

Employee Handbook



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Welcome



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



As Director General of the Health Service Executive, it is a great pleasure to welcome you as a new member of the health service team. You are joining the health service at what is as ever a very exciting time, with many opportunities for change, to improve the service that we can give to our patients and our clients throughout Ireland. Your decision to join the health service is a very important one in terms of your career and we hope that you will have both an enjoyable and a productive career in the Irish health service. We are committed to doing what we can to make sure that you have the training and the skills that you need to give your very best to your team, for your self, and for the benefit of the patients and clients. HSE is a very large, complex organisation and we will do our very best to make sure that you settle in as well as you can.

You are joining a very committed staff in the health service, who I know will be very welcoming to you. Over the years staff in the health service have shown their motivation and their commitment, particularly since the economic challenges have set in. Productivity is up despite the fact that we have lost many colleagues and lost much of our funding. We have managed to maintain a health service that treats and provides more services to more people, more effectively and more efficiently than ever before. Your decision to join us is very welcome, at this challenging time, because it suggests that you are committed to a long term career in the health service.

We are currently investing in management development programmes designed to ensure that we have the most skilled and able managers within our health service. Managers throughout our service will be committed to ensure that whatever your background, whatever your profession, you are facilitated to work in a welcoming environment that enables you to work at your best. We are an organisation that seeks to learn and wants you to make your contribution; we are very open to your suggestions and for you to bring your fresh ideas/perspective. Whether you've just completed training, come to us from another organisation, changed jobs or moved country, we want you to feel that you can contribute to making our services better. All health services should be constantly changing, constantly improving and never self satisfying, so if you want to be part of challenging the way we do things you are very welcome to do that.

Over time you will have opportunities for training and development and I hope that you will take them. In any instance where you feel that our services fall short, it is important that you know that you are empowered to speak up and to ensure that the interests of your colleagues, of our patients, and our clients are the ones that you are free to defend and free to vindicate. The health service welcomes criticism, particularly constructive criticism and hopes that you will be in a position to support us in that respect.

In making your decision to join us in the Irish health service you have joined a very large, diverse multi skilled team. We provide the full range of health and social care services ranging from very large complex hospitals to primary care centres, to long stay nursing units, to mental health and disability services, even to civil marriage registration. You are very welcome to this large group of people and I hope you will soon find your place within your team and also identify those ways which you would like your career to change and progress over time.

I hope you have a long, successful, rewarding and fulfilling career in the health service.

Tony O'Brien
HSE Director General

Our Purpose = Our Mission

To enable people live healthier
and more fulfilled lives

Our Ambition = Our Vision

Easy Access
Confidence
Staff Pride

The HSE recognises and values the diversity of all Employees and is committed to developing working practices which will allow every Employee to contribute his or her best, regardless of race, gender, family status, membership of travellers' community, marital status, religion or belief, age, disability or sexual orientation.

HSE Employee Handbook March 2014 Version

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01 Part 1

Joining the HSE



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

1.1 Introduction

Our Priorities are:

- **Focus on Customers/Clients/Patients**
 - Base all your decisions on what will deliver the best service
 - Always try to make it easier for people to access our services
 - Make sure we constantly provide high quality services

- **Efficiency**
 - Whatever you do, think HSE, not just your own area
 - Reduce the need for people to navigate the system by simplifying the way we deliver our services
 - Maximise the use of facilities and capacity by planning ahead

- **Teamwork**
 - Respect the skills and abilities of others, regardless of grade or demarcation
 - Challenge constructively; neither give nor take offence
 - Share resources and actively support each other
 - Actively acknowledge the efforts of others

- **Take the Initiative**
 - Take responsibility; “Its up to me – others are depending on me”
 - Don’t just talk about problems or work around them, help solve them
 - Be innovative and set an example for others to follow

- **Your Colleagues**
 - Challenge each other to achieve the highest standards
 - Take an interest in the development of each member of staff
 - Above all, be courteous

- **Lead by Example**
 - Set challenging goals
 - Be accountable; do what you say you will do
 - Go the extra mile

About this Handbook

This Employee Handbook sets about helping you understand your terms and conditions of employment. Taking time to become familiar with the Handbook’s contents will help you:

- Get to know the organisation of the Heath Service Executive – your employer
- Understand the policies and agreements surrounding your employment
- Know what you can expect from your colleagues and what they will expect from you
- Know what to do if you have a grievance
- Know about communication and consultation policies and procedures
- Understand your Terms and Conditions of Employment ie annual leave from work, statutory leaves, pay and pension
- Know about development opportunities

03

1.2 Your first point of contact

Line Manager who will be able to help you with most questions or direct you to the appropriate department.

Your Contract

This Handbook, and your Contract, set out your employment terms and conditions with the HSE. Take time to read this Handbook and your Contract, and if you have any questions check with your Line Manager.

Detailed information regarding terms and conditions of employment are available on www.hse.ie

Hours of Work

Your hours of work are specified in your Contract of Employment and your times of attendance are as notified by your Line Manager.

Employees are expected to report for duty at the normal starting time and not to leave before the rostered finishing time.

Employees are expected to co-operate with the time recording systems in operation at their place of employment.

1.3 Your Employer – The HSE

Aims:

- Understand the HSE
- See where you fit within the organisation
- Know who the senior Management Team are
- Find out who the local Management Team are

Role of the HSE

As outlined in the Health Act 2004, the objective of the Health Service Executive is: “to use the resources available to it in the most beneficial, effective and efficient manner to improve, promote and protect the health and welfare of the public.”

As the largest employer in the State, the HSE directly employs approximately 62,000 whole time equivalents and a further 35,000 are employed by the Voluntary Hospitals and Bodies funded by the HSE. The overall HSE budget for 2014 is €13.12bn.

The HSE provides thousands of services to young and old, in hospitals, health facilities and in communities across the country. These services range from Public Health Nurses treating older people in the community to caring for children with challenging behaviour; from educating people how to live healthier lives, to performing highly-complex surgery; from planning for major emergencies, to controlling the spread of infectious diseases. At some stage every year everybody in Ireland will use one or more of the services provided. They are of vital importance to the entire population.

It is our goal to ensure that the money we spend employing people, buying services and investing in infrastructure delivers the maximum possible return in terms of the quality of the services we provide.

Transforming Our Services

The goal of the HSE is to build a first class Health Service in Ireland. At the heart of this work are programmes that make it easier for people to access quality services and easier for the HSE to deliver these quality services. To do this the HSE is simplifying its business so that it can more easily monitor what services are being delivered, and how.

While there are some challenging structural and process issues to address within the Irish Health Services, it is important to remember that, everyday, there are thousands of people delivering and receiving outstanding services around the country.

At an operational level the biggest challenge facing the HSE is the speed with which reliance on hospitals can be reduced and capacity to deliver care within the community setting can be built.

This emphasis must be changed by building a fully integrated and responsive local Health Service, so that people are confident that the vast majority of their health needs can be provided outside hospitals. As community-based services are strengthened, the barriers that currently exist between hospital care and community care will begin to dissolve and the gap between the two services will disappear.

Employees should be involved in:

- Fostering a culture of quality and safety in your area of responsibility
- Keeping up to date with the specific legal framework for your role in addition to new practices in your service area
- Keeping up to date with new practices in your area
- Following policies, procedures and guidelines that aim to assist staff in providing the highest level of service possible
- Monitoring, reviewing and evaluating practices to ensure continuous improvement of your service
- Reporting incidents/near misses in your service and to manage them in line with Risk Management procedures
- Identifying hazards in your workplace and where appropriate, managing them in line with Risk Management procedures

HSE Directorate & Leadership Team

The Directorate is the governing body of the organisation and replaced the former HSE Board in July 2013.

The Directorate is responsible for approving major strategic developments as well as overseeing the use of public funds and the management of the HSE. In so doing, it maximises value for money through ensuring that services are delivered in the most economical, efficient and effective way, within the available resources. Decisions of the Directorate are, at all times, taken with the interest of patients and clients in mind.

