



Prospectus 2026

Leadership, Learning and Talent Management

2026

Subject to change



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Issued March 2026*

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Introduction

On behalf of the Leadership, Learning and Talent Management (LLTM) team, I would like to welcome you to our Learning and Development Prospectus which outlines our Learning and Development Programmes provided to support HSE staff around the country.

LLTM has extensive experience in developing and providing high quality programmes that support the priorities of the HSE. Our current suite of Learning and Development Programmes, and interventions support a number of the priorities set out in our People Strategy (2025 – 2027). Our programmes have also been developed in line with Sláintecare, which requires building organisational capacity, enhancing leadership accountability and building a sustainable, resilient workforce that is supported and enabled to deliver the Sláintecare vision. Further details on the HSE’s approach to Learning and Development (L&D) can be found in our Learning and Development Policy by accessing the following link:

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

HSE staff can view and enrol in available LLTM training programmes through HSeLanD. An LLTM Catalogue of training has been created to store all our programmes conveniently. I invite you to login to HSeLanD and browse the LLTM Catalogue. Information on each programme including the dates when sessions are taking place in the coming months can be found here and you have the opportunity to enrol online in a session which suits your availability. Please see the steps on the page overleaf for further information.

Online training supports for all staff is offered through HSeLanD. The area of online learning is an ever-developing part of the learning and development offering and is a flexible learning option for staff. There is a large suite of training programmes available covering both clinical and general development, and various hubs with cultivated resources including publications, articles and videos.

We hope that our Prospectus provides guidance in relation to the range of options available through LLTM in supporting your individual and team development needs. LLTM staff look forward to meeting you on one of our many programmes in the coming months.

Paul Gahan

Paul Gahan
Assistant National Director - HR
Leadership and Capability


Online Booking for LLTM Programmes

Please follow the steps below to access LLTM’s programmes on HSeLand.

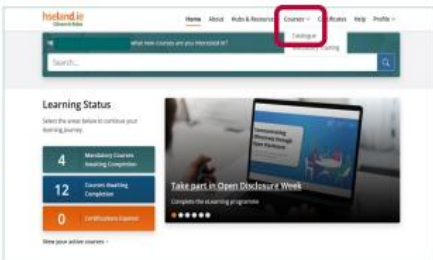
Prior to booking onto a programme staff members must discuss attending with their line manager to ensure that they have approval to undertake the programme. Staff will be asked to confirm that they have their line manager’s approval as part of the enrolment process.

Login to www.hseland.ie

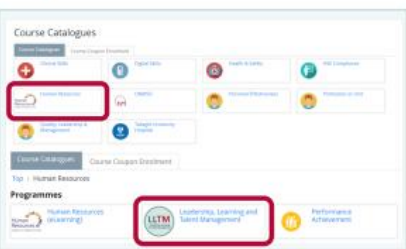
Use the prompt to reset your username/password if you have forgotten your login details. If you are a first time user, select Create an Account, and follow the steps for self-registration.

1


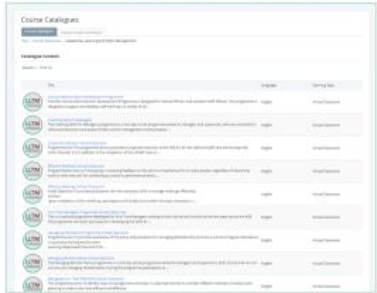
Select **Courses/Catalogue from the top menu**

2



Choose **Human Resources from the Course Catalogues and select the **LLTM** Catalogue**

3


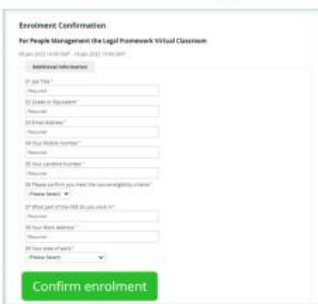
View the **LLTM programmes listed and **select the course** you wish to attend**

4


Read the programme information and scroll down to click the green **Enrol button for the **Session** you wish to attend**

5


Fill in the **Enrolment Confirmation Form and select the green **Confirm Enrolment** button**

6


Services Provided by LLTM

If you need Team Development Support in any of the following areas you should contact LLTM:

- Developing a team
- Facilitating a group/team
- Initiating an action learning group
- Bespoke interventions based on needs analysis
- 1:1 coaching

The Leadership, Learning and Talent Management teams are located in the following areas:

<p>Regional Education Centre, Ardee, Co. Louth</p>	<p>Email: betty.carolan@hse.ie Ph: 0416857816</p> <p>Email: joan.balfe@hse.ie Ph: 041 6859291</p>
<p>Unit 8A , Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p>	<p>Email: alex.ennis@hse.ie Ph: 087 7692794</p> <p>Email: michelle.Lockhart@hse.ie Ph: 086 3811513</p>
<p>An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p>	<p>Donegal, Sligo & Leitrim Email: grainne.kerrigan@hse.ie Ph: 087 1321426</p> <p>Galway, Mayo & Roscommon Email: leadershipeducation.development2@hse.ie Ph: 087 1321426</p> <p>Email: Sinead.Molloy2@hse.ie</p>
<p>Former Administration Building, St. Mary's Health Campus, Gurrabraher, Cork, T23X440</p> <p>Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p>	<p>Cork Email: shirley.aherne@hse.ie Ph: 086 0455556</p> <p>Kilkenny Email: Deirdre.Caffrey@hse.ie Ph: 087 4463838</p>

Please note that the details listed in this Prospectus are subject to change.

HSeLanD

Log on to HSeLanD.ie to further your learning and development

HSeLanD (www.hseland.ie) provides a central source of high quality online training, learning and development to healthcare professionals within the HSE, health care and related voluntary organisations throughout Ireland.

The online portal includes:

- Over 400 online e-Learning resources and programmes.
- A range of personal and professional development planning tools allowing users to plan their learning and development over time.
- Leadership and Management Development 360 degree competency assessment tools.
Collaborative learning hubs to facilitate knowledge sharing between multi-disciplinary groups.
- A full end to end Health electronic Learning Management (HeLM) system incorporating learning catalogues and classroom management.

As well as identifying personal, career and learning objectives, you can also put your plans into action by undertaking any of a large selection of online learning programmes, browse hubs and resources at your own pace and at a time that suits you.

HSeLanD is recognised for the positive impact on learners, having won many high profile learning awards including CIPD, IITD, eLearning Age, eGovernment and HR Leadership. HSeLanD (HSE) is the only Irish organisation to be awarded an International Gold Brandon Hall Award, for Learning Excellence.

