

Agreement between the interim HSE and IMPACT on the re-assignment of Senior Managers

1. This agreement sets out the arrangements in respect of the re-assignment of an agreed list of Senior Managers in the health service arising from the abolition of health boards and specialist health agencies and the introduction of revised organisational structures upon establishment of the Health Service Executive.
2. New assignments in the Health Service Executive commensurate with existing roles and responsibilities, are available to all such individuals. This agreement identifies such new positions and sets out other arrangements applicable in the case of Human Resources, Finance, I.C.T. and Corporate Services Managers.

3. Regional Health Office

Applications are being invited from among the agreed Senior Managers Group for appointment to the following positions:

Director, Regional Health Office, Cork
Director, Regional Health Office, Galway
Director, Regional Health Office, Tullamore
Director, Regional Health Office, Kells

Four posts at Director, Regional Health Office are being filled. They will be based at Galway, Tullamore, Cork and Kells, utilising existing health board accommodation where this is feasible.

Individuals appointed will retain their current pay and conditions of employment upon appointment.

4. Hospital Network Manager

Hospital Network Manager, South East
Hospital Network Manager, Cork/Kerry
Hospital Network Manager, North East
Hospital Network Manager, North West
Hospital Network Manager, West
Hospital Network Manager, Midlands
Hospital Network Manager, Mid - West
Hospital Network Manager, Dublin/North
Hospital Network Manager, Dublin/South West
Hospital Network Manager, Dublin/South East

10 positions of Hospital Network Manager are being filled as part of this process and the base for such posts will be within the network area involved.

Applications will be invited from among those who, on establishment day are currently serving or have served as a Programme Manager in a health board *and/or as a Director of Planning and Commissioning or Monitoring and Evaluation or as a Senior Commissioner for acute hospital services in the ERHA. Where a post is filled on a substantive basis and also on a temporary 'acting up' basis it is the substantive

post – holder involved who is eligible. Individuals will retain their current pay and conditions of employment upon appointment.

5. Primary Community and Continuing Care Directorate, Naas

Assistant Director, West Region
Assistant Director, South Region
Assistant Director, Dublin/North East Region
Assistant Director, Dublin/Mid Leinster Region

Assistant Director, Contracts
Assistant Director, Planning, Monitoring & Evaluation

National Care Group Manager – Primary Care
National Care Group Manager – Children & Families
National Care Group Manager – Disabilities
National Care Group Manager – Older People
National Care Group Manager – Chronic illness
National Care Group Manager – Mental Health
National Care Group Manager – Social Inclusion

Applications will be invited from among those who, on establishment day, are currently serving or have served in a permanent capacity as Programme Manager in a Health Board or as a Director of Planning and Commissioning or Monitoring and Evaluation or as a Senior Commissioner for PCCC services in the ERHA. Where a post is filled on a substantive basis and also on a temporary ‘acting up’ basis it is the substantive post – holder involved who is eligible. Individuals will retain their current pay and conditions of employment upon appointment and will have a liability to attend at corporate headquarters in Naas for a minimum of two days per week.

6. National Hospitals Office Directorate, Naas

Assistant Director, Contracting and Utilisation
Assistant Director, Planning, Monitoring & Evaluation
Assistant Director, Quality and Risk Management
Assistant Director, National Ambulance Service

Applications will be invited from among those who, on establishment date, are currently serving or have served in a permanent capacity as Programme Manager in a Health Board* or as a Director of Planning and Commissioning or Monitoring and Evaluation or as a Senior Commissioner in the ERHA. Where a post is filled on a substantive basis and also on a temporary ‘acting up’ basis it is the substantive post – holder involved who is eligible. Individuals appointed will retain their current pay and conditions of employment upon appointment and will have a liability to attend at corporate headquarters in Naas for a minimum of two days per week.

