



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

Office of the National Director of Human Resources  
Health Service Executive  
Block D  
Parkgate Street Business Centre  
Parkgate Street  
Dublin 8

Tel: (01) 635 2827  
Fax: (01) 635 2813  
E-mail: nationalhr@hse.ie

**20<sup>th</sup> June 2006.**

**HSE Circular 012/2006**

**To: Each National Director  
Each Assistant National Director  
Each Network Manager  
Each National Care Group Manager  
Each Director, Regional Health Office**

**Re: Recruitment – Clerical Administrative Grades**

I refer to arrangements relating to the recruitment and appointment of clerical and administrative grades.

An agreement has been concluded between the HSE and IMPACT trade union in relation to the general arrangements to be applied having regard to the transition from the previous health board structures to the unitary system and other pertinent issues.

A copy of this agreement is attached for your information. The arrangements relating to the potential fields of eligible candidates fall to be implemented with immediate effect. Where posts in the new structure are, in effect, replacing pre-existing posts in the former structure the arrangements regarding eligibility fall to be agreed in the context of the relevant Working Group.

Circular 001/2006 HSE Employment Control Framework set out, at Section 3.2, the arrangements for consideration of whether or not clerical /administrative posts should be filled. It provided for consideration of such cases by a sub-committee of the HSE Management Team. A review of the volume of posts examined in this way has been conducted. In the circumstances it has been decided to re-affirm the necessity for rigorous examination of every such case. Accordingly, in respect of any vacancy arising in clerical/administrative or analogous grades, details of the post should be submitted to the National Employment Monitoring Unit utilising the requisite documentation. Approval to proceed to fill will issue on a monthly basis following consideration by a sub-committee chaired by the National HR Directorate.

Such posts cannot be filled outside of this process, other than through re-assignment of an existing staff member at the same grade level.

Where approval to fill such posts issues the arrangements set out in the attached agreement should be used. Any enquiries regarding this Circular should be addressed to the Area Recruitment Office.

**Yours sincerely,**



---

**Martin Mc Donald,**  
**A/National Director of Human Resources.**

## **Protocol governing the filling of clerical, administrative and managerial positions in the HSE**

The HSE and IMPACT agree that the following arrangements will apply in relation to the filling of posts in this category in the context of the transition from the former health board structures to the new HSE structure.

The agreement will remain in force until such time as alternative arrangements are agreed by the parties.

In the context of the transition some posts that arise in the HSE structure will effectively be replacement positions for those in the former health board system. In the case of first filling the grading level and location of the post will be clearly identified and expressions of interest will be sought from all substantive postholders in such posts employed by the HSE. A transparent selection process will be used if more than one expression is received. There will be prior agreement between the HSE and IMPACT to determine if a post or posts should be filled in this manner.

There were some imbalances in the grading levels of similar posts in the former health boards. The approach in the functional working groups has been to try to agree arrangements for the transfer of individuals at their existing level and location to the new structure. Where the grading level of some postholders doing the same work is lower than other colleagues and to that proposed in the new structure the issue will be addressed in advance of the appointment being confirmed. The facilitator will act in an adjudicating capacity on the issue as provided for in the HSE / IMPACT Agreement.

In other areas posts to be filled at Grade 3 - Grade 7 level will be filled on promotion following a competitive selection process confined to eligible staff employed by the HSE. Eligibility will be determined by reference to the existing standard criteria governing the filling of vacancies in the grade concerned. The field of competition comprised of eligible HSE staff is agreed in the context of the transitional arrangements and does not amount to a decision to reject the operation of the Common Recruitment Pool in respect to relevant grades at a future point.

Posts above Grade 7 level are normally filled by public competition. The HSE reserves the right to advertise on this basis depending on circumstances. However, in the main these posts will be filled following a selection process confined to eligible staff employed by the HSE.

It is intended to conclude agreement on a revised job evaluation scheme shortly. The arrangements for the filling of any upgraded positions arising directly from the operation of this revised scheme will be set out as part of the agreement on the scheme itself.

