



EMPLOYEE  
HANDBOOK

2026 Version 1

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## Message from the Chief People Officer



I am very pleased to present the HSE Employee Handbook, which has been developed as a valuable resource for both new and existing employees. The contents of this handbook have been designed to provide an overview of the HSE's priorities, values and purpose as well as provide information on key employee services along with policies covering different aspects of our work.

I would like all of our employees to feel welcome and valued in the HSE, whether or not you are working directly with service users, we are all contributing to the provision of safe and high quality care. Our HSE core values; care, compassion, trust and learning are central to creating a shared understanding of how we can contribute to a positive work environment. I would encourage all employees to reflect on our core values and consider how we can uphold them in our interactions with service users and colleagues.

The Health Service People Strategy 2025 – 2027 illustrates the HSE's commitment to develop leadership, talent and capability across the organisation to achieve our shared purpose of delivering safer better healthcare. To support this development, we ask employees to explore and engage with the many continuous professional development opportunities that are available.

I want to thank all employees for continuing to contribute your unique talents and capability to deliver our shared purpose together. I hope you all enjoy a long and rewarding career with the HSE.

Anne Marie Hoey  
*Chief People Officer, HSE*

## About this Handbook

The Employee Handbook provides a range of information to guide all HSE employees in their work. Taking the time to become familiar with the Handbook's contents will help employees to understand:

- The HSE as an organisation and as their employer.
- The policies and agreements surrounding their employment.
- What they can expect from colleagues and what colleagues expect from them.
- How they can raise a concern or grievance.
- Communication and consultation policies and procedures.
- How to seek guidance on accessing information relating to terms and conditions of Employment i.e. annual leave, statutory leave, pay and pension.
- How to access development opportunities within the HSE.

### First Point of Contact

The employee's line manager will be able to help with most questions or direct them to the appropriate area.

### Contract of Employment

The Handbook and individual Contract of Employment set out employment terms and conditions with the HSE. Employees are encouraged to take time to read both documents carefully and direct any questions they may have to their line manager.

Additional detailed information regarding terms and conditions of employment is available on: <https://www.hse.ie/eng/staff/resources/terms-conditions-of-employment>



**Part One**  
**Joining the HSE**

# 1.0 The HSE as an Employer

## This section aims to:

- Provide the employee with an understanding of the HSE and where employees fit within the organisation.
- Outline where to find more information on local management teams.

## 1.1 Objective and Function of the HSE

The HSE was established by Ministerial order on 1 January 2005 in accordance with the provisions of the Health Act 2004, as amended by the Health Service Executive (Governance) Act, 2013 and 2019, as the single body with statutory responsibility for the management and delivery of health and personal social services to the population of Ireland. Section 7 of the Health Act, 2004 (as amended) states that the objective of the HSE 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”. The HSE is the largest employer in the State.

## 1.2 Organisational Values

The organisational values are at the centre of what the HSE does and these values contribute to a more positive environment for employees and improved experiences for service users. Every day, employees in the HSE act on the values of Care, Compassion, Trust and Learning in their roles through behaviours, as outlined below.

### 1.2.1 Care

Employees will:

- Provide care that is of the highest quality.
- Deliver evidence based best practice.
- Listen to the views and opinions of our service users and consider them in how we plan and deliver our services.

### 1.2.2 Compassion

Employees will:

- Show respect, kindness, consideration and empathy in our communication and interaction with people.
- Be courteous and open in our communication with people and recognise their fundamental worth.
- Provide services with dignity and demonstrate professionalism at all times.

### 1.2.3 Trust

Employees will:

- Provide services in which people have trust and confidence.
- Be open and transparent in how we provide services.
- Show honesty, integrity, consistency and accountability in decisions and actions.

### 1.2.4 Learning

Employees will:

- Foster learning, innovation and creativity.
- Support and encourage our workforce to achieve their full potential.
- Acknowledge when something is wrong, apologise for it, take corrective action and learn from it.

## 1.3 HSE's Corporate Plan 2025-2027

The HSE Corporate Plan 2025–2027 outlines our strategic vision to deliver integrated, person-centred, safe, and sustainable healthcare. Our ambition is to build a healthier Ireland by ensuring that people receive the right care, in the right place, at the right time, delivered by an empowered, skilled, and valued workforce.

This plan defines clear priorities across five strategic areas:

- Improving population health
- Ensuring access to timely, high-quality care
- Creating an empowered and engaged workforce
- Embracing digital and innovation
- Advancing sustainability and climate action.

These priorities are supported by measurable outcomes, an increased focus on accountability, and a commitment to delivering on Sláintecare and other national reform programmes.

More information on the HSE Corporate Plan 2025–2027 is available at:

[about.hse.ie/api/v2/download-file/file\\_based\\_publications/HSE\\_Corporate\\_Plan\\_2025\\_-\\_2027.pdf/](https://about.hse.ie/api/v2/download-file/file_based_publications/HSE_Corporate_Plan_2025_-_2027.pdf/)

## 1.4 Transforming our Services

The HSE is dedicated to building a first class service for the people of Ireland. This is aligned with Sláintecare, the ten year vision to transform the HSE. At the heart of this work is the primary aim to achieve a healthier Ireland, with the right care, at the right time and in the right place.

Every day, there are thousands of people delivering and receiving outstanding care from services around the country. At an operational level, one of the biggest challenges 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.

Central to addressing this challenge is the reorientation of the health system towards integrated primary and community care. As part of implementing Sláintecare, six Health Regions have been established. These Health Regions are geographically-based units with clearly defined populations and aligned community and hospital services in those specific areas. This integration, in addition to other Sláintecare projects, will strengthen our services.

Employees must be engaged in the following activities to support the continued transformation of the services:

- Fostering a culture of quality and safety in their area of responsibility.

- Keeping up to date with the specific legal framework for their role in addition to new practices in their service area.
- Following policies, procedures and guidelines that aim to assist employees in providing the highest level of service possible.
- Monitoring, reviewing and evaluating practices to ensure continuous improvement of their service.
- Reporting incidents/near misses in their service and managing them in line with Risk Management procedures.
- Identifying hazards in the workplace and managing them in line with Risk Management procedures.

## 2.0 HSE Senior Leadership Team

Executive accountability rests ultimately with the Chief Executive Officer (CEO). The CEO is supported by a wider team of senior management, collectively referred to as the Senior Leadership Team (SLT).

The SLT comprises such members as may be nominated by the CEO and is responsible for executive decision making in the HSE. The performance of the functions delegated by the CEO to SLT members are undertaken in accordance with relevant policies, protocols, clinical and care standards, directions, circulars, codes of practice and guidelines and documents of a similar nature specified by the Board or that has issued or may issue from time to time by the HSE or any Government Department (to the extent that such Departmental policies, protocols, etc., may affect or relate to the functions and objectives of the HSE).

The responsibilities of the SLT are:

- To act as the senior executive decision-making forum for the CEO.
- To monitor the performance of services against core financial and operational objectives.
- To ensure the financial sustainability of the HSE by exercising responsibility over its budget.
- To oversee quality and risk and to support the delivery of the HSE's objectives through the effective management of corporate risk.
- To monitor the HSE's activities, outputs and outcomes by reference to the National Service Plan.
- To ensure that the HSE activities are fully aligned to its statutory objects, to its values and to the objectives of the Board.
- To ensure that the HSE delivers on the implementation of Sláintecare.
- To make decisions or recommendations regarding the affairs of the HSE.

Further information on the role of the SLT is available at:  
<https://about.hse.ie/leadership-and-operations/who-runs-the-hse/>

Information on the current membership of the HSE Executive Management Team is available at: <https://www.hse.ie/eng/about/who/ceo/>

## 2.1 Health Regions

The Health Regions are an important part of putting Sláintecare into action. Six new Health Regions have been created to allow the Health Service Executive to deliver safer, better care that is planned and funded in line with local and regional health needs. These regions will plan and provide all the public health and social care services for the people in that region.

The Health Regions will provide services that are:

- Integrated, locally planned and delivered
- Easier to access and navigate for patients and families.
- Available closer to patient's home when they need them – right care, right place, right time.

The HSE remains a single organisation and the regions operate under the governance of the HSE Board.

### Six Health Regions

The Community Health Organisations and the Hospital Groups will form the Health Regions. The six Health Regions are as follows:

- HSE Dublin and North East
- HSE Dublin and Midlands
- HSE Dublin and South East
- HSE South West
- HSE Mid-West
- HSE West and North West

### Health Regions Vision

- To deliver timely access to safe, high quality, integrated care to all patients. This means person-centered health and social care services that are informed by the needs of the people and communities in each region, better serving people at all stages throughout their lives.
- To align hospital and community based services in each region so that they can work together better and deliver joined up, coordinated care closer to home. This will help to ensure that we have a highly productive, transparent service with aligned incentives.
- To improve regional investment and balance national standards of care and direction with local decision-making. This aims to ensure that people can access the same quality of care no matter where they live, and resources are fairly allocated and accounted for.
- To improve the health and well-being of people in each region by ensuring that

services are planned around local needs, people are well informed and supported when accessing services, and health inequalities are identified and addressed.

Further information on the Health Regions, their boundaries and the Regional Executive Officers is available at: <https://about.hse.ie/our-work/hse-health-regions/>

## 2.2 Local Management Teams

During employee Induction, the line manager will advise on the management structures both locally and nationally.

## 3.0 National Standards for Safer Better Healthcare

National Standards for Safer Better Healthcare are an integral part of how the HSE is managed and quality assured. They help drive improvements in the quality and safety. The standards are set by the Health Information and Quality Authority (HIQA).



