



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Oifig an Stiúirthóra Náisiúnta, Acmhainní Daonna
Feidhmeannacht na Seirbhíse Sláinte
Ospidéal Dr. Steevens'
Baile Átha Cliath 8

Office of the National Director of Human Resources
Health Service Executive
Dr. Steevens' Hospital
Dublin 8

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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: Joint Statement from HSE Management and Unions

Date: 14th September 2016

Re: Preventative Measures in Relation to Bullying and Harassment in the Workplace: People Strategy 2015-2018, Action 2.13

Dear Colleagues,

The HSE and Health Service Unions are committed to maintaining a positive workplace environment that recognises the dignity of all employees. The People Strategy 2015-2018, refers to the need to “Build on Positive Workplace Initiatives that recognise the HSE’s social and collective responsibilities to create sustainable and nurturing environments that recognise staff and value resilience and innovation”, Section 2.13 (Staff Working Environment), and the Action is supported by this joint initiative.

Respecting the right of each individual to dignity in their working life is a responsibility and a requirement on all of us as HSE employees. It is recognised that environmental factors and resource shortages may place pressures on different parts of the system, nonetheless, this does not alter the requirement for all staff to be treated with dignity and respect. All HSE employees will be treated equally and respected for their individuality and diversity. Therefore as an organisation we have zero tolerance for any form of behaviour which undermines the dignity of an employee and may constitute bullying, harassment or sexual harassment. With the aim of supporting positive workplace behaviours, the HSE and Unions have agreed an intensive training plan to further develop the skills of managers in managing conflict and preventing escalation of conflict to formal processes.

All HSE employees have a duty and a responsibility to uphold the Dignity at Work Policy, and have a corresponding set of rights including the right to a safe working environment, to be treated with respect and courtesy in the workplace and have the right to have workplace conflicts and issues resolved as early as possible at the most appropriate level. All patients/clients, visitors, volunteers, business contacts and members of the public are also required to treat HSE employees with dignity and respect. The principles and objectives of the Dignity at Work Policy for the Health Service identify the need for preventative measures to resolve workplace conflicts at the earliest possible stage.

Supervisors and managers have a specific responsibility to promote the Dignity at Work Policy in the workplace, foster positive behaviours and address conflict locally. In this regard, all managers and supervisors are required to revisit the Dignity at Work policy in the setting of a team meeting in order to re-state rights and responsibilities of employees under the policy. Local HR will support this if required. The team discussion should offer an opportunity to provide clarity on both the role of the manager and the role of the employee. It is recommended that the 'HR Guide to creating a positive work environment' forms part of the team discussion (resources 1-2 below). Each CHO and Hospital Group is required to report back on the implementation plan for this action by the end of September 2016.

In addition, as stated above, the HSE has committed to commencing in-depth training interventions initially in six sites across the HSE which have been selected on a needs-assessed basis in agreement with health service unions. The learning from this exercise will then be evaluated in conjunction with the trade unions and the programme rolled out to all HSE and HSE funded agencies. The training will commence in the coming months.

Sites Selected for Training:

1. Beaumont Hospital
2. Cavan General Hospital
3. Sligo Regional Hospital
4. Cork University Hospital including Cork Maternity Hospital
5. Community Healthcare Organisation 1
6. Community Healthcare Organisation 9

A further set of resources and supports have been compiled to assist teams experiencing conflict (see items 1-14 in Appendix 1). All HSE staff are required to attend training organised to support this important initiative.

Yours Sincerely,



Rosarii Mannion
National Director of Human Resources

Appendix 1 UPDATE

Joint Statement from HSE Management and Unions:

Preventative Measures in relation to Bullying and Harassment in the Workplace: People Strategy 2015-2018, Action 2.13

Supports Available to Managers and Staff:

Pathways for Resolving Workplace Concerns and Conflict

Resource	Who should access this Resource?	How to source Training/ Intervention
1. Dignity At Work update and refresher training for teams	<p>HR Guide to Creating a positive work environment</p> <p>Managers and supervisors to conduct team meetings and discuss D@W policy and HR Guide (above). This may be done in conjunction with union officials.</p> <p>Teams may seek sessions in the event of conflict arising within the team.</p>	<p>http://hse.ie/eng/staff/benefitservices/HRGuidePositiveWork.pdf</p> <p>All team managers and supervisors, with their team, and in conjunction with Union Representatives.</p> <p>Leadership Education and Development (LED – see details below)</p>
2. Finding the Dignity at Work policy	<p>The Dignity at Work policy can be found by following the link. All health service employees should make themselves aware of the policy.</p>	<p>Dignity At Work Policy HSE</p>
3. Coaching	<p>Managers and supervisors</p>	<p>Connect Coaching and Mentoring Database</p> <p>Guide to Coaching</p> <p>Leadership Education and Development</p>
4. Conflict Coaching	<p>Managers and supervisors</p>	<p>Leadership Education and Development</p>
5. Support Contact Person	<p>Any member of staff who wishes to seek support or info on Dignity At Work Policy</p>	<p>Click below:</p> <p>List of Support Contact Persons, HSE</p>
6. Mediation	<p>Two parties voluntarily agree to work with an independent Mediator to resolve conflict.</p>	<p>Contact local HR Dept. HR Dept will assign mediator. Alternatively, contact the National Mediation Service at 046 9251255 (9am to 5pm Mon–Fri) or mediation.nationalhr@hse.ie</p>

Resource	Who should access this Resource?	How to source Training/ Intervention
7. People Management – The Legal Framework training	Managers and supervisors	Leadership Education and Development
8. Dignity At Work Training for Managers	Managers and supervisors	Leadership Education and Development
9. Corporate Induction Training	New staff and existing staff who have not attended or who have been promoted internally	Leadership Education and Development
10. Having Difficult Conversations	Managers and supervisors	Leadership Education and Development
11. Performance Achievement Information & Skills Sessions	Managers, supervisors and team members	Leadership Education and Development
12. Employee Relations Dept	Managers who need advice where formal complaints have been received.	Employee Relations Departments
13. HR Helpdesk	All employees	Tel: 1850 444 925 each day from 8am to 5pm. Email: ask.hr@hse.ie
14. Employee Assistance Programme / Staffcare line	All employees	Contact local HR

Leadership, Education & Development (LED) Departments

	For LED/Induction Support in CHO Areas	For LED/Induction support in Hospital Groups	Contact
	1, 2 & 3	SAOLTA & UL Hospital Groups	Marie O’Haire Tel 091-775865
	6, 7 & 8	Ireland East & Dublin Midlands Hospital Groups	Siobhan Regan Tel 057-9370644
	4 & 5	South/South West Hospital Group	Michele Bermingham Tel 021 4921213
	9	RCSI & Childrens’ Hospital Group	Kevin James Tel 041-6857816

Community Healthcare Organisations:

List of Heads of Human Resources CHO Areas

CHO 1	Patrick Murray	Patrick.Murray@tusla.ie
CHO 2	Unfilled	
CHO 3	Jackie Nix	Jackie.Nix@hse.ie
CHO 4	Unfilled	
CHO 5	Catherine Neary	Catherine.Neary@hse.ie
CHO 6	Declan Hynes	Declan.Hynes@hse.ie
CHO 7	David Tully	David.Tully1@hse.ie
CHO 8	John Brehony	John.Brehony@hse.ie
CHO 9	Mellany McLoone	Mellany.McLoone@hse.ie

Hospital Groups:

List of Hospital Group HR Partners

RCSI Hospital Group	Eric Brady	dh@rcsihospitals.ie
Ireland East Hospital Group	Paula Lawler	Paula.Lawler@hse.ie
University of Limerick Hospital Group	Josephine Hynes	Josephine.Hynes@hse.ie
Children's Hospital Group	Catherine Lee	Catherine.Lee@cuh.ie
Dublin Midlands Hospital Group	Sonia Shortt	Sonia.Shortt@hse.ie
South/South West Hospital Group	Eleanor Driscoll	Eleanor.Driscoll@hse.ie
Saolta Hospital Group	John Shaughnessy	John.Shaughnessy@hse.ie