HSE Leadership Team

- Director General
- Chief Operating Officer/Deputy Director General
- Chief Financial Officer
- National Director, Acute Services
- National Director, Primary Care
- National Director, Social Care
- National Director, Health & Wellbeing
- National Director, Mental Health
- National Director, Internal Audit
- National Director, Quality & Patient Safety
- National Director, Human Resources
- National Director, Shared Services
- National Director, Communications
- National Lead, Transformation and Change
- National Director, Clinical Programmes
- National Director, Cancer Control Programme

Your Local Management Team

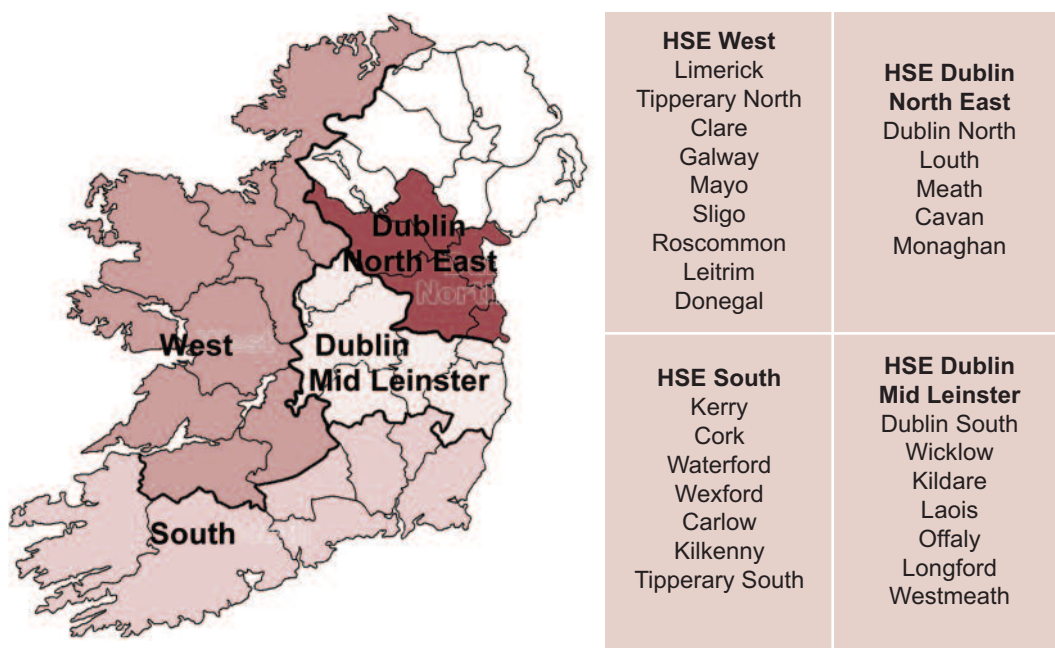
During your Induction your Line Manager will advise you of the local management structures in your area.

Services are organised within four regions as follows:

- HSE Dublin North East
- HSE Dublin Mid Leinster
- HSE South
- HSE West

Four Regional Directors for Performance and Integration (RDPIs) play a key role in the performance and integration of services at regional level, supported by their respective Regional Management Teams.

For more information about the HSE's organisational structure visit www.hse.ie and select 'About Us'.



Support Services

There are six Support Services Functions designed to support improved patient services and provide human and financial resources for use throughout the HSE:

- Human Resources – responsible, directly and indirectly, for more than 100,000 full-time Employees
- Finance – responsible for a budget of €13.5 billion
- Shared Services – delivers economies of skill and scale by consolidating multiple organisations and processes
- Information and Communications Technology – provides the technology for delivering quality services
- Estate Management – manages the organisation's capital infrastructure (and the annual capital plan)
- Procurement – ensures that the HSE maximises its purchasing power

Your Local Management Team or Group Trusts

During your Induction your Line Manager will advise you of the local management structures in your area.

Further detail on the structures for each of the areas above is available on www.hse.ie

Significant changes to operational boundaries are planned for 2014

07 Part 2

Working with the HSE



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

2.1 Employee Wellbeing and Welfare

Aims:

- Help you understand the various components of Employee Wellbeing and Welfare and the role that each play in the organisation
- Ensure that you know what services are available to you in the event of ill health or personal or work related problems throughout your career
- Ensure you understand your responsibility in compliance with Health and Safety legislation and co-operation with Occupational Health/Employee Assistance as required throughout your career
- Know about your responsibility in the area of Quality and Risk

The components of Employee Wellbeing and Welfare include:

- Occupational Health Service
- Employee Assistance Service
- Health and Safety
- Health Promotion

Occupational Health Services look after the health and safety of all Employees. The emphasis is on preventing the development of occupational health related accidents and disease and empowering staff to promote and protect their own health. Services include:

- Pre-employment screening assessment – to determine the health status of potential Employees, taking into account the demands of the job in question. The pre-employment assessment interview with Occupational Health also provides opportunity to discuss immunisation requirements and give specific advice on the hazards of the particular post
- The Occupational Health Department looks after the occupational health and welfare of staff with the emphasis on health promotion and preventing work related accidents and disease. This is done in various ways, e.g. pre-employment screening, vision screening, sickness absence management, manual handling advice, infectious disease prevention, work-place inspections with ergonomic advice, immunisation, health and surveillance, influenza vaccination, advice on compliance with legislation and hazardous substance assessments

Self Referrals

Any employee can self refer themselves to the Occupational Health Service for confidential advice in relation to a work or non work-related issue.

Management Referrals

Managers may refer employees to Occupational Health for many reasons including:

- Concerns about the impact of work on an employees health
- Concerns about the health of an employee in relation to their work
- Assessing fitness of an employee to return to work after a period of sick leave
- Making recommendations on rehabilitation; enabling smooth transition from sick leave to work without compromising recovery
- Advising on permanent infirmity/retirement.

Your Line Manager will advise you of details of your local Occupational Health Department.

Employee Assistance Service provides a confidential counselling support and referral service for all staff with personal or work related difficulties. Advice and guidance is available to Managers in dealing with staff welfare issues. The Employee Assistance Service also provides formal structured support to groups of staff who have experienced stress reactions as a result of a critical incident in the work place.

The HSE Employee Assistance Programme (EAP) is available to all Employees for support with both personal and work-related concerns.

- A wide range of issues is dealt with by EAP, including:
 - Stress at work
 - Difficult relationships in work (including bullying)
 - Traumatic events (e.g. assault, suicide)
 - Addictions
 - Personal issues outside of work (e.g. bereavement, relationships)
- The service provides, on a confidential basis:
 - Professional assessment
 - Personal support
 - Counselling
 - Referral onwards to other professional resources where appropriate
 - Trauma support
- EAP is a confidential service, and is free of charge to all HSE Employees
- The service is provided by trained and experienced counsellors who are professionally qualified and bound by the codes of conduct of the professional bodies to which they belong
- Managers may contact the service for advice and guidance on issues relating to Employee Wellbeing
- The service participates in the provision of lectures/training as required, in areas where the Employee Assistance Professional has relevant expertise, e.g. stress management, post trauma support, team building and management training
- The service provides feedback to the organisation regarding broad issues which may enhance Employee Wellbeing and the organisation's effectiveness

Access to the service

If you wish to access the service for information or an appointment, you can contact your local HSE EAP.

The Occupational Health Service can also refer clients with their consent.

Your Line Manager will advise you of your local service contact details.

Health and Safety. The objective is to ensure the safety, health and welfare of all employees in compliance with legislation. The Corporate Safety Statement sets out the way this is to be achieved by defining the provision of a safe place of work, safe systems of work, safe buildings and equipment and safe and competent persons.

Employees must ensure that they are aware of the hazards that exist in the workplace and that they follow the risk controls that have been implemented. These will normally be identified in the risk assessments carried out as part of the risk management process outlined in the Service/Site Specific Safety Statement. Specific health and safety related policies are developed to guide managers towards best practice.

- Policy for Preventing Managing Stress in the Workplace December 2012
- Policy for Preventing and Managing Critical Incident Stress December 2012
- Dignity at Work 2009 Policy
- Grievance and Disciplinary Procedure
- Manual Handling and People Handling Policy
- Managing Attendance Policy - January 2009
- HSE Code of Standards and Behaviour

- National Tobacco Free Campus Policy - April 2012
- Rehabilitation Policy
- Protected disclosures of information
- Long Term Absence Benefit Schemes Guidelines 2012
- Policy on Prevention and Management of Latex Allergy
- Lone Working Policy and Guidelines 2012
- HR Policy on Redeployment of Staff in a National Pandemic or other Major Emergency
- Integrated Employee Wellbeing and Welfare Strategy 2009-2014
- Linking Service and Safety - Together Creating Safer Places of Service; Strategy for Managing Work-related Aggression and Violence
- The HSE Strategy on Linking Service and Safety will be made available to you.
- Fire and Safety Training – all Employees receive instruction as necessary to ensure that they can perform their duty without threat to their own safety and health or that of others. Such training will be included at Induction stage and periodic intervals thereafter. Induction in emergency procedures, for example fire drills, is provided to all staff members. Staff seeking general technical or professional advice concerning the safety of their work place should contact their immediate supervisor
- Manual Handling – this includes lifting and putting down, pushing, pulling or carrying or moving of loads. Where lifting cannot be avoided, training in safe moving and handling is delivered at regular intervals in order to prevent accidents which result in back injury

Your Line Manager will advise you of your local service contact details.

Health Promotion facilitates local management to provide a health promoting working environment for staff, consistent with the HSE's role as a health promoting organisation. Efforts to improve Employee health fall into three broad categories which require sustained commitment across the entire workforce:

- Improving the work environment and conditions of work
- Focus on culture and policies within the organisation so that both their development and delivery are health promoting
- Raising awareness about health issues and building capacity of employees within the organisation to maintain and promote their own health

Health Promotion acts as a resource and support for employees in developing the health promotion aspects of their work. Towards achieving this, a programme of health promotion activities is delivered in each area. Service Units or teams wishing to further their health promotion endeavours may contact their local Health Promotion department for support and guidance with this process.

Your Line Manager will advise you of your local service contact details.

2.2 Equal Opportunities and Diversity

Aims:

- Help you understand the concept of equality and diversity
- Create awareness of legislation that governs the equality and diversity agenda
- Outline various policies/guidelines to support staff

Equality

Equality is about creating a fairer society in which everyone has the opportunity to fulfil their potential.