These standards cover the following:

- **Person-centred care and support** – how services place the service user at the centre of their delivery of care. This includes the concepts of access, equity and protection of rights.
- **Effective care and support** – how services deliver best achievable outcomes for

service users in the context of that service, reflecting best available evidence and information. This includes the concepts of service design and consistent delivery.

- **Safe care and support** – how services avoid, prevent and minimise harm to service users and learn from when things go wrong.
- **Better health and wellbeing** – how services identify and take opportunities to support service users in increasing control over improving their own health and wellbeing.
- **Delivering improvements within these quality dimensions depends on service providers having capability and capacity in three key areas:** Leadership, governance and management – the arrangements put in place by a service for clear accountability, decision-making, risk management as well as meeting their strategic, statutory and financial obligations.
- **Workforce** – planning, recruiting, managing and organising a workforce with the necessary numbers, skills and competencies.
- **Use of resources** – using resources effectively and efficiently to deliver best possible outcomes for service users for the money and resources used.
- **Use of information** – actively using information as a resource for planning, delivering, monitoring.

Further information on the National Standards for Safer Better Healthcare is available at: <https://www.hiqa.ie/reports-and-publications/standard/national-standards-safer-better-healthcare>

## 4.0 HSE People Strategy 2025 - 2027

The HSE is committed to delivering the best possible care to service users by investing in and supporting a workforce that is compassionate, skilled, and empowered. The HSE People Strategy 2025–2027 sets the direction for how the HSE attracts, retains, and develops the workforce. Through this strategy, the HSE will continue building a responsive and resilient workforce capable of delivering on Sláintecare and the broader vision set out in the Corporate Plan 2025–2027.

The strategy aims to:

- Empower our people to lead at all levels
- Strengthen workforce planning, engagement, and development
- Support a culture of belonging, respect, and psychological safety
- Enable digitally connected and sustainable work environments
- Our goal is to create a health service where every employee feels supported, valued, and connected—contributing to the delivery of safer, better, and more integrated care.

Further information on the People Strategy is available at: <https://about.hse.ie/publications/hse-people-strategy-2025-to-2027/>

## 5.0 Employee Induction

The Induction process assists Line Managers to plan and deliver effective induction of new and newly promoted, transferred and seconded staff into the workplace. It is a five stage approach, which is outlined below.



\*Can be combined with Departmental Induction if appropriate

### 5.1 Stage 1 – Pre-employment Induction

This stage ensures that the Line Manager prepares for the arrival of the new employee, prior to the commencement of employment within their team.

### 5.2 Stage 2 – Corporate Induction (Part 1 of 2) – i-START Induction Hub

Corporate Induction constitutes an introduction to the wider organisation. Corporate Induction Part 1 is an e-learning programme which employees can complete by themselves through the i-START Induction Hub on HSeLanD. Part 1 is divided into themes which include information on the Irish Health Services, HSE Career Support and Health and Wellbeing at work amongst others. It is an important stage of Induction for new employees and employees changing roles.

### 5.3 Stage 3 – Departmental Induction

This stage provides information to employees relevant to their own role and department.

### 5.4 Stage 4 – Site Induction

This stage provides information to employees on various services within the site. In some services, a site induction may be incorporated into the departmental induction.

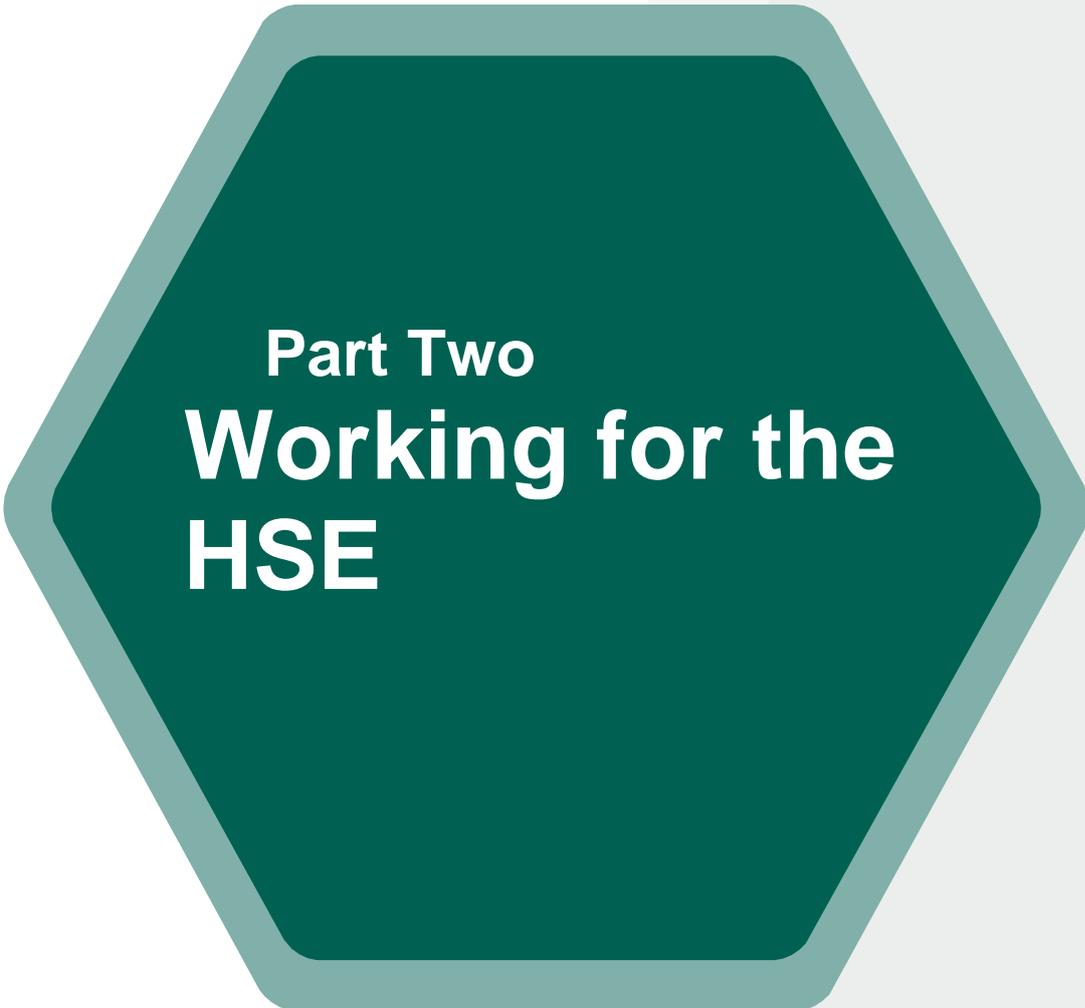
### 5.5 Stage 5 – Corporate Induction (Part 2 of 2) – Virtual Training Programme

Corporate Induction Part 2 is delivered through a half-day virtual classroom programme, facilitated by Leadership, Learning and Talent Management. In this virtual programme, a facilitator will provide employees with information on the context of their roles within the HSE, what the HSE expects of them as employees and what the HSE can offer them. This stage of induction should be completed within four months of an employee's start date. Please visit HSeLanD to find suitable dates and book a place on this virtual programme.

**Line Managers and employees should refer to the HSE Induction Guidelines and Checklists for further information on each stage of the induction process.**

The Induction Guidelines and Checklists are available at:

<https://healthservice.hse.ie/staff/training-and-development/induction/>



**Part Two**  
**Working for the**  
**HSE**

## 6.0 Employee Wellbeing, Welfare and Safety

### This section aims to:

- Help employees understand the various components of employee wellbeing and the supports that are available to them at work.
- Ensure that employees know what services are available to them in the event of ill health or personal or work related problems throughout their career.
- Ensure employees understand their responsibility in complying with Health and Safety legislation and Workplace Health and Wellbeing procedures.
- Make employees aware of their responsibility in the area of Quality and Risk.
- Make employees aware of the Employee Assistance Programme.

### 6.1 Workplace Health and Wellbeing Unit

The Workplace Health and Wellbeing Unit (WHWU) is a division of National HR and provides a wide range of specialist and expert advice and support to healthcare employees and line managers. The unit is tasked with ensuring that healthcare workers are informed and encouraged to access services which can support them at each stage of their working lives. The aim is to promote and maintain the physical, mental and psychosocial wellbeing of HSE employees.

A meaningful and safe work culture exists where the organisation enables healthy behaviours among employees, supports them to take responsibility for their own health and wellbeing, and where employees feel valued, are emotionally engaged and deliver services that they are proud of.

The HSE Healthy Workplace Framework has been developed to support line managers and employees on all aspects of employee health, wellbeing and workplace safety and to provide a central resource where all information, advice, guidance, tools and support is evidence based as an 'integrated support focusing on the entire employee experience'.

The Framework has four pillars focusing on improving the quality of work and working life, enabling a positive culture for all involved in the delivery and receipt of health and social care services.

- Physical work environment.
- Psychosocial work environment.
- Personal health behaviours.
- Community and corporate social responsibility.

The specialist areas of the WHWU include:

- Occupational Health Medicine including Rehabilitation.
- Employee Assistance Programme (EAP).
- National Health and Safety Function (NHSF).
- Organisational Health.

### 6.1.1 Occupational Health Medicine and Rehabilitation

Occupational Health (OH) works to promote and maintain the health and wellbeing of HSE employees, with the aim of ensuring a positive relationship between an employee's work and health. OH is about how work affects a person's health and how someone's health affects their work, recognising that being in work is generally better for health and wellbeing than being out of work.

The role of the OH service is to support employees in remaining at work or returning to work earlier – and thus contributing to the employees' physical and psychological wellbeing.

