
- Divisions
- Office of the Executive Director*
- Divisions
- Office of the Executive Director*
- **Divisions**
- Office of the Executive Director*
- **Divisions**
- Office of the Administrator*
- **Divisions**
- Office of the Executive Director*
- **Divisions**
- Office of the Executive Director*
- **Divisions**
- Office of the Executive Director*
- **Divisions**
- Office of the Director*
- Divisions

| n. Philippine Nuclear Research Institute | Office of the Director*Divisions |
|--|---|
| o. Philippine Science High School | Office of the Executive Director* Technical & Staff Divisions |
| p. Philippine Textile Research Institute | Office of the Director*Divisions |
| q. Science Education Institute | Office of the Director*Divisions |
| r. Science and Technology Information Institute | Office of the Director*Divisions |
| s. Technology Application and Promotion Institute | Office of the Director*Divisions |
| t. Information and Communications Technology Office | Office of the Executive Director* (including CIO Corps, CIO Services, External Resources Management Division, Postal Regulation Division) Services Field Operations Units |
| 18. Department of Social Welfare and | |
| a. Office of the Secretary (Proper) | Office of the Secretary* Services Bureaus Regional Offices |
| b. Council for the Welfare of Children | Office of the Executive Director* Divisions |
| c. Inter-Country Adoption Board | Office of the Director*Divisions |
| d. National Council on Disability Affairs | Office of the Executive Director* Divisions |
| e. National Youth Commission | Office of the Chairman* (including Office of the Executive Director) Divisions |
| | |

| f. Juvenile Justice and Welfare Council | Office of the Executive Director* Divisions |
|---|---|
| 19. Department of Tourism | |
| a. Office of the Secretary (Proper) | Office of the Secretary * Offices Services Regional Offices Foreign Field Offices |
| b. Intramuros Administration | Office of the Administrator* Divisions |
| c. National Parks Development Committee | Office of the Executive Director* Divisions |
| 20. Department of Trade and Industry | |
| a. Office of the Secretary (Proper) | Office of the Secretary* Bureaus Services Regional Offices |
| b. Board of Investments | Office of the Governor*Services |
| c. Construction Industry Authority of the Philippines | Office of the Executive Director* Board Foundation |
| d. Philippine Trade Training Center | Office of the Executive Director* Divisions |
| e.Design Center of the Philippines | Office of the Executive Director* Divisions |
| f. Intellectual Property Office | Office of Director General*Bureaus |
| 21. Department of Transportation | |
| a. Office of the Secretary (Proper) | Office of the Secretary* Services DOT-CAR DOT-CARAGA |
| b. Civil Aeronautics Board | Office of the Executive Director* Divisions |



| c. Maritime Industry Authority | Office of the Administrator* Services Regional Offices |
|--|--|
| d. Office of Transportation Cooperatives | Office of the Board Chairman (including Office of the Executive Director)* Divisions |
| e. Office for Transportation Security | Office of the Administrator*Services |
| f. Philippine Coast Guard | Office of the Commandant* Functional Groupings Coast Guard Districts |
| g. Toll Regulatory Board | Office of the Board of Directors (including Office of the Executive Director) Divisions |
| h. Land Transportation Office | Central Office DivisionsRegional Offices |
| i. Land Transportation Franchising & Regulatory Board | Central Office DivisionsRegional Franchising and Regulatory Offices |
| 22. National Economic and Development Authority (NEDA) | |
| | |
| a. Office of the Director-General | Office of the Director General* Service Staff Regional Offices |
| b. Philippine Statistics Authority (National Statistics Office, Bureau of Agricultural Statistics, Bureau of Labor and Employment Statistics, National Statistical Coordination Board) | Office of the National Statistician* Services Regional Services Offices |
| c. Philippine National Volunteer Service Coordinating Agency | Office of the Director*Divisions |
| d. Public-Private Partnership Center of the Philippines | Office of the Executive Director* Divisions |

| e. Philippine Statistical Research and Training Institute | Office of the Executive Director* Divisions | |
|--|--|--|
| f. Tariff Commission | Office of the Chairman*Divisions | |
| 23. Presidential Communications Operations Office | | |
| a. Presidential Communications Operations Office (Proper) | Office of the Press Secretary* Services Media Staff | |
| b. Bureau of Broadcast Services | Office of the Director* Divisions Broadcast Stations | |
| c. Bureau of Communications Services | Office of the Director*Divisions | |
| d. National Printing Office | Office of the Director*Divisions | |
| e. News and Information Bureau | Office of the Director* Divisions Presidential Press Staff Philippine News Agency | |
| f. Philippine Information Agency | Office of the Director* Divisions Regional Information Centers | |
| g. Presidential Broadcast Staff – Radio Television Malacañang | Office of the Director*Divisions | |

