

**General Manager, Leadership and Capability**

**Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | General Manager, Leadership and Capability(Grade Code: 0041) |
| **Campaign Reference** | NRS14909 |
| **Closing Date** | **Thursday 14th August 2025 at 15:00pm**  |
| **Proposed Interview Date (s)** | Proposed interview dates will be indicated at a later stage. Please note you may be called forward for interview at short notice. |
| **Taking up Appointment** | A start date will be indicated at job offer stage. |
| **Location of Post** | Leadership and Capability, National Human ResourcesThere is currently one permanent whole-time vacancy available, at 20-23 Merchants Quay, Dublin 8. A supplementary panel may be formed as a result of this campaign for **General Manager, Leadership and Capability, National Human Resources** from which current and future, permanent and specified purpose vacancies of full or part-time duration may be filled. |
| **Informal Enquiries** | Paul Gahan Assistant National Director, HR – Leadership and Capability087 0994200**Email:** Paul.gahan@hse.ie |
| **Details of Service** | National Human Resources (HR) provides strategic support, direction, advice and interventions to all areas of the health service, recognising that all staff throughout the system are the key to the delivery of excellent people capability.Implementing the Health Services People Strategy 2019 - 2024 is an organisational priority and supports the development of current and future health and social care leaders. Our shared purpose is to deliver safer better healthcare and staff and public value, and collectively support the significant reform and change agenda in Ireland.HR is committed to build capacity for change and address the people priorities that impact on the organisation. Being competent and maximising the organisational capacity to work in a complex environment is a key requirement over the next ten years as the health system will continue to navigate and address key drivers for change including the following: Policy and reform agenda – the recommendations of the Committee on the Future of Healthcare in the Sláintecare Report (May 2017), Our Public Service 2020, Healthy Ireland: A Framework for Improved Health and Wellbeing and the Health Services Capacity Review (2018) all set out a challenging agenda for reform, public accountability and greater productivity. Sláintecare in particular will continue to challenge how the Health Services deliver care and the fundamental assumptions informing current ways of working and organisational modes. **Standards and regulation** – driving quality, service improvements and accountability. **Applying evidence and knowledge** – demonstrating better ways of delivering outcomes.**Levering e-health and technology** – using technology enabled solutions.**Increased demands** – including demographic and epidemiological changes.**Resource pressures** – finite capacity to meet demands and service developments.**Multi-generational workforce** – meeting the needs of our diverse workforce, competition for talent, attracting, recruiting and retaining high calibre people.**Increase in social movement** – citizens mobilised, digitally connected to global influences, investing in and becoming co-producers of health and social gain.The function of Leadership and Capability is to help enhance the performance of integrated services at organisational, team and individual levels. Leadership and Capability works closely with Service colleagues to develop and prioritise learning and development to ensure we have the capability and capacity to confidently deliver person-centred care, problem solve and innovate. This approach is reflected in Sláintecare which requires increasing organisational capacity, enhancing leadership accountability and building a sustainable, resilient workforce that is supported and enabled to deliver the Sláintecare vision. |
| **Reporting Relationship** | The post holder will report to the Assistant National Director, HR - Leadership and Capability, or other nominated manager. |
| **Key Working Relationships** | The post holder will work closely with the Assistant National Director, HR - Leadership and Capability along with other members of the wider Leadership and Capability team. They will have on-going engagements with Service leads and staff throughout the HSE.  |
| **Purpose of the Post**  | The General Manager, Leadership and Capability will develop, manage and implement strategies, projects, services and initiatives across Leadership and Capability. The post holder will have responsibility for Staff Engagement and will lead and implement agreed national engagement programmes and projects across the HSE, to include the Your Opinion Counts Staff Survey. They will strengthen engagement and change capacity within and across Health Services with a focus on the overall delivery of high quality patient centred services.  |
| **Principal Duties and Responsibilities** | * Lead and manage a team/s within Leadership and Capability as assigned.
* Lead on the HSE’s Your Opinion Counts Staff Survey and follow up reporting and assigned action plans, including providing support to the Regions in developing their own action plans.
* Lead initiatives associated with service, team and individual development and projects identified as having the potential to positively impact staff engagement and other strategic imperatives.
* Design, facilitate and deliver a range of staff engagement and other programmes to meet service needs.
* Lead, design, facilitate and deliver a range of bespoke interventions to support leaders/managers, teams, and staff.
* Provide strategic input, advice and recommendations to the Assistant National Director and others as required on Staff Engagement and other initiatives, areas and projects.
* Lead and support the implementation of Leadership and Capability strategies and operational plans as required.
* Lead, manage and support Leadership and Capability projects, programmes and initiatives that develop best practice and support performance and development at both individual and team level across the HSE.
* Lead and participate in planning processes for Leadership and Capability programmes and activities.
* Engage with stakeholders regarding needs assessments and Leadership and Capability programmes and interventions.
* Deliver one to one and team coaching/interventions/organisational development.
* Provide consultancy and change agency role as required.
* Manage and/or assist with any aspects of the development and operation of other areas and activities of the department as required.
* Review and evaluate programmes and projects to ensure their effectiveness and reflect current best practice.
* Lead the development of written and digital communications, presentations and materials.
* Create and maintain a positive working environment within the team.
* Chair, project manage and implement e-learning projects and other projects and programmes related to Leadership and Capability, as approved by the Assistant National Director.
* Provide leadership to the wider Leadership and Capability team promoting strong collaboration and continuous professional development.
* Manage budgets as assigned, ensuring that resources are used efficiently and that value for money is achieved.
* Manage resources within area of remit effectively in line with Financial Regulations and HR policies.
* Lead and support any procurement processes for Leadership and Capability as required
* Lead and support the implementation of People Strategy priorities as assigned.
* Perform a people management role for other staff as assigned.
* Keep up to date with developments in the area and share information with colleagues to ensure that all strategies, policies, programmes, initiatives and related materials are kept current.
* Provide guidance on relevant policies and procedures to staff.
* Work as part of the wider Leadership and Capability team to identify areas for improvement, ensuring a standardised approach and the avoidance of duplication to maximise efficiency and effectiveness.
* Demonstrate pro-active commitment to all communications with internal and external stakeholders.
* Provide support and/or cover as required to Leadership and Capability Managers and teams.
* Proactively support change management and continuous improvement in Leadership and Capability.
* Keep the Assistant National Director appraised of emerging issues.
* Demonstrate pro-active commitment to all communications with internal and external stakeholders.
* Pursue continuous professional development in order to develop expertise and professional knowledge,