Some of the services provided are listed below:

- Assessing employees on long-term sick leave, advising on the likely timescale of the absence and promoting an effective return to work including rehabilitation.
- Case management of employees on long-term sick leave.
- Assessing fitness to work regarding ill health.
- Advising on temporary or permanent changes to the work or workplace ('reasonable adjustments') to enable someone with a physical or mental health condition or disability to work effectively and safely.
- Undertaking and interpreting pre-employment or pre-placement health assessments.
- Carrying out specific assessments to determine fitness for work in safety critical environments – such as transport, food safety and clinical healthcare.
- Advising on ergonomic issues and workplace design in conjunction with National Health and Safety Function as appropriate.
- Providing confidential health advice to HSE employees.
- Assessing where an employee's work has affected their health and what action should be taken both to support the individual and to prevent recurrence in other workers.
- Performing health surveillance.
- Administering occupational vaccinations as required for identified roles.

OH may be accessed through self-referral or management referral:

- **Self-referral** – Any employee can refer themselves to OH for confidential advice. More information on how you can self-refer and the contact details for local Occupational Health Departments is available at: <https://healthservice.hse.ie/staff/benefits-and-services/occupational-health/>
- **Management referral** – Line managers may refer employees to OH for many reasons including:
  - Concerns about the impact of work on an employee's 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.

More information on the local Occupational Health Departments is available at:

<https://healthservice.hse.ie/staff/benefits-and-services/occupational-health/>

## 6.1.2 Employee Assistance Programme

The Employee Assistance Programme (EAP) is a work-based support service that serves both employees and the organisation. It provides confidential counselling and short-term psychosocial (the psychological and social factors that influence mental health) support, depending on the circumstance. These issues may be personal or work related, affecting an employee's job performance or home life. EAP is a confidential service available to all HSE employees.

Advice and guidance is available to line managers on how to manage employee wellbeing and welfare issues. EAP also provides formal structured support to employees who have experienced stress as a result of a critical incident in the workplace.

Services provided by EAP:

- Individual Counselling.
- Consultation to line managers on employee wellbeing and psychosocial issues.
- Critical Incident Stress Management (CISM) Response - pre-incident training and individual and group support.
- Workshops on employee wellbeing issues in areas where EAP has relevant expertise, e.g. stress management, pre-incident training, post-trauma support and team building.
- Provides anonymized data reports on EAP themes and trends to the organisation, which supports employee wellbeing and organisational effectiveness.

EAP works with a wide range of issues, for example:

- Work related stress.
- Difficult relationships at work (including bullying).
- Traumatic events (e.g. assault, suicide).
- Addictions.
- Personal issues outside of work (e.g. bereavement, relationships).

The service, which is free of charge to all HSE employees, 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.

EAP may be accessed through self-referral. Alternatively, line managers can make a referral, with employee agreement, if they have concerns for the employee's wellbeing.

Call the 24/7 EAP National Phone line on 0818 327 327 to access the service or visit the EAP webpage available at: <https://healthservice.hse.ie/staff/benefits-services/benefits/counselling.html>

### 6.1.3 National Health and Safety Function

The HSE is committed to ensuring, in so far as is reasonably practicable, the safety, health and welfare of employees, service users, visitors, contractors and others who may be affected by the organisation's activities in accordance with the Safety, Health and Welfare at Work Act 2005 and associated regulations.

The management of Occupational Safety and Health (OSH) is a key deliverable supporting Sláintecare, the People Strategy, 2025 – 2027 (Staff Engagement), the Corporate Safety Statement and is a key component of safer, better healthcare. It is also a key element of good governance and underpins the ability of a healthcare system to provide safe and effective care to service users and an injury free workplace for employees and members of the public who engage with the services.

The Corporate Safety Statement formally sets out the high level responsibilities, structures and resource requirements for achieving the above and emphasises the obligation to place hazard identification and risk assessment at the foundation of the safety management system.

It is a requirement of the Corporate Safety Statement that all services within the HSE have in place a Site/Service Safety Statement (SSSS). The SSSS identifies the persons responsible for ensuring that the safety management system is successfully embedded within their respective service(s) and that arrangements are in place to monitor the effectiveness of the safety management system on an ongoing basis.

Employees have a responsibility for their own occupational safety, health and welfare and that of others in the workplace. Compliance with the health and safety requirements is mandatory. Hence the successful implementation is greatly dependent on the full co-operation of every employee. Failure to comply with the terms of the Corporate Safety Statement may result in the disciplinary procedure being invoked.

The HSE recognises the importance of employee participation in all aspects of the safety management system and the HSE is committed to consulting with employees and Safety Representatives in advance and in a timely manner.

Support on OSH matters for the HSE is provided by the National Health and Safety Function (NHSF), which falls within the WHWU, National HR Directorate.

The NHSF provides strategic direction and assurance to duty holders at all levels of the organisation and combines expert resources with best practices to deliver the highest possible standard of service across the key OSH support areas to include:

- National policy, procedure and guideline development.
- Statutory occupational safety and health (OSH) training.
- National audit/inspection.
- Provision of specialist information and advice.
- Working collaboratively with local Health and Safety specialists to ensure alignment against strategic objectives through standardisation and assurance.

Further information on the supports through the National Health and Safety Function is available at: <https://healthservice.hse.ie/staff/health-and-safety/>

## 6.1.4 HSE Occupational Safety and Health (OSH) Policies

Copies of policies and a wide range of supporting documentation is available on:

<https://healthservice.hse.ie/staff/health-and-safety/>

## 6.2 Fire Plan and Procedures

All employees are mandated to sign up for fire and safety training to ensure that they can perform their duties without threat to their own safety and health or to that of others. Such training will be included as part of Induction and at periodic intervals thereafter. Induction in emergency procedures, for example fire drills, is provided to all employees. Employees seeking general technical or professional advice concerning the safety of their workplace should contact their line manager.

# 7.0 Diversity, Equality and Inclusion

### **This section aims to:**

- Help employees understand the concept of diversity, equality and inclusion.
- Create awareness of legislation that governs the diversity, equality and inclusion agenda.
- Outline various policies/guidelines to support employees.

## 7.1 HSE Diversity, Equality and Inclusion Statement

HSE employees bring a broad range of skills, talents, diverse thinking and experience to the organisation. The HSE aims to develop a workforce which reflects the diversity of service users through valuing different perspectives and resulting in improved service user experience.

The HSE is committed to creating a positive working environment whereby all employees, inclusive of race, religion, ethnicity, gender, sexual orientation, age, disability status, civil status and membership of the Traveller Community, are respected, valued and can reach their full potential. Evidence shows that working towards this will ultimately result in improved quality and effectiveness of care.

The HSE's Diversity, Equality and Inclusion (DEI) team are working to make the HSE a more diverse and inclusive place to work by:

- Ensuring that the HSE's HR policies and plans include specific mention of diversity and equality.
- Strengthening the information about diversity across the workforce, so that areas of focus can be identified in efforts to improve this.
- Creating new ways for employees to have a stronger voice within the organisation, regardless of their background.
- Providing advice and support to employees and line managers on diversity, equality and inclusion matters.

Information on a range of diversity, equality and inclusion related initiatives in the HSE is available at: <https://www.hse.ie/eng/staff/resources/diversity/>

Employees who would like to hear more about the staff equality networks or for more

information on diversity, equality or inclusion, the DEI team can be reached at email: [diversity.hr@hse.ie](mailto:diversity.hr@hse.ie)

## 7.2 Meeting the Needs of Employees with a Disability

As an employer, the HSE is legally obliged to promote and support the employment of employees with disabilities and is also obliged to comply with Health and Safety legislation and with the Employment Equality Acts. The definition of disability is very broad and includes people with long-term and episodic health conditions.

As an equal opportunities employer, the HSE is committed to providing suitable accommodations and support to employees in undertaking their day to day duties and to prospective employees engaging with the recruitment and selection processes. This also applies to employees who acquire a disability during their working life. The HSE is also committed to addressing the health and safety needs of all employees, including those with disabilities.

For this purpose, employees may be asked to indicate if they have any needs for reasonable accommodations related to a disability such as changes to a workspace, communication support, or specific software to help with reading and writing. Employees may also be asked to indicate if they require any particular health and safety supports relating to a disability, for example, assistance or arrangements in relation to evacuating a building.

In addition, because it is important to know the extent of diversity across the HSE's workforce, surveys or other forms of enquiry to seek information about disability and other characteristics will occasionally be carried out. Measures are taken to make sure that the information provided is kept confidential and safe. This information is sensitive and it is the responsibility of all line managers to encourage employees to participate in these surveys.

# 8.0 Policies, Behaviour and Discipline

## This section aims to:

- Create awareness of the conduct and behaviour expected of all employees.
- Educate employees on where to find more information on policies and procedures in the HSE.

## 8.1 Policies and Procedures

Standard national policies are now in place for many aspects of employment, although some local policies and procedures may continue to be applicable. Line managers can provide the appropriate contact details on local policy. National policies are available at: <https://www.hse.ie/eng/staff/resources/hrppg/policiesprocedures.html>

Please also refer to the [Communications](#) section below to familiarise with policies regarding media, social media, electronic communications policy, data protection, Irish language etc.

### 8.1.1 Hours of Work

Hours of work are specified in the contract of employment and an employee's times of attendance are as notified by their line manager. Employees are expected to report for duty in line with the start time as agreed with their manager and not to leave before the agreed or rostered finishing time. Employees are also expected to cooperate with the time recording

systems in operation at their place of employment.

### 8.1.2 Managing Attendance Policy and Procedure

In so far as possible, the HSE is committed to maintaining 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 by enhancing supports such as Workplace Health and Wellbeing Services, rehabilitation, injury prevention, adhering to the HSE Policy for Prevention and Management of Stress in the Workplace, integrated collection of incident and accident data and increased employee awareness of the operation of the policy.