* includes Cork Hospital Group Manager

7. Population Health

Applications are being invited from among the agreed Senior Managers Group for appointment to the following positions:

- Assistant Director – Major Emergency Planning
- Assistant Director – Environmental Health

8. Mediation

The option of mediation for those Senior Managers not appointed to a post in the new structures will be available. This will involve the agreed mediator working with the individual and the HSE to find a suitable, acceptable role.

In the event that it is not possible to agree a role acceptable to the individual, the mediator will have the authority to recommend whatever option he deems appropriate.

9. Review

A review will be carried out in the New Year of the level of duties and responsibilities of the grade which will replace the grade of Programme Manager and any other relevant top management posts in the Health Service Executive and recommendations made on the appropriate level of remuneration which should apply by reference to existing public service norms.

Any adjustments from this review will be implemented with effect from the 1st January 2005.

The pay of serving Directors of Function will for the future be adjusted, on a red circled basis in line with the pay of the new grade (Hospital Network Manager) referred to above on the basis of the existing relationship between the pay of the Director of Function and Programme Managers.

The serving Programme Managers who are not assigned to posts in the new grade referred to above will be remunerated at the level of that grade on a red circled basis.

The existing performance award scheme for Programme Managers and Directors of Function which provides for a total award pool of 10% of the payroll of the grades and maximum awards of 20% will continue to operate. In view of the major challenges and demands of the transition to the new regime which will be reflected in the objectives for the grades concerned, an independent review will be carried out at the end of 2005 and 2006 of the overall progress made in the transition process and a recommendation made as to whether or not the total pool should be supplemented for the year and if so by how much. This arrangement will not apply beyond 2006.

10. Local Health Office Manager (32 posts)

Arrangements for first filling of 32 L.H.O. Manager positions.

In line with previous commitments, the interim HSE wishes to fill these pivotal positions, where feasible, from within existing senior management ranks.

In addition, it is essential to make adequate provision for the management of all risks associated with the transition from the existing health service delivery configuration to the new HSE organisational structure. In particular, it is critical that the risk associated within the continued effective delivery of existing services is minimised. In these circumstances, it is necessary that the grade of General Manager Community Care continue to discharge their existing role and responsibilities in order to ensure the effective delivery of all assigned services.

In respect of first filling of positions at Local Health Office Manager level, applications will be invited from individuals who, on establishment day are currently serving or have served in a permanent capacity as a General Manager, Community Care or in a position as Health Board Regional Care Group Manager/Director of Services (or equivalent level in the ERHA).

Applicants will have a significant track record of achievement in strategic and operational management and have the required leadership skills; vision and competencies to lead and manage whole systems change within a complex environment.

The post of Local Health Office Manager will be remunerated at the level of Programme Manager.

11. Application Process

Applications for all positions will be invited simultaneously. Individuals may apply, subject to the eligibility criteria set out, for the positions of their choice and will be asked to indicate their preferences in relation to the positions involved in such cases.

All positions in the HSE, up to and including corporate management team level, will be filled in an open and transparent manner.

12. Future Filling

The arrangements set out above have been agreed in special circumstances which arise from the abolition of Health Boards and the introduction of the Health Service Executive organisational structure. They have application only in respect of the individuals holding substantive appointments in the relevant grades on establishment day. All future vacancies arising in the positions will be filled by way of open competition. In such cases the work location, agreed terms and conditions of employment will be notified to potential applicants in advance.

13. Human Resources, Finance, I.C.T., Corporate Services

To ensure a minimum of disruption the senior managers in the Human Resources, Finance, I.C.T., and Corporate Services functions are being asked to continue, during transition, much of their current role, to work towards the re-alignment from existing health board configurations to the new organisational structures and to take up a specific area of responsibility in relation to the development of their function, in association with the National Director, at HSE corporate level

This will require, over the next 18 months of transition, that individuals retain their current office/work base and continue to ensure the smooth operation of their functions. In particular, it would be anticipated that the individuals involved will continue to undertake a lead role in ensuring continued effectiveness of the elements of the system for which they currently have responsibility. This will include the effective management of staff and resources assigned. A key objective will be to minimise any uncertainty that might arise during commencement of the transition to the newly developed organisational structures.

