



# Interim Prospectus 2021

## Leadership, Learning and Talent Management

28<sup>th</sup> June – 17<sup>th</sup> September 2021

*Subject to change*

*Version 2*

*Issued June 2021*

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# Introduction

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On behalf of the Leadership, Learning and Talent Management (LLTM) team, I would like to welcome you to our interim Learning and Development Prospectus which outlines our virtual Learning and Development Programmes provided to support HSE staff around the country between the end of June and the middle of September 2021. This interim Prospectus has been prepared for this period of the aftermath of the cyber-attack. It includes a number of new half day programmes that have been converted for virtual delivery. While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

LLTM has extensive experience in developing and providing high quality programmes that support the priorities of the HSE, which we have brought to bear in this interim period. 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>

Please note that the dates and details listed in this interim Prospectus are correct at the time of publication, but are subject to change and you should please check for the most up to date version on:

<https://www.hse.ie/eng/staff/leadership-education-development/leadership/>

We have also included information on how to access the interim HSeLanD which includes a number of key programmes made available to staff while the full restoration of HSeLanD is awaited. 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 colleagues look forward to meeting you virtually on one of our programmes in the coming months.



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

# 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	<b>Email:</b> betty.carolan@hse.ie <b>Ph:</b> 041 6857816  <b>Email:</b> joan.balfe@hse.ie <b>Ph:</b> 041 6857835
Unit 8A , Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	<b>Email:</b> alex.ennis@hse.ie <b>Ph:</b> 087 7692794
An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal  &  HSE Clinical & Administration Block A 1 <sup>st</sup> Floor, Merlin Park, University Hospital, Galway	<b>Donegal, Sligo &amp; Leitrim</b> <b>Email:</b> grainne.kerrigan@hse.ie <b>Ph:</b> Grainne Kerrigan 071 9822100  <b>Galway, Mayo &amp; Roscommon</b> <b>Email:</b> leadershipeducation.development2@hse.ie <b>Ph:</b> Mary McHugh 091 775581 <b>Ph:</b> Paula Duggan 091 775489
Former Administration Building, St. Mary's Health Campus, Gurranabraher, Cork, T23X440  &  Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny	<b>Cork</b> <b>Email:</b> shirley.aherne@hse.ie <b>Ph:</b> 021 4921213 <b>Email:</b> claire.hever@hse.ie <b>Ph:</b> 021 4921240  <b>Kilkenny</b> <b>Email:</b> leadershipeducation&development@hse.ie <b>Ph:</b> Monica Phelan 056 7785505

Please note that the dates and details listed in this Prospectus are subject to change and should be verified with the local contact for the programme.

# HSeLanD

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**The interim HSeLanD can be accessed at: [lms.hseland.ie](http://lms.hseland.ie).**

The interim site contains essential online training for healthcare professionals within the HSE, health care and related voluntary organisations throughout Ireland.

## **How to register:**

Go to <http://lms.hseland.ie>.

You will need to register and create an account using an email address that can be verified.

Follow the steps for Self Registration entering your personal and organisation details.

It is recommended that a copy of any certification issued upon completion of a training course is saved locally so this can be added to your learning record once HSeLanD is back online.

# Employee Induction

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## 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](http://www.hseland.ie) and the HSEland induction hub at <http://i-start.hseland.ie/> for HSE Induction Guidelines. (HSEland is currently unavailable due to the cyber-attack). The HSE Induction Guidelines can be accessed at: <https://www.hse.ie/eng/staff/resources/employee-resource-pack/>.

# Corporate Induction

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## **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

## **Duration**

This is a half day virtual programme.

## **Targeted Participants**

All new staff and staff who are moving roles within the HSE.

## **Programme Requirements**

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Mary McHugh by email at: [leadershipeducation.development2@hse.ie](mailto:leadershipeducation.development2@hse.ie) or by phone on 091 775581.

Dates	Duration	Training Platform	Time
31 <sup>st</sup> August	Half Day	Virtual	9.00am – 1.00pm
1 <sup>st</sup> September	Half Day	Virtual	9.00am – 1.00pm
2 <sup>nd</sup> September	Half Day	Virtual	9.00am – 1.00pm

# Clerical Administration Development Programme

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## **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.

## **Registering your interest**

Please note that this programme is not available during the interim period. It will be available in the autumn/winter. We encourage you to register your interest with your regional Leadership, Learning and Talent Management (LLTM) team who will make contact with you when the programme is open for applications. Contact details for your regional LLTM team are listed on page three of this prospectus.