Guidelines on managing attendance have been published and are designed to clarify the responsibilities of line managers, employees and support services (i.e. Workplace Health and Wellbeing Unit) in the management of attendance.

Further information on the Managing Attendance Policy and Procedure is available at: <https://www.hse.ie/eng/staff/resources/hr-circulars/managing-attendance-policy-revised-2023-final.pdf>

### 8.1.3 Rehabilitation of Employees Back to Work after Illness or Injury

The HSE is committed to providing workplace rehabilitation that supports and enables injured or ill employees to remain at work, or return to the workplace so as to continue the discharge of their work duties. This process benefits both the employee and the HSE.

The purpose of this policy is to:

- Provide guidelines to line managers, employees, workplace 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 a timely and safe return for the employee who has an illness/injury.

This policy is available at: <https://healthservice.hse.ie/staff/benefits-and-services/occupational-health/rehabilitation/>

### 8.1.4 Dignity at Work Policy

The HSE is an equal opportunities employer and is committed to treating its employees equally irrespective of gender, civil status, family status, sexual orientation, religion, age, disability, race and membership of the Traveller Community.

The HSE 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 other forms of harassment. This policy is designed to protect employees regardless of whether the bullying, sexual harassment or harassment is carried out by a colleague, service user, member of the public, business contact or any other person with whom an employee may come into contact with during the course of their work.

There is a strong preventative focus within this policy and 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 and diversity is valued. Where complaints of bullying, harassment or sexual harassment occur, the policy aims to ensure that all parties will be treated with fairness, sensitivity, respect and confidentiality and with due regard to the rights of all parties, using both informal and formal procedures.

Line managers have a particular responsibility to manage and conduct work activities in such a way as to prevent, in so far as is reasonably practicable, any improper conduct, or behaviour likely to put the safety, health or welfare at work of their employees at risk, by being alert to inappropriate behaviour and dealing promptly with incidents or complaints of bullying and harassment. Line managers are also required to promote dignity in the workplace and provide the information, instruction, training and supervision necessary to ensure in so far as reasonably practicable the safety, health and welfare at work of their employees.

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 in a confidential, non-judgmental manner. They will also explain the procedure for dealing with allegations of bullying or harassment.

A Support Contact Person is an employee of the HSE who has volunteered and received training to provide emotional support and confidential information on the Dignity at Work policy to colleagues who may feel they are experiencing bullying, harassment or sexual harassment. Details of the Support Contact Persons for different areas will be held by the local HR Department and the National HR Employee Helpdesk.

The policy recognises the importance of early intervention in managing complaints of bullying, harassment and sexual harassment. A key objective is to ensure that all reasonable efforts are made to deal with complaints at local level, informally where appropriate. The policy promotes mediation as an essential tool in resolving complaints. Mediation is a voluntary process that can be entered into at any stage of the complaints management process and will be actively encouraged from the earliest stage possible where appropriate. Where efforts to resolve the complaint through the informal procedures or through mediation have been exhausted and are unsuccessful, or processing through the informal procedures is deemed inappropriate, the complaint may proceed to investigation where management consider this appropriate.

**It is mandatory for all HSE employees to complete “The Dignity at Work e-Learning programme” on HSeLand.** This training must be completed within one month of joining the HSE. All employees are required to complete the training every three years.

Further information available at: <https://healthservice.hse.ie/staff/procedures-guidelines/dignity-at-work-policy-for-the-public-health-service/>

## 9.0 Mediation in the HSE

The HSE Workplace Mediation Service can help resolve workplace conflict. Mediation is a voluntary confidential process that allows two or more disputing parties to resolve their conflict in a mutually agreeable way with the help of a neutral third party, a Mediator. This process gives employees an opportunity to address issues in a confidential and safe environment.

Mediation focuses on early intervention, the interests or needs of the parties and on solutions rather than 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. Any agreement reached must be acceptable to the parties and is generally binding, unless otherwise agreed.

Further information is available at: <https://healthservice.hse.ie/staff/benefits-and-services/mediation/>

## 10.0 HSE Stop Smoking Services

The HSE offers a range of Stop Smoking services which are available for free to both HSE employees and the public. Stop Smoking medications (Varenicline and Nicotine Replacement Therapy) are available free of charge for HSE employees through local HSE Stop Smoking services.

- Information about free Stop Smoking supports are available at: <https://www2.hse.ie/living-well/quit-smoking/>
- Find a local Stop Smoking advisor on: <https://www2.hse.ie/quit-smoking/support-services/>
- Call the QUIT line on Freephone 1800 201 203.
- Visit [www.quit.ie](http://www.quit.ie) to sign up for an online QUIT Plan.

The QUIT plan is a personalised online plan designed to help individuals to quit smoking. It uses the same steps and information which would be discussed in a pre-quit consultation over the phone. If a smoker sets a quit date with the QUIT plan, they also get daily email or text support messages for at least 30 days. A member of the QUIT team can be contacted by phone or web chat for additional information, advice and support at any time.

There is an expectation that all HSE employees comply with the HSE Tobacco Free Campus policy i.e. they do not smoke on HSE grounds and recognise their role in creating a supportive environment for service users and employees to stop smoking.

The policy is available at: <https://www.hse.ie/eng/about/who/tobaccocontrol/campus/>

## 11.0 Trust in Care Policy

The HSE has a duty of care to protect service users from any form of behaviour that 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 that 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 Service Users 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:

- **Preventive:** to outline the importance of effective implementation of human resource policies in communicating and maintaining high standards of care amongst HSE employees.
- **Procedural:** to ensure proper procedures for reporting suspicions or complaints of abuse and for managing allegations of abuse against HSE employees in accordance with the principles of natural justice.

## 12.0 Children First

Children First refers to the Children First: National Guidance for the Protection and Welfare of Children 2017 and the Children First Act 2015. It is a generic term used to encompass the guidance, the legislation and the implementation of both. Children First promotes the protection and welfare of children and outlines how to help to protect them from harm.

The safety and welfare of children is everyone's responsibility. **The HSE Child Protection and Welfare Policy sets out that all employees irrespective of role, grade or position must promote the welfare of children and protect them from harm. It is not okay to do nothing if an employee has any information that a child has been, is being or is at risk of being abused or neglected.** These responsibilities are especially relevant for health and social care professionals, regardless of whether employees are employed in a child based or an adult based service.

HSE employees should promote the welfare of all children. If an employee has a concern in relation to the safety, welfare or protection of a child, the employee **must** report this to the appropriate statutory agencies; Tusla - Child and Family Agency and/or An Garda Síochána.

**It is mandatory for all employees in the HSE (permanent, temporary, agency, locum or visiting), students and volunteers, irrespective of role or grade, to complete the 'An Introduction to Children First' e-Learning programme on HSeLanD.** This training must be completed within one month of starting in the HSE and then all staff are required to complete the training every three years.

Further information on the roles and responsibilities of HSE employees under Children First is available at: [www.hse.ie/childrenfirst](http://www.hse.ie/childrenfirst)

## 13.0 National Quality and Patient Safety Directorate

The National Quality and Patient Safety Directorate (NQPSD) works in partnership with HSE operations, patient representatives and other internal and external partners to improve patient safety and the quality of care by:

- Building quality and patient safety capacity and capability in practice.
- Developing and monitoring the incident management framework and open

disclosure policy and guidance.

- Using data to inform improvements.
- Providing a platform for sharing and learning; reducing common causes of harm and enabling safe systems of care and sustainable improvements.

In line with the Patient Safety Strategy 2019-2024, the Executive Management Team delivers on its purpose through the following teams:

- **Patient Safety Programme:** Oversee and monitor the implementation of the HSE Patient Safety Strategy.
- **Quality and Patient Safety (QPS) Improvement:** Use of improvement methodologies to address common causes of harm.
- **QPS Intelligence:** Using data to inform improvements in quality and patient safety.
- **QPS Incident Management:** Incident Management Framework, Open Disclosure Policy, National Incident Management System and National Independent Review Panel (NIRP).
- **QPS Education:** Enabling QPS capacity and capability in practice.
- **QPS Connect:** Communicating, sharing learning, making connections.
- Establishment and operation of the National Centre for Clinical Audit.

## 14.0 Open Disclosure

The HSE wants services to support an open, timely and consistent approach when communicating with service users/service users and their families if things go wrong in healthcare. This is called Open Disclosure.

It is the HSE's policy that service users are communicated with in an open, honest, transparent and empathic manner following service user safety incidents and that they are provided with a sincere and meaningful apology when they are harmed as a result of a service user safety incident. This communication process must be initiated in a timely manner (as soon as possible and ideally within 24-48 hours of the incident occurring or becoming known to the health and social care service provider). Open Disclosure is an important contributor to the quality improvement process in the HSE.

Training in Open Disclosure is mandatory for all HSE employees and individuals working in HSE funded services. There is a requirement for a refresher training every three years.

Open Disclosure training can be accessed via two e-Learning modules on HSeLanD:

- Module 1: “**Communicating Effectively through Open Disclosure**” which is mandatory for all employees.
- Module 2: “**Open Disclosure: Applying Principles to Practice**” which will assist employees in preparing for and managing an Open Disclosure meeting.

Numerous resources have been developed to assist employees in the management of the open disclosure process and implementation of the policy. These resources are available at: <http://www.hse.ie/opendisclosure>

## 15.0 Code of Conduct for Health and Social Service Providers

The Department of Health (DoH) has created a Code of Conduct which sets out the standards expected of service providers in relation to promoting and achieving an optimal safety culture, corporate and clinical governance and performance in the organisation. The Code details that employees of health and social service providers have a primary responsibility to proactively advocate within their organisation in the best interests of service users, treating them with compassion and challenging others to do the same.