Diversity

People are not alike. Everyone is different. Diversity, therefore, consists of visible and non-visible factors which include personal characteristics such as gender, race, age, background, culture, disability, personality and work-style. Harnessing these differences will create a productive environment in which everybody feels valued, their talents are fully utilized and organisational goals are met. Diversity is about recognizing and valuing difference in its broadest sense.

Legislation governing Equality/Diversity

- Employment Equality Act 1998 and 2004
- Equal Status Act 2000 - 2004
- Disability Act 2005

Equality and Diversity Policy/Guidelines

The following guidelines have been developed and are available at www.hse.ie

- Guidelines on Equality Legislation
- Equal Opportunity/Accommodating Diversity Booklet and C.D. Rom
- Equal Opportunity/Diversity Strategy and Policy Objectives
- Equal Opportunity aspects of Recruitment, Selection and Promotion
- Guidelines on the Employment of people with disabilities
- Dignity at Work Policy

Policies, Behaviour and Discipline

Aims:

- Understand the HSE Managing Attendance Policy
- Understand the principles of Trust in Care
- Understand the conduct and behaviour expected of you
- Know about the Disciplinary Procedure for Employees of the HSE and the Grievance and Disciplinary Procedure

2.3 Policies and Procedures

Single policies are now in place for many aspects of employment although some local policies and procedures may continue to be applicable.

Ask your Line Manger for the appropriate contact details so that you can check which local policy applies to you. National policies can be found on the Staff intranet:

<http://hsenet.hse.ie/home/>

NB: *Please also refer to the Communications chapter to familiarise yourself with policies regarding media, electronic communications policy, data protection, Irish language etc.*

Attendance Management Policy

The HSE is committed to maintaining, in so far as is practicable, the safety, health and welfare of Employees while at work and doing all that is reasonably practicable to assist Employees who are absent from work due to injury or ill health to return to work at the earliest possible date.

The HSE will also do all that is reasonably practicable to assist Employees to remain at work through an increased focus on rehabilitation, injury prevention, Occupational Health Services, integrated collection of incident and accident data, and increase employee awareness of the operation of the policy.

Guidelines on Managing Attendance have been published which are designed to clarify the responsibilities of managers, Employees and support services (i.e. Occupational Health, HR) in the management of attendance.

Rehabilitation of employees back to work after illness or injury

The HSE is committed to the provision of workplace rehabilitation that supports and enables injured or sick employees to remain at or return to the workplace to continue the discharge of work duties. This process benefits both the employee and the employer.

The purpose of this policy is to:

- Describe the commitment the HSE provides to all sick/injured employees
- Provide guidelines to managers, employees, occupational health departments, rehabilitation professionals, HR departments and employee assistance services on conducting workplace rehabilitation that assists employees affected by both work and non-work related injuries/illnesses to recover and perform duties for which they are employed
- Support an early and safe return for the employee who has an illness/injury

This policy is available on www.hse.ie

Dignity at Work Policy

The HSE is an equal opportunities employer and is committed to treating its Employees equally irrespective of race, religion, age, gender, sexual orientation, marital status, disability, family status and ethnic origin.

The Health Service recognises the right of all Employees to be treated with dignity and respect and is committed to ensuring that all Employees are provided with a safe working environment, which is free from all forms of bullying, sexual harassment and harassment. This Policy is designed to protect Employees from bullying, sexual harassment and harassment regardless of whether it is carried out by a work colleague, patient/client, member of the public, business contact or any other person with whom Employees might come into contact during the course of their work. It also sets out a complaints procedure, which ensures that complaints are dealt with promptly and with sensitivity.

Under this Policy all Employees, regardless of their position, have a responsibility to treat their colleagues with dignity and respect and to maintain a working environment where bullying and harassment are not tolerated. Managers and Line Managers have a particular responsibility to promote dignity in the workplace by being alert to inappropriate behaviour and dealing promptly with incidents or complaints of bullying and harassment.

The policy provides for “**Support Contact Persons**”, who are available to listen, be supportive and outline the options open to employees who feel that they are being bullied or harassed. They will also explain the procedure for dealing with allegations of bullying/ harassment. Details of who the Support Contact Persons in your HSE Area will be held by your local HR Department.

A support contact person is an employee of the HSE who has volunteered and received training to provide support and information on the Dignity at Work policy to colleagues who may feel they are experiencing bullying, harassment and or sexual harassment. Further information can be found on www.hse.ie at http://www.hse.ie/eng/staff/Resources/hrppg/Support_Contact_Persons.html

An employee who makes a complaint of bullying or harassment will be offered the opportunity to have the matter dealt with by mediation. If this option is refused, the complaint will be investigated.

Nothing in this policy is designed to prevent a person from exercising his or her statutory entitlements under the Employment Equality Act, 1998 and the Industrial Relations Acts, 1946–2001.

Mediation in the HSE

Mediation is a voluntary confidential process that allows two or more disputing parties resolve their conflict in a mutually agreeable way with the help of a neutral third party, a mediator (Stein, 1997). Mediation focuses on the interests or needs of the parties and on solutions, not on determining or assigning blame. What distinguishes mediation from other forms of dispute resolution is that the mediator does not impose a solution but rather works with both parties to create their own solution.

Full details of the policies can be obtained from your Line Manager or www.hse.ie

HSE Smoking Cessation Service

The HSE offers a smoking cessation service which is run by Health Promotion Departments within the Health and Wellbeing Division.

The link pages for cessation services are:

Quit website address: <http://www.quit.ie/> Call the QUITline: 1800 201 203.

Quitplan address: <http://www.quit.ie/quitplan/>

Quit services nationally: http://www.quit.ie/en/inner/hse_smoking_cessation_service

The Quitplan is a facility whereby smokers wishing to quit can enter details such as their smoking history, number consumed, triggers etc, their planned quit date etc and then they will receive a series of 30 emails for one week prior to their quit date, on their quit date and for up to one month post their quit date to support their efforts.

The address for our QUIT facebook page is: www.facebook.com/HSEquit

Trust in Care Policy

The HSE has a duty of care to protect patients/clients from any form of behaviour which violates their dignity, and to maintain the highest possible standards of care. Equally, the HSE has an obligation towards Employees to provide them with the necessary supervision, support and training to enable them to deliver a high quality service, and to protect Employees from situations which may leave them vulnerable to allegations of abuse or neglect. The Trust in Care Policy for Health Service Employers on Upholding the Dignity and Welfare of Patients/ Clients and the Procedure for Managing Allegations of Abuse against Employees have been devised in response to this duty of care.

The aim of this policy is two-fold:

- a) Preventative: to outline the importance of the proper operation of human resource policies in communicating and maintaining high standards of care amongst Health Service Employees.
- b) Procedural: to ensure proper procedures for reporting suspicions or complaints of abuse and for managing allegations of abuse against Health Service Employees in accordance with natural justice.

Child Welfare and Protection

It is the function of the HSE to promote the welfare of children in its area who are not receiving adequate care and protection (Section 3(1) Child Care Act 1991).

It is the policy of the HSE that any Employee who is of the opinion that,

- (a) a child has been or is being assaulted, ill-treated, neglected or sexually abused, or
- (b) a child's health, development or welfare has been or is being avoidably impaired or neglected, (Section 18 (1) (a) and (b) Child Care Act 1991)

must complete the Children First 2011 Standard Report Form in consultation with their Children First Designated Liaison Person or Line Manager; and forward it to the Principal Social Worker for the area where the child lives within 24 hours. In the event of an out-of-hours emergency An Garda Síochána should be contacted. Where a report is made by telephone the Standard Report Form must still be completed and subsequently forwarded to the Principal Social Worker.

Additionally, in accordance with the requirements of the Protections for Persons Reporting Child Abuse Act 1998 the DG has appointed certain grades of HSE staffs as 'Designated Officers' to receive reports of child abuse from any person who is of the opinion that a child has been harmed or may be at risk of harm.

Designated Officers:

Social Workers, Child Care Workers, Public Health Nurses, Hospital Consultants, Psychiatrists, Non Consultant Hospital Doctors, All other HSE Medical and Dental Personnel, Community Welfare Officers, Speech and Language Therapists, All HSE Nursing Personnel, Psychologists, Radiographers, Physiotherapists, Occupational Therapists, Health Education/Health Promotion Personnel, Substance Abuse Counsellors, Care Assistants, Child Care Managers, Family Support Co-ordinators, Family Support Workers, Environmental Health Officers, Pre-school Services Inspectors, Childminder Co-ordinators, Managers of Disability Services, Residential Care Managers/Residential Child Care Workers, HIV and AIDS Services, Counsellors in Services for AVPA, Children First Information and Advice Officers, Children First Implementation Officers, Quality Assurance Officers, Advocacy Officers, Access Workers, Project Workers, Training and Development Officers

All 'Children First' documents and contacts can be found at:

www.tusla.ie

HSE LoCall; 1850 24 1850

All Employees should make reference to:

- **Chapter 2 and Appendix 1 of Children First** – National Guidance for the Protection and Welfare of Children (2011) with regard to definitions of and signs and symptoms of child abuse; and Chapter 3 which outlines the basis for reporting and the standard reporting procedure. See link below for Children First;
<http://www.dcy.gov.ie/documents/Publications/ChildrenFirst.pdf>
- **Protections for Persons Reporting Child Abuse Act 1998.** In accordance with the power granted to him under Section 2, subsections (2) and (3) of the Act, the Minister has directed (1st April 2003) that the designated officers listed in the letter of 21st January 1999 be amended to the list of designated officers.
- **Criminal Justice Act 2012 (withholding of Information o Offences against Children and Vulnerable Adults.**
Please monitor Children and Families Section on www.hse.ie for impending legislative changes due in 2013/2014.
- **Section 176 Criminal Justice Act 2006. Reckless endangerment of children**
(See Children First 2011; 3.2.7, page 13)

Please monitor TUSLA - Child and Family Agency on www.tusla.ie for impending legislative & organisational changes due in 2014.