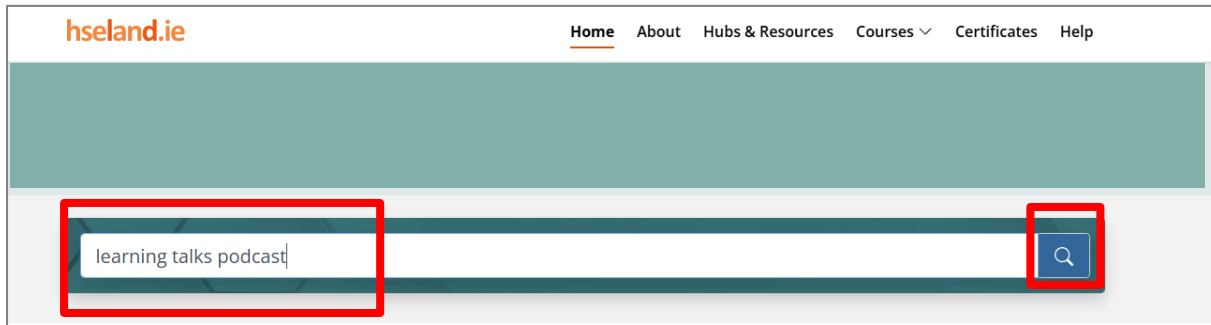
How to register:

You can register and/or log on to www.hseland.ie from any device at any time. If it has been a while since you last logged on, the portal is continually being updated, so why not see what learning resource can help you in your role.

Learning Talks Podcast

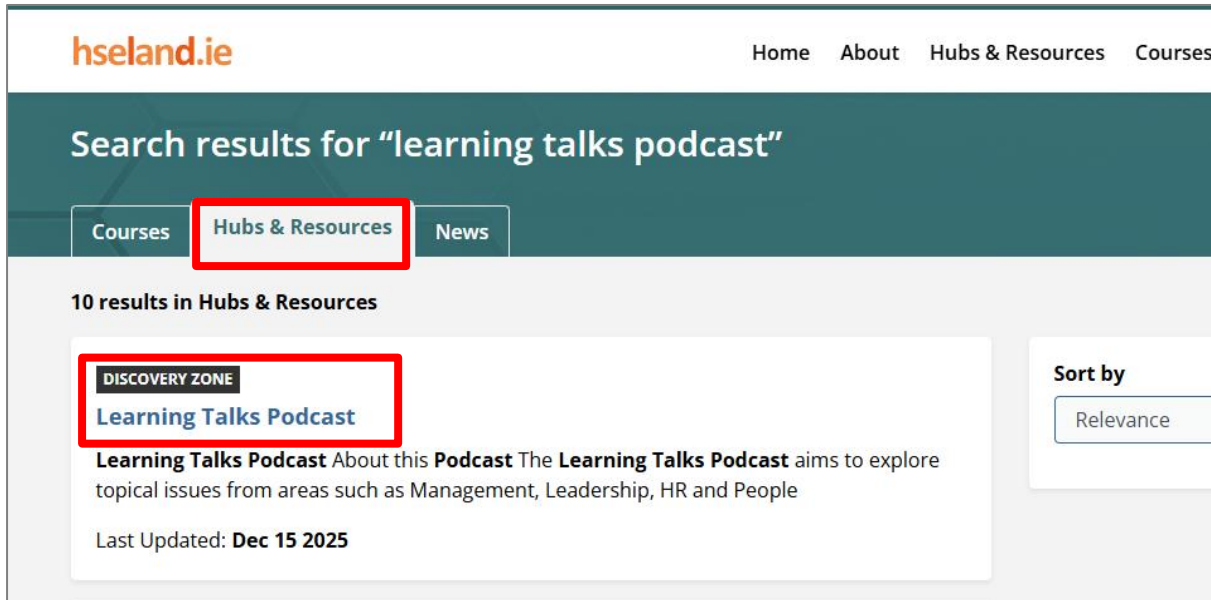
The Learning Talks Podcast aims to explore topical issues from areas such as Management, Leadership, HR and People Management. The Learning Talks Podcast is available now on HSeLanD and can be listened to on your PC or on your Phone.

After logging in to HSeLanD (www.hseland.ie) then type “Learning Talks Podcast” into the main search bar at the top of the home page and click on Search.



Once you get the results back, click on the Hubs & Resources tab and the podcast is at the top of the list.

Click on “Learning Talks Podcast”.



The Learning Talks Podcast page will open up for you. You can scroll down to see the different episodes.

Learning Talks Podcast



About this Podcast

The Learning Talks Podcast aims to explore topical issues from areas such as Management, Leadership, HR and People Management. It is a learning resource for HSE staff and is provided by Leadership, Leadership and Talent Management, part of the Capability and Culture team in National HR.

Details

Date added: **24 July 2025**

Tags: **Leadership, Learning & Management**

Episode 1 - Compassionate Leadership

Employee Induction

Programme Aim

Employee Induction is a five stage approach.

Stage 1: Pre-employment Induction checklist – this assists the line manager in preparing for the arrival of a new employee prior to commencement of employment in their team.

Stage 2: Corporate Induction Part 1: I-Start Induction Hub - is now live on HSeLanD and supports employees starting new, moving or changing roles. The twelve core themes have been identified to support staff, and the hub provides flexibility to work through each theme as appropriate to the new staff member's specific needs.

Stage 3: Departmental Induction checklist - a structured approach to introducing new employees to the organisation, its vision, mission, values and services. This checklist assists line managers in providing an introduction to the culture and work practices of the department so that the newly appointed / transferred employee has a clear understanding of their role, responsibilities and objectives

Stage 4: Site Induction checklist – this is an opportunity to provide staff members with information on various services within the site which they work.

Stage 5: Corporate Induction Part 2: LLTM virtual programme – is a half-day virtual classroom programme facilitated by Leadership, Learning and Talent Management. This programme aims to give context to new staff members regarding the HSE as an organisation and their role in it. More information on this programme can be seen on Page 8.

Please visit www.hseland.ie and the HSeLanD induction hub at <http://i-start.hseland.ie/> for HSE Induction Checklists and Guidelines.

Corporate Induction

Programme Aim

This programme aims to provide a Corporate Induction to the HSE for all new staff and staff who are moving roles within the HSE. It is in addition to the completion of the I-Start Hub and the departmental and site inductions.