# People Management the Legal Framework (PMLF)

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## 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

## 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

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Paula Duggan by email at: [paulam.duggan@hse.ie](mailto:paulam.duggan@hse.ie) or by phone on 091 775489.

Dates	Duration	Training Platform	Time
15th July (Intro) 19th, 20th, 26th & 27th July	1 hour introduction and 4 half days	Virtual	2.00pm - 3.00pm (Intro) 9.00am - 1.00pm
15th July (Intro) 21st, 22nd, 28th & 29th July	1 hour introduction and 4 half days	Virtual	3.00pm – 4.00pm (Intro) 9.00am - 1.00pm
24 <sup>th</sup> & 25th August, 14th & 15th September	4 half days (including Introduction)	Virtual	9.00am - 1.00pm
1st September (Intro) 8 <sup>th</sup> , 15th, 22nd & 29th September	1 hour introduction and 4 half days	Virtual	10.00am - 11.30am (Intro) 9.00am - 1.00pm

# First Time Managers Programme

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## 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.

## Programme Requirements

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Betty Carolan by email at: [joan.balfe@hse.ie](mailto:joan.balfe@hse.ie) or by phone on 041 6857816.

Dates	Duration	Training Platform	Time
5th, 6th, 13th & 14th July	4 Days	Virtual	9.00am - 5.00pm
18th & 19th August, 7th & 8th September	4 Days	Virtual	9.00am - 5.00pm
7th, 14th, 21st & 28th September	4 Days	Virtual	9.00am - 5.00pm
14th, 15th, 28th & 29th September	4 days	Virtual	9.00am - 5.00pm

# Coaching Skills for Managers

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## 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

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Grainne Kerrigan by email at: [grainne.kerrigan@hse.ie](mailto:grainne.kerrigan@hse.ie) or by phone on 071 9822100 / 087 1321426.

Dates	Duration	Training Platform	Time
28 <sup>th</sup> June & 8 <sup>th</sup> July	2 days	Virtual	9.00am – 4.30pm
7 <sup>th</sup> & 8 <sup>th</sup> July	2 days	Virtual	9.00am – 4.30pm
13 <sup>th</sup> & 14 <sup>th</sup> July	2 days	Virtual	9.00am – 4.30pm
13 <sup>th</sup> & 27 <sup>th</sup> July	2 days	Virtual	9.00am - 4.30pm
27 <sup>th</sup> & 28 <sup>th</sup> July	2 days	Virtual	9.00am - 4.30pm
27 <sup>th</sup> & 29 <sup>th</sup> July	2 days	Virtual	9.00am - 4.30pm
10 <sup>th</sup> & 12 <sup>th</sup> August	2 days	Virtual	9.00am - 4.30pm
24 <sup>th</sup> & 25 <sup>th</sup> August	2 days	Virtual	9.00am - 4.30pm
31 <sup>st</sup> August & 2 <sup>nd</sup> September	2 days	Virtual	9.00am - 4.30pm
3 <sup>rd</sup> & 17 <sup>th</sup> September	2 days	Virtual	9.00am - 4.30pm

# Managing Your Team Remotely

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## Programme Aim

Participants will learn how to create the conditions to help them to effectively manage their team remotely.

## Learning Objectives

By completing this programme, participants will learn how to:

- Use communication to effectively manage their remote team
- 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 their teams remotely.

## Programme Requirements

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Monica Phelan by email at: [monica.phelan@hse.ie](mailto:monica.phelan@hse.ie) or by phone on 056 7785505.

Dates	Duration	Training Platform	Time
30 <sup>th</sup> June	1 Day	Virtual	9.00am – 5.00pm
6 <sup>th</sup> July	1 Day	Virtual	9.00am – 5.00pm
15 <sup>th</sup> July	1 Day	Virtual	9.00am – 5.00pm
16 <sup>th</sup> July	1 Day	Virtual	9.00am - 5.00pm
4 <sup>th</sup> August	1 Day	Virtual	9.00am - 5.00pm
1 <sup>st</sup> September	1 Day	Virtual	9.00am - 5.00pm
9 <sup>th</sup> September	1 Day	Virtual	9.00am - 5.00pm

# Leaders in Management

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## **Unlocking your Leadership Potential**

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.

## **How will it be delivered?**

The eight-day programme is delivered over a six to eight month period and provides an opportunity for managers to consider and further 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.