**Standards, policies, procedures and legislation*** Maintain own knowledge of relevant policies, procedures, guidelines and practices to perform the role effectively and to ensure standards are met by own team.
* Maintain own knowledge of relevant regulations and legislation e.g., HSE Financial Regulations, Health & Safety legislation, Employment legislation, FOI Acts etc.
* Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate.
* Adequately identify, assess, manage and monitor risk within area of responsibility
* Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc. and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role.
* Support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.
* Act as spokesperson for the organisation as required.

**The above Job Specification is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to them from time to time and to contribute to the development of the post while in office.**  |
| **Eligibility Criteria****Qualifications and/ or experience** | **Candidates must have at the latest date of application:*** Hold a third level qualification at Level 8 (or higher) on the National Framework of Qualifications maintained by Quality & Qualifications Ireland (QQI) or equivalent in a relevant area such as Human Resources, or Organisational Development, or Learning and Development.
* Experience of managing and leading on organisational and team development, and team intervention and coaching initiatives at both strategic and operational levels.
* Experience of planning and implementing change including the delivery of large scale programmes and projects as relevant to the role.
* Significant experience at a senior level of operating within a complex large scale multi stakeholder environment with responsibility for managing staff and large budgets
* Have the requisite knowledge and ability (including a high standard of suitability and management ability) for the proper discharge of the duties of the office.

**Health**A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service. **Character**Each candidate for and any person holding the office must be of good character. |
| **Other requirements specific to the post** | * Access to appropriate transport to fulfil the requirements of the role as post will involve frequent travel
* A flexible approach to working hours is required in order to ensure deadlines are met
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| **Skills, Competencies and/or knowledge** | **eadiCo****Professional Knowledge & Experience** Demonstrates:* An understanding of the critical components that make up and influence the Health Services and the interdependencies that contribute to their successful delivery.
* Specialist knowledge and understanding of Staff Engagement.
* Strong practical knowledge of best practice in HR, Leadership and Capability.
* An ability to have difficult conversations, challenge thinking and current norms within the workplace.
* Knowledge and understanding of management in a changing environment, together with a clear view of the changes required to achieve immediate and long term corporate objectives.
* A good understanding of relevant regulations and legislation e.g. Employment, Health & Safety, HSE National Financial Regulations, Freedom of Information Acts etc.
* An understanding of the relevant strategies, reports, programmes and projects applicable to the role.
* Experience of engaging and influencing senior leaders and stakeholders, as pertinent to this role.
* Experience of managing and leading on Human Resource initiatives at both strategic and operational levels.
* Experience in evaluating critical information and complex situations, as relevant to the role.
* High attention to detail.
* A track record of delivering operational excellence, efficiency, developing and reporting metrics, and creating impact within a large organisation.

