



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

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MEMO

To: Each Member of the Directorate and Leadership Team
Each Assistant National Director HR
Each Hospital Group CEO
Each Hospital Group Director of HR
Each Chief Officer CHO
Each CEO Section 38 Agencies
Each HR Manager Section 38 Agencies
Each Employee Relations Manager

From: Rosarii Mannion, National HR Director, HSE

Date: 19th April 2016

Subject: Revised Procedures and Process for the Recruitment/Filling of Senior Level Posts in the Staff Category of Management/Administration

Introduction and Context

The Health Service Personnel Census recorded an increase of 258 WTEs (+24%) in senior grades VIII and higher (management / admin category) in the period from the end of 2013 to the end of January 2016. This contrasts with overall growth of 7.39% for the overall health sector employment during the same timeframe.

Some of this growth has been driven by the reform programme and by the regularisation process, as provided for in the Lansdowne Road and Haddington Road Agreements.

Growth of this magnitude represents a significant financial challenge for the HSE which is not sustainable. In this context, the Department of Health has directed the HSE to put in place measures to control this growth and expenditure. This includes implementing changes to the current process of recruitment decision-making in respect of these senior level grades.

All new senior management posts now require Department of Health sanction prior to the commencement of the recruitment/ appointment process.

Replacement posts at these grades will require the specific sanction of the relevant National Service Director.

These revised arrangements are effective immediately.

Summary of Revised Arrangements

In advance of recruiting/appointing any new or replacement post, service managers must carry out a standardised robust needs assessment and have in place an effective quality assurance process. **Appendix 1** sets out a standardised 5-step process that must be applied when considering the filling of replacement or new posts at these senior grade levels. This standardised process will be supported by local HR and Finance.

HR will assist with Workforce Planning and Job Analysis aspects of new roles, etc. however, responsibility for approval of such posts rests with the relevant National Director of the Service Division/National Function - It **does not** require the approval of the National Director of Human Resources or the Chief Financial Officer.

A **new post** is defined as either;

- a. New service development post, approved and funded as provided for in National Service Plans.
- b. New posts created to address reform and changes to service delivery, but where no funding is in place. However it will require funding to be reallocated from vacancies that are to be suppressed elsewhere or where it is proposed to fill by reassignment of an existing employee at that particular grade and by suppression of their previously funded post, i.e. it cannot be back-filled and/or considered as a replacement post to be filled at a later date. The previous post must be disestablished.
- c. Any post that is vacant prior to the 31st December 2013, even where funding may still be in place and a rationale for filling exists, and is now being considered for filling, will also be regarded as a new post.

All of the above posts now require formal approval by the Department of Health prior to any decision to commence the recruitment/appointment process. In the case of the first category (a), if a letter of sanction is provided when a National Director is seeking the National HR Directorate to issue a primary notification of approval to recruit, there will be no requirement to resend to the Department of Health, as this will be accepted as having Departmental sanction to proceed at the commencement of the process.

Replacement post

- A replacement post is a post for which there is still a clear and substantial rationale for its filling and funding remains in place.
- It cannot be vacant prior to the 31st December 2013.
- It may have been filled on a temporary assignment basis in the interim and is now to be filled through a non-confined recruitment process; either on a permanent, fixed term or specified purpose basis.
- The vacant post cannot have arisen due to the previous occupier availing of any exit scheme.

All applications for approval to recruit/appoint at senior levels in the staff category of management/admin must be made using a revised **Approval to Hire Form A1**, as set out in **Appendix 3** to this correspondence.

The Office of the National Director of Human Resources does not have an approval role in the revised process other than for within its own Directorate. It will however be the conduit for applications seeking sanction in respect of new posts from the Department of Health/Department of Public Expenditure and Reform. Such requests should be routed through Workforce Planning, Analytics and Informatics, National HR Directorate or Workforcedata@hse.ie for onward transmission to the Department of Health. A check list as set out in **Appendix 2** should be used when forwarding such requests to National HR. Approval or otherwise will be routed back through this office from the Department to the relevant National Director.