## **What will you get?**

You will 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 this programme will not be available virtually until later in 2021. We encourage you to register your interest with your regional Leadership, Learning and Talent Management (LLTM) team who will make contact with you when applications are open for the virtual programmes. Contact details for your regional LLTM team are listed on page three of this prospectus.

# Presentation Skills

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## 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.

**If you are not already familiar with PowerPoint it is recommended that you complete the following e-learning programmes available on HSeLand before attending the programme.**

- Getting Started with PowerPoint 2010
- Adding Images to Presentations in PowerPoint 2010
- Using Multimedia and Animations in PowerPoint 2010
- Visually Enhancing PowerPoint 2010 Presentations [www.hseland.ie](http://www.hseland.ie)

## 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.

## Registering your interest

Please note that this programme is currently not available virtually. We encourage you to register your interest with your regional Leadership, Learning and Talent Management (LLTM) team who will make contact with you when the programme is open for applications. Contact details for your regional LLTM team are listed on page three of this prospectus.

# Retirement Planning

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## 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 contemplating retirement within two years.

## Programme Requirements

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Joan Balfe by email at: [joan.balfe@hse.ie](mailto:joan.balfe@hse.ie) or by phone on 041 6857835.

Dates	Duration	Training Platform	Time
31 <sup>st</sup> August	1 Day	Virtual	9.00am – 4.30pm
10 <sup>th</sup> September	1 Day	Virtual	9.00am – 4.30pm
14 <sup>th</sup> September	1 Day	Virtual	9.00am – 4.30pm

# Managing Attendance

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## 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

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Alex Ennis by email at: [alex.ennis@hse.ie](mailto:alex.ennis@hse.ie) or by phone on 087 7692794.

Dates	Duration	Training Platform	Time
15 <sup>th</sup> July	4 hours	Virtual	9.00am – 1.00pm
23 <sup>rd</sup> July	4 hours	Virtual	9.00am – 1.00pm
5 <sup>th</sup> August	4 hours	Virtual	9.00am – 1.00pm
14 <sup>th</sup> September	4 hours	Virtual	9.00am - 1.00pm

# Effective Meetings

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## **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**

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Shirley Aherne by email at: [shirley.aherne@hse.ie](mailto:shirley.aherne@hse.ie) or by phone on 021 4921213.

Dates	Duration	Training Platform	Time
12 <sup>th</sup> July	4 hours	Virtual	9.00am – 1.00pm
14 <sup>th</sup> July	4 hours	Virtual	9.00am – 1.00pm
7 <sup>th</sup> September	4 hours	Virtual	9.00am – 1.00pm
15 <sup>th</sup> September	4 hours	Virtual	9.00am - 1.00pm

# Minute Taking

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## 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

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Alex Ennis by email at: [alex.ennis@hse.ie](mailto:alex.ennis@hse.ie) or by phone on 087 7692794.

Dates	Duration	Training Platform	Time
21 <sup>st</sup> July	4 hours	Virtual	9.00am - 1.00pm
8 <sup>th</sup> September	4 hours	Virtual	9.00am - 1.00pm

# Managing Your Time Effectively

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## 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

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Claire Hever by email at: [claire.hever@hse.ie](mailto:claire.hever@hse.ie) or by phone on 021 4921240.

Dates	Duration	Training Platform	Time
6 <sup>th</sup> July	Half Day	Virtual	9.30am - 12.30pm
7 <sup>th</sup> July	Half Day	Virtual	9.30am - 12.30pm
21 <sup>st</sup> July	Half Day	Virtual	9.30am – 12.30pm
22 <sup>nd</sup> July	Half Day	Virtual	9.30am - 12.30pm
24 <sup>th</sup> August	Half Day	Virtual	09.30am - 12.30pm
25 <sup>th</sup> August	Half Day	Virtual	09.30am - 12.30pm

# Effective Feedback

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## 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

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile phone.

Places on the programmes below are subject to availability.

To apply please contact:

Paula Duggan by email at: [paulam.duggan@hse.ie](mailto:paulam.duggan@hse.ie) or by phone on 091 775489.

Or

Mary McHugh by email at: [leadershipeducation.development2@hse.ie](mailto:leadershipeducation.development2@hse.ie) or by phone on 091 775581.