Quality and Patient Safety

The role of the Quality & Patient Safety Directorate is to provide leadership and be a driving force by supporting the statutory and voluntary services of the HSE in providing high quality and safe services.

Patient safety and quality are at the heart of the delivery of healthcare. For every patient, carer, family member and healthcare professional, safety is pivotal to diagnosis, treatment and care. Doctors, nurses and all those who work in the health system are committed to treating, helping, comforting and caring for patients and to excellence in the provision of health services for all who need them.

The National Standards for Safer Better Healthcare (HIQA) provide an underpinning framework for continuous improvement in the quality and safety of healthcare settings (excluding mental health services).

There are number of support guidance from Quality and Patient Safety Directorate <http://www.hse.ie/eng/about/qps/> some of which are:

- Open Disclosure Policy
- Clinical Audit Guidelines
- Quality Assessment and Improvement Resources
- Quality And Safety Clinical Governance Resources
- Incident and Risk Management
- Safe Patient Care

* Check hand hygiene training requirements with local management

Conduct and Behaviour

The purpose of this section is to set out the principles that govern the conduct of HSE Employees. Its purpose is to maintain a high level of public confidence in the organisation as a public body and as an employer with statutory responsibility to deliver a Health Service. If you need clarification on any aspect of conduct, you should seek guidance from your Line Manager.

Courtesy, Impartiality and Honesty

Employees have a duty to deal with members of the public with the utmost courtesy, impartiality and honesty. In dealing with the public and in effectively performing their duties, Employees should unfailingly observe the requirements of courtesy, consideration and promptness and should at all times give their names.

Dress Code

The majority of the HSE's Employees wear a uniform while at work. All Employees are expected to dress neatly and appropriately, consistent with maintaining public confidence in the services we provide.

Political Opinion

The HSE does not discriminate against Employees on the basis of political beliefs or opinions. However, political opinion should not compromise an Employee's obligations to the HSE nor should they be expressed/ disseminated in the workplace.

Outside Occupation

Involvement in outside occupations during off duty time should not be engaged in if contractually prohibited or if such employment could be deemed to be in conflict with his/her employment.

You should not engage in matters unconnected with your work during work hours, unless it is provided for in your employment Contract.

Involvement in other occupations during time off should not impair performance or energy on duty, be inconsistent with your employment in the public service or be outside limits set under the Organisation of Working Time Act, 1997.

Unjust Enrichment

Unjust enrichment must be strictly avoided. This principle prohibits an Employee from gaining any advantage, other than official remuneration in respect of his/her duties, e.g. acceptance of special facilities or discounts on private purchases from suppliers with whom Employees have official dealings.

Acceptance of Gifts

An Employee may not solicit or accept, directly or indirectly from any person, firm or association, anything of economic value such as a gift, gratuity or favour which might reasonably be interpreted as being of such nature that it could affect his/her impartiality in dealing with the donor.

Ethics in Public Office Acts

The Ethics in Public Office Acts 1995–2001 determines that all positions in the HSE, across all grade categories and work streams where the minimum salary point is equal to or above the minimum point of the Grade VIII, are “designated positions of employment” for the purposes of this legislation. This means that an Employee holding such a position should on an annual basis declare in writing to the Chief Executive Officer of the HSE if they have a registerable interest

in accordance with the legislation. If an Employee does not have a registerable interest the guidelines issued by the Standards in Public Office Commission recommend that a nil statement be returned by the Employee.

Guidelines on this legislation can be viewed at www.sipo.gov.ie

Policy on Fraud

The HSE Policy on Fraud endeavours to achieve openness, transparency and accountability. It outlines the roles of the HSE, Line Managers, employees, Internal Audit and HR in creating an environment that deters fraud and outlines how reports of fraud and suspected fraud will be dealt with and investigated.

This policy is available to download from <http://hsenet.hse.ie>

The Code of Standards and Behaviours

The Code of Standards and Behaviours obliges HSE employees to perform to high standards of behaviours, in (i) service delivery, (ii) when dealing with the public (iii) probity and (iii) ensuring that employees promote the goals and objectives of the HSE. The terms of this policy forms an integral part of all employees' terms and conditions of employment.

This policy is available to download from:

http://www.hse.ie/eng/staff/Resources/hrppg/Code_of_Standards_and_Behaviour.html

Protected Disclosures of Information in the Workplace

Section 103 of the Health Act 2007, which came into operation on 1st March 2009, provides for the making of protected disclosures by health service employees. If an employee reports a workplace concern in good faith and on reasonable grounds in accordance with the procedures outlined in the legislation it will be treated as a protected disclosure”. This means that if an employee feels that they have been subjected to detrimental treatment in relation to any aspect of their employment as a result of reporting their concern they may seek redress. In addition, employees are not liable for damages as a consequence of making a protected disclosure. The exception is where an employee has made a report which s/he could reasonably have known to be false.

The HSE has appointed an “Authorised Person” to whom protected disclosures may be made. Employees are required to set out the details of the subject matter of the disclosure in writing on the Protected Disclosures of Information Form and submit it to the Authorised Person at the following address:

HSE Authorised Person

PO Box 11571

Dublin 2

Tel: 01 6626984

http://www.hse.ie/eng/staff/Resources/hrppg/Protected_Disclosures_of_Information_in_the_Workplace.html

For further details please refer to the policy document on *Protected disclosures of Information in the Workplace* which is available from your HR Department.

Use of Influence

In matters relating to an Employee's position and advancement in the service, applications should be made through normal channels. Employees should not otherwise make, or cause to be made, representations in their favour.

HSE Identity and Security Cards

All Employees who are issued with identity cards are required to attach the identity cards to their clothes/uniform in such a fashion that they will be visible to fellow Employees and members

of the public. Employees must also take care of their identity cards, as often these cards also provide access to premises. Lost or stolen cards should be reported to the administrator/ person with responsibility for your building immediately.

Employee Property

The HSE is not responsible for loss of Employee property when on the work premises. This extends to damage to cars. You should report all property lost or found to your Line Manager.

Disciplinary Procedure for Employees of the HSE:

The purpose of this disciplinary procedure is to ensure that all **HSE employees** adhere to the required standards by making them aware of any shortcomings and identifying how the necessary improvements can be achieved.

Employees of Voluntary Hospitals, ID Sector and Specialist Agencies

Voluntary Hospitals, the Intellectual Disability sector and Specialist Agencies continue to be covered by the Grievance and Disciplinary Procedure for the Health Service 2004.

The HSE expects good standards of conduct and work performance from all of its Employees. Should Employees fall below these expected standards they will have a fair opportunity to resolve the problem. To this end the HSE operates a Disciplinary Procedure. This procedure is designed to help and encourage Employees to achieve and maintain standards of conduct, attendance and job performance consistent with the expectations of the HSE. The aim is to ensure prompt, consistent and fair treatment for all staff and to assist in enabling both the individual and the HSE to be clear about the expectations of both parties.

The Disciplinary Procedure is a staged procedure. The following principles underpin the procedure:

- Every effort will be made by the Employee's immediate Manager to address shortcomings in work standards, conduct or attendance through informal counselling without invoking the Disciplinary Procedure
- While the Disciplinary Procedure will normally be operated on a progressive basis, in cases of serious misconduct the Manager may bypass Stages 1, 2 and 3 of the Procedure
- No decision regarding disciplinary action will be made until a formal disciplinary hearing has been convened and the Employee has been afforded an opportunity to respond
- The Employee will be advised of his or her right to be accompanied by a work colleague or trade union representative at any meeting under the formal Disciplinary Procedure
- The Employee will be advised in advance of the disciplinary hearing of the precise nature of the complaint against him or her and will be given copies of any relevant documentation
- The Employee will be afforded the opportunity to state his or her case and challenge any evidence that may be relied upon in reaching a decision
- An Employee may appeal the outcome of the disciplinary hearing

The following are the four stages of the disciplinary procedure

1

Oral Warning

An Employee whose work, conduct or attendance falls below the required standards will normally be issued with a formal oral warning by their Manager. The Employee will be advised of the precise nature of the complaint, the improvements required and the timescale for improvement. She/he will be advised that the warning constitutes the first stage of the Disciplinary Procedure and failure to improve may result in further disciplinary action under Stage 2 of the Disciplinary Procedure.

A record of the warning will be kept on the Employee's personnel file and will be removed after six months, subject to satisfactory improvement during this period. The Employee will have a right to appeal the oral warning to a level of manager higher than the original decision-maker. This appeal must be made within 7 days of the oral warning.

2

Written Warning

If the Employee fails to make the necessary improvements or if the poor attendance, work or conduct is more serious, she/he will normally be issued with a formal written warning by his/her Manager. The written warning will give details of the complaint, the improvements required and the timescale for improvement. The Employee will also be advised that failure to improve may result in the issuing of a final written warning under Stage 3 of the Disciplinary Procedure.