It is also acknowledged that discussions are taking place in relation to a transfer scheme within the HSE and that the eventual agreement will also have a bearing on the filling of posts.

This agreement will not effect normal arrangements regarding staff deployment or assignment or the legislative obligations in relation to recruitment placed upon the HSE. Arrangements will also be agreed in respect of regularising appointments of staff to the HSE Corporate offices at Naas and Dublin where such is outstanding.

---



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

Office of the National Director of Human Resources  
Health Service Executive  
Block D  
Parkgate Street Business Centre  
Parkgate Street  
Dublin 8

HSE HR Circular 01/2006

Tel: (01) 635 2827  
Fax: (01) 635 2813  
E-mail: nationalhr@hse.ie

13<sup>th</sup> February 2006

**TO:** National Director and Asst. National Directors, National Hospitals Office.  
National Director and Assistant National Directors, National Care Group  
Managers, Primary Community & Continuing Care  
Each LHO and Hospital Network Manager  
National Director, Assistant National Directors, Population Health  
National Directors, Finance, ICT, Shared Services, Corporate Planning &  
Control, Office of the CEO.  
Each CEO direct funded Voluntary Agency

## **HSE 2006 Employment Control Framework**

### **1. Introduction**

- 1.1. The Board of the Health Service Executive has determined that robust and effective employment control systems be put in place and operated throughout the HSE and wider public health services to effectively management employment levels. As part of this control system the HSE must ensure that:
  - a any additional employment is directly and only linked with approved and funded service developments and activity levels;
  - b priority is afforded within this control system to front line services;
  - c staffing resources are deployed within the HSE to maximum effect, having regard to the efficiencies and synergies arising from the reform process.
- 1.2. To achieve these objectives and effective adherence to approved employment ceilings a new unit has been established in the National Human Resources Directorate, the HSE National Employment Monitoring Unit (NEMU).
- 1.3. Approved employment ceilings will be issued annually to all service units (LHOs, Hospital Networks, individual agencies) and functions within the HSE from the National HR Directorate. 2006 ceilings will issue within two weeks.
- 1.4. The process of monthly employment monitoring repots, commenced in August 2005, will be further developed by as part of the HSE's employment control framework. Developments will include local, area and national reports that can be utilized to monitor and evaluate trends and variances.
- 1.5. The authorization and approval of additional employment will be standardised.

## **2. The National Employment Monitoring Unit (NEMU)**

- 2.1.** NEMU has been established to manage the employment control framework in the HSE. The unit will provide an integrated and unitary approach for the coordination of data collection and exchange linking with the service, finance and HR functions; and, ensuring the effective operation of a standard approval system. This is critical to ensuring that whole time equivalents (WTEs) and funding are linked to service delivery enhancement and decisions.
- 2.2.** Primary Notifications will continue to be the mechanism through which the HSE confirms approval for new service developments pending formal receipt of the adjustment to the overall health service approved employment ceiling. NEMU will provide a clearing house for the employment approvals ensuring that Primary Notifications are issued promptly and employment ceilings adjusted. This service will ensure an accurate, up to date basis for employment monitoring and control at all levels within the HSE.
- 2.3.** NEMU quality assures the operation of the employment control framework and makes recommendations in relation to sub-delegation.

## **3. The Employment Monitoring Framework**

### **3.1. Service developments**

- a** The appropriate National Director will approve all new service developments. The approval must identify the additional and on-going funding stream, and the number and grade of posts associated with the service development. The approval must then be sent to the NEMU.
- b** In the case of developments that do not require a ceiling adjustment but where job restructuring is being implemented within the current employment ceiling the appropriate National Director will approve the service development. The approval must identify the posts to be suppressed for each post associated with the development, and where the development is time limited identify the timeframe involved. All such details are to be forwarded to NEMU.
- c** On receipt of the approved service development, NEMU will issue a Primary Notification to the appropriate service/function/agency and adjust the employment ceiling of the service/function/agency.
- d** On receipt of the Primary Notification the service/function/agency may commence the recruitment process to fill the post, and will report on a monthly basis to update NEMU on progress on the implementation of the service development post(s).