Dates	Duration	Training Platform	Time
20 <sup>th</sup> July	Half Day	Virtual	9.30am - 1.00pm
21 <sup>st</sup> July	Half Day	Virtual	9.30am - 1.00pm
10 <sup>th</sup> August	Half Day	Virtual	9.30am – 1.00pm
11 <sup>th</sup> August	Half Day	Virtual	9.30am - 1.00pm
17 <sup>th</sup> August	Half Day	Virtual	9.30am - 1.00pm

# Master Class Courtroom Skills for HSE Staff

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## 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](mailto:betty.carolan@hse.ie)  
**Ph:** 041 6857816

**Email:** [joan.balfe@hse.ie](mailto:joan.balfe@hse.ie)  
**Ph:** 041 6857835

# Team Development

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## 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 three of this Prospectus.

# Appendix One - Application Process and Application Form

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Having discussed your learning and development needs with your Line Manager, please fully complete the attached Application Form. On completion, please email to the contact listed beside the programme. All sections of the form must be completed.

Only on receipt of the completed form will an applicant be put forward for the chosen programme.

## **Please note the following when applying for a programme**

- Application forms will not be accepted without a mobile phone number and an email address.
- Application forms must be accompanied with a line manager's signature otherwise it will not be accepted.
- You will be required to have access to a device with good internet connection and a quiet space to complete virtual programmes successfully.

## **Attendance**

- Any participant who cannot attend a programme must notify LLTM as soon as possible so that we can fill the place.
- All participants must adhere to the start and finish times for each programme.

The application form must be completed in full; otherwise it may delay you in obtaining a place on your chosen programme.

## **Programme Requirements**

While we are awaiting the resumption of internet access via work devices it is recommended that colleagues only sign up for programmes where they can access a reliable internet connection either from home or elsewhere and where they have a personal device available to them. A laptop is preferred for joining virtual programmes as it tends to provide a better learner experience than joining via a tablet or mobile device.

## Interim Prospectus 2021 Application Form

To be completed by Applicant		
<b>First name:</b>	<b>Surname:</b>	
<b>Job Title:</b>	<b>Employee No (Essential):</b>	
<b>Grade:</b>	<b>Does your grade meet the eligibility criteria? Yes/No:</b>	
<b>Do you have a management responsibility?</b>	<b>What part of the HSE do you work in?</b>	
<b>The county in which you are based:</b>	<b>Email Address:</b>	
<b>Mobile No (Essential for contact purposes):</b>	<b>Landline No:</b>	
<b>Work Address (Essential):</b>		
<b>Area</b>	<b>Please Tick</b>	<b>Please name the Division/Programme/HG/CHO/Other</b>
HSE National Division/ National Programme e.g. Health & Wellbeing, Health Business Services, National Cancer Control Programme etc.	<input type="checkbox"/>	
Hospital Group (HG)	<input type="checkbox"/>	
CHO	<input type="checkbox"/>	
Ambulance Service	<input type="checkbox"/>	
Other (please specify)	<input type="checkbox"/>	
<b>Please select the relevant staff category for you:</b>		
NCHD/Consultant/Dentist	<input type="checkbox"/>	
Nursing/Midwifery	<input type="checkbox"/>	
Health & Social Care Professional	<input type="checkbox"/>	
Environmental Health Officer	<input type="checkbox"/>	
Management & Administration	<input type="checkbox"/>	
National Ambulance Service	<input type="checkbox"/>	
Other (Please state)	<input type="checkbox"/>	

<b>Course Title:</b>	
<b>Course Date:</b> /...../.....	
I confirm that I have discussed this programme with my line manager and that they have approved my attendance and will facilitate my release on the relevant dates (Yes or No):	
Does this programme form part of an agreed Performance Achievement (PA) Plan or Performance Development Plan (PDP)? Yes/No:	
Are you prepared to undertake and attend <u>all</u> modules in full and complete <u>all</u> associated work that goes with the attendance on the programme?	
If you have any special needs, please inform us in advance so that we can facilitate you on the day:	
<b>Signature:</b>	<b>Date:</b>
<b>Application Process:</b> <ul style="list-style-type: none"> <li>• If you cannot attend a programme please notify us as soon as possible so we can offer your place to another staff member.</li> <li>• Application forms will not be accepted without a mobile phone number and an email address.</li> </ul> <p>You must have email confirmation of your place before you attend a course.</p>	

To be completed by Line Manager (Essential to application)	
<b>Name:</b>	<b>Job Title:</b>
<b>Phone Number:</b>	<b>Grade:</b>
<b>Email Address:</b>	
<b>Contact Address:</b>	
<i>Please describe how this course satisfies the applicant's learning and development needs and supports service delivery and why you support the applicant's attendance:</i>	
<b>Signature:</b>  <b>Date:</b>	