



STATUTORY AND MANDATORY TRAINING POLICY FOR HEALTH SERVICE EXECUTIVE EMPLOYEES

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Contents

1. Policy statement	3
2. Purpose	3
3. Scope.....	3
4. Outcome	4
5. Glossary of Terms/Definitions/Abbreviations	4
6. Roles and Responsibilities.....	4
6.1 Chief Executive Officer.....	4
6.2 National Directors, Assistant National Directors, Hospital Group CEOs, Chief Officers	5
and equivalent and similar grades in future healthcare structures.....	5
6.3 Responsibilities of senior managers, eg Hospital Manager/CEO, Heads of Service,	5
General Managers in Primary Care, Social Care, Mental Health and similar grades in future healthcare structures.....	5
6.4 Responsibilities of Line Managers.....	5
6.5 Employees.....	6
6.6 Chief Clinical Officer.....	6
6.7 The National Director of Human Resources	6
7. Process	6
7.4 Action to be taken when employees do not attend or undertake statutory or	7
mandatory training	7
8. Implementation Plan	7
APPENDIX A.....	8
APPENDIX B.....	9

1. Policy statement

- 1.1 The Health Service Executive (HSE) is committed to creating and maintaining a safe and positive working environment, ensuring that employees have the right skills and knowledge to undertake their roles to the required standard and minimise the risk to themselves, service users, visitors and colleagues.
- 1.2 The Health Services People Strategy 2019-2024 sets out the future direction of our people services across the healthcare system. The vision of the strategy is to create an exceptional employee experience that engages the talent and nurtures the leadership capability of all individuals and teams working together to deliver safer better healthcare. Priority 3 sets out the need to develop a culture that prioritises learning and development to ensure we have the capability and capacity at individual and team levels to confidently deliver person-centred care, problem solve and innovate. This approach is reflected in 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.
- 1.3 The HSE is committed to ensuring that employees have access to, and are facilitated to, attend training and education appropriate to their roles. In accordance with the European Union (Transparent and Predictable Working Conditions) Regulations 2022, statutory and mandatory training shall:
 - be provided to the employee free of cost;
 - count as working time; and
 - where possible, take place during working hours.
- 1.4 Undertaking the required statutory and mandatory education and training will assist employees to carry out their duties safely, effectively and efficiently, ensuring that the HSE meets the requirements of regulatory bodies, legislation and relevant HSE policies
- 1.5 Training needs will vary for groups of employees according to the profession and area of work. It is essential that line managers clearly identify the training requirements for employees under their supervision.

2. Purpose

- 2.1 The purpose of this policy is to provide guidance to managers about the HSE's approach to statutory and mandatory training in line with the priorities set out in the People Strategy.
- 2.2 This Policy will assist managers to identify statutory and mandatory training for employees under their supervision.
- 2.3 The Policy outlines the roles and responsibilities of managers and employees with regard to the provision of training and ensuring that employees undertake identified training.

3. Scope

- 3.1 This Policy applies to all employees working in the Health Service Executive (HSE).
- 3.2 A separate policy exists with regard to statutory occupational safety and health training ([Policy on Statutory Occupational Safety and Health Training](#)) and therefore such training is out of the scope of this Policy.

4. Outcome

4.1 The Policy Statement sets out a process for identifying statutory and mandatory training.

5. Glossary of Terms/Definitions/Abbreviations

Statutory training	Training which is explicitly required by law; or Required on the instruction of a statutory body on the basis of specific legislation
Mandatory training	Essential training which is required by the employer and is compulsory for employees. It is essential to enable employees to carry out their duties effectively and efficiently, and to maintain competencies to the required standards. This can include training required by a professional or regulatory body or that required as a result of an agreed national policy.
Learning Needs Analysis (LNA)	A Learning Needs Analysis (LNA) is the process of identifying learning and development requirements and the most effective means of meeting those requirements. Learning and development needs may be identified through Performance Achievement Plans/personal and professional development plans. Further information on identifying learning and developments needs is set out in the HSE Learning and Development Policy
HSELand	HSELand is the health service online learning portal, developed and run by the HSE's National HR Capability and Culture Service
Directorate	Services, units and/or departments led and managed by a National Director
Education	The acquisition of broad knowledge and skills, typically leading to an educational qualification
Training	The acquisition of specific and applied knowledge and skills
HeLM	Health electronic Learning Management, an on-line learning management solution on www.hseland.ie offering catalogues of classroom-based learning opportunities, allowing learners to enrol on-line and maintain related health service training records.

6. Roles and Responsibilities

6.1 Chief Executive Officer

6.1.1 The Chief Executive Officer (CEO) has overall responsibility for effective risk management and a duty to ensure that the HSE complies with its statutory obligations.

6.1.2 The CEO will approve, endorse and support statutory and mandatory training programmes for all employees, encouraging a safe and positive culture. This duty may be delegated to National Directors.

6.1.3 The CEO delegates accountability for co-ordinating and monitoring implementation of this Policy to National Directors, Assistant National Directors and equivalent.