Learning Objectives

At the end of this programme participants should have an understanding of the following:

- Where their role sits in the HSE
- What the HSE expects of them
- What the HSE can offer them
- Key resources for all staff to access as employees of the HSE

Prerequisites

In order to enrol on the Corporate Induction programme the following HSeLanD e-learning programmes must be completed first:

- An Introduction to Children First
- Dignity at Work
- The Fundamentals of GDPR

Please complete these programme before you enrol on the Corporate Induction programme.

Duration

This is a half-day virtual programme.

Targeted Participants

All new staff and staff who are moving roles within the HSE.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from.

Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Corporate Induction Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Alex Ennis by email at alex.ennis@hse.ie or by phone on 087 7692794.

Clerical Administration Development Programme

Programme Aim

The Clerical Administration Development Programme (CADP) recognises the very valuable contribution played by Clerical Officers and Assistant Staff Officers working across the HSE. This virtual programme aims to develop and enhance essential administration skills required to deliver a service user focused health service.

Learning Objectives

At the end of this programme, the participant should actively demonstrate:

- Team-working skills
- Understanding of their preferred working style
- Effective communication skills with service users and colleagues
- Time management skills for optimal productivity
- Competence in personal development plan creation
- Constructive participation in meetings, and minute taking skills*
- Personal resilience in the workplace
- Completion of an effective Service Improvement Initiative

*Please note that the content of the Minute Taking module in the Clerical Administration Development Programme is based on the content for the separate Minute Taking programme which is also on offer from LLTM. Participants who enrol in the Clerical Administration Development Programme do not need to undertake an additional Minute Taking programme.

Duration

This is a three-day virtual programme.

Targeted Participants

Grade III and Grade IV Clerical Administration staff.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Clerical Administration Development Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Deirdre Caffrey by email at Deirdre.caffrey@hse.ie or by phone on 087 4463838.

People Management the Legal Framework (PMLF)

Programme Aim

The programme aims to enable line managers to understand and operate key human resource policies and procedures, to improve employee performance, motivation and commitment and thus contribute to high quality patient care.

This programme:

- Gives a brief overview of the legal framework governing employer/employee relations.
- Illustrates how the various employment statutes impact on the people role of the Line Manager
- Demonstrates how the effective use of HR policies not only serves to comply with the legislative requirements but is also central to the motivation and commitment of staff to the organisation and high quality performance.

Learning Objectives

After completing this programme participants should understand their role and responsibilities as a Manager in relation to the following areas:

- Employee Performance
- Managing Employee Grievances
- Managing Attendance
- Equal Opportunities
- Dignity at Work
- Trust in Care
- Management of Atypical Contracts

Prerequisites

In order to enrol on the People Management the Legal Framework programme, the following HSeLanD e-learning programme must be completed first:

- Conducting an Informal Counselling Meeting

Please complete these programme before you enrol on the People Management the Legal Framework programme.

Duration

This virtual programme is four half-days together with a one-hour introduction to the programme. Day One of the programme will finish at 1.30pm.

Targeted Participants

All Line Managers, both clinical and non-clinical, with management responsibilities.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

NMBI Category 1 Approval

Upon completion of the People Management the Legal Framework Programme nurses and midwives registered with the Nursing and Midwifery Board of Ireland (NMBI) shall be awarded 16 Continuing Education Units (CEUs).

CORU CPD

Upon completion of the People Management the Legal Framework Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Betty Carolan by email at betty.carolan@hse.ie or on 0416857816.

First Time Managers Programme

Programme Aim

This programme is aimed at newly hired or promoted managers working in both clinical and non-clinical service areas across the HSE. The programme will assist participants in developing the skills and techniques required to enable them to perform more effectively in their role as a First Time Manager.

Learning Objectives

At the end of this programme managers should have a greater understanding of the following:

- HSE Strategy and Structure
- Quality and Patient Safety
- Personal Resilience
- Influence and Motivation
- Time Management and Delegation
- Diversity Equality and Inclusion
- Styles of Leading
- Communication and Introducing Change
- Giving and Receiving Constructive Feedback
- Recognising Conflict Handling Styles
- How to Chair a Productive Meeting

Participants will have an opportunity to explore their preferences for decision-making and communication using the Myers Briggs Personality Type Indicator (MBTI).

PLEASE NOTE: If you have not already attended the “People Management the Legal Framework programme”, it would be advisable that you apply for this programme prior to attending the First Time Managers programme.

Duration

This is a four-day virtual programme.

Targeted Participants

This virtual programme is aimed at both newly appointed/promoted managers and less experienced managers.

E-Learning programmes

Pre-work for this programme includes completion of **ONE** of the following e-learning programmes which are available on HSeLanD:

1. Facing challenges as a first time manager
2. The reality of being a first time manager

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

NMBI Short Course Pathway

Upon completion of the First Time Managers Programme, 24 Continuous Professional Development (CPD) hours are awarded in accordance with the Nursing and Midwifery Board of Ireland (NMBI) for registered Nurses and Midwives.

CORU CPD

Upon completion of the First Time Managers Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Grainne Kerrigan by email at grainne.kerrigan@hse.ie or by phone on 071 9834646 / 087 1321426.

Coaching Skills for Managers

Programme Aim

The Coaching Skills for Managers programme is aimed at managers and supervisors who are motivated to reflect and become more aware of their current management communication styles and want to develop a new understanding of how a coaching style of management can further develop their staff and enhance workplace performance.

The virtual programme adopts an adult learning approach, where participants are also encouraged to take responsibility for their own learning. This may be realised through self-directed learning activities such as exploring and reading relevant literature, and working through the programme slides and participant handbook before, during and after the programme.

Learning Objectives

On completion of this programme, participants should be able to:

- Describe and understand how a coaching approach enables an engaging effective management/leadership style
- Distinguish between Counselling, Mentoring and Coaching
- Use impactful communication that allows a coaching style of management/leadership
- Recognise the impact of self-awareness, and emotional intelligence on working relationships
- Explore how to engage in supportive feedback using a coaching approach

Duration

This is a two-day virtual programme.

Targeted Participants

Managers and Supervisors, both clinical and non-clinical, who have completed the People Management; the Legal Framework programme and the First Time Managers programme.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

NMBI Short Course Pathway

Upon completion of the Coaching Skills for Managers Programme, 12 Continuous Professional Development (CPD) hours are awarded in accordance with the Nursing and Midwifery Board of Ireland (NMBI) for registered Nurses and Midwives.