A record of the warning will be kept on the Employee's personnel file and will be removed after nine months, subject to satisfactory improvement during this period. The Employee will have a right to appeal the written warning to a level of manager higher than the original decision-maker. This appeal must be made within 7 days of the written warning.

3

Final Written Warning

If the Employee fails to make the necessary improvements, she/he will normally be issued with a final written warning by his/her Manager. The warning will give details of the complaint, the improvements required and the timescale for improvement. The Employee will be advised that failure to improve may lead to dismissal or some other sanction short of dismissal under Stage 4 of the Disciplinary Procedure. The warning will be removed after

the specified period, subject to satisfactory improvement during this period.

A record of the warning will be kept on the Employee's personnel file and will be removed after twelve months, subject to satisfactory improvement during this period. The Employee will have a right to appeal the final written warning to a level of manager higher than the original decision-maker. This appeal must be made within 7 days of the final written warning.

4

Dismissal or action short of dismissal

Failure to meet the required standards of work, conduct or attendance following the issuing of a final written warning will lead to a disciplinary hearing under Stage 4. The decision-maker will be the relevant National Director. The National Director may delegate authority to an Assistant National Director. The outcome of the disciplinary hearing may be dismissal or action short of dismissal.

2.4 Grievance

The Grievance and Disciplinary Procedures were produced following discussion between the Health Service Employers and Health Services trade Unions. These procedures have been prepared in accordance with the Labour Relations Commission's Code of Practice on Grievance and Disciplinary Procedures. These procedures are effective from 1st May 2004 and supersede all local procedures. Each employer is required to reproduce these procedures and specify the management levels which will be responsible for operating the various stages.

HSE Employees

Please note that in 2007 a revised Disciplinary Procedure for Employees of the Health Service Executive was agreed between the HSE-EA and health service unions. This procedure is effective from 1st January 2007 and supersedes the Disciplinary section of the Grievance and Disciplinary Procedure for the Health Service (2004).

The Grievance section of the 2004 procedures continues to apply to HSE employees..

Employees of Voluntary Hospitals, ID Sector and Specialist Agencies

Voluntary Hospitals, the Intellectual Disability sector and Specialist Agencies continue to be covered by the Grievance and Disciplinary Procedure for the Health Service 2004.

Aims:

- Understand what a grievance is
- Know how to make a complaint under the Grievance Procedure
- Know who to appeal to if you are not satisfied
- Know the different stages of the Grievance Procedure

The HSE is committed to promoting and maintaining good employee relations and fostering the commitment and morale of all staff. The purpose of the Grievance Procedure is to enable Employees to raise any complaints concerning work-related matters so that the issue may be addressed promptly and as close as possible to the point of origin without disruption to patient/client care. It establishes a process for Employees to express and resolve concerns or grievances in relation to their employment in a fair and equitable manner.

Definition of Grievance

A grievance may be defined as a complaint which an Employee(s) has concerning his/her terms and conditions of employment, working environment or working relationships. This procedure covers individual and collective grievances, i.e. complaints raised by or on behalf of a group of Employees.

Scope of the Procedure

The type of issues which are appropriate for referral under this procedure include:

- Allocation of work Assignment of duties Rostering arrangements
- Granting of all forms of leave, i.e. Annual Leave, Compassionate Leave, Study Leave Interpretation and application of national/local agreements including matters relating to pay-related benefits
- Granting of overtime Access to courses Health and Safety issues
- Acting-up/deputising arrangements Conduct of disciplinary proceedings Relationships with work colleagues
- Organisational change/new working practices

NB: *This list is not exhaustive.*

Informal Discussions

Most routine complaints are capable of being resolved on an informal basis without recourse to the formal Grievance Procedure. Before invoking the Grievance Procedure an Employee may raise the matter formally with his/her immediate Line Manager. If the complaint relates to the immediate Line Manager, the Employee may discuss the matter informally with another Manager.

If the matter has not been resolved satisfactorily through informal discussions, an Employee may raise a formal complaint under the Grievance Procedure.

The Grievance and Disciplinary Procedures can be accessed through your Line Manager or it can be downloaded from http://www.hse.ie/eng/staff/Resources/hrppg/Grievance_and_Disciplinary_Procedure_for_the_Health_Service-2004.html

Grievance Procedure

1

Stage 1

The Employee should refer the complaint to the Line Manager. A meeting will be arranged to discuss the matter not later than seven working days following receipt of the complaint. The Employee will be advised of his/her right to be accompanied by a work colleague or union representative. Following this meeting, the decision will be conveyed in writing to the Employee within seven working days. The Employee will also be advised how to move to the second stage of the procedure.

Working Under Protest

Where the grievance relates to an instruction issued by the Supervisor/Manager arising from a service imperative the Employee is obliged to carry out the instruction "under protest". A meeting with Senior Management will be held within 3 working days of the grievance being received. Senior Management refer the matter to either Senior Line Management or the Human Resources Department. If the issue cannot be resolved at this stage, the matter may be referred to a third party.

2

Stage 2

If agreement cannot be reached at Stage 1, the matter may be referred to the appropriate Senior Manager. A meeting will be arranged to discuss the matter not later than seven working days following receipt of the complaint. The Employee will be advised of his/her right to be accompanied by a work colleague or union representative. Following this meeting, the decision will be conveyed in writing to the Employee within seven working days. The Employee will also be advised how to move to the third stage of the procedure.

3

Stage 3

If agreement cannot be reached at Stage 2 the matter may be referred to the Human Resources Department. A meeting will be arranged to discuss the matter not later than seven working days following receipt of the complaint. The Employee will be advised of his/her right to be accompanied by a work colleague or union representative. Following this meeting, the decision will be conveyed in writing to the Employee within seven working days. The Employee will also be advised how to move to the fourth stage of the procedure.

4

Stage 4

If the issue remains unresolved after Stage 3, the matter may be referred to an appropriate third party:

- Rights Commissioner
- Labour Relations Commission
- Labour Court
- Equality Tribunal

No strikes or other forms of industrial action should be initiated or threatened until all stages of the Grievance Procedure, including third party referrals, have been fully exhausted.

The Grievance Procedure can be accessed through your Line Manager or it can be downloaded from www.hse.ie

2.5 Communication

Aims:

- Understand how media queries are dealt with
- Know how to deal with advertising and sponsorship
- Understand our Consumer Affairs policy
- Know our Electronic Communications policy

Communications

Media

The giving of interviews, statements or any other information connected with the services provided by the organisation should not be undertaken without the approval of the National and/or Regional Communications office. Such unapproved actions have the capacity to prejudice the interests and reputation of the organisation and, in this regard, will be considered to be a disciplinary matter to be dealt with under normal procedures.

The hosting of ongoing events, publications, conferences, launches, openings etc. should be fully agreed with Senior Management and the Communication Department as appropriate.

Full contact details on www.hse.ie

Media Queries

All media queries, including requests to take photographs or film, should be referred to the HSE Communications office in your region. Public statements or the giving of interviews should be cleared by Communications in advance. Invitations to the press (or public events in the planning stage) should also be notified to Communications.

A Media Relations Protocol is in place to ensure that our patients' and clients' confidentiality is protected at all times, all information is accurate and up to date, each query receives adequate attention and HSE policy is clear.

Contact the National Press Office for a copy of the Media Relations Protocol for HSE Employees, full contact details on www.hse.ie

Event Management

The hosting of events, including launches and openings, should be approved by your Manager who will liaise with your Communications Office as appropriate. Communications Employees are available to discuss and assist with planning for events and will liaise with relevant Senior Management.

Advertising and Sponsorship

A national Communications Resource Planning Group (CRPG) and Regional Communications Teams (RCTs) provide guidance, oversight, and sets quality standards to be met by all HSE communications projects. These communications projects encompass press and media engagement, internal communications, public communications, advertising, social marketing, branding, launches, media monitoring, web development, publications and digital media. A key objective for the HSE's Communications Directorate is to work to integrate all inter-related communications functions within the HSE.

All services requiring communications support should utilise this process and request communications support from the national CRPG or Regional Communications Team. Alerting the CRPG/RCT to future communications requirements should happen as early as possible to ensure an appropriate planning phase prior to implementation of a communications campaign. Where required, a Project Team will be appointed to include members of the service and communications staff.

In addition HSE offices are often approached by publications, publishing houses and professional staff organisations with requests to purchase advertising. These requests or sponsorship requests should be referred to the Regional Communications office. Contact your Line Manager or Area Communications Manager for guidance in the first instance.

Staff Magazine

Health Matters is the national staff magazine of the HSE. You can contact Health Matters through your local Communications office or at email: internalcomms@hse.ie

Alternatively you can write to the following address:
Health Matters, Internal Communications, HSE, Dr. Steevens' Hospital, Dublin 8.

Notice Boards

Notice boards are for official information. If you wish to use the notice board, you must have the notice approved by the Line Manager.

Printing/Reprographic Facilities

Printing and photocopying facilities are for official use only.

Telephone Policy

Office telephones must be used only for business. If you wish to make a private call you must use the public telephones, where available, during break times only. You will be notified immediately of emergency calls.

Personal mobile phones should be switched off when in attendance at work unless expressly permitted by your Line Manager for urgent and exceptional reasons.