B. Other Executive Offices

| Agency | Delivery Units |
|-----------------------------------|--|
| 1. Career Executive Service Board | Office of the Executive Director* Divisions |
| 2. Climate Change Commission | Office of the Chairperson*Divisions |
| 3. Commission on Filipinos Overso | Office of the ChairmanDivisions |



| 4. Commission on Higher Education | Office of the Chairman* Staff Services Regional Offices |
|---|--|
| 5. Commission on the Filipino Language | Office of the Chairman*Divisions |
| 6. Dangerous Drugs Board | Office of the Chairman* Technical and Support Offices |
| 7. Energy Regulatory Commission | Office of the Chairman (including the Office of the Executive Director)* General Counsel and Secretariat of the Commission Services |
| 8. Fertilizer and Pesticide Authority | Office of the Executive Director* Divisions |
| 9. Film Development Council of the Philippines | Office of the Chairman (including the Office of the Executive Director)* Administrative and Finance Unit Cinema Evaluation Board and Archive Unit Festival and PFESO Unit |
| 10. Games and Amusement Board | Office of the Chairman* Divisions Field Offices |
| 11. Governance Commission for Government-Owned or Controlled Corporations | Office of the Chairman* (including Strategy Management Division) Technical and Staff Offices |
| 12. Housing and Land Use Regulatory Board | Office of the Chairman and Executive Officer* Divisions Project Pool Field Offices |
| 13. Housing and Urban Development Coordinating Council | Office of the Chairman Divisions |



| | Metropolitan Manila Development Authority Mindanao Development Authority | Office of the Chairman* (including Council Secretariat, Management Information Staff and Public Affairs Staff) Office of the General Manager* Services Offices Office of the Chairperson* Divisions | |
|-----|---|--|--|
| 16. | Movie and Television Review and Classification Board | Office of the Chairman Office of the Executive Director Divisions | |
| | National Anti-Poverty Commission | Office of the Director General* Technical and Support Services | |
| 18. | and the Arts | Office of the Chairman (including the Office of the Executive Director)* Divisions | |
| | National Historical Commission of the Philippines (National Historical Institute) | Office of the Commission Chairman* Office of the Executive Director* Divisions | |
| 20. | National Library of the Philippines | Office of the Director*Divisions | |
| 21. | National Archives of the Philippines (Records Management and Archives Office) | Office of the Executive Director*DivisionsRegional Archival Networks | |
| 22. | | Office of the Chairman* Office of the Executive Director* Technical and Support Offices Regional Offices | |
| 23. | National Commission on Muslim Filipinos | Office of the Chairman* Office of the Director* Bureaus Services Regional Offices | |
| 23. | National Intelligence Coordinating Agency | Office of the Director General* Directorates Regional Offices | |
| 24. | National Security Council | Office of the Director General * Technical and Support Units | |
| 25. | National Telecommunications Commission | Office of the Commissioner* (including the Broadcast Services and Radio Spectrum Planning Divisions) Branches Regional Offices | |
| 26. | Office of the Presidential Adviser on the Peace Process | Office of the Presidential Adviser* Technical and Support Services | |
| 27. | Optical Media Board | Office of the Executive Director* Divisions | |



| 28. | Pasig River Rehabilitation Commission | Office of the Executive Director* Services Technical Offices | |
|-----|---|--|--|
| 29. | Philippine Commission on Women (National Commission on the Role of Filipino Women) | Office of the Executive Director* Divisions | |
| 30. | Philippine Drug Enforcement Agency | Office of the Director General* Support Services Technical Offices Regional Offices | |
| 31. | Philippine Racing Commission | Office of the Chairman * (including Office of the Executive Director) Divisions | |
| 32. | Philippine Sports Commission | Office of the Chairman/Commission Members* Office of the Executive Director Services | |
| 33. | Presidential Commission for the Urban Poor | Office of the Chairman*Divisions | |
| 34. | Presidential Legislative Liaison Office • Office of the Legislative Adviser* • Divisions | | |
| 35. | Presidential Management Staff | Office of the PMS Head Services Technical Offices President's Personnel Group Secretariat | |
| 36. | Philippine Competition Commission | Office of the Chairman* (including Office of the Executive Director) Technical and Staff Offices | |
| 37. | National Privacy Commission | Office of the Commissioner* (including Office of the Executive Director) Technical and Staff Offices | |

C. Constitutional Offices and Others

| Agency | Delivery Units |
|--|---|
| 1. Autonomous Region in Muslim Mindanao | Office of the Governor* Technical and Support Offices Departments Agencies |
| 2. Civil Service Commission | Office of the Chairperson* Technical and Staff Offices Services Regional Offices |



| | Commission on Audit Commission on Elections | Office of the Chairperson* Technical and Staff Offices Clusters Services Regional Offices Office of the Chairman* Office of the Executive Director Departments Regional Offices |
|----|--|---|
| 5. | Commission on Human Rights | Office of the Chairman* Technical and Support Services Field Operations Offices |
| 6. | Ombudsman 6.1 Office of the Ombudsman | Office of the Ombudsman* Technical and Support Offices Clusters |
| | 6.2 Office of the State Prosecutor | Office of the State Prosecutor*Bureaus |

D. State Universities and Colleges

| | Agency | Delivery Units |
|-----------------|--------|--|
| 1. Colleges | | Office of the President * Services Campuses (with Charter) Colleges (with CHED accreditation) |
| 2. Universities | | Office of the President* Services Campuses (with Charter) Colleges (with CHED accreditation) |

^{*} Including the Office(s) of the Deputy Head(s) and immediate support staff