CORU CPD

Upon completion of the Coaching Skills for Managers Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Magdalena Wojcik by email at [magdalena.wojcik@hse.ie](mailto:magdalen.wojcik@hse.ie) or by phone on 087 3772340.

Managing Teams Effectively

Programme Aim:

To create conditions which enable effective team management whether working face to face or in a blended work environment.

Learning Objectives:

Participants will learn to:

- Understand the elements of a high performing team
- Appreciate the context in which teams operate in the HSE
- Promote a culture of trust in your team
- Promote the implementation of the key principles of psychological safety

Duration

This is a one-day virtual programme.

Targeted Participants

This virtual programme is aimed at managers and supervisors, both clinical and non-clinical who are managing teams.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Managing Teams Effectively Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Deirdre Caffrey by email at deirdre.caffrey@hse.ie or by phone on 087 4463838.

Managing Employee Performance Effectively

Programme Aim:

The overall aim of the programme is to enable participants to build the necessary skills and knowledge to effectively manage employee performance. This programme will provide participants with a greater understanding of the performance review process in place in the HSE and the skills required to effectively manage performance. It will enable line managers to promote a culture of high performance within their teams and set performance standards across their teams as well as building commitment and morale.

Learning Objectives:

On completion of this programme, participants should be able to:

- Identify the importance of managing performance in your teams
- Describe how the following HR Processes; Induction, Probation Management, Performance Achievement and Performance Review Meetings, contribute to the fostering of good performance amongst employees
- Identify how to address underperformance with staff members
- Describe the process for managing underperformance and the resources available to you as a line manager such as Informal Counselling and the Disciplinary Procedure

Duration

This is a half-day virtual programme.

Targeted Participants

This programme is aimed at experienced managers in the HSE and Section 38 organisations who have people management responsibilities. This programme is for managers who previously completed the managing performance module within the PMLF programme and wish to explore this area in more detail, or managers who would like to enhance their skills in managing performance effectively.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme.

To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

Pre-requisites

- Complete the “Conducting an Informal Counselling Meeting” e-Learning programme on HSeLanD prior to enrolling (approximately 60 minutes).
- Complete “Performance Achievement” webinar two on HSeLanD prior to enrolling:
 - Performance Achievement Webinar Two – “Setting Performance Achievement Objectives” (approximately 11 minutes).

Please note that it is recommended for Line Managers who are not familiar with Performance Achievement to complete all four Performance Achievement webinars.

It is also recommended that participants complete the People Management the Legal Framework programme in order to understand the legal framework underpinning people management in the health service, if not already completed in the past.

CORU CPD

Upon completion of the Managing Employee Performance Effectively Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Alex Ennis at alex.ennis@hse.ie or by phone on 087 7692794.

Performance Conversations for Managers Live Webinar (90-Minute Refresher)

Webinar Aim

This live virtual Webex webinar is designed as a refresher for managers across the HSE on managing performance. The session explores the Performance Review and Performance Achievement processes, along with the key responsibilities of line managers in supporting staff development and organisational performance through regular performance conversations.

The webinar incorporates video scenarios to bring both the conversational skills and associated processes to life, supporting practical application in the workplace.

This webinar will enable participants to:

- To explain the difference between Performance Review and Performance Achievement
- To consider what a year in the life of managing performance might look like within your team
- To recognise the Performance Review process
- To recognise the Performance Achievement process and Performance Achievement Objectives
- To recognise what these processes look like in action through video scenarios
- To highlight supports available to line managers for managing performance

Duration

This is a 90-minute live virtual webinar delivered via Webex.

Targeted Participants

Managers and Supervisors responsible for managing employee performance, as well as Local HR professionals.

Programme Requirements

Please note that this live virtual webinar is not interactive. Participants will not be required to use their microphone or camera during the session. Queries can be submitted using the Q&A function, which will be addressed during the dedicated Q&A segment.

To facilitate the best learning experience, it is recommended that:

- Participants join the webinar from a quiet space to support concentration
- A strong and reliable internet connection is used

Please note that the webinar will be recorded; however, recording will cease prior to the live Q&A segment to protect the privacy of participants and their queries. The recording will be made available on HSeLanD for attendees who may wish to revisit the webinar content in the future.

Prerequisites

There are no prerequisites for this webinar; however, familiarity with the performance review and performance achievement processes is beneficial.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Leadership, Learning and Talent Management by email at traininganddevelopment@hse.ie.

Leaders in Management

Programme Aim

This eight-day Leadership Programme is designed for HSE Managers. The programme has been designed in response to managers' needs and will provide you with the opportunity to explore, network and collaborate with colleagues across a range of services.

Programme Delivery Format

This blended programme is delivered over a seven to eight month period and provides an opportunity for managers to consider and develop their leadership skills and knowledge. It includes core modules, practical tools, seminar groups, e-learning, completion of a work based quality improvement project, action learning and other inputs all delivered using adult-learning methodologies.

Learning Outcomes

This programme will support you to enhance and further develop your skills in:

Managing your Service

Develop your management and leadership capability to lead teams in the planning and delivery of a high quality service and influence healthcare outcomes, strengthen your ability to navigate and lead in a changing health care environment.

Being Strategic

Enhance your ability to improve the quality and efficiency of your service – including strategic planning, project and change management skills.

Being a Leader

Support you to become the best leader you can be by: Developing your resilience, building your capacity and confidence in leading your team, and managing team performance.

Targeted Participants

This programme has been designed for Service Managers and Heads of Discipline, both clinical and non-clinical.

NMBI Category 1 Approval

Upon completion of the Leaders in Management Programme nurses and midwives registered with the Nursing and Midwifery Board of Ireland (NMBI) shall be awarded 30 Continuing Education Units (CEUs).

CORU CPD

Upon completion of the Leaders in Management Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional

development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

Registering your interest

Please note that applicants may register their interest in this programme by contacting the relevant regional LLTM coordinator with the following information:

- Job Title and Grade
- Department and Division name e.g. CHO/ Hospital Group/ Corporate etc.
- Line Manager Name

Contact details for your regional LLTM team are listed on page 4 of this prospectus.

Presentation Skills

Programme Aim

Communicating ideas effectively to your audience is the key to any successful presentation. This practical Presentation Skills course not only provides the tools and information to help you do this, but also allows you to put these new skills into practice.