**Leadership and Delivery of Change**Demonstrates:* A track record as an effective leader with a can-do attitude who has led, organised and motivated staff in times of rapid change in a challenging environment.
* Is an effective manager and a positive driver for change, transforms a vision into a framework and structures for moving forward.
* Remains fully informed while at the same time having a clear view of what changes are required in order to achieve immediate and long-term objectives.
* A capacity to balance change with continuity - continually strives to improve service delivery, to create a work environment that encourages creative thinking and to maintain focus, intensity, and persistence, even under increasing complex and demanding conditions.
* The capacity to lead, organise and motivate teams to the confident delivery of excellent services and service outcomes
* Leadership and team management skills including the ability to work with multi-disciplinary team members
* An aptitude for strategic thinking, coupled with leadership skills and the ability to motivate and lead specialist professionals.
* An ability to influence and negotiate effectively in furthering the objectives of the role.
* Evidence of strategic management skills including service planning, managing own work and that of others, delegating appropriately within the resources available

**Working With and Through Others - Influencing to Achieve**Demonstrates:* A track record of building and maintaining key internal and external relationships in furtherance of organisational goals.
* The ability to work independently as well as work with a wider multidisciplinary/multi-agency team in a complex and changing environment.
* The ability to set team targets and to use influencing and negotiating skills to achieve high standards of service
* The ability to work collaboratively, constructively and in an inclusive manner with all key stakeholders
* The ability to listen to contrary views and consider all insights and contributions in the management of service delivery
* Effective communication skills including: the ability to present information in a clear and concise manner; the ability to facilitate and manage groups; the ability to give constructive feedback
* Sets high standards for the team and puts their work and the work of the organisation into meaningful context.
* The ability to lead the team by example, coaching and supporting individuals as required.

**Managing and Delivering Results (Operational Excellence)**Demonstrates:* A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands and tight deadlines while consistently maintaining high standards and positive working relationships.
* Strong evidence of excellent planning and implementation of programmes of work.
* Evidence of effective planning and organising skills including awareness of resource management and importance of value for money
* The ability to successfully manage a range of different projects and work activities concurrently, utilising computer technology effectively and assigning work to others as appropriate to meet strict deadlines
* Champions measurement on delivery of results and is willing to take personal responsibility to initiate activities and drive objectives through to a conclusion
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* Adequately identifies, manages and reports on risk within area of responsibility
* Strong focus on achieving high standards of excellence and measurement of performance
* Commits a high degree of energy to well directed activities and looks for and seizes opportunities that are beneficial to achieving organisation goals.
* The ability to embrace change and adapt local work practices accordingly by finding practical ways to make policies work, ensuring the team knows how to action changes
* The ability to use resources effectively, challenging processes to improve efficiencies where appropriate
* The ability to manage deadlines and effectively handle multiple tasks

**Critical Analysis Problem Solving and Decision Making**Demonstrates:* The ability to rapidly assimilate and analyse complex information; considering the impact of decisions before taking action; and anticipating challenges
* The ability to consider the range of options available, involve other parties at the appropriate time and level to make balanced and timely decisions
* Effective problem-solving capacity in complex work environments
* The ability to proactively identify areas for improvement and to develop practical solutions for their implementation
* The ability to quickly grasp and understand complex issues and the impact on service delivery
* The ability to think strategically, with strong analytical and judgement skills.
* The ability to look critically at issues to see how things can be done better.

**Communication and Interpersonal Skills*** Excellent interpersonal and communications skills to facilitate work with a wide range of individuals and groups
* The ability to present information clearly, concisely and confidently in speaking and in writing
* A track record of building and maintaining key internal and external relationships in achieving organisational goals
* Is committed to building a professional network to remain up-to-date with emerging thinking.
* Excellent influencing and negotiation skills across a range of communication media including verbal and IT presentations.
* Strong written communication skills.

