



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE HR Circular 01/2006

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

13th 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/focal 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 12th 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 8th 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 12th 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) phone 045 882531 or Ms. Eibhlin Smith (email 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 B – Replacement Posts

This form is to be completed in all cases where the post to be filled is a replacement of an approved and funded post, other than clerical/admin and posts affected by the reform process.

*Note: Please note the recruitment/filling process CANNOT be commenced until this form is duly authorised and forwarded to the local recruitment function by Area HR.. Please complete form in Block Capitals/Tick or complete appropriate boxes/ * delete as appropriate*

HSE Area	Dublin North East//Dublin Mid Leinster //South //West//Corporate//Shared Services *		
Unit/Location			
Service Function:-	PCCC <input type="checkbox"/>	NHO <input type="checkbox"/>	Population Health <input type="checkbox"/>
	Corporate <input type="checkbox"/>	Shared Services <input type="checkbox"/>	
Title of Post		Cost Centre	
Purpose of Post			

Details of Vacant Post to be filled

Grade Code Position Number

Grade Description _____ Salary Scale: _____ to _____

Please confirm that the post has been reviewed by the appropriate service/line manager and it is deemed necessary for it to be filled to provide existing levels of service: **Yes/No***

Signed Line Manager: _____ **Title:** _____
 Print Name (_____)

Target date for it to be filled: _____ Source of funding _____

Impact of filling - Whole Time Equivalent (WTE) Value: + 1/ **neutral*** Service/Business case: **Attached/Not attached***

Current Employment Ceiling: _____ Last reported Census Figure: _____ Date _____

Contract Type
 Permanent Non Permanent – Fixed Term Fixed Purpose Locum Others
 Others – explain: _____

Details of post being replaced (Position Number and Grade Code should be same as above). If not explain.
 Location: _____ Cost Centre: _____ Grade Code:
 Position Number Date Last Filled: _____
 WTE Value: _____ Name of person last in post: _____

Signed: _____ **Title:** _____ **Date:** _____
 Print name (_____)
Requesting Service Manager/Line Manager

Signed: _____ **Title:** _____ **Date:** _____
 Print name (_____)
LHM/Hospital Manager/Functional Manager

Signed: _____ **Title:** _____ **Date:** _____
 Print Name (_____)

Approved – Assistant National Director/Network Manager
When complete please forward to the Area HR Directorate.

Approval to initiate Recruitment Process: Granted/Not Granted

Signed: _____ **Date:** _____

Stamped and dated Area HR Directorate