Learning Objectives

This programme will support you to:

- Prepare your presentations more effectively
- Build confidence and professionalism
- Manage nerves
- Engage your audience by mastering the art of presence (Voice/Body language)
- Connecting with your audience

This is an interactive workshop and you will have an opportunity to prepare and deliver a presentation and obtain structured feedback.

It is a requirement that you complete the following two e-learning programmes available on HSeLanD before attending the programme.

- PowerPoint Office 365 (Windows): Getting Started
- PowerPoint Office 365 (Windows): Using Multimedia in Presentations

If you are not already familiar with PowerPoint it is recommended that you complete the following e-learning programme available on HSeLanD before attending the programme.

- PowerPoint Office 365 (Windows) Using Multimedia and Animations in PowerPoint Enhancing Presentation Designs

Duration

This is a half-day virtual programme.

Targeted Participants

The programme is open to any staff member who wishes to improve their skills in the area of presentations.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. . Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where

they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Presentation Skills Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Keith Halpin by email at keith.halpin@hse.ie or on 087 490 9543.

Retirement Planning

Programme Aim

This one-day retirement planning seminar assists participants in planning for their approaching retirement. It is delivered as a combination of virtual presentations from speakers from various speciality areas and a series of pre-recorded webinars.

Learning Objectives

The seminar is delivered by subject matter experts and will provide information on a range of topics to support staff in making the transition from work to retirement, such as:

- Superannuation
- Legal matters
- Social Welfare Benefits
- Coaching for retirement

The seminar is supported with the following webinars to provide additional information in areas of:

- Healthy activity in retirement
- The transition from working in the HSE to retirement
- Opportunities for volunteering in retirement
- Minding your wellbeing

Duration

This is a one-day virtual programme.

Targeted Participants

All staff who are contemplating retirement within two years.

Programme Requirements

To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Retirement Planning Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Joan Balfe by email at joan.balfe@hse.ie or by phone on 041 6859291.

Managing Attendance

Programme Aims

- To promote awareness of the policy and procedure for managing attendance
- To promote a culture of regular attendance in a positive working environment

Learning Objectives

At the end of this session participants should be able to:

- Communicate the Managing Attendance policy to employees
- Demonstrate your understanding of the role of the Manager in managing attendance
- Understand the role of the Occupational Health Department
- Promote active attendance policies and procedures
- Hold Return to Work Discussions and Attendance Review Meetings
- Recognise and manage non-compliance of the managing attendance policy

Prerequisites

In order to enrol on the Managing Attendance programme, the following HSeLanD e-learning programme must be completed first:

- Work Rehabilitation in the HSE (Modules One and Two)

Please complete this programme before you enrol on the Managing Attendance programme.

Duration

This is a half-day virtual programme.

Targeted Participants

All staff who have direct people management responsibility.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Managing Attendance Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Alex Ennis by email at alex.ennis@hse.ie or by phone on 087 7692794.

Managing Attendance Live Webinar (90-Minute Refresher)

Webinar Aim

This live virtual Webex webinar is designed as a refresher for managers across the HSE on managing attendance in line with relevant policies and procedures. The webinar supports managers in promoting a culture of regular attendance within a positive working environment and highlights the importance of effective attendance management in supporting employee wellbeing and service delivery.

The session provides an overview of managers' responsibilities in managing short-term and long-term absence and includes practical examples to support understanding of return-to-work discussions and available employee supports.

This webinar will enable participants to:

- Identify the importance of managing attendance
- Explore the negative impact of mismanagement of attendance issues
- Outline their responsibilities regarding attendance management as a line manager
- Recognise the importance and benefits of return-to-work discussions
- Explain the procedure for frequent short-term illnesses and periods of long-term absence
- Identify supports available to employees

Duration

This is a 90-minute live virtual webinar delivered via Webex.

Targeted Participants

HSE staff with direct people management responsibilities.

Programme Requirements

Please note that this live virtual webinar is not interactive. Participants will not be required to use their microphone or camera during the session. Queries can be submitted using the Q&A function, which will be addressed during the dedicated Q&A segment.

To facilitate the best learning experience, it is recommended that:

- Participants join the webinar from a quiet space to support concentration
- A strong and reliable internet connection is used

Please note that the webinar will be recorded; however, recording will cease prior to the live Q&A segment to protect the privacy of participants and their queries. The recording will be made available on HSEland for attendees who may wish to revisit the webinar content in the future.

Prerequisites

There are no prerequisites for this webinar; however, familiarity with the HSE Managing Attendance Policy and procedures, and experience in a people management role, would be beneficial.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Leadership, Learning and Talent Management by email traininganddevelopment@hse.ie.

Effective Meetings

Programme Aim

To provide participants with the necessary skills to manage meetings effectively.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Consider the steps necessary in the planning/preparation of an effective meeting
- Evaluate current meetings
- Identify different roles involved in meetings
- Structure an effective agenda
- Adhere to effective meeting etiquette
- Learn techniques for encouraging helpful participation and avoiding negative behaviour
- Highlight best practice in recording decisions made and actions agreed

Duration

This is a half-day virtual programme.

Targeted Participants

All staff who are involved in managing or attending meetings.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Effective Meetings Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Keith Halpin by email at keith.halpin@hse.ie or on 087 490 9543.

Minute Taking

Programme Aim

This programme aims to introduce by means of a practical and interactive virtual workshop, skills and information which will help participants to produce minutes for meetings. The programme provides tips, techniques, and tools which will support participants to develop confidence in preparation for minute taking.

Learning Objectives

At the end of the programme participants will have a knowledge of the responsibilities of a Minute Taker before, during and after a meeting and will have an opportunity to practice minute taking.

- Identify the key tasks and responsibilities for the minute taker
- Discuss challenges to the role and possible solutions on how to overcome them
- Provide tips and tools to help build confidence in the role
- Tips on what can help reduce stress
- Opportunity to practice taking minutes

*Please note that participants who have completed the Clerical Administration Development Programme (and the minute taking module associated with it) do not need to undertake an additional Minute Taking programme. The content is similar to ensure alignment across LLTM programmes.

Duration

This is a half-day virtual programme.

Targeted Participants

Staff who have been appointed to take minutes or notes in a variety of meeting settings.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Minute Taking Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD)

activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Keith Halpin by email at keith.halpin@hse.ie or on 087 490 9543.

Managing Your Time Effectively

Programme Aim

To provide staff with the opportunity to explore and identify ways to manage their time and tasks in a planned manner. To consider different methods of analysis and planning in order to be more efficient and effective.