**Personal Commitment and Motivation*** Is personally committed and motivated for the complex role of General Manager –Leadership and Capability.
* Demonstrates a strong willingness and ability to operate in the flexible manner that is essential for the effective delivery of the role.
* Strong capability to manage competing demands without a diminution in performance.
* A core belief in and passion for the sustainable delivery of high quality customer / user centred focused services
* A willingness to learn from experience and to identify opportunities to further grow and develop
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| **Campaign Specific Selection Process****Ranking/Shortlisting/ Interview** | A ranking and or shortlisting exercise may be carried out on the basis of information supplied in your application form. The criteria for ranking and or shortlisting are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of this job specification. Therefore it is very important that you think about your experience in light of those requirements. Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process. Those successful at the ranking stage of this process (where applied) will be placed on an order of merit and will be called to interview in ‘bands’ depending on the service needs of the organisation. |
| **Diversity, Equality and Inclusion**  | The HSE is an equal opportunities employer.Employees of the HSE bring a range of skills, talents, diverse thinking and experience to the organisation. The HSE believes passionately that employing a diverse workforce is central to its success – we aim to develop the workforce of the HSE so that it reflects the diversity of HSE service users and to strengthen it through accommodating and valuing different perspectives. Ultimately this will result in improved service user and employee experience. The HSE is committed to creating a positive working environment whereby all employees inclusive of age, civil status, disability, ethnicity and race, family status, gender, membership of the Traveller community, religion and sexual orientation are respected, valued and can reach their full potential. The HSE aims to achieve this through development of an organisational culture where injustice, bias and discrimination are not tolerated. The HSE welcomes people with diverse backgrounds and offers a range of supports and resources to staff, such as those who require a reasonable accommodation at work because of a disability or long term health condition. Read more about the HSE’s commitment to [Diversity, Equality and Inclusion](https://www.hse.ie/eng/staff/resources/diversity/diversity.html)  |
| **Code of Practice** | The Health Service Executive will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA).The CPSA is responsible for establishing the principles that should be followed when making an appointment. These are set out in the CPSA Code of Practice. The Code outlines the standards that should be adhered to at each stage of the selection process and sets out the review and appeal mechanisms open to candidates should they be unhappy with a selection process.Read the [CPSA Code of Practice](https://www.cpsa.ie/pdf/?file=https://assets.cpsa.ie/media/275828/b88e3648-c663-4293-9471-d2d75bd1d685.pdf).  |
| The reform programme outlined for the Health Services may impact on this role and as structures change the Job Specification may be reviewed.This Job Specification is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned. |