Some of the key principles that govern the conduct of HSE employees are listed below for reference.

### 15.1 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.

### 15.2 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 provided.

### 15.3 Political Opinion

It is each employee's responsibility to carry out their duties in a party political neutral manner. Public political activities should not, under any circumstances, be undertaken in paid HSE hours by any employee. 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.

### 15.4 Outside Occupation

Employees should not engage in outside occupations during off duty time if they are either contractually prohibited or if such employment could be deemed to be in conflict with their employment.

Employees should not engage in matters unconnected with work during work hours, unless it is provided for in their HSE employment. Involvement in other occupations during time off should not impair performance or energy on duty, be inconsistent with their employment in the public service or be outside limits set under the Organisation of Working Time Act, 1997.

### 15.5 Unjust Enrichment

This principle prohibits an employee from gaining any advantage, other than official remuneration, in respect of their duties, e.g. acceptance of special facilities or discounts on private purchases from suppliers with whom employees have official dealings. Employees must practice good financial stewardship, ensuring that resources are used properly and

effectively. Employees must also avoid receiving benefits or hospitality of any kind from a third party which might reasonably be seen to compromise their personal judgement or integrity.

The Code of Conduct is available at: <https://www.hse.ie/eng/staff/resources/hr-circulars/dept-of-health-a-code-of-conduct-for-health-and-social-service-providers.pdf>

For additional clarification on any aspect of conduct, employees should seek guidance from their line manager.

## 16.0 Ethics in Public Office Acts

The Ethics in Public Office Acts 1995 and 2001 determine 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 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 CEO of the HSE if they have a registerable interest in accordance with the legislation. Please be aware that legislation in this area is under review and will most likely be extended to include all grades in the near future. Guidelines on the current legislation is available at: <https://sipo.ie/en/collection/0f22d-legislation/#ethics>

## 17.0 Raising Concerns in the Workplace

All HSE employees have a responsibility to do the very best for service users; however, there may be occasions when things could be done better. Employees may, at times, have concerns about work practices and they may be reluctant to raise such concerns. When these matters impact on patient safety and/or the ability to deliver a quality service it may be difficult to know what to do. To support employees who may be worried about raising their concerns, the HSE has procedures to make Protected Disclosures of Information. Further information on these procedures is available at: <https://www.hse.ie/eng/staff/resources/hrppg/protected-disclosures-of-information-in-the-workplace-.html>

Employees may report a concern via:

- **Postal Address:** Office of the Authorised Person, Dr Steevens’ Hospital, Dublin 8, D08 W2A8.
- **Phone Number:** 01 635 2202
- **Office hours:** Monday to Friday - 10am to 1pm and 2pm to 5pm.
- **E-mail Address:** [protected.disclosures@hse.ie](mailto:protected.disclosures@hse.ie)

## 18.0 Identity Cards and Employee Property

All HSE employees are expected to treat HSE property and the property of colleagues and service users with respect.

## 18.1 HSE Identity 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. Employees should report lost or stolen cards immediately to their line manager and the administrator/person with responsibility for the building.

## 18.2 Employee Property

The HSE is not responsible for loss of employee property when on the work premises. This extends to damage to cars. Employees should report all property lost or found to their line manager.

# 19.0 e-Health and Disruptive Technology - National Service Desk

The National Service Desk, located within the Department of e-Health and Disruptive Technology is the single point of contact for HSE employees to access IT services and assistance. The National Service Desk IT team can help employees:

- Fix problems with IT equipment.
- Access networks, shared folders or request new software.

Services are categorised as requests or incidents. A **request** is where an employee would like to request a new device, a new user account or access to a shared folder. An **incident** is where something is broken or not working correctly, such as being unable to access an application or having issues with emails.

The fastest and most efficient way to request IT support is through the **Ivanti self-service** portal where employees can log an incident or make a request directly. The National Service Desk is also available via phone on 0818 300 300 from 9am to 5pm Monday to Friday. An emergency out of hours service is available on 0818 300 300 between 8pm to 8am Monday to Sunday. Please note that the out of hours service should only be used in **emergencies** which cannot wait until normal working hours. Employees can also email their local service desk mailbox to report an incident or log a request.

Details of local service desk mailboxes and further information on the National Service Desk and the Ivanti self-service portal is available at: <https://healthservice.hse.ie/staff/it-support/national-service-desk-nsd/>

# 20.0 Grievance and Disciplinary Procedures for the HSE

## This section aims to:

- Explain what a grievance is.
- Provide information on where to go for information about how to make a complaint under the grievance procedure and how to make an appeal if dissatisfied with an outcome.
- Provide an understanding of the disciplinary procedure for HSE employees.

These procedures were developed following discussions between the HSE and trade unions. They were prepared in accordance with the Workplace Relations Commission's Code of Practice on Grievance and Disciplinary Procedures. Both procedures came into effect on 1 May 2004 and superseded all local procedures. Each employer is required to put these procedures in place and specify the management levels responsible for operating the various stages.

Please note that in 2007 a revised Disciplinary Procedure for Employees of the HSE was agreed between the Health Service Employers Agency (HSEA) and Health Service unions. This procedure is effective from 1 January 2007 and supersedes the 'Disciplinary' section of the Grievance and Disciplinary Procedures for the Health Service 2004. The 'grievance' section of the 2004 procedures continues to apply to HSE employees.

### **Grievance and Disciplinary Procedures (2004):**

[http://www.hse.ie/eng/staff/Resources/hrppg/Grievance\\_and\\_Disciplinary\\_Procedure\\_2004.pdf](http://www.hse.ie/eng/staff/Resources/hrppg/Grievance_and_Disciplinary_Procedure_2004.pdf)

### **Disciplinary Procedure for employee of the HSE (2007):**

<https://www.hse.ie/eng/staff/resources/hrppg/disciplinary-procedure-for-employees-of-hse-2007.html>

Employees of voluntary hospitals, the intellectual disability sector and specialist agencies continue to be covered by the Grievance and Disciplinary Procedures for the Health Service 2004.

## 20.1 Grievance Procedure

The HSE is committed to promoting and maintaining good employee relations and gaining the commitment and supporting the morale of all employees. 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 service users. It establishes a process for employees to express and resolve concerns or grievances in relation to their employment in a fair and equitable manner.

The policy aims to resolve all grievances satisfactorily and outlines the different stages of the process beginning with informal discussions and progressing to formal procedures if needed. More information on grievances, the scope of issues covered and the grievance procedure are available at: <https://www.hse.ie/eng/staff/resources/hrppg/grievance-and-disciplinary-procedure-for-the-health-service-2004.html>

## 20.2 Disciplinary Procedure for HSE Employees

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

The aim is to ensure prompt, consistent and fair treatment for all employees and to assist in enabling both the individual and the HSE to be clear about the expectations of both parties.

The following principles underpin the disciplinary procedure:

- Every effort will be made by the employee's immediate line 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 line manager may bypass stages one, two and three of the four stage 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 their 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 them, and will be given copies of any relevant documentation.
- The employee will be afforded the opportunity to state their case and challenge any evidence that may be relied upon in reaching a decision.
- An employee may appeal the outcome of the disciplinary hearing.

More information on the scope and the stages of the disciplinary procedure and the appeals process is available at: <https://www.hse.ie/eng/staff/resources/hrppg/disciplinary-procedure-for-employees-of-hse-2007.html>

## 21.0 Communication

**This section aims to:**

- Provide information on the different divisions and the services available to employees.
- Ensure employees have information on the importance of correct branding, handling different media and communicating clearly with team members and service users.

The HSE Communications is a full service in-house communications team which works with teams across the HSE to deliver a wide range of communication projects annually.

HSE Communications works with teams on the best communications approach to help achieve their project objectives, whether that is service change and improvement, implementing behavioural change, or communicating with employees and stakeholders.

The Communications team deliver work through six teams made up of highly skilled professionals with many combined years of health related communications expertise. The communications team work closely with a wider network of communications colleagues nationwide.

## 21.1 Communications Teams

Within the Communications Division, a number of different teams cover a range of internal and external services for the HSE. These include News and Media, Programmes and Campaigns, Internal Communications, Client Services, Digital and Irish Language Communications. Information on the Communication Teams is available at:

<https://www.hse.ie/eng/about/who/communications/>

The Irish Language team provides advice, education, training, assessment and translation services for items under 1,000 words, and advice on the Official Language Act/Language Scheme.

The team can be contacted by email on [bairbre.uitheighneain@hse.ie](mailto:bairbre.uitheighneain@hse.ie)

## 21.2 Getting support for a Project

If an employee needs communications support for a project, they can contact the communications support team by emailing [comms.support@hse.ie](mailto:comms.support@hse.ie). The team will get in touch to discuss your request and get you the support you need.

More information on the support offered by the communications department is available at: <https://www.hse.ie/eng/about/who/communications/requesting-communications-support/>

## 21.3 Branding

HSE branding is instantly recognisable and associated with trust and confidence. Using the logo means service users and the public can easily identify communications from the HSE. No new logo or separate visual identity should be developed for individual HSE teams, services, or a programme of work.

HSE branding should be used as outlined in the visual identity guidelines. Applying branding correctly means communications are standardised in terms of their look and feel and consistency is ensured across the different services. This helps to build trust and confidence with service users, the public and other stakeholders.

More information on the branding and using the HSE Visual Identity Guidelines is available at: <https://www.hse.ie/eng/about/who/communications/branding/>

## 21.4 Press and Media

All media queries, interviews, requests for photography, filming, public statements or requests for other information connected with HSE services need to be approved by the News and Media team in HSE Communications. This is to ensure that each request gets the appropriate attention it needs, and all information given is accurate.