There will be an obligation, in respect of working with the National Director at Corporate headquarters to attend at the HSE Corporate headquarters for a minimum period of 2 days per week during the transition phase. This is to ensure that the development of the HSE corporate structure is informed by the experience of those serving in senior management positions.

It is intended that the existing Directors of Human Resources, Finance, ICT and Corporate Services will have a real input into shaping future developments. In particular, they will be fully engaged in bringing forward definitive arrangements for the delivery of their respective functions within the revised organisational structures of the Primary Community & Continuing Care, Directorate, the National Hospitals Office and their component parts.

This will include the most effective arrangements for the delivery of HR, Finance, ICT and Corporate functions in respect of the Acute Hospital Networks and Local Health Offices.

It will also involve individual contributing towards strategy on the transition to shared services in respect of own function.

The reporting relationship will be to the National Director of the functional area in which the individual is currently engaged.

As part of the implementation of the revised arrangements individuals are being requested to identify, from the schedule of functional areas set out below, the area within which they would have a particular interest. It would be intended to facilitate such requests to the maximum extent possible. Such national assignments will be finalised, as soon as possible, with the National Director.

The areas involved are:

Finance

Financial Planning
 Costing and Evaluation,
 Statutory Reporting and Control
 Management Reporting
 Procurement and VFM
 F.I.S.P.,
 P.C.C.C. Finance function development
 N.H.O. Finance function development
 Shared Services Transition

Human Resources

Employee Relations
 Legal/Advisory services
 Employee well-being
 Workforce Planning
 Employment Control and Costing
 PPARS
 Recruitment policy
 Corporate Learning and Development
 Performance Management
 Management Development
 Shared Services Transition

Information & Communications**Technology**

Strategic Planning
 Architecture
 Policies and Standards
 Relationship Management
 Design/Procurement
 Customer Relations
 Service Development
 Shared Services Transition

Corporate functions

Service Planning
 Corporate Planning
 Management of Health Estate
 Capital Programmes
 Risk Management
 Service Quality

Change Management & Organisational Development

Service Change Management Central Resource
 Improvement & Organisational Development

Shared Services

Human Resources
 Finance functions
 Procurement functions
 Information & Communications
 Technology functions

A working group will be established for each function and will include the Director or Acting Director and IMPACT representatives. It will operate under the guidance and direction, if necessary, of the agreed facilitator. The group will consider existing designs and agree the overall plan from transition to finality under the following headings:

- How to carry out the current role, including accountability, having regard to the development of the corporate function at the same time.
- Clarify what is intended by lead role and specific responsibility.
- Agree the structure in the corporate HQ and how the hospital networks, LHO's and other units locally and regionally will be structured, in respect of the function.
- Agree the arrangements in relation to posts, roles and responsibilities.

- Agree the process, eligibility and timeframe for appointments
- Consider the position which will exist at the end of the transition including the options available to existing Directors.

14. Technical Services Officers/NDP Managers

Technical Services Officers and National Development Plan Managers will continue to have line accountability and responsibility for their function as heretofore in relation to the delivery of technical services, the N.D.P. and other capital programmes.

The TSO's and NDP Managers will also work with the Corporate Services Director to develop the HSE's health estate management and capital programme management structures and strategies.

15. Future Pay Determination

It is agreed that individuals assigned positions under this special process will continue to be encompassed by the relevant pay determination process for the grade which they occupied prior to assignment taking effect – the Review Body on Higher Remuneration in the Public Sector in the case of Programme Manager and Director level grades.

Where it has been agreed, as part of the special process for the first filling of new posts, that individuals assigned to particular posts may retain their existing pay and conditions of employment on a personalised basis it is accepted that this may result in some differences in remuneration for similar positions.

16. General Framework

This agreement should be read in conjunction with the Framework agreement between the interim HSE and IMPACT which details general arrangements agreed in relation to job security, continuation of pay and conditions of employment and procedures , including recourse to mediation and adjudication where required.

23rd December 2004
13:25pm