For monitoring and audit purposes, a copy of all sanctioned Approvals to Hire Forms A1 will be forwarded to the Workforce Planning, Analytics and Informatics Unit of the National HR Directorate in Oak House, Millennium Park, Naas, Co Kildare prior to sending to recruitment services.

Yours sincerely,



Rosarii Mannion
National Director of Human Resources

Senior Level Posts in the Staff Category of Management/Admin (Grade VIII and higher) - Application to Hire - 5-step Quality Assurance Process

1. **Step 1. Focus on rationale and need to fill post by asking following questions**
 - Is there the critical need and what is impact on front-line services?
 - Can we afford it? Is it within our funded workforce plans?
 - Did we exhaust all alternative options such as redeployment, reassignment of work etc.?
 - What would happen if we did not fill it?
 - Did we address grade drift and management layering considerations?
 - Does it comply with Public sector pay policy/norms and standard terms and conditions?
 - Do we need to harvest position if the focus is on filling an existing/emerging vacancy?
 - Any other options in delivering this work?
2. **Step 2. Draw up business case/rationale for filling in line with the questions set out in Step 1 above. Prepare any other associated documentation to support the approval to hire e.g. Job description, person specifications etc.**
3. **Step 3. Quality assure the business case before final sign-off by answering following questions and attach to Approval to Hire Form A1**
 - Identify clearly and set out the rationale for seeking approval to fill/appoint
 - Identify grade and WTE value.
 - Confirm funding and/or source of.
 - Record in the business case, answers to key questions in Step 1.
 - Identify where the post sits in the current or emerging organisation structure, and address reporting relationships and responsibilities and any governance issues.
4. **Step 4. Complete fully the Approval to Hire Form A1 and ensure sign-off by relevant manager.**
5. **Step 5. Forward completed documentation to Pay-bill Management and Control Group and be prepared to present/engage the group on the application as necessary.**

Routing of documentation thereafter is to National Director, and in the case of new posts* to Department of Health/Department of Public Expenditure and Reform, for sanction/approval before sending to Recruitment Services via the Office of the Head of Workforce Planning, Analytics and Informatics, National Human Resources Directorate, Oak House, Millennium Park Naas, .

* New posts refer to any posts that are not replacement posts. They must be within the current pay envelope and run-rate and must be provided for in the 2016 funded workforce plan. They include new posts at these grades arising from new funding in respect of new service developments as provided for in National Service Plans. However where in the process of seeking the issuance of primary notifications of approval from the National Human Resources Directorate (Workforce Planning, Analytics and Informatics), the authorisation of the relevant National Director, where accompanied by a letter of sanction from the Department of Health in respect of senior level posts, will not require to be re-routed to the Department of Health.

Appendix 2 – Check List to ensure full documentation provided

In respect of new senior management posts (grade VIII and higher in the staff category of management/admin) that require Department of Health sanction prior to the commencement of the recruitment/appointment process, the following documentation should be provided to the Workforce Planning, Analytics and Informatics Unit of the National HR Directorate, who will act as the point-of-contact between the relevant National Director and the Department of Health.

Check List

- | | |
|--|--------------------------|
| 1. Form A 1 | <input type="checkbox"/> |
| Fully completed | <input type="checkbox"/> |
| Funding in place/details of suppressions | <input type="checkbox"/> |
| Organisational Chart | <input type="checkbox"/> |
| Business Rationale provided | <input type="checkbox"/> |
| Signed off by appropriate Manager | <input type="checkbox"/> |
| 2. Business Case | <input type="checkbox"/> |
| 3. Job Description | <input type="checkbox"/> |
| 4. Person Specification | <input type="checkbox"/> |
| 5. Other supporting documentation | <input type="checkbox"/> |