Electronic Communications

Acceptable Use

Individual users are responsible for the proper use of IT equipment provided by the HSE. Computer resources may only be used for legitimate and authorised purposes by HSE Employees, contractors, consultants or any authorised third party.

Internet

The Internet is a valuable business tool. It should be used by Employees for business related reasons. HSE forbids access to inappropriate websites.

Complaints, Suggestions and Compliments

Feedback from our clients, in the form of complaints, comments, suggestions or compliments, provides us with the opportunity to improve the quality of the services we provide and to learn valuable lessons for the future. Responding effectively to this feedback is a key aspect to providing a high quality customer focused service.

The HSE, in accordance with Part 9 of the Health Act 2004 and the Health Act 2004 (Complaints) Regulations 2006, is committed to providing a system for the management of complaints that facilitates effective feedback from and communication to all service users.

All HSE staff have an obligation to receive and manage a complaint at the point of contact where appropriate. Where complaints cannot be managed at the point of contact, Complaints Officers will be responsible for dealing with complaints while linking and communicating with any persons relevant to the complaint.

Emails

The primary purpose of the email system is to promote effective communication throughout the organisation. Emails should be primarily used for work related purposes and personal emails should be kept to a minimum

Broadcast Emails

Requests for national 'all user' broadcast emails should be made to HSE Internal Communications. Email: internalcomms@hse.ie To request an 'all user' email broadcast in your region contact your regional HSE Communications Office.

'All user' broadcast messages should be approved in advance by a National Director, Regional Director of Performance and Integration or an Area Manager or designates. The message should be written in plain English and contact details, including an email address, should be provided at the bottom of the message for follow up queries.

'All user' email messages should be relevant to the majority of HSE staff nationally or within a particular HSE region. It is recommended that messages targeted at a particular group be cascaded via line managers from a National Director, Regional Director of Performance and Integration or an Area Manager as an alternative to using the email 'all user' broadcast system.

In general the "All User" broadcast facility should not be used for commercial companies to promote or sell their products or services to HSE staff, the advertising of charity work or fundraising efforts or promotion of specific causes of outside organisations/companies, promotion of external courses or training or the advertising of local community (non-HSE) activities unless approved by senior management and Communications.

External Communications

Freedom of Information and Data Protection

The FOI Acts 1997 and 2003 and Data Protection Acts 1988 and 2003 give people (including Employees) specific legal rights to their personal information and to reasons for decisions that affect them. The Acts place huge responsibility on Health Service providers and staff to keep accurate and up to date records, to keep records safe and secure and to give people access to their personal records. Designated FOI and Data Protection Officers exist throughout the HSE to deal with FOI and Data Protection requests from the public.

Appeals

The public have a right to appeal any HSE decision in relation to allowances/payments and this appeal may be made to designated Appeals Officers in each local HSE area.

Details of the above services and designated officers may be obtained through the Office of Consumer Affairs.

The Official Languages Act 2003

The Official Languages Act 2003 gives legislative effect to Article 8 of the Constitution of Ireland, by providing clarity in relation to when, where and how Irish is to be used in the delivery of public services. The primary objective is to ensure better availability and a higher standard of public services through Irish.

Every consumer of HSE services has a constitutional right to receive that service through the medium of the Irish Language if they so request. The Official Languages Act 2003 gives effect to this constitutional right.

Some of the principle requirements placed on the HSE and its Employees by the Act are:

- Correspondence to be replied to in the official language in which it was written
- Information issued to customers to be in Irish or in Irish and English
- Bilingual publications of certain key documents
- The right to use Irish in dealing with the HSE
- Service in the Gaeltacht areas is to be available in the Irish Language

Further information can be obtained from Oifig an Choimisinéara Teanga/Office of the Language Commissioner www.coimisineir.ie or Department of Community, Rural and Gaeltacht Affairs <http://www.pobail.ie/ie/AnGhaeilge/Achtnadteangachaofigiula2003/>

2.6 Information & Consultation

The Information and Consultation Agreement was established to provide an information and consultation framework for the health sector, within which organisations within the health services may fulfill their obligations under the Employees (Provision of Information and Consultation) Act, 2006. This Act sets out the basis and obligations for organisations to put in place procedures, processes and practices to enable effective information sharing and consultation between employers' and employees' representatives.

The parties to the Information and Consultation Agreement are health service management and trade unions.

The Agreement sets out the approaches necessary to:

- Ensure employees and their trade union representatives receive the information to which they are entitled.
- Provide information to enable involvement of staff and their representatives in change processes.
- Implement arrangements that enable information and consultation to improve decision-making and organisational performance.

Joint Information and Consultation Forum

The Joint Information and Consultation Forum (JICF) was established by health service management and trade unions in 2011. The remit of the JICF includes the following elements:

- It is a national level body within the health services, encompassing all employers and trade unions in the sector.
- Its remit is primarily the Information and Consultation framework for the health sector, within which organizations (undertakings as defined by the Act) within the health services may fulfill their obligations under the Employees (Provision of Information and Consultation) Act, 2006.
- The JICF receives updates on; inter alia, the HSE Service Plan, programmes and activities and the health service reform programme.
- The JICF is a non-executive body. It meets on a quarterly basis, or more frequently if required, and may issue agreed advice notices and communiqués on issues within its remit.
- Its membership includes senior management of the HSE, including directors of services and line managers, representatives of the Department of Health and the voluntary sector. Employees are represented by the senior health spokesperson from each recognized trade union, the IHCA and the IDA, with SIPTU, IMPACT and INMO having one additional representative each.
- The JICF is established as a long term, national level Joint Forum through which health service employers and trade unions will work together on innovation, consultation and engagement matters and provide a role complementary to that of the National Joint Council on the industrial relations side of the HR system.

Aims:

- Understand Employee entitlements to information, consultation and workplace partnership
- Understand how this is handled in the HSE
- Understand the role of the trade union organisations in the HSE

Trade Union Organisation in the HSE

The HSE recognises the role and contribution of the trade unions in articulating the views of their members, in representing Employees' interests through the agreed Partnership process and in negotiation on their behalf within the agreed Industrial Relations procedures in the Health Service.

The HSE operates in a positive trade union environment. The evidence shows that partnership working between management and trade unions is a powerful business component in developing and sustaining world class organisations, producing positive health outcomes for patients, modern management systems, an excellent working environment and highly motivated Employees who contribute hugely to the success of the organisation.

Health Services Information and Consultation Agreement

This agreement meets the requirements set out in the 'Employees (Provision of Information and Consultation) Act 2006', meeting the requirements of the EU directive.

In the context of a partnership culture, it is accepted that consultation is not an isolated incidence of exchange of views on a specific issue. The exchange of views implicit in consultation is expected to take place at all stages during the implementation of change.

The scope of this agreement ensures Employees and their trade union representatives receive the information to which they are entitled, are involved in change processes and in implementing arrangements that enable information and consultation to improve decision-making and organisational performance.

2.7 Your Pay

Aims:

- Understand how pay is determined
- Understand deductions from pay
- Know who to contact if you have any questions
- Know how to claim travelling expenses

Rates of Pay

Employees are generally paid fortnightly by electronic funds transferred directly into their bank account. These rates are determined through negotiations between Employee organisations and management representatives. The rates of pay, allowances and other pay-related conditions for all employees must be approved by the Department of Health and Children. Pay of all HSE employees is in line with the DOHC consolidated salary scales and any changes to pay are only made once sanction from the Minister for Health and Children has been received.

You can access them at www.hse.ie

Understanding your payslip

Each time you are paid you will receive a detailed payslip setting out the various deductions and payments. Please contact your local Returning Officer or Payroll Department if you have any questions regarding your payslip.

Overtime

Employees may, from time to time, be required to work overtime depending on the requirement of their department. In all cases overtime must be approved by the appropriate Line Manager prior to commencement. Overtime rates will be paid in accordance with the Department of Health and Children regulations.

Payment of Increments

The Department of Health and Children, in consultation with the HSE, is responsible for setting remuneration rates for most HSE Employees. Most salaries are incremental. An increment is an increase in pay. Increments are paid subject to satisfactory service in the preceding year. The payment of increments is considered annually.

Incremental credit may also be given on appointment for certain types of relevant previous experience in medical, dental, administrative, paramedical, nursing and non-nursing grades. Applications should be supported by appropriate documentation from previous employers setting out the range and length of experience, and your Line Manager will advise to whom you should submit the information.

Deductions From Pay

Income Tax/USC

All employers are obliged to deduct income tax/USC from salaries and wages paid to Employees. Each new Employee should contact their tax office to obtain a Certificate of Tax Credits. In the absence of a Certificate of Tax Credits, tax/USC will be deducted at the emergency rate. If you have been previously employed, your last employer should have given you a completed P45 Form. This form should be forwarded to the Payroll Department on your first day of office. Staff are advised to notify the tax office of any change in their personal circumstances that might affect their tax-free allowance.

Any tax queries can be addressed to the Revenue Information Office on LoCall 1890 333 425 (Dublin) or LoCall 1890 60 50 90 or www.revenue.ie

Please make sure you have your Employer's Reference/PAYE number and your Personal Public Service Number which are available on your payslip.