**General Manager, Leadership and Capability**

**Terms and Conditions of Employment**

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| **Tenure**  | The current vacancy available is **permanent** and **whole-time.** The post is pensionable. A panel may be created from which permanent and specified purpose vacancies of full or part time duration may be filled. The tenure of these posts will be indicated at “expression of interest” stage. Appointment as an employee of the Health Service Executive is governed by the Health Act 2004 and the Public Service Management (Recruitment and Appointments) Act 2004 and Public Service Management (Recruitment and Appointments) Amendment Act 2013. |
| **Remuneration**  | The salary scale for the post is: (as at 01/03/2025)€84,898 - €87,042 - €90,438 - €93,859 - €97,253 - €100,656 - €105,604New appointees to any grade start at the minimum point of the scale. Incremental credit will be applied for recognised relevant service in Ireland and abroad (Department of Health Circular 2/2011). Incremental credit is normally granted on appointment, in respect of previous experience in the Civil Service, Local Authorities, Health Service and other Public Service Bodies and Statutory Agencies. |
| **Working Week** | The standard weekly working hours of attendance for your grade are **35** hours per week. Your normal weekly working hours are **35** hours. Contracted hours that are less than the standard weekly working hours for your grade will be paid pro rata to the full time equivalent.You are required to work agreed roster/on-call arrangements advised by your Reporting Manager. Your contracted hours are liable to change between the hours of 8.00am and 8.00pm over seven days to meet the requirements for extended day services in accordance with the terms of collective agreements and HSE Circulars. |
| **Annual Leave** | The annual leave associated with the post will be confirmed at Contracting stage. |
| **Superannuation** | This is a pensionable position with the HSE. The successful candidate will upon appointment become a member of the appropriate pension scheme. Pension scheme membership will be notified within the contract of employment. Members of pre-existing pension schemes who transferred to the HSE on the 01st January 2005 pursuant to Section 60 of the Health Act 2004 are entitled to superannuation benefit terms under the HSE Scheme which are no less favourable to those which they were entitled to at 31st December 2004 |
| **Age** | The Public Service Superannuation (Age of Retirement) Act, 2018\* set 70 years as the compulsory retirement age for public servants.***\* Public Servants not affected by this legislation:***Public servants joining the public service or re-joining the public service with a 26 week break in service, between 1 April 2004 and 31 December 2012 (new entrants) have no compulsory retirement age.Public servants, joining the public service or re-joining the public service after a 26 week break, after 1 January 2013 are members of the Single Pension Scheme and have a compulsory retirement age of 70. |
| **Probation** | Every appointment of a person who is not already a permanent officer of the Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71. |
| **Protection of Children Guidance and Legislation** | The welfare and protection of children is the responsibility of all HSE staff. You must be aware of and understand your specific responsibilities under the Children First Act 2015, the Protections for Persons Reporting Child Abuse Act 1998 in accordance with Section 2, Children First National Guidance and other relevant child safeguarding legislation and policies. Some staff have additional responsibilities such as Line Managers, Designated Officers and Mandated Persons. You should check if you are a Designated Officer and/or a Mandated Person and be familiar with the related roles and legal responsibilities.For further information, guidance and resources please visit: [HSE Children First webpage](https://www.hse.ie/eng/services/list/2/primarycare/childrenfirst/resources/). |
| **Infection Control** | Have a working knowledge of Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc. and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role. |
| **Health & Safety** | It is the responsibility of line managers to ensure that the management of safety, health and welfare is successfully integrated into all activities undertaken within their area of responsibility, so far as is reasonably practicable. Line managers are named and roles and responsibilities detailed in the relevant Site Specific Safety Statement (SSSS). Key responsibilities include:* Developing a SSSS for the department/service[[1]](#footnote-1), as applicable, based on the identification of hazards and the assessment of risks, and reviewing/updating same on a regular basis (at least annually) and in the event of any significant change in the work activity or place of work.
* Ensuring that Occupational Safety and Health (OSH) is integrated into day-to-day business, providing Systems Of Work (SOW) that are planned, organised, performed, maintained, and revised as appropriate, and ensuring that all safety related records are maintained and available for inspection.
* Consulting and communicating with staff and safety representatives on OSH matters.
* Ensuring a training needs assessment (TNA) is undertaken for employees, facilitating their attendance at statutory OSH training, and ensuring records are maintained for each employee.
* Ensuring that all incidents occurring within the relevant department/service are appropriately managed and investigated in accordance with HSE procedures[[2]](#footnote-2).
* Seeking advice from health and safety professionals through the National Health and Safety Function Helpdesk as appropriate.
* Reviewing the health and safety performance of the ward/department/service and staff through, respectively, local audit and performance achievement meetings for example.

**Note**: Detailed roles and responsibilities of Line Managers are outlined in local SSSS.  |
| **Ethics in Public Office 1995 and 2001** | Positions remunerated at or above the minimum point of the Grade VIII salary scale are designated positions under Section 18 of the Ethics in Public Office Act 1995. Any person appointed to a designated position must comply with the requirements of the Ethics in Public Office Acts 1995 and 2001 as outlined below: A) In accordance with Section 18 of the Ethics in Public Office Act 1995, a person holding such a post is required to prepare and furnish an annual statement of any interests which could materially influence the performance of the official functions of the post. This annual statement of interest should be submitted to the Chief Executive Officer not later than 31st January in the following year.B) In addition to the annual statement, a person holding such a post is required, whenever they are performing a function as an employee of the HSE and have actual knowledge, or a connected person, has a material interest in a matter to which the function relates, provide at the time a statement of the facts of that interest. A person holding such a post should provide such statement to the Chief Executive Officer. The function in question cannot be performed unless there are compelling reasons to do so and, if this is the case, those compelling reasons must be stated in writing and must be provided to the Chief Executive Officer. C) A person holding such a post is required under the Ethics in Public Office Acts 1995 and 2001 to act in accordance with any guidelines or advice published or given by the Standards in Public Office Commission. Guidelines for public servants on compliance with the provisions of the Ethics in Public Office Acts 1995 and 2001 are available on the Standards Commission’s website <https://www.sipo.ie/>. |

1. A template SSSS and guidelines are available on [writing your site or service safety statement](https://www2.healthservice.hse.ie/organisation/national-pppgs/writing-your-site-or-service-safety-statement/).

2 Structures and processes for effective [incident management](https://www2.healthservice.hse.ie/organisation/qps-incident-management/incident-management/) and review of incidents. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)