Learning Objectives

Upon completion of this workshop, participants will have developed their understanding of:

- Time Management
- Analyse how you spend your time
- Identify ways to manage time and tasks in a planned manner
- Consider different methods of analysis and planning in order to be more efficient and effective
- Increase the time in which you can work by eliminating time stealers
- Set goals to plan your work and life more effectively
- Increase your motivation, effectiveness and reduce stress

Duration

This is a half-day virtual programme.

Targeted Participants

This programme is open to all staff; however those in Grade III and Grade IV roles are particularly welcome to attend.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Managing Your Time Effectively Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Deirdre Caffrey by email at deirdre.caffrey@hse.ie or by phone on 087 4463838.

Effective Feedback

Programme Aim

How is it that giving or receiving feedback on the job is so treacherous for so many people, regardless of where they work or what they do? For something so critical to performance and to getting strong results, giving or receiving input is so often poorly understood and poorly handled. It does not have to be that way.

This programme is designed to provide staff with the skills and confidence to both give and receive feedback effectively to and from others in the organisation.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Define Effective Feedback
- Discuss the barriers to providing feedback
- Know the benefits of giving and receiving feedback
- Describe the characteristics of Effective Feedback
- Practice skills required in giving Effective Feedback

Duration

This is a half-day virtual programme.

Targeted Participants

Staff who wish to develop skills for giving and receiving feedback.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme. Places on the programmes below are subject to availability.

CORU CPD

Upon completion of the Effective Feedback Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Keith Halpin by email at keith.halpin@hse.ie or on 087 490 9543.

Facilitation Skills

Programme Aim

This programme aims to support staff to develop confidence and competence in effective group facilitation skills to enable staff to perform more effectively in their role.

Learning Objectives

On completion of this module participants will be able to:

- Understand and describe what is meant by group facilitation
- Identify and understand the key elements of the facilitation process
- Recognise the characteristics of group dynamics
- Identify and utilise group facilitation skills
- Enhance confidence in facilitation skills

Duration

This is a one-day virtual programme.

Targeted Participants

This programme is aimed at staff (clinical or non-clinical) for which group facilitation is currently part of their role, or will be part of their role. The programme is open to experienced group facilitators wishing to engage in continued professional development, as well as staff who are newer to group facilitation and wish to develop their skills in this area.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Facilitation Skills Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Deirdre Caffrey by email at Deirdre.caffrey@hse.ie or by phone on 087 4463838.

Managing Conflict Effectively

Programme Aim

To provide you with the necessary skills and knowledge to manage conflict effectively, enhancing awareness of underlying variables leading to conflict, and enabling line managers to promote healthy working relationships and a positive team environment.

Learning Objectives

At the end of this programme you will have a knowledge and appreciation of:

- Identification and understanding of the signs, symptoms and impact of conflict
- Understanding models, tools & techniques to assist in managing conflict effectively
- Reviewing a manager's role in preventing & managing conflict
- Identifying what it means to have a positive work environment and how to ensure this is developed and sustained

Duration

This is a one-day virtual programme.

Targeted Participants

This virtual programme is aimed at HSE staff with people management responsibilities.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme. Places on the programmes below are subject to availability.

CORU CPD

Upon completion of the Managing Conflict Effectively Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Sinead Molloy by email at Sinead.Molloy2@hse.ie.

Leading Multi-Cultural Teams

Programme Aim

The overall aim of the programme is to enable participants to build the necessary skills and knowledge to manage multi-cultural teams effectively. This programme will provide participants with an understanding of some of the issues that can arise within multi-cultural teams and how to effectively manage those issues. It will enable line managers to promote healthy working relationships within their teams and foster a positive environment within the workplace.

Learning Objectives

On completion of this programme participants will be able to:

- Recognise key concepts relating to Diversity, Equality and Inclusion
- List examples of unconscious bias that may occur relating to Multi-Cultural Teams
- Identify the difference between Cultural Awareness and Cultural Intelligence
- Recognise how Culture impacts on Work Processes & Dynamics
- Manage common workplace Cultural Issues and Challenges
- Highlight a Manager's role in Developing an Inclusive Working Environment for Multi-Cultural Teams

Duration

This is a half-day virtual programme.

Targeted Participants

Staff in the HSE and Section 38 organisations who have leadership responsibilities.

Programme Pre-Requisites

This virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that:

-Colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from.

-Access to a reliable internet connection is also needed.

-A laptop or a PC with a camera and audio are preferred for joining virtual programmes.

-Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

Programme Pre-Requisites

Complete HSE Diversity, Equality and Inclusion eLearning on HSeLand.

- Module 1: An Introduction to Diversity, Equality and Inclusion
- Module 3: Working in a Diverse Team

CORU CPD

Upon completion of the Leading Multi-Cultural Teams Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Magdalena Wojcik by email at magdalena.wojcik@hse.ie or on 087 3772340.

Consultants Leadership and Management Development Programme

Programme Aim

This programme aims to strengthen Consultants' knowledge and skills to support them in their remit as managers of Non-Consultant Hospital Doctors (NCHDs). It is designed to strengthen leadership and management practice through practical tools and strategies that support the development of effective teams and positive working environments.

The programme is delivered using a variety of interactive and engaging learning methodologies, including skills practice, case study scenarios, group work, plenary discussion, reflective practice, and facilitator-led learning to ensure strong relevance to the day-to-day leadership challenges within healthcare settings.

Learning Objectives

The programme is structured across two core themes:

Session One - Building a Positive Working Environment

Upon completion of this programme participants should be able to:

- Recognise opportunities to demonstrate emotionally intelligent leadership and understand its positive impact in healthcare settings
- Understand the Consultants role in fostering Psychological Safety and Trust in teams
- Recognise the relevance of psychological safety and trust within teams in healthcare settings
- Identify strategies to create a safe and trusting team environment
- Recognise and apply effective conflict handling styles and conflict management strategies
- Understand the application of necessary actions in accordance with relevant organisational processes
- Understand and adapt to dynamics of diverse meeting environments
- Identify different strategies that can be employed in the context of meetings from an influence and stakeholder management perspective

Session Two - Managing and Leading Effective Teams

Participants will be able to:

- Enhance awareness of the principal themes relating to multicultural teams in today's evolving Health Care setting
- Recognise opportunities to apply proven strategies to effectively lead multicultural teams
- Recognise the growing influence of a coaching style of management in creating a high-performing team, leading to improved service delivery and a highly capable and resilient medical workforce for the future

- Develop key coaching skills to assist in navigating conversations with Health Care staff in today's complex Health Care settings
- Identify opportunities to adopt a coaching style in the context of managing performance as a consultant leading a team
- Understand relevant people management resolution processes within the Health Care setting when challenges arise within a team

Duration

The programme is delivered over two half-day virtual sessions, running from 1:45pm to 5:00pm.

