Prospectus 2022

Leadership, Learning and Talent Management

2022

Subject to change

Version 3
Issued June 2022

Human Resources
Leaders in People Services

Contents

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 virtual 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 (2019 – 2024) to include Priority 1 *Leadership and Culture*, and Priority 3 *Capability and Talent*. 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

This year marks the introduction of online booking for LLTM's programmes via HSeLanD for HSE staff. I invite you to login to HSeLanD and to view the LLTM Catalogue. Please see the steps on the page below for further information. Once in the LLTM Catalogue you can browse each programme including the dates when sessions are taking place and also book a place.

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 discussion forums, publications, articles etc.

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

Pat O'Boyle
Assistant National Director - HR
Capability and Culture

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.

Services Provided by LLTM

If you need 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:

Regional Education Centre, Ardee, Co. Louth	**Email:** betty.carolan@hse.ie **Email:** joan.balfe@hse.ie **Ph:** 041 6859291
Unit 8A , Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	**Email:** alex.ennis@hse.ie **Ph:** 087 7692794
An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal & HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway	**Donegal, Sligo & Leitrim** **Email:** grainne.kerrigan@hse.ie **Ph:** Grainne Kerrigan 071 9822100 / 087 1321426 **Galway, Mayo & Roscommon** **Email:** leadershipeducation.development2@hse.ie **Ph:** Mary McHugh 091 775581 **Ph:** Paula Duggan 091 775489
Former Administration Building, St. Mary's Health Campus, Gurranabraher, Cork, T23X440 & Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny	**Cork** **Email:** shirley.aherne@hse.ie **Ph:** 086 0455556 **Email:** claire.hever@hse.ie **Ph:** 086 7871278 **Kilkenny** **Email:** leadershipeducation&development@hse.ie **Ph:** Monica Phelan 056 7785505

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 200 eLearning 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 scooped 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.

To access on your PC

To access on your Phone

1. Login to hseland.ie
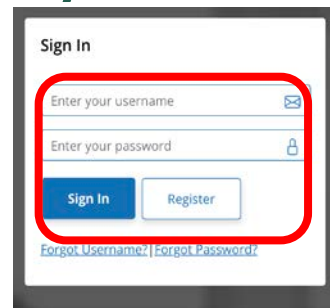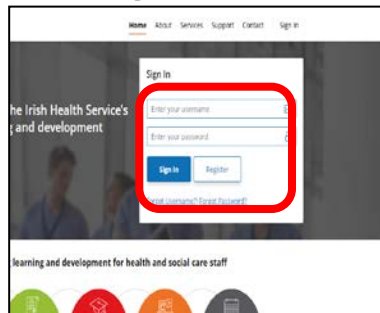
2. Select Hubs & Resources and scroll down to find the 'Discovery Zone'

3. Type Podcast into the search bar and select the 'Learning Talks' podcast
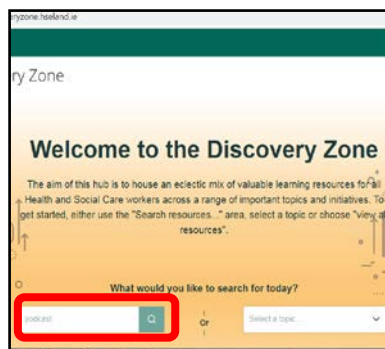
Employee Induction

Programme Aim

Employee Induction is a three stage approach.

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.

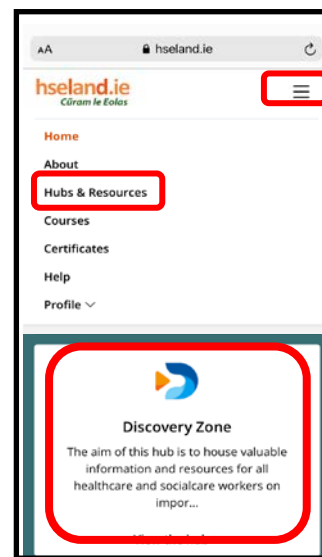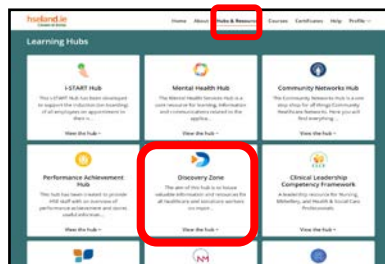*I-Start Induction Hub* - is now live on HSELanD and supports employees starting new, moving or changing roles. The twelve core themes have been identified to support staff, and the hub provides flexibility to work through each theme as appropriate to the new staff member's specific needs.

Departmental/Site Induction checklists – a structured approach to introducing new employees to the organisation, its vision, mission, values and services. These checklists assist 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.

Please visit www.hseland.ie and the HSELanD induction hub at http://i-start.hseland.ie/ for HSE Induction 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 will 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 progarmme 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

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.