6.2 National Directors, Assistant National Directors, Hospital Group CEOs, Chief Officers and equivalent and similar grades in future healthcare structures

6.2.1 Ensure that appropriate structures are in place for disseminating and implementing this Policy and for the identification and management of training needs.

6.2.2 Ensure that adequate resources are allocated for the provision of statutory and mandatory training.

6.2.3 Collate information from LNAs to form a Directorate, Community Healthcare Organisation or Hospital Group LNA for statutory and mandatory training.

6.2.4 Compile Directorate-, CHO- or Hospital Group-wide (as appropriate) statutory and mandatory training programmes.

6.2.5 Collate attendance data (at Directorate/CHO/Hospital Group level) and provide reports to CEO or Board as appropriate

6.3 Responsibilities of senior managers, eg Hospital Manager/CEO, Heads of Service, General Managers in Primary Care, Social Care, Mental Health and similar grades in future healthcare structures

6.3.1 Provide the necessary resources to ensure that statutory and mandatory training needs can be met in a timely fashion.

6.3.2 Collate information from LNAs to form a Hospital, Division, Directorate (as appropriate) or service level LNA for statutory and mandatory training.

6.3.3 Compile Hospital, Division, Directorate or service level (as appropriate) statutory and mandatory training programmes.

6.3.4 Collate compliance data (at Hospital, Division, Directorate or service level (as appropriate)) and provide reports to National Directors, Assistant National Directors, Hospital Group CEOs, Chief Officers as appropriate.

6.4 Responsibilities of Line Managers

6.4.1 Disseminate this Policy to employees and ensure that receipt of the Policy by individual employees is recorded.

6.4.2 Allocate the necessary resources to ensure that statutory and mandatory training needs can be met in a timely fashion.

6.4.3 Identify statutory and mandatory training needs that may be informed by a range of factors, including LNAs as set out in the [HSE Learning and Development Policy](#). See Appendix B for useful guidance.

6.4.4 Collate the results gathered and identify the statutory and mandatory training needs for each employee, formally documenting the results.

6.4.5 Prioritise the LNA requirements and develop a statutory and mandatory training schedule.

6.4.6 Make local arrangements for the provision of statutory and mandatory training within reasonable timeframes and facilitate attendance/participation within the specified timeframes.

- 6.4.7 Ensure adequate communication with all those involved.
- 6.4.8 Record and collect data on statutory and mandatory training attendance in accordance with local systems and promptly follow up non-attendance. In some regions, local record systems or training and events modules in SAP or HeLM may hold employees' training records. Where such systems are not in use line managers are required to create a database to include the name of employee, personnel number, name of training programme and date training was attended.
- 6.4.9 Maintain a copy of relevant training and education records locally on site to ensure compliance with regulatory inspection processes.
- 6.4.10 Provide such supervision as is necessary to monitor compliance with statutory and mandatory training.
- 6.4.11 Evaluate, monitor and review statutory and mandatory training effectiveness.

6.5 Employees

- 6.5.1 Co-operate with line manager in the LNA process.
- 6.5.2 Comply with requirements to undertake statutory and mandatory training, ensuring completion within appropriate/reasonable timeframes and prior to expiration dates.
- 6.5.3 Inform line manager if they are unable to undertake scheduled training and ensure that it is rescheduled at the earliest opportunity.
- 6.5.4 Complete training course evaluation as required.
- 6.5.5 Carry out duties in accordance with statutory and mandatory training received.
- 6.5.6 Take a proactive approach to assist line managers to identify any additional training that may become necessary due to changes in legislation, national guidance, developing technology, developing roles etc.

6.6 Chief Clinical Officer

- 6.6.1 The Chief Clinical Officer (CCO) has overall responsibility for connecting, aligning and integrating clinical leadership across the HSE.
- 6.6.2 The CCO will endorse and support statutory and mandatory training programmes for various groups of employees, encouraging a positive and safe culture, through Integrated Care Programmes.

6.7 The National Director of Human Resources

- 6.7.1 The National Director of Human Resources has responsibility for disseminating and monitoring the effectiveness of this Policy, and will ensure that it is reviewed and updated as appropriate.

7. Process

- 7.1 All new employees should complete an induction programme appropriate to their role within four months of starting employment. Induction Guidelines and associated checklists have been developed to assist line managers to plan and deliver effective early induction of new staff into the workplace. The Guidelines assist in planning for new employees' arrival and

integration into teams, focusing specifically on the new person and how they will be received into the team or department. It is a time of change for all and an opportunity to demonstrate our commitment to respecting each new staff member by assisting them to get off to a good start.

- 7.2 The level of statutory or mandatory training undertaken by employees will be dependent upon their role and reflect the role requirements. Managers must risk assess and prioritise training appropriate to each individual employee.
- 7.3 The CEO will identify HSE-wide mandatory training for all employees. Current programmes are set out in Appendix A.