Targeted Participants

This programme is aimed at all Consultants and is designed to support newly appointed Consultants, as well as experienced Consultants seeking a continuing professional development opportunity.

Programme Requirements

Please note that this virtual programme is interactive and participative. Participants will be engaging with the facilitator and with each other through discussion, group work, and scenario-based learning activities and will need to be able to both see and hear each other throughout the programme.

To facilitate the best learning experience for all, it is recommended that:

- A reliable internet connection is used
- A laptop or PC with camera and audio is used to join the programme

Prerequisites

Participants are expected to complete the Thomas Kilmann Instrument Questionnaire e-mailed to them by no-reply@themyersbriggs.net. Once individuals complete this questionnaire, they will be issued with a full report by email on their preferred conflict handling style(s). This model will be referenced throughout the programme.

RCPI CPD

On completion of both sessions, participants will receive a certificate of completion and are eligible for six CPD Credits in the Accredited CE category from the Royal College of Physicians in Ireland (RCPI).

View Dates and Book a Place

If you are interested in participating in our Consultants Leadership Management Development programme, please contact Consultants.DevProgramme@hse.ie for further information.

Managing Grievances

Programme Aims

This programme aims to provide line managers with the necessary knowledge and skills to manage grievances effectively in line with best practice utilising organisational policies, procedures and processes. Participants will be provided with an opportunity to put the knowledge and skills gained throughout the programme into practice through a skills practice and analysing case studies.

Learning Objectives

Upon completion of this training, participants should be able to:

- Describe the Grievance procedure and the Legal Framework underpinning this procedure
- Recognise what a grievance is
- Identify your role and responsibilities as line manager in managing grievances informally and formally
- Describe how to resolve grievances at the informal stage with staff
- Apply the skills to conduct an informal grievance meeting and a formal grievance hearing

Duration

This is a half-day virtual programme.

Targeted Participants

This programme is targeted towards line managers in the HSE and Section 38 Organisations.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Managing Grievances Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Magdalena Wojcik by email at magdalena.wojcik@hse.ie or on 087 3772340.

Support Contact Person – Dignity at Work

Programme Aim

This programme is designed to provide Support Contact Persons with the knowledge and skills to undertake this voluntary role as detailed in the revised Dignity at Work Policy.

Learning Objectives

During the two-day training, participants should:

- Gain an understanding of the revised Dignity at Work Policy
- Describe the role of the Support Contact Person
- Outline the contracting process associated with this role
- Develop skills in Empathy, Rapport, Active Listening and Powerful Questions
- Gain an understanding of conflict
- Develop knowledge on the key supports and services available for Dignity at Work. These include mediation and a knowledge of Staff Health and Wellbeing Infrastructure
- Identify strategies for effectively managing a conversation with a distressed individual
- Outline when to close the engagement
- Recognise the importance of monitoring and building your own personal resilience
- Engage in observed role-plays to put knowledge and skills into practice

Duration

This virtual programme is two full days with a one-hour introduction to the programme.

Targeted Participants

A Support Contact Person provides confidential information and emotional support to the parties to a complaint. They do not act as advocate or representative for the complainant and they should have appropriate training and experience and be familiar with the relevant Human Resources procedures including the Dignity at Work Policy.

This training programme has been designed for staff members who have been selected by their line managers to undertake this role.

To ensure that support contact persons are trained across the organisation, the programmes will ideally reflect a spread of participants in terms of geographical location and experience in the HSE and Section 38 organisations. On this basis, please note that we may be required to re-assign participants to other training dates. If this is the case we will liaise with participants to reschedule to an alternative training with their agreement. Each of the programme sessions listed below are open to applicants from all parts of the country.

Each of the programme sessions listed below are open to applicants from all parts of the country.

Prerequisites

Enrolment is not permitted unless you have taken all of the modules/programs listed below, or their equivalents:

- Dignity at Work (Revised 2022)

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme. Places on the programmes below are subject to availability.

CORU CPD

Upon completion of the Support Contact Person Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Magdalena Wojcik by email at [magdalena.wojcik@hse.ie](mailto:magdalen.wojcik@hse.ie) or by phone on 087 3772340.

Nominated Person – Dignity at Work

Programme Aim

This programme is designed to provide Nominated Persons with the knowledge, skills and capabilities to undertake this voluntary role as detailed in the revised Dignity at Work Policy.

Learning Objectives

During the three-day training, participants should:

- Gain an understanding of the revised Dignity at Work Policy
- Describe the role of Nominated Person
- Outline the contracting process associated with this role
- Develop skills in Empathy, Rapport, Active Listening and Powerful Questions
- Gain an understanding of conflict
- Develop knowledge on the key supports and services available for Dignity at Work which includes Mediation and a knowledge of Staff Health and Wellbeing Infrastructure
- Outline the options available under the Dignity at Work Policy
- Understand how to apply the skills in a facilitative process
- Engage in observed role-plays to put knowledge and skills into practice

Duration

This virtual programme is three full days with a one-hour introduction to the programme.

Targeted Participants

A Nominated Person is a supervisor / manager or someone in authority who manages the complaint on behalf of the organisation at secondary informal procedure stage 2.

This training programme has been designed for staff members who will be undertaking this role.

To ensure that nominated persons are trained across the organisation, the programmes will ideally reflect a spread of participants in terms of geographical location and experience in the HSE and Section 38 organisations. On this basis, please note that we may be required to re-assign participants to other training dates. If this is the case we will liaise with participants to reschedule to an alternative training with their agreement. Each of the programme sessions listed below are open to applicants from all parts of the country.

Prerequisites

Enrolment is not permitted unless you have taken all of the modules/programs listed below, or their equivalents:

- Dignity at Work (Revised 2022)

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme. Places on the programmes below are subject to availability.

CORU CPD

Upon completion of the Nominated Person Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Betty Carolan by email at betty.carolan@hse.ie or on 0416857816.

Dignity at Work for Line Managers Training

Programme Aim

The overall aim of this programme is to provide line managers with the necessary skills and knowledge to foster a positive supportive work environment, where good communication, support and mutual respect are the norm and to enable line managers to resolve complaints informally at local level where appropriate in line with the Dignity at Work Policy.