Social Welfare

Pay Related Social Insurance (PRSI) is deducted from salaries and wages of all Employees at the relevant rates. All permanent and pensionable staff in officer grade posts employed in the public service prior to 6th April 1995 pay Class D1 contributions. This is a reduced PRSI rate and covers staff for limited social welfare benefits. Since 6th April 1995 all new staff in the Health Service pay Class A1 Social Welfare Contributions and are insured for all social welfare benefits. Please refer to your payslip for details of your PRSI Class and PPS number.

If you require any further information contact the Department of Social Welfare at www.welfare.ie/contact/index.html

Superannuation/Employees Pension Scheme

A Superannuation Scheme is in operation that provides a wide range of benefits to pensionable Employees. Some of the more common entitlements payable are as follows:

- Tax free lump sum and annual superannuation allowance on retirement at the normal age
- Gratuity payable on the member's death in service
- Spouses' and Children's pensions
- Provision to pay a lump sum and pension to pensionable Employees who must retire early on the grounds of ill health
- Contributions towards the Superannuation Scheme are deducted from your salary.

Payroll Deductions

Statutory and voluntary deductions from the payroll are as follows:

Statutory Deductions: P.R.S.I., Superannuation, Pension Related Deduction, Tax and USC

Voluntary Deductions: The availability of voluntary deductions from pay (such as health insurance) varies by area within the HSE. Details of these deductions are available from your local Returning Officer, Line Manager or Payroll Department

Overpayments

Although every effort is made to avoid such an occurrence, it is possible that at some time you may be overpaid. Your local Payroll Department will seek to recover any overpayments by writing to you setting out the details of the overpayment. You will be consulted prior to the recoupment of the overpayment which will be implemented in line with the relevant financial regulations.

Pay

The payment of wages in the HSE is by electronic funds transfer (EFT). Payslips are available online in some HSE areas. Where payslips are available online, this is the preferred method of distribution. Further details are available from your Line Manager or Payroll Department.

Travel and Subsistence Policy

If you are required to travel on official business, you will be paid the travel and subsistence rates approved by the Department of Health.

Your Line Manager will provide details of the arrangements for the payment of travelling expenses and subsistence and the rates and conditions relating to such expenses.

Employees may not use their private vehicles on official business without first producing evidence that there is a current motor insurance policy covering his/her use of the vehicle in connection with his/her business or profession. The policy must also be extended to indemnify the HSE.

Full details of the policy can be obtained from the Internet site www.hse.ie

With effect from 1st January, 2013 and until further notified; all HSE Travel Bookings should be made directly through Atlas Amex. Please contact Atlas Amex as follows:-

By Email:	atlasamex@atlas.ie
By Telephone:	+33 1 241 2370
By After Hours (Emergency Only)	+44 1908 009 011

Please note all bookings need an FT1 form outside Ireland and must be authorised and approved by a National Director prior to booking being processed. Without correct documentation and prior approval from a National Director, Atlas Amex is instructed not to process bookings or issue tickets.

Subsidised Canteen Facilities

There are a number of locations throughout the HSE where subsidised canteen facilities are available to Employees, including hospitals, some community care areas, and administrative headquarters. Employees travelling to locations with such facilities for meetings and events are required to use these facilities in lieu of claiming full subsistence allowance.

Bank/Mortgage

Employees will be provided with a statement of earnings in respect of mortgage/loan applications by approved Payroll staff only.

Easi-Travel Plan

Legislation was introduced in the Finance Act 1999 which allowed an employer to incur the expense of providing an Employee with an annual bus/rail pass, without the Employee being liable for benefit-in-kind taxation.

Pilot schemes exist in some locations for provision of these travel passes.

Details of how to apply should be sought from your Line Manager or www.hse.ie

Acting Up Payments

If you are required to act in a higher capacity, your payment for same will be made in accordance with the arrangements for your employment grade.

Refer also to circular 017/2013

2.8 Leave from Work

Aims:

- Know the Annual Leave and Sick Leave schemes
- Understand all the various other types of leave
- Know the Career Break schemes
- Understand how to apply for leave
- Know the new Public Sector Sick Leave Arrangements Circular 20/2013 January 2014
- Understand Term Time Leave Circulars
- Know typical Working Arrangements
- Understand After Hours Attendance
- Understand the Haddington Road Agreement & FAQ's

All applications for leave are subject to the approval of your Line Manager and should be made in writing on the approved application form. If you are unable to attend work for illness or other reasons, it is your responsibility to ensure your Line Manager is informed as soon as possible.

Absence without leave may lead to disciplinary action. Employees absent without leave for more than five days will be deemed to have terminated their employment.

Annual Leave

The leave year extends from 1st April to 31st March and normally the Annual Leave roster for each Department is prepared in the month of April. Application for leave should be made to your Line Manager on the approved leave application form at least 2 weeks in advance where there is no leave roster in operation. In exceptional circumstances your Line Manager may waive this requirement. You are requested to take the bulk of your leave at any one time and have

at least three quarters of your leave entitlement taken before the end of December.

Annual Leave is normally required to be taken within the appropriate leave year. However, where an Employee does not avail of his/her outstanding leave because of service requirements, or other exceptional circumstances, she/he may be allowed to carry leave forward to be taken within the first 3 months of the following Annual Leave year.

A full list of all leave types is outlined in the HSE Terms and Conditions Booklet at <http://hsenet.hse.ie>

2.9 Development, Promotion and Transfer Opportunity

Aims:

- Know how performance is managed
- Understand how your career will develop
- Know how to access promotional opportunities

Performance

You will be expected to perform your job to a consistently high standard.

Guidance and support will be provided by your Line Manager to carry out your role and responsibilities effectively.

Additional learning and development requirements will be agreed with your Line Manager.

As a client/patient centered organisation we encourage a high level of multidisciplinary team working and you will be expected to actively participate in these teams.

The organisation specifies a form of team working called Team Based Performance Management (TBPM).

Should you have a grievance at work or if the organisation has difficulties with your performance the Grievance and Disciplinary Procedure is available to resolve such issues.

Development

As a new Employee your personal development begins with your Induction to the HSE and your particular work role.

As a unitary and national organisation we can offer you a range of career options linked to your desire to continue your education and training, e.g.:

- Knowledge and skills development
- Professional development
- Management development
- Leadership

You will be actively encouraged to continue to develop your skills and capabilities with particular emphasis on your current role to allow you to optimise your contribution to the objectives of the Health Service.

To ensure that staff are clear on their role and responsibilities and have the requisite knowledge and skills, a process of Personal Development Planning (PDP) is encouraged with your Line Manager.

Personal Development Planning is a continuous development process that enables people to make the best use of their skills and helps advance both the individual's plans and the strategic goals of the HSE.

As part of this process you are encouraged to discuss your career opportunities with your Line Manager.

You may be supported by the organisation to pursue further academic studies.

Promotion

All staff are encouraged to develop their career by competing for both temporary and permanent assignments and promotion through the HSE's Recruitment Service. The HSE welcomes feedback from candidates and carries out recruitment surveys periodically.

Recruitment and selection for appointments in the HSE are carried out under the licences issued by the Commission for Public Service Appointments (CPSA). Designated senior posts are managed by the Public Appointments Service and are advertised on their website www.publicjobs.ie

Appointments to positions in the HSE are subject to the Code of Practice published by the CPSA. The Code of Practice sets out how the core principles of probity, merit, equity and fairness might be applied on a principle basis and details the responsibilities placed on candidates who participate in recruitment campaigns. The Code of Practice also outlines procedures in relation to requests for a review of the recruitment and selection process and review in relation to allegations of a breach of the Code of Practice. Information on the review process is available in the document posted with each vacancy entitled "Code of Practice, information for candidates." Details of the Code of Practice are available on www.careersinhealthcare.ie

Vacancies are advertised on the HSE's career site www.careersinhealthcare.ie, in selected newspapers and are notified internally by means of e-mail and notice boards. Each vacancy posting to the website contains a full job specification which describes the service where the vacancy exists, the eligibility and selection criteria and the duties and responsibilities that are attached to the post. The recruitment and selection process involves eligibility screening, shortlisting and selection interview. Only those applicants who pass through these filtering stages are progressed to interview. Following interview candidates are entitled to receive details of the scores they achieved and an evaluation of their performance.

Employee Transfers

The HSE endeavours to facilitate transfers without compromising on delivery of service which is the primary focus.

An Employee Transfer Policy has been agreed for certain grades within HSE. This policy will operate on a pilot basis initially.

A Swap Policy for health service will be in place on the staff intranet to commence in Early Spring 2014

Details are available on www.hse.ie

HSE's online resource for Learning and Development



HSELand contains online learning programmes, resources, assessment & planning tools, to support you in your current job role and with your personal and professional development. It offers specific support to employees new to the organisation through a range of **Induction** supports and resources.

Area Performance & Development Unit Sections provide a range of local supports, resources and information on training and development.