7.4 Action to be taken when employees do not attend or undertake statutory or mandatory training

- 7.4.1 Managers must ensure that employees are facilitated to undertake statutory and mandatory training.
- 7.4.2 Employees, in conjunction with line managers, must reschedule for the next available training date following a failure to undertake statutory or mandatory training. Failure to complete on the rescheduled date will be documented, and continued failure and/or inability to attend without valid reason may result in disciplinary action. In cases where there are exceptional circumstances these will be reviewed on an individual basis by the line manager and employee.
- 7.4.3 Where training has not been undertaken, managers should undertake a risk assessment to determine the level of risk presented to the service and take the required action in response to the level of risk.

8. Implementation Plan

- 8.1 The HSE must make this Policy available to all employees. Electronic and other means of communication can be used to maximise distribution. Managers must ensure that employees under their supervision have read and understood the Policy, and keep an appropriate record of this.
- 8.2 Managers at all levels are responsible for implementing this Policy within their area.
- 8.3 Managers are required to monitor and audit the implementation of this Policy within their area of responsibility.

HSE-WIDE MANDATORY TRAINING FOR ALL HSE EMPLOYEES

JULY 2023

An Introduction to Children First

Dignity at Work (Revised 2022)

Communicating Effectively Through Open Disclosure

Cyber Security Awareness

USEFUL GUIDANCE, TRAINING PROGRAMMES AND OTHER RESOURCES

<p>HSE Learning and Development Policy</p>	<p>This policy provides guidance to employees about the HSE’s approach to learning and development and aims to support a working environment where continuous learning and development is encouraged and facilitated. This policy outlines the process for identifying learning/training needs, the various training and learning/development programmes within the organisation as well as the roles and responsibilities of various stakeholders including employees and their managers.</p>
<p>HSE Policy on Statutory Occupational Safety and Health Training</p>	<p>The purpose of this policy is to inform all line managers and employees of the requirement to provide and attend statutory occupational safety and health training. It also sets out the roles and responsibilities with regard to OSH training and provide guidance on planning and delivering OSH training.</p>
<p>HSE Employee Handbook</p>	<p>The HSE Employee Handbook is an essential resource to new employees and managers within the organisation. The Handbook provides a range of information to guide all employees integrating into the HSE and into their work including an overview of the HSE and its structures; employee wellbeing welfare and safety; expected standards of behaviour; accessing guidance on terms and conditions; work policies and procedures; and understanding where to go with concerns or grievances.</p>
<p>HSE Induction Guidelines and Checklists</p>	<p>These guidelines provide detailed information and timelines on the induction process outlining the roles and responsibilities of various stakeholders including employees and their line managers. It is the policy of the HSE to ensure that all new or promoted employees receive an appropriate programme of induction on commencement of employment or transfer to a new work area</p>
<p>HSE Online Resource for Learning and Development</p>	<p>HSeLanD provides a central source of high-quality online training and learning opportunities that enables employees to develop and update personal and professional skills. HSeLanD has over 300 E-learning programmes and resources in a broad range of areas. The i-START programme is an essential component of the induction process for new employees and managers and provides a comprehensive introduction to the HSE, its policies and activities. HSE employees can access these modules by logging on to www.hseland.ie.</p>
<p>Continuing Professional Development</p>	<p>It is important that new managers comply with any required Continuing Professional Development (CPD) standards set by their profession’s regulatory and/or professional bodies. Employees should be facilitated in so far as is reasonably practicable, to engage in formal and informal learning and development activities that meet the requirements outlined by their regulatory and/or professional bodies.</p> <p>For nursing grades, the regional Centres of Nursing and Midwifery Education (CNMEs) across the country provide Continuing Professional</p>

	<p>Education to Registered Nurses and Midwives working in the Health Sector.</p> <p>https://www.hse.ie/eng/about/who/onmsd/eductraining/centresofnursingmidwiferyeduc/</p> <p>For medical grades, the National Doctors Training and Planning (NDTP) NDTP has responsibility for training for doctors. For further information, see www.hse.ie/doctors</p>
MANAGEMENT TRAINING PROGRAMMES	
People Management – the Legal Framework	This programme is aimed at all line managers with people management responsibilities. It provides an overview of the legal framework governing employer/employee relations. This illustrates the effective use of HR policies in supporting compliance with legislative requirements, and positively impacts the motivation/commitment of employees to the organisation and to high quality performance.
First Time Managers	This is a programme for newly appointed/promoted managers and managers with less than five years' experience working in both clinical and non-clinical service areas. The programme is designed to assist participants in developing the skills and techniques required to enable them to perform more effectively in their role.
Coaching Skills for Managers	This is a programme for managers and supervisors who aim to reflect and become more aware of their current management communication styles and to develop a new understanding of how a coaching style of management can further develop their employees and enhance workplace performance.
Additional Leadership, Learning and Talent Management Programmes available to support managers	Leadership, Learning and Talent Management provide a range of programmes aimed at supporting managers and staff, including Managing Remote Teams, Effective Meetings, Managing Attendance, Effective Feedback, Time Management and Presentation skills. A full prospectus of programmes can be found on the HSE website.