More information on the Media Relations Protocol for HSE employees is available at: [https://assets.hse.ie/media/documents/ncr/20240430\\_HSE\\_National\\_Protocol\\_for\\_dealing\\_with\\_Press\\_and\\_Media.pdf](https://assets.hse.ie/media/documents/ncr/20240430_HSE_National_Protocol_for_dealing_with_Press_and_Media.pdf)

For press and media queries, please email [press@hse.ie](mailto:press@hse.ie)

## 21.5 Social Media

The Social Media Staff Use Guidelines outline best practice when posting on social media and digital channels whether in a professional or personal capacity. There is also a policy on social media abuse and steps which can be taken if an employee feels that they are the victim of cyberbullying at work.

More information on using social media is available at: [hse.ie/socialmedia](https://www.hse.ie/socialmedia)

## 21.6 Advertising and Sponsorship

If an employee is asked by a publication, an organisation, or an individual to purchase advertising or sponsorship on behalf of the HSE, they should contact their line manager or Regional Director, Communications and Public Affairs for guidance.

## 21.7 Comments, Compliments and Complaints

Service users can submit a comment, compliment, or make a complaint directly to the person who is caring for them, or they can:

- Fill in the [online feedback form](#) or paper feedback form and give it to an employee,
- Email [yoursay@hse.ie](mailto:yoursay@hse.ie)
- Send a letter to the service, an employee should provide the service user with contact details,
- Call 045 880429 from 9am to 5pm Monday to Friday, or
- Call HSELive on 1800 700700 or 01 2408787 from 8am to 8pm Monday to Friday and 10am to 5pm on Saturday. Use 00353 1 2408787 if calling from outside of Ireland.

Service user feedback gives an opportunity to improve the quality of the services provided across the HSE. Responding promptly and effectively to all feedback is an important part of providing quality care to service users.

## 21.8 Communicating Clearly

Service users need employees to be clear when being given information about their health. They also want to see care and compassion when they are contacted either in person, by phone or via email or letter.

For more information on the guidelines for communicating clearly using plain English with service users is available at:

<https://www.hse.ie/eng/about/who/communications/communicatingclearly/>

It is important when communicating with colleagues to be mindful of people's time, their capacity to absorb information, and how accessible the message is for the audience. Creating clear and concise internal communication, targeted at the right audience is important when communicating with colleagues whether using written, verbal or visual communication formats.

For advice on communicating with colleagues email [internalcomms@hse.ie](mailto:internalcomms@hse.ie)

## 21.9 Freedom of Information (FOI) and Data Protection

The FOI Acts 1997 and 2014 and Data Protection Acts 1988, 2003 and 2018 give individuals (including employees) specific legal rights to their personal information and to the reasons for decisions that affect them. The Acts place huge responsibility on providers and employees 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.

## 21.10 The Official Languages Act 2003 and (Amendment) 2021

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 greater availability and a higher standard of public services through Irish. The Amendment in 2021 sets out goals to achieve this by developing hiring practices to ensure 20% of new recruits to the public service will be competent in Irish by the end of 2030, that all public services in the Gaeltacht will be provided in Irish, that all public offices in the Gaeltacht will operate through the medium of Irish and that a National Plan for the Provision of Public Services in Irish will be developed.

Every consumer of HSE services has a constitutional right to receive that service through the medium of the Irish language if they so request.

Some of the principal requirements placed on the HSE and its employees by the Act are as follows:

- Correspondence to be replied to in the official language, in which it was written.
- Information issued to customers to be in Irish or in both 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 on [www.coimisineir.ie](http://www.coimisineir.ie) or the HSE website at <https://healthservice.hse.ie/staff/procedures-guidelines/irish-language-guidance-and-resources-for-hse-staff/>

## 22.0 Consultation and Trade Unions

**This section aims to:**

- Provide information on key consultation agreements and forums.
- Highlight the role of trade unions.

### 22.1 Health Services Information and Consultation Agreement

The Information and Consultation Agreement was established to provide an information and consultation framework for the health sector, within which organisations (including the HSE) may fulfil 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 HSE management and trade unions.

The Agreement sets out the approaches necessary to:

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

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.

## **22.2 Joint Information and Consultation Forum**

The Joint Information and Consultation Forum (JICF) was established by HSE management and trade unions in 2011. Its remit is primarily the Information and Consultation Framework for the health sector, within which organisations may fulfil their obligations under the Employees (Provision of Information and Consultation) Act, 2006.

The role and responsibilities of the JICF include the following elements:

- The JICF is established as a long-term, joint forum through which the HSE and trade unions 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.
- The JICF is a national body encompassing all employers and trade unions in the sector.
- 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 recognised trade union, the Irish Hospital Consultant Association and the Irish Dental Association, with SIPTU, FORSA and the Irish Nurses and Midwives Organisation having one additional representative each.
- The JICF receives updates on the HSE Service Plan, programmes and activities, among other things.
- The JICF's non-executive body meets on a quarterly basis, or more frequently if required, and may issue agreed advice notices and communiqués on issues within its remit.

The HSE Leadership and JICF have signed off on the Organisational Policy Framework on Change: People's Needs Defining Change-Health Services Change Guide. This is the policy framework and agreed approach to change for the HSE. It presents the overarching Change Framework that connects and enables a whole system approach to delivering change across the system and is a key foundation for delivering the people and culture change required to implement Sláintecare initiatives and the HSE Corporate Plan.

## 22.3 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 within the agreed industrial relations procedures in the HSE.

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 service users, modern management systems, an excellent working environment and highly motivated employees who contribute significantly to the success of the organisation.

## 23.0 Pay

### This section aims to:

- Outline how pay is determined and deductions from pay are applied.
- Know who to contact regarding any questions on pay or payslips.
- Know where to get more information on claiming travel and subsistence expenses.

### 23.1 General Information

#### 23.1.1 Rates of Pay

Pay 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.

Pay of all HSE employees is in line with the Department of Health consolidated salary scales and any changes to pay are only made once sanction from the Minister for Health has been received. Pay scales for the HSE are available at: <https://healthservice.hse.ie/staff/benefits-services/pay/pay-scales.html>

#### 23.1.2 Payslips

The payment of salaries and wages in the HSE is by electronic funds transfer (EFT). Payslips are available online in most HSE areas via the HSE Self Service Portal. Where payslips are available online, this is the preferred method of distribution. Further details are available from the line manager or Payroll Department. Each time an employee is paid they will receive a detailed payslip setting out the various deductions and payments. Please contact the Payroll Department with any questions regarding payslips or the frequency of pay (fortnightly, monthly, etc.).

#### 23.1.3 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 regulations.

#### 23.1.4 Payment of Increments

The Department of Health Consolidated Salary Scales sets out the current salaries for public health service employees. These salary scales must be complied with as per Health Sector Pay Policy. 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 previous relevant experience in the public service in Ireland and abroad. There are specific incremental credit arrangements depending on your staff category. An employee's line manager or local HR Department will advise on the relevant incremental credit arrangements for their staff category.

#### 23.1.5 Bank/Mortgage

Employees will be provided with a statement of earnings in respect of mortgage/loan applications by approved payroll employees only. Employees should contact their local Payroll Department in relation to this. Contact details of the different HSE Payroll Departments are available at: <https://healthservice.hse.ie/staff/benefits-services/pay/contact-payroll.html>

### 23.2 Deductions from Pay

#### 23.2.1 Income Tax/Universal Social Charge (USC)

Employers are obliged to deduct income tax and USC from salaries and wages paid to employees. All employees must provide their PPSN to National Personnel Administration/HR/Local Payroll team on commencement of or prior to commencing employment with the HSE.

For employees who have never been employed in Ireland, it is essential to register with Revenue through myAccount available at: <https://www.ros.ie/myaccount-web/home.html>

The local Payroll Department will notify Revenue directly that an employee has started working with the HSE and will request a RPN (Revenue Payroll Notification of tax credits and cut off points). Employees are advised to contact Revenue through myAccount to make any changes that may impact their RPN.

Tax queries can be addressed to Revenue, online through MyEnquiries on myAccount or by phone to 01 7383636. The employer's registered number and the employee's PPSN are required for all queries. These are available on payslips either online through the Employee Self Service portal or on hard-copy paper payslips. Please note that P60 and P45 forms are no longer available. The Employment Detail Summary has replaced these forms and it can be requested directly from Revenue.

Please review the below table for all Employer's registered number:

Regions	Employer's Registered Number	Regions	Employer's Registered Number
Eastern Region	0043024G	Portiuncula	0024042B
Midlands	0002000J	South East	0027010D
Mid-West	0030888U	South	0007497W
North East	0072958D	West	0024042B
North West	0036210M		

Employees can also find their PPSN on a Public Services Card (PSC) or Social Services Card or any correspondence from the Department of Social Protection or Revenue.

### 23.2.2 Social Welfare/Pay-Related Social Insurance (PRSI)

Pay-related Social Insurance (PRSI) is deducted from salaries and wages of all employees at the relevant rates. All permanent and pensionable employees in officer grade posts employed in the public service prior to 6 April 1995 pay Class D1 contributions. This is a reduced PRSI rate and covers employees for limited social welfare benefits. Since 6 April 1995 all new employees in the HSE pay Class A1 social welfare contributions and are insured for all social welfare benefits. Details of an employee's PRSI Class can be found on their payslip. Further information is available at: <https://www.gov.ie/en/publication/14ecbe-the-different-classes-of-pay-related-social-insurance-prsi/>

### 23.2.3 Superannuation/Employees' Pension Scheme

There are two superannuation/pension schemes, they are the HSE Employee Superannuation Scheme and the Single Public Service Pension Scheme (SPSPS). The SPSPS applies to all public servants who commenced for the first time in the public sector after 1 January 2013, or who commenced after that date with a break of more than 26 weeks since their previous employment in the public sector.