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 you will have a knowledge and appreciation of:

- Team working and your preferred working style
- How you communicate effectively with service users and colleagues
- How to make the best use of your time
- Creating your personal development plan
- Participating positively in meetings and how to take minutes of a meeting
- Exploring personal resilience
- Completing a Service Improvement Initiative that will impact positively on your service

Duration

This is a three day virtual programme.

Targeted Participants

Grade III and Grade IV Clerical administration staff.

Programme Requirements

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.

View Dates and Book a Place

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For queries please contact Claire Hever by email at: claire.hever@hse.ie or by phone on 086 7871278.

People Management the Legal Framework (PMLF)

Programme Aim

The programme aims to provide the knowledge 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.

The virtual 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.

Targeted Participants

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

Programme Requirements

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.

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 Paula Duggan by email at: paulam.duggan@hse.ie or by phone on 091 775489.

First Time Managers Programme

Programme Aim

This is a national programme developed for First Time 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.

Learning Objectives

At the end of this programme managers will 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

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.

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 9822100 / 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

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.

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.

Managing Remote Teams

Programme Aim

Participants will learn how to create the conditions to help them to effectively manage remote teams.

Learning Objectives

By completing this programme, participants will learn how to:
- Use communication to effectively manage remote teams
- Build trust amongst remote team members
- Create an effective culture for remote working
- Encourage wellbeing amongst remote team members

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 remote teams.

Programme Requirements

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.

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 Monica Phelan by email at: monica.phelan@hse.ie or by phone on 056 7785505.

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

The programme is delivered over a six 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 health care 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.

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. Another objective of this course is to help you cope with the inevitable nerves that accompany making a presentation.

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 <u>requirement</u> that you complete the following two e-learning programmes available on HSeLanD before attending the programme.

- Getting Started with PowerPoint 2010
- Adding Images to Presentations in PowerPoint 2010

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

- Using Multimedia and Animations in PowerPoint 2010
- Visually Enhancing PowerPoint 2010 Presentations

Duration

This is a half day programme.

Targeted Participants

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

Programme Requirements

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.

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 Claire Hever by email at: claire.hever@hse.ie or by phone on 086 7871278.

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
- Five ways to well being

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.

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 Aim

This programme aims to promote awareness of the policy and procedure for managing attendance and to promote a culture of regular attendance in a positive working environment.

Learning Objectives

At the end of this session participants will 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

Duration

This programme is a half-day virtual workshop.

Targeted Participants

All staff who have direct people management responsibility.

Programme Requirements

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.

View Dates and Book a Place

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

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 programme is a half-day virtual workshop.

Targeted Participants

All staff who are involved in managing or attending meetings.

Programme Requirements

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.

View Dates and Book a Place

For queries please contact Shirley Aherne by email at: shirley.aherne@hse.ie or by phone on 086 0455556.

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

Duration

This programme 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

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.

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For queries please contact Claire Hever by email at: claire.hever@hse.ie or by phone on 086 7871278.

Managing Your Time Effectively

Programme Aim

To provide staff with the opportunity to explore how they are using their time and how they could plan their work more effectively.

Learning Objectives

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

- What is time?
- Types of time
- Prioritisation of work tasks
- Dealing with time wasters and time stealers
- Time management and stress
- Personal action planning

Duration

This programme is a half-day virtual workshop.

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

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.

View Dates and Book a Place

For queries please contact Claire Hever by email at: claire.hever@hse.ie or by phone on 021 4921240.

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 doesn't 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. This is an interactive half-day programme during which participants will be expected to give and receive feedback from each other.

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 programme is a half-day virtual workshop.

Targeted Participants

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

Programme Requirements

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.

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 Mary McHugh by email at: leadershipeducation.development2@hse.ie or by phone on 091 775581.

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 master class, participants will have increased understanding of:

- Role of Tusla Child Protection, Gardaí, and Witnesses
- Role of Solicitor, Barrister, Judge
- Role of HSE Legal Department
- Court Procedure/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
- Importance of note taking and record keeping
- Considerations when dealing with different jurisdictions

Duration

This programme is approximately 3.5 hrs in duration.

Targeted Participants

Staff who attend court on behalf of the HSE.

Registering your interest

Please note that this programme is currently not available virtually. If you are interested in Master Class Courtroom Skills, please contact Betty Carolan or Joan Balfe in the Regional Education Centre, Ardee for further information.

Email: betty.carolan@hse.ie   **Email:** joan.balfe@hse.ie
                                                                Ph: 041 6859291

Team Development

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.

A team effectiveness questionnaire can be administered in order to ascertain the team's functionality in terms of elements which need to be present in order for teams to function effectively. This in turn can lead to the identification of areas where teams may benefit from development. In conjunction with this, Line Managers can also propose any specific issues they would like to address.

Content may include

- Team effectiveness
- Team functioning
- Communication
- Decision making
- Leadership
- Mission, vision, purpose and values
- Identifying team types using Belbin Team Type Questionnaire
- Stages of team building
- Conflict management
- Team building using the Myers Briggs Personality Type Indicator (MBTI)

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 of this Prospectus.