Contact Details for Local HR Offices and ER Offices

CHO Areas 1 & 2 and Saolta Hospital Group

HR CHO Area 1	
Francis Rogers, Assistant National Director of HR	0719822101
Patrick Murray, Head of HR CHO 1	074 9197114
Valerie Bradley HR Manager, Donegal	0749191761
Martin Collum, Acting HR Cavan Monaghan	0494373217
HR CHO Area 2	
Interim Head of HR CHO2 Siobhan Moran	094 90 49080
Eileen McKeague HR Manager Roscommon	090 66 37586
ER CHO Area 1	
Kevin Little	0719820434
John O'Donnell	0719820440
Paul Hume	0866070278
Therese Cunningham, Cavan Monaghan	04730400
ER CHO Area 2	
Damien Mullarkey Galway	091 775811
Siobhan O'Sullivan ER CHO Area 2	091 775924
HR Saolta Group Hospitals (WNW)	
John Shaughnessy GUH (Group Director Saolta Hospital Group)	091 544065
Mary Hynes Site Manager GUH	091 542120
Mayo University Hospital - Post vacant - at the moment Charlie Meehan is General Manager MUH	094 90 21733
Ann Daly A/HR Manager RUH	090 6626200
Pauline McEvoy HR Manager PHB	090 96 48200
Janet Doherty HR Manager LRH	0749123502
Tracy Regan HR Manager SRH	0719174514

HSE South CHO Areas 4 & 5 and South/South West Hospital Group:

Office of the Assistant National Director HR:

Ms Tess O'Donovan, AND HR, email: tess.odonovan@hse.ie, tel: 021 4928567

Ms Carmel Power, Office AND HR, email: carmel.power@hse.ie, tel: 021 4928566

Wellness at Work/Equality and Dignity At Work Training:

Ms Anne Power, Wellness at Work Co-ordinator, email: annep.power@hse.ie, tel: 021 4928570

Employee Relations:

Ms Maria Daly, Employee Relations Manager, Cork & Kerry, email: maria.daly@hse.ie, tel: 021 4928568

Ms Anne Nee, Employee Relations Manager, Waterford, Wexford, South Tipperary, Carlow/Kilkenny, anne.nee@hse.ie, tel: 056 7784256

HR/Redeployment

Ms Catherine Scriven, Cork/Kerry, email: catherine.scriven@hse.ie, tel: 021 4928576

Ms Mary Mooney, Waterford, Wexford, South Tipperary, Carlow/Kilkenny, email: mary.mooney1@hse.ie, tel: 056 7784594

South South West Hospital Group:

Ms Eleanor Driscoll, Group Director of HR, email: Eleanor.driscoll@hse.ie, tel: 021 4921513

CHO4

Mr Ger Reaney, Chief Officer, CHO4, Business Manager: Annette Dennehy, email: Annette.dennehy@hse.ie, tel: 021 4928547

Head of HR – unfilled at present

CHO5

Ms Aileen Colley, Chief Officer, CHO5, Business Manager: Stephanie Lynch, email:

Stephanie.lynch@hse.ie, tel: 056 7784140

Head of HR – Catherine Neary, email: Catherine.neary@hse.ie

HSE CHO Areas 9, RCSI Hospital Group and Children's Hospital Group

Support	How you might use this support
Head of HR CHO 9	Mellany McLoone mellany.mcloone@hse.ie
<u>Human Resources Contacts</u>	<i>Bective Street, Kells</i> 046 9251200 (supports include employee relations; superannuation, human resources; finance; payroll; <i>Shared Services: 20-23 Merchant's Quay, Dublin 8.</i> Payroll – 01 8817150; HR – 8817087; also includes superannuation; and personal administration.
<u>Change & Process</u>	Team Building – support with leading change – National HR - Leadership, Education & Development – 041 6857826 (Kevin James) & 01 6209179 (Nuala Flynn); Niall Gogarty, Change Manager; Human Resources Department – HSE Bective Street Kells Co. Meath. Tel: 046 9251248 Fax: 046 9251781 Email: niall.gogarty@hse.ie
<u>Employee Relations Manager</u>	JJ Tevlin – Bective Street, Kells. Email: jj.tevlin@hse.ie , Tel: 046 925113
<u>Mediators / conflict management</u>	To mediate in serious conflict between two parties or a group; Dignity at work policy – Joan Smith 046 9282500 (Kells Business Park.) http://hse.ie/eng/staff/benefitsservices/Mediation_Service/
<u>Occupational Health</u>	Health promotion; preventing work related accidents & disease. Occupational Health Advisors, 016465220, Connolly Hospital Former NE Area - Occupational Health Department; Market Street, Ardee, Co. Louth; Tel: 041-6857811; Fax: 041-6857832; Email: occupationalhealth.ne@hse.ie ; Opening times - Monday - Friday 9.00am - 5.00pm
<u>National HR, Leadership, Education and Development</u>	Training Centre, Phoenix Hall, St. Mary's Hospital Campus, Dublin 20. Nuala Flynn, Training Specialist - 01 6209179 Kevin James, Training Manager, Regional Education Centre, St. Brigid's Complex, Kells Road, Ardee, Co. Louth - 041 6857826
<u>Risk Manager</u>	Teresa O Callaghan, National Quality Improvement Advisor, National Quality Improvement Division, HSE, Bective Street, Kells, Co. Meath. Telephone office : 046-9251200 Mobile : 087-0522845; Email address: teresa.ocallaghan@hse.ie
<u>Health & Safety</u>	Dr. Steeven's Hospital - 01 635 2790 – Training on risk assessments; Non-violent Crisis Intervention; Safety Statements; Manual Handling etc.
<u>Coaching / Mentoring</u>	Niall Gogarty, Change Manager / Coaching Lead, Tel: 046 9251248 Coaching.DNE@hse.ie

RCSI Hospital Group	Hospital Group HR Partner – Eric Brady dh@rcsihospitals.ie <u>Connolly Hospital</u> Rachel Saunders; Human Resources Manager; Connolly Hospital; Blanchardstown; Dublin 15; Tel: 01 646 5091; Mob: 087 635 4814; Fax: 01 646 5735; Email: rachel.saunders@hse.ie Colm Kinch, HR <u>Our Lady Of Lourdes</u> , Drogheda. <u>Beaumont Hospital</u> Ms Patricia Owens, Human Resources Director Mr. Morgan Nolan, Deputy HR Director/Employee Relations Manager Email: hr@beaumont.ie
Children’s Hospital Group	HR Partner - Catherine Lee Catherine.lee@cuh.ie

**HSE CHO Areas 3, 6, 7, 8 and
Ireland East Hospital Group and Dublin Midlands Hospital Group and UL Hospitals**

Support	Contact Details
Ireland East	Ann Nee Anne.Nee@hse.ie Dublin/ Midlands
Ireland East	Valerie Madigan Valerie.madigan1@hse.ie Bray Health Centre, Bray, Co Wicklow
Dublin / Midlands and (CHO 6,7,8)	Ann Kearney ann.kearney@hse.ie
CHO 3 HR/ER Head of HR	Jackie Nix, Head of HR 061-461345 Marie Gleeson, HR Business Manager 061-461495 Yvonne Moore, SEO Employee Relations 061-461493
UL Hospitals Group HR/ER : Director of HR Employee Relations Division Learning & Development Division	Josephine Hynes, Director of HR Sinead Finucane, Senior Executive Officer 061 585843 sinead.finucane@hse.ie & Lisa Walsh, Senior Executive Officer 061 585854 lisar.walsh@hse.ie Ann Marie Kennedy Learning & Development Manager 061 482030 Annmarie.kennedy@hse.ie

Diversity Equality and Inclusion

Diversity Equality and Inclusion	Siobhan Patten , National Lead, Diversity Equality and Inclusion, Siobhan.patten@hse.ie
Diversity Equality and Inclusion	Mona Eames, Project Manager, Diversity Equality and Inclusion mona.eames@hse.ie (091) 775866 (086) 8557753