Details on the SPSPS is available at: <https://singlepensionscheme.gov.ie/>

Details on the HSE Scheme is available at: <https://healthservice.hse.ie/staff/pensions/pension-schemes/#hse-employee-superannuation-scheme>

#### 23.2.3.1 Additional Superannuation Contribution (ASC)

The ASC applies to employees who are accruing pensionable benefits in respect of their current employment. This was introduced with effect from 1 January 2019 and applies to all pensionable earnings.

### 23.2.4 Voluntary Deductions

The availability of voluntary deductions from pay (such as health insurance, trade union membership etc.) varies by area within the HSE. Details of these deductions are available from a local returning officer, line manager or Payroll Department. The Payroll Department can be contacted via the details available at: <https://healthservice.hse.ie/staff/benefits->

[services/pay/contact-payroll.html](https://www.hse.ie/services/pay/contact-payroll.html)

Employees should contact their line manager if they are unsure who the local returning officer is for their team.

### 23.2.5 Local Property Tax (LPT)

Deduction of LPT commenced in 2013. The details are sent directly by Revenue and the deduction is applied in accordance with the instructions received. All queries in relation to LPT value should be directed to Revenue.

### 23.2.6 Overpayments

Although every effort is made to avoid such an occurrence, it is possible that at some time employees may be overpaid. The Payroll Department follows the guidelines outlined in the HSE National Financial Regulations "NFR B3 Employee Administration and Payroll" and must initiate an action to recoup an overpayment immediately upon discovery of same. All overpayments must be repaid to the HSE in full and within as short a period as possible.

The HSE shall make a deduction from the wages of an employee in respect of a payroll overpayment where the purpose of the deduction is the reimbursement of the HSE in respect of:

- Any overpayment of wages, or
- Any overpayment in respect of travel and subsistence expenses incurred by the employee in carrying out his/her employment, made (for any reason) by the employer to the employee.

Where an overpayment relates to an employee who has left the employment of the HSE and where there is no agreement for recoupment in place, these sums may be recovered by way of issuing debt recovery proceedings in the civil courts.

An overpayment may be discovered by Payroll, the employee's line management or by the employee. There is an obligation on the employee to contact the Payroll Department immediately on discovering an overpayment.

## 24.0 HR Forms

Employee records must be kept up to date and reflect any changes that occur during an employee's service. Employees must facilitate the input of changes to their records by providing relevant information in a timely manner. This can be done by submitting a completed HR Form within the required timeframe.

HR Forms capture information for the following changes to an employee's record:

- Leave Types (including Adoptive, Carers, Force Majeure, Maternity, Paternity etc.)
- Travel & Subsistence
- Change of Personal Details
- Flexible Working
- Career Break
- Retirement & Pension
- Leaving the HSE or Moving to another Payroll Area
- Transfer & Change of Terms
- Injury, Critical Illness & Rehabilitation

HR Forms can be accessed on: <https://healthservice.hse.ie/staff/benefits-services/benefits/hr-forms.html>

## 25.0 Travel and Subsistence

If an employee is required to travel on official business, they will be paid the travel and subsistence rates approved by the Department of Health and in line with National Financial Regulation (NFR B4). An employee's line manager will provide details of the arrangements for the payment of travel 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 their use of the vehicle in connection with their business or profession. The policy must also be extended to indemnify the HSE. Full details of the travel and subsistence policy are available at:

<https://healthservice.hse.ie/staff/benefits-services/benefits/travel-allowances.html>

### 25.1 TaxSaver Commuter Ticket Scheme

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/LUAS/DART 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 an employee's line manager or by accessing the following link:

<https://www.hse.ie/eng/about/who/healthbusinessservices/national-health-sustainability-office/sustainable-transport/public-transport-and-car-sharing/>

### 25.2 Cycle to Work Scheme

The Cycle to Work Scheme is a tax incentive encouraging employees to cycle to and from work. Under the scheme, employers pay for bicycles and bicycle equipment for their employees. The employee pays their employer back through a salary-sacrifice arrangement. The employee is not liable for tax, PRSI or Universal Social Charge on their repayments.

The scheme covers bicycles and equipment up to the value of €1,250 from approved suppliers. Employees can use the scheme once in a four year period. The €1,250 limit applies to the bicycle as well as safety equipment.

Further information on the HSE Cycle to Work scheme is available at:

<https://healthservice.hse.ie/staff/benefits-services/benefits/cycle-to-work.html>

## 25.3 Foreign and Domestic Business Travel

HSE foreign and domestic travel is governed by the National Financial Regulations (NFR).

Note: Authorisation levels as per NFR:

Sector	Approving Authority
Domestic Flights (within Ireland)	Assistant National Director or equivalent salary/grade
Europe and International (outside Ireland)	CEO for National Directors National Directors for all other employees

For foreign or domestic travel bookings, please refer to [www.hse.ie](http://www.hse.ie) and use the search function for more information on the following:

- Business Travel – Frequently Asked Questions.
- Business Travel – FT1 – Foreign Travel Form (see 'Instructions' tab for FT1 to be completed)
- Business Travel – NFR B4 (Domestic travel, Air travel and Accommodation)
- HSE Business Travel Policy

## 26.0 Leave from Work

All applications for leave are subject to the approval of an employee's line manager and should be made in writing on the approved application form or approved local process for applying for leave. If an employee is unable to attend work for illness or other reasons, it is an employee's responsibility on the first day of absence to contact their line manager at the earliest possible opportunity in advance of the start time to advise of the reason why they are unable to attend work.

The Managing Attendance Policy is available at:

<https://www.hse.ie/eng/staff/resources/hr-circulars/managing-attendance-policy-revised-2023-final.pdf>

Absence without approved leave may lead to the disciplinary procedure being invoked.

### 26.1 Annual Leave

The leave year extends from 1 April to 31 March and normally the annual leave roster for each department is prepared in the month of April. Application for leave should be made to an employee's line manager on the approved leave application form at least two weeks in advance where there is no leave roster in operation. In exceptional circumstances, line managers may waive this requirement. Some employees may be required to submit their leave requests electronically through the My HSE Self Service portal which is managed by the National Integrated Staff Records and Pay Programme (NISRP). Employees should contact their line manager for more information on the process to apply for annual leave.

Annual leave is normally required to be taken within the appropriate leave year. However, where an employee does not avail of their outstanding leave because of service requirements, or other exceptional circumstances, they may be allowed to carry leave forward to be taken within the first three months of the following annual leave year.

A full list of all leave types is available at: <https://healthservice.hse.ie/staff/leave/>

## 26.2 Applying for Leave (not including Annual or Sickness Absence Leave)

HSE employees must submit the relevant leave of absence form prior to commencement for leave and within the guidelines set out in the Terms and Conditions of Employment.

A list of leave forms are available at: <https://healthservice.hse.ie/staff/benefits-and-services/hr-forms/>

HSE Terms and Conditions Booklet is available at:  
<https://www.hse.ie/eng/staff/resources/terms-conditions-of-employment/>

## 27.0 National HR Employee Helpdesk

This helpdesk serves as an additional HR point of contact for any employee regarding benefits, terms and conditions of employment and advice on the operation of the grievance and disciplinary processes.

To contact the HR Helpdesk telephone 1800 444 925 Monday to Friday 8.30am to 12pm or by email: [ask.hr@hse.ie](mailto:ask.hr@hse.ie)

More information on the National HR Employee Helpdesk is available at:  
<https://healthservice.hse.ie/staff/benefits-and-services/hr-forms/#contact>

## 28.0 Performance

**This section aims to:**

- Explain the Performance Achievement process.
- Give information on the resources available to support the process.

### 28.1 Performance Achievement

Employees are expected to perform their job to a consistently high standard. Guidance and support will be provided by their line manager to help them carry out their role and responsibilities effectively. To support employees in their role, the HSE has implemented a Performance Achievement process which is for all staff. This is a twelve month process which focuses on setting goals, developing employees, and acknowledging achievements for the benefit of employees, service users and the HSE as a whole.

For the benefit of the HSE and to support the implementation of Sláintecare, employees need to connect with their line manager to discuss how to best align their development goals with the organisation's strategy and plans. Learning and development requests can also be discussed and agreed with the line manager through the Performance Achievement process.

The Performance Achievement process to be followed by employees and line managers is as follows:

- Stage 1 – Consider what goals could be achieved

- Stage 2 – Agree which goals to focus on achieving
- Stage 3 – Seek support and help to achieve
- Stage 4 – Hold a formal meeting for interim and end of year reviews

To support employees and line managers, the HSE has developed a 'Performance Achievement Hub' on HSeLanD. This portal contains useful information and resources such as how to set performance achievement objectives, giving and receiving feedback, preparing for the meetings. Some sample Performance Achievement meetings are also role played for different categories of staff.

Further information on Performance Achievement is available here:

<https://healthservice.hse.ie/staff/procedures-guidelines/performance-achievement/>

## 29.0 Learning and Development

**This section aims to:**

- Give more information on the range of learning and development opportunities in the HSE.
- Outline the coaching services available to support personal and career development.
- Provide an understanding of how a HSE employee's career can develop within the organisation.

### 29.1 Learning and Development in the HSE

As a new employee, development begins with an Induction to the HSE and the employee's particular work role. Employees are actively encouraged to continue to develop skills and capabilities with particular emphasis on their current role to optimise their contribution to the objectives of the HSE.

The HSE's Leadership Learning and Talent Management (LLTM) teams within the Leadership and Capability division of National HR, design, develop and deliver learning and development programmes and interventions to staff around the country. These programmes and interventions support several different priorities outlined in the HSE's People Strategy 2025 – 2027 and Sláintecare, which requires a resilient and sustainable workforce that is capable of delivering the Sláintecare vision.