Learning Objectives

At the end of this programme participants should have increased understanding of the following:

- The HSE Dignity at Work Policy
- Roles and responsibilities of line managers under the Dignity at Work Policy
- The key supports and services available under the policy including Mediation, Coaching and Workplace Health and Well-being Infrastructures
- Identifying what it means to have a positive work environment and how to ensure this is developed, promoted and embedded within the department
- How to address conflict informally
- Application of practical skills from role-play and scenario-based learning

Duration

This is a half-day virtual programme.

Targeted Participants

Line Managers in HSE and Section 38 Organisations.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that:

- Colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from.
- Access to a reliable internet connection is also needed.
- A laptop or a PC with a camera and audio are preferred for joining virtual programmes.
- Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Dignity at Work for Line Managers Training Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Betty Carolan by email at betty.carolan@hse.ie or on 0416857816.

Train the Dignity at Work Trainer

Please note that this programme is for designated local HR staff in the HSE and Section 38 who will be providing briefing sessions to staff and management on Dignity at Work Policy.

Programme Aim

The overall aim of this programme is to enable you to provide briefing sessions to managers and staff on the Dignity at Work Policy using adult learning principles. In this session the Dignity at Work Policy briefing will be delivered using adult learning principles. This will provide you with an opportunity to experience and discuss the difference between delivering a Presentation versus Facilitating a group. There will also be opportunities for a Q&A session facilitated by a representative from Employee Relations.

Learning Objectives

At the end of this programme participants should have increased knowledge and appreciation of:

- Explain the Dignity at Work Policy and the key changes in the revised policy
- Define the different roles under the policy
- Role of the Line Manager
- Role of the Employee
- Role of HR
- Role of the Support Contact Person
- Role of the Nominated Person
- Role of the Investigation Commissioner
- Explain the complaints management procedure and where each role sits in this procedure
- Outline the supports available under the Dignity at Work Policy
- Understand adult learning principles
- Differentiate between delivering a presentation versus facilitating a group

Prerequisites

- Read the Dignity at Work Policy.
- Watch the Dignity at Work e-Learning module.
- Watch the video on using zoom.
- Watch a video on Adult Learning Theory.
- Watch mediation webinar presented by Joan Smith, Mediation Services Manager.

Duration

This virtual programme is a half-day programme with a one-hour introduction to the programme.

Targeted Participants

Local HR HSE and Section 38 staff who will be providing briefing sessions to staff and management on Dignity at Work Policy.

Programme Requirements

Please note that this virtual programme is an interactive and participative programme. Participants will be engaging with each other and with the facilitator in discussion and in group work and will need to be able to both see and hear each other throughout the programme. To facilitate the best learning experience for all it is recommended that:

- Colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from.
- Access to a reliable internet connection is also needed.
- A laptop or a PC with a camera and audio are preferred for joining virtual programmes.
- Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

Please note that participants must attend the one hour pre-introduction in advance of this half day training programme.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Magdalena Wojcik by email at magdalena.wojcik@hse.ie or by phone on 087 3772340.

Master Class Courtroom Skills for HSE Staff

Programme Aim

This programme aims to support HSE staff who attend court on behalf of the HSE by enhancing their courtroom skills.

Learning Objectives

Upon completion of this virtual master class, participants should have increased understanding of:

- The role of Tusla Child Protection, Gardaí, and Witnesses
- The role of Solicitors, Barristers, and Judges
- The role of the HSE Legal Department
- Court Procedures and Protocols
- Preparation Techniques
- Lawyer Techniques in cross examination and how to handle them
- How to give confident testimony under examination
- Witness rights if being intimidated
- The importance of note taking and record keeping
- Considerations when dealing with different jurisdictions

Duration

This programme is approximately three hours in duration.

Targeted Participants

Staff who attend court on behalf of the HSE.

Programme Requirements

To facilitate the best learning experience for all it is recommended that colleagues only sign up for a programme where they have access to a camera and audio on the laptop or PC that they are joining from. Access to a reliable internet connection is also needed. A laptop or a PC with a camera and audio are preferred for joining virtual programmes. Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality required to participate in the programme.

CORU CPD

Upon completion of the Masterclass Courtroom Skills for HSE Staff Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Joan Balfe by email at joan.balfe@hse.ie or by phone on 041 6859291.

Mid-Career Planning Programme

Programme Aim

This programme aims to provide staff who are mid-career with relevant information, links and key resources which will enable them to plan effectively for their future working lives in the HSE.

Learning Objectives

Upon completion of this programme, participants should have increased understanding of:

- What is involved in the 'Mid-Career Stage'
- Continuous Professional Development and Career Development
- Coaching at Mid-Career
- Pension Information
- Minding your Wellbeing

Duration

This is a half-day virtual programme.

Targeted Participants

HSE Staff who are considered by themselves and their line managers as being at mid-career stage.

Programme Requirements

This programme is a webinar style programme on Zoom. Webinar attendees will not have the option to turn on their camera or microphone.

To facilitate the best learning experience for all, it is recommended that attendees have access to a laptop or PC with a reliable internet connection.

Joining via a tablet or mobile phone is not recommended as these do not allow the participants to access all of the functionality in the programme.

CORU CPD

Upon completion of the Mid-Career Planning Programme, health and social care professionals registered with CORU can recognise this programme as a suitable continuous professional development (CPD) activity for their role. CPD credits may then be allocated based on the new or enhanced learning associated with the activity.

View Dates and Book a Place

To view dates and book a place please follow the steps for Online Booking for LLTM Programmes on page 3 above.

For queries, please contact Betty Carolan by email at betty.carolan@hse.ie or on 0416857816.

Team Development Services

Team Development Aims

In our changing world, workplace teams are increasingly varied and complex. Leadership, Learning and Talent Management offer bespoke team interventions tailored to the specific needs of the team.

Leadership, Learning and Talent Management (LLTM) offer team facilitation supports to help teams function effectively.

LLTM facilitates team sessions to strengthen relationships and help teams better understand and appreciate each other's work styles and preferences. LLTM also offer bespoke team interventions in which Line Managers can also propose any specific issues they would like to address.

Team Development sessions may include:

- Strength-based team reviews
- Exercises to understand team styles
- Bespoke team intervention

Duration

This is contracted with individual teams depending on specific needs.

Targeted Participants

Any team.

How to Apply

If you are interested in team development workshops, please contact your local LLTM team for further information. Contact details can be found on page 4 of this Prospectus.