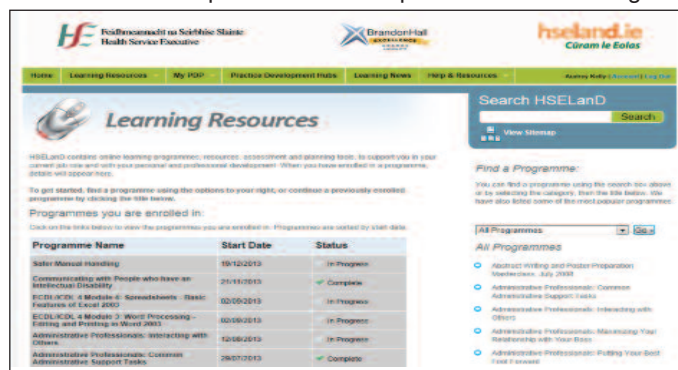
Practice Development Hubs are designed to reflect specific content areas and facilitate knowledge sharing between multidisciplinary groups. Each hub features social learning resources including forums (upload files and polls), wikis, blogs, internal messaging, user profiles and videos.

Employees have access to some or all of the hubs to collaborate and knowledge share, depending on their job role.

HSElanD can be accessed from the intranet or the internet, so from any pc, anywhere, anytime.

- Log in with your HSElanD username and password
- If you are a first time user, click 'Create an Account' and complete the registration form.
- If you have forgotten your login details, click on 'Forgotten Login'
- Use the Help section for a pc check or if you need help logging in or with your eLearning


HSElanD contains over 100 **eLearning Programmes** covering a wide range of topics, both generic and discipline specific bespoke programmes developed internally within the HSE. eLearning programmes allow you to complete your learning at your own pace and at times that suit you. Certificates can be downloaded or printed off on completion of all eLearning Programmes.



Programme Name	Start Date	Status
Sister Manual Handling	19/12/2013	In Progress
Communicating with People who have an Intellectual Disability	21/11/2013	Complete
ECCL 2013 - Module 4 - Good Practice - Best Features of Local 2013	10/05/2013	In Progress
ECCL 2013 - Module 3 - World Processing - Eating and Drinking in World 2013	10/05/2013	In Progress
Administrative Professionals: Interacting with Others	12/08/2013	In Progress
Administrative Professionals: Customer Administrative Support Skills	28/07/2013	Complete

360° Competency Assessment Tool – allows individuals to identify their strengths and areas for improvement against an established HSE Management Competency Framework

Personal Development Plan Workbook – helps the individual to set career goals and plan their learning objectives.



My PDP is a place for you to:

- 1 Identify strengths and development needs
- 2 Manage your personal development planning
- 3 Create and print out an action plan
- 4 Record your learning and development completed against your objectives
- 5 View your learning record

Are you new to eLearning?

What is e-Learning?

eLearning can be defined simply as learning through your personal computer (PC) at home or at work.

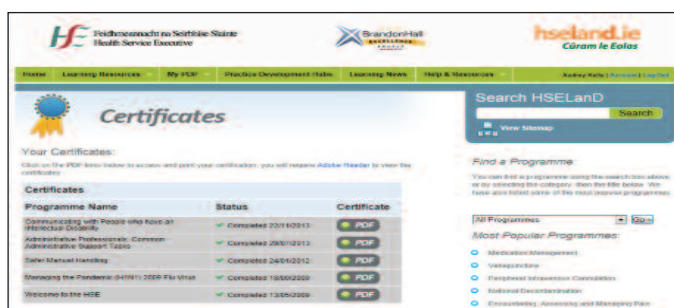
What makes a good eLearning experience?

- Good eLearning is interactive and good interactivity: is an engagement of the mind not the finger!
- Allows the learner to explore different learning paths.
- Promotes learning by doing.
- Learning by making mistakes is a typical trait of the adult learner, but within an eLearning environment, using appropriate interactivity, the mistakes can be made safely with a chance to recover and learn from them.

What are the benefits of eLearning?

The following are some well-recognised benefits of eLearning:

- You can study at your own pace, any time, any place; anywhere you have access to a PC.
- Quality of content and learning experience is assured - information is delivered in a consistent manner.
- You don't have to rely on luck that today's course will be as good as your last training course.
- ELearning is learner-centric rather than teacher-centric, like many adult classroom-based courses.
- The connectivity of your PC and Internet encourages peer-based learning. Instead of learning from just one source - the trainer, you learn from the comments, experiences and perceptions of other like-minded professionals.
- If developed in conjunction with sound instructional design, eLearning provides a powerful and effective way to convey knowledge, promote learning and retention, and increase performance.
- ELearning can be closely matched to individual learning styles.



Will eLearning suit everyone?

The simple answer here is no - eLearning is not a panacea for all the ills of the face-to-face training world.

Some find eLearning a lonely form of learning - some people prefer the social aspects of traditional face-to-face training to get them through learning something new.

If you are a learner who prefers the social aspects of face-to-face training, you might want to explore the various eLearning tools that promote online communication and collaboration - chat rooms, discussion forums and web conferencing systems.

Who is HSELand aimed at?

HSELand is aimed at all staff in the Irish health services who wish to avail of our eLearning programmes and tools to develop themselves.



Can I use HSELand by myself or does it need to be part of a training programme?

Yes, you can use HSELand by yourself. It is designed to be user-friendly and you can pick and choose which programmes and tools are most appropriate for your own development. Some training programmes might encourage you to use the HSELand as part of a classroom-based programme but you do not need to be part of a formal programme to register.

Where can I get technical help and support?

If you need help with HSELand go to the 'Help & Resources' section on HSELand, please check the Help, FAQs, PC Check and Video Tutorials first.

If you still require assistance, please contact HSELand Support – contact details in HSELand Help Section.

For technical assistance regarding your PC or Internet connection please contact your local IT department

35 Part 3

Leaving the HSE



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

3.1 Resignation, Retirement and Pension

Aims:

- Understand your obligations in relation to giving notice
- Understand the basic components of the pension schemes

Resignations

Permanent employees must give the minimum notice stipulated in their Contract of Employment of their intention to resign from the HSE's employment.

Temporary Employees are expected to give notice as required under the Minimum Notice and Terms of Employment Act 1973–1991 as follows:

Length of Service	Minimum Notice
13 weeks to 2 years	1 week
2 years to 5 years	2 weeks
5 years plus	4 weeks

Resignation – Pension entitlements

If you resign with less than 2 calendar years service and are not taking up employment with another organisation to which your service may be transferred you are entitled to a refund of any pension contributions you have made, less an appropriate tax deduction.

If you have been employed for more than 2 calendar years and are not taking up employment with another organisation to which your service may be transferred, your contributions are retained. Preserved lump sum and pension benefits will become payable at age 60 years (65 years for new entrants) upon receipt of written application, or earlier in the event of permanent infirmity or death

If you entered pensionable employment with a former Health Board prior to 1995 you have the option to either preserve your benefits or take a refund of contributions on resignation.

Retirement

If you retire the benefits of the HSE Pension Scheme are as follows:

- Retirement Pension
- Lump Sum

In the unfortunate event of the death of a member of staff while in service who is contributing to the Pension Scheme the following is payable to the legal personal representative.

- (a) 1 year's reckonable pay (at the rate applicable on the date of the death) or
- (b) the lump sum that would have been paid to the staff member had they retired on ill health grounds on the date of death. Subject to a minimum of one year's salary

If the staff member was contributing to the Spouse and Children's Pension Scheme a pension will be payable to the spouse and eligible children.

If the staff member who was contributing to the Pension Scheme dies after retirement then the following is payable:

- A pension to the spouse and eligible children

The factors taken into account in determining pension benefits are as follows:

- Basic Salary
- Pensionable Allowances, if any
- Service (e.g. HSE, former Health Board, Civil Service, Local Authority, Voluntary Hospitals, VEC or approved Public Sector Bodies)
- Any purchased service (i.e. Purchase National Service Scheme)

See online calculator at www.hse.ie Please note that the entire time span of your employment may not equate with your pensionable service as certain periods e.g. unpaid sick leave will be deducted, part-time, any optional service unreckoned.

Some early retirement schemes exist

- For Psychiatric Staff employed before 1st April 2004 under the Mental Treatment Act 1945
- Nursing initiative schemes for General Nursing Staff
- Cost Neutral Early Retirement

Cost Neutral Early Retirement

While minimum retirement age is 60 years (65 for new entrants post 1st April 2004), The Cost Neutral Early Retirement Scheme enables employees to retire from Age 50 (55 for new entrants) with immediate payment of actuarially reduced pension and lump sum benefits.

Single Public Service Pension Scheme

Pensionable Employees recruited on and after 1st January 2013 (new hires) become members of the Single Public Service Pension Scheme, unless already a member of another Public Service Pension Scheme. This is a defined benefit pension scheme which provides benefits based on career averaged earnings rather than final salary and allowances.

As early in your career as possible

It is extremely important that you familiarise yourself with the pension provision within the HSE and also to make conscious decisions to maximise this benefit. The HSE provides Mid-Career and Pre-Retirement Courses for your information.

These courses provide information on the following:

- Pension Scheme
- Taxation
- Social Welfare
- Investments
- Legalities

Many aspects of the pension scheme require detailed explanation and a range of information leaflets are available. For all advice relating to the pension schemes you should contact your local HSE Pension Office.

Further details of the schemes are available on www.hse.ie

While we have made every effort to ensure that the information contained in this document is free from error, the HSE's organisational structures, roles & responsibilities etc are undergoing a period of significant change in 2014, so please monitor www.hse.ie for future updates.

This document and the accompanying Induction Checklists are not intended, in any way, to excuse a person from doing all that is reasonable to ensure the health & safety of themselves and others.

HR Leadership, Education & Development
March 2014



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