Further information on learning and development in the HSE can be found in the HSE's Learning and Development policy, which is available at:

<https://www.hse.ie/eng/staff/leadership-education-development/learning-and-development-policy.pdf>

Further information on LLTM programmes is available in the Prospectus which is available at: <https://healthservice.hse.ie/staff/training-and-development/training-programmes-for-all-staff/>

Employees should discuss the programme requirements with their line manager before enrolling on a programme.

### 29.2 Health Service Leadership Academy

The Health Service Leadership Academy (HSLA) aims to develop leadership across the

HSE. It supports the creation of a service that puts patients, service users, carers and communities at the heart of the HSE. The organisation works to ensure a safe, high quality service is provided by engaged employees and compassionate leaders. The HSLA develops leaders, at every level and from every profession, who can help lead change.

The HSLA's three flagship programmes are open to clinical and non-clinical colleagues. The programmes are as follows:

- Professional Diploma in Management in Healthcare
- MSc in Leadership in Healthcare
- Professional Diploma in Strategic Transformational Leadership in Healthcare

Further information on these programmes is available at:

<https://healthservice.hse.ie/staff/training-and-development/health-service-leadership-academy/>

### 29.3 HSeLanD

HSeLanD is an online learning portal providing access to over 300 e-Learning programmes, resources, assessment, and planning tools. It is available to all employees in the HSE and is designed to support employees in their current role and with their personal and professional development. The e-Learning programmes cover a wide range of topics, and employees, in consultation with their line manager, can choose which are most appropriate for their development.

In addition to the e-Learning programmes, there are several HSeLanD Hubs which are designed to support the rollout of local and national initiatives, allowing employees to access relevant documentation, and collaborate and learn together online. Employees have access to some, or all of, the hubs to collaborate and share knowledge, depending on their job role. Hubs of particular relevance to new employees include the i-START Induction Hub, the Performance Achievement Hub and the Discovery Zone Hub.

HSeLanD is accessible at: [www.hseland.ie](http://www.hseland.ie)

**Important:** Employees who have never accessed HSeLanD before will need to 'Register' to create an account. Employees who have accessed HSeLanD in a previous role should not create a new account, but can continue to access HSeLanD through their existing account. They should amend any registration detail including email address, work location, role or staff or personnel number which may have changed, by updating their Profile after login. Employees who have previously created an account on HSeLanD but have trouble logging in can contact [support@hseland.ie](mailto:support@hseland.ie) and they will assist with retrieving the existing account.

HSeLanD can be accessed from desktop and mobile devices.

#### 29.3.1 Technical Help and Support

For help with HSeLanD, go to the 'Help' and 'Support' sections on HSeLanD for FAQs, PC Check and Video Tutorials. If further assistance is required, please contact HSeLanD Support – contact details in HSeLanD Help Section. For technical assistance regarding PC or Internet connection please contact the local IT department or the National Service Desk, Ivanti self-service portal: <https://healthservice.hse.ie/staff/it-support/nsd-self-service/>

### 29.4 National Coaching Service

The National Coaching Service offers free, confidential coaching to HSE employees. The

service is provided by coaches who have completed an accredited coach training programme. Coaching aims to support people when they want to bring about personal or professional change in their lives or work. Coaching enables employees to shift their perspective, reflect on their choices and actions and realise their individual potential. Coaching can offer support, encouragement, challenge and feedback to help individuals reach their goals.

Employees may wish to consider coaching throughout their career in the HSE, particularly if they are exploring progression, managing change or would simply like to increase their own confidence in their role.

All HSE employees can avail of the National Coaching Service. Employees can apply for coaching by completing an application form available at:

<https://healthservice.hse.ie/staff/training-and-development/coaching/>

## 30.0 Promotion

All employees are encouraged to develop their career by competing for both temporary and permanent assignments and/or 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 licenses 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: <http://www.publicjobs.ie/en/>

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 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 at:

<https://www.hse.ie/eng/staff/jobs/recruitmentlicence/the-recruitment-licence---code-of-practice-.html>

Vacancies are advertised on the HSE's job site, available at:

<https://www.hse.ie/eng/staff/jobs/job-search/>

Each vacancy posted 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 successfully pass through these filtering stages are progressed to interview.

The HSE Career Hub is a site to engage prospective candidates in relation to job alerts to notify them of suitable vacancies being advertised by the HSE. Once registered, candidates will receive regular emails with links to job adverts based on their saved preferences. Further

information is available at: <https://careerhub.hse.ie/>

## 31.0 Employee Transfers

As part of a large organisation, employees may have the opportunity to work with multi-disciplinary teams in their role. Employees may feel over time that a lateral career move into another division or specialty may be the next step to further develop their skills and competencies.

Information on first-hand experiences in different roles in the HSE through presentations, interviews and videos is available at:

[https://careersportal.ie/organisations/organisation.php?client\\_id=35](https://careersportal.ie/organisations/organisation.php?client_id=35)

If an employee identifies a position that they are interested in working towards, the eligibility criteria for many different disciplines and grades are available at:

<https://www.hse.ie/eng/staff/jobs/eligibility-criteria/>

Employees can use these tools to focus on where they want to go and what competencies are required for different roles.

The HSE endeavors to facilitate transfers without compromising on delivery of service, which is the primary focus. Employee Transfer Policies have been agreed for certain grades.

Details are available at: <https://www.hse.ie/eng/staff/resources/hrppg/national-transfer-policy.html>



**Part Three**  
**Leaving the HSE**

## 32.0 Resignation, Retirement and Pension

### This section aims to:

- Provide an understanding of the obligations in relation to giving notice.
- Outline the basic components of the pension schemes.

### 32.1 Resignations

All employees must give the minimum notice stipulated in their contract of employment of their intention to resign from the HSE's employment.

#### 32.1.1 Resignation – Pension Entitlements

If an employee resigns with less than two calendar years' service and they are not taking up employment with another organisation to which their service may be transferred, they are entitled to a refund of any pension contributions made during their service less an appropriate tax deduction.

If an employee has been employed for more than two calendar years and they are not taking up employment with another organisation to which their service may be transferred, their contributions are retained. Preserved lump sum and pension benefits will become payable at the normal retirement age for the applicable superannuation / employee's pension scheme upon receipt of written application, or earlier, in the event of permanent infirmity or death.

Details on the Single Public Service Pension Scheme is available at:

<https://singlepensionscheme.gov.ie/>

Details on the HSE Superannuation Scheme is available at:

<https://healthservice.hse.ie/staff/pensions/pension-schemes/#hse-employee-superannuation-scheme>

### 32.2 Retirement

On reaching minimum retirement age, if an employee retires, the benefits of the HSE Pension Scheme and Single Scheme are as follows:

- Retirement Pension
- Lump Sum

The HSE Pension Scheme and Single Scheme provide for early payment of benefits in the case of members availing of Actuarially Reduced Early Retirement or retiring due to permanent infirmity, and to the legal personal representative (LPR) of the deceased member in the case of death in service. There is also provision for payment of pension to surviving spouses/civil partners and qualifying dependents of members/former members.

In the unfortunate event of the death of a member an employee while in service, who is contributing to the Pension Scheme, their legal personal representative may be entitled to payment of a death gratuity equivalent to at least one years' salary (that minimum salary figure being based on the deceased members work pattern on their date of death.

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

If the employee who was contributing to the Pension Scheme dies after retirement then a pension to the spouse and eligible children is payable.

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. National Service Purchase Scheme).

In terms of the Single Public Service Superannuation Scheme this is a 'career average scheme' therefore the benefits payable are based on accumulated credits (referable amounts) towards lump sum and pension built up over the entirety of the members public service employment: These referable amounts are directly related to the earnings of the member in the relevant pay period, taking account of their work pattern. All members should receive an annual statement from the HSE of their referable amounts for the previous year.

An online calculator is available at: <https://nss.hse.ie/PensionsEstimator/modellers.asp> to support the HSE Employee Superannuation Scheme. Please note that an employee's entire yearly span of employment may not equate with their pensionable service, as certain periods e.g. unpaid sick leave will be deducted, part-time service or any optional un-reckoned service may also need to be factored in.

Some early retirement schemes exist for Psychiatric Staff employed before 1 April 2004 under the Mental Treatment Act 1945 Nursing initiative schemes for General Nursing Staff.

In terms of the Single Public Service Superannuation Scheme, which applies to all pensionable employees recruited to the public sector on or after 1 January 2013, a member's calculator tool in respect of this scheme is available at: [www.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie)

### 32.2.1 Cost Neutral Early Retirement

While pension benefits are ordinarily payable at minimum retirement age (60/65/66 depending on the employee's superannuation scheme), the Cost Neutral Early Retirement Scheme enables employees to retire from age 50 (or age 55 in the case of new entrants and SPSPS members), with immediate payment of actuarially reduced pension and lump sum benefits.

It is extremely important that employees familiarise themselves with the pension provision within the HSE as early in their career as possible, so that they can make conscious decisions to maximise this benefit. The HSE also provides a pre-retirement programme for their benefit and places can be booked via HSeLand.

Many aspects of the pension schemes require detailed explanation and there is a range of information leaflets available. For all advice relating to the pension schemes, employees should contact their local HSE Pension Office. Further details of the schemes are available at: <https://healthservice.hse.ie/staff/pensions/pension-schemes/#hse-employee-superannuation-scheme>

We would like to thank everyone who contributed to the HSE Employee Handbook 2025.

While every effort has been made to ensure that the information contained in this document is accurate, the HSE's organisational structures, roles and responsibilities are subject to change. Employees are advised to monitor the HSE website [www.hse.ie](http://www.hse.ie) to keep up to date with future changes.

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

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