

 Major Infrastructure Programme Manager

 **Technical Services Officer**

 **Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | Major Infrastructure Programme Manager*(Technical Services Officer) (Grade Code :546Y)* |
| **Campaign