### **3.2. HSE Corporate posts and posts affected by the reform process**

- a** All posts associated with HSE Corporate functions must be approved by the appropriate National Director. The approval must identify the purpose of the post and the post from within the former health board structures that is being restructured or suppressed to provide the wte for the post approved. The approval must be sent to the NEMU. The minimum requirement for the staffing of the new structures is that for each post/wte created an equivalent post/wte must be eliminated elsewhere in the structure.
  - b** All posts associated with the corporate or regional functions of the former Health Boards that become vacant must be examined by the appropriate National Director to determine whether or how it should be restructured or suppressed. The recommendation must be documented and sent to the appropriate National Director and to NEMU.
  - c** All posts which had a former Health Board-wide remit must be examined by the appropriate service/function to determine whether or how it should be restructured or suppressed. The recommendation must be documented and sent to the appropriate National Director and to NEMU.
-

- d A sub-group of the National Management Team will review recommendations on a monthly basis. Approval to fill any HSE Corporate posts and posts affected by the reform process will thereafter be confirmed to the appropriate service/function/agency through NEMU. No approval or delegated authority to fill any post at Grade VIII level or equivalent either on a permanent or any other basis exists outside of this process.

### **3.3. Replacement of approved and funded posts not affected by the reform process**

- a Approval to fill approved and funded posts not affected by the reform process must be authorised at Assistant National Director level during 2006. Consideration of the sub-delegation of this function will be contingent on the effective operation of the employment control framework and its review during 2006. Notified provisions in relation to new or replacement Consultant post remain in force.
- b Submissions for approval to fill must confirm that the post has been reviewed and that its filling is required for maintenance of existing service levels.
- c Recruitment Managers are required to submit a monthly list of approvals to fill for these posts to NEMU.

## **4. Grade Code Control**

- 4.1. NEMU is responsible for grade code authorization.
- 4.2. Each post created or restructured must have an approved grade code.
- 4.3. No new grade codes shall be authorized other than where provided for by a nationally agreed and funded collective agreement that has been signed off by the National Director of Human Resources.

## **5. Request to Hire Form A – New Service Developments, Corporate Posts and Posts affected by reform.**

- 5.1. A copy of the National Request to Hire form A is attached. This form must be completed for all recruitment, both permanent and non-permanent (temporary, fixed term, fixed purpose, etc.) in respect of new service developments, corporate posts, other posts affected by the reform process and managerial/administrative posts at Grade VIII, equivalent and above, and must be submitted to the NEMU in accordance with Para 3.2.d; above.
- 5.2. Failure to fully complete and secure the necessary authorization and approval for the filling of posts under the HSE 2006 Employment Control Framework will prevent the commencement of recruitment to fill the post(s). Recruitment Managers are authorized to return any Requests to Hire that is not accompanied by a Primary Notification (Development posts only), and National Approval to Hire from the NEMU, in order to ensure compliance with the HSE Board decisions on this matter.
- 5.3. Service units cannot initiate any such recruitment in advance of national approval to hire.

## **6. Request to Hire Form B – Replacement of approved and funded posts not affected by the reform process.**

- 6.1. A copy of the Request to Hire form B is attached. This form must be initiated and completed for all recruitment, both permanent and non-permanent (temporary, fixed term, fixed purpose, etc.) where the post to be filled is not affected by the reform process and is required to maintain existing levels of service. It is to be submitted with the appropriate approval to the Area/local HR function, prior to the commencement of the recruitment process.
-

6.2. Service units cannot initiate such recruitment in advance of Area/Local HR approval to hire.

## 7. Service Level Agreement

The relevant provisions of this circular should form part of service levels agreements executed between the HSE and directly funded voluntary agencies.

## 8. Status of previous instructions

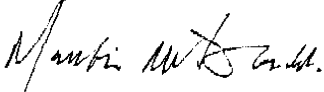
8.1. The provisions introduced by this Circular have immediate effect and replace, where they apply to employment control and the filling of posts in the HSE.

- a the letter from A/National Director of Human Resources, HSE to each Chief Officer dated 12<sup>th</sup> January, 2005, re Clarification on HR Delegations;
- b the letter from A/National Director of Human Resources, HSE to each Chief Officer and each Director of Human Resources dated 8<sup>th</sup> march, 2005 re Clarification on HR Delegations;
- c Letters from A/National Director of Human Resources, HSE to each National Director, HSE re Employment Control Framework – Allocation of approved employment ceiling as at the end of 2004 and process to provide for subsequent adjustments to employment ceiling;
- d HSE policy outlining roles, responsibilities as they relate to human resources matters (version 2.2 august 2005); and
- e The letter from Chief Executive Officer, HSE to each National Director dated 12<sup>th</sup> September, 2005 re appointments – New or additional posts and Management/Administration – Grade VIII and above, including equivalent grade posts such as service co-ordinator, care group manager, service planner, commissioner, etc.

Please ensure that all appropriate personnel are advised and familiar with the requirements placed upon them following the Board's decision on this matter.

Queries in relation to this Circular should be directed to Mr. Frank O'Leary, (email [Frank.OLeary@hse.ie](mailto:Frank.OLeary@hse.ie)) phone 045 882531 or Ms. Eibhlin Smith (email [Eibhlin.Smith@hse.ie](mailto:Eibhlin.Smith@hse.ie)) phone 045 882522.

Yours sincerely,



**Martin McDonald**  
National Director of Human Resources

**Attachments** Request to Hire Form A  
Request to Hire Form B

## Health Service Executive Request to Hire Form A

*This form is to be completed in all cases where the post to be filled is either: a new service development, HSE Corporate post and post affected by the reform process, a post at a Grade VIII, or higher or a Post where no ceiling adjustment is to be granted and another post is to be suppressed prior to filling.*

*Note: Please note, the recruitment process cannot be commenced until this form is fully completed and all associated necessary documentation forwarded to the appropriate HR/Shared Service function. Please complete form in Block Capitals/Tick or complete appropriate boxes*

<b>HSE Area</b>	<b>Dublin/North East //Dublin Mid Leinster //Southern //Western – delete as appropriate</b>
-----------------	---

<b>HSE Unit/Location</b>	
--------------------------	--

<b>Cost Center</b>	
--------------------	--

Details of Post to be filled

Service Function:- PCCC  NHO  Population Health  Corporate

New Service Development  Suppression of another post required: Yes/No

Grade Code  Salary Scale: \_\_\_\_\_ Position Number

Contract Type (Permanent // Non Permanent – Fixed Term // Fixed Purpose // Other – explain)

Whole Time Equivalent (WTE) Value: \_\_\_\_\_ Primary Notification Required: Yes/No

Purpose of Post \_\_\_\_\_

Target Date for it to be filled: \_\_\_\_\_ Source of funding \_\_\_\_\_

Current Employment Ceiling: \_\_\_\_\_ Last reported Census Figure: \_\_\_\_\_ Date \_\_\_\_\_

Details of Post to be suppressed

Location: \_\_\_\_\_ Cost Centre: \_\_\_\_\_ Grade Code: \_\_\_\_\_

Position Number  Date Last Filled: \_\_\_\_\_ WTE Value: \_\_\_\_\_

Requesting Service/Line Manager

Signed: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_  
( )

Approved – National Director

Signed: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_  
( )

**When complete please forward to the National Employment Monitoring Unit, HSE National HR Directorate, Millennium Park, Naas, Co Kildare.**

Stamped and dated National Employment Control Unit

Stamped and dated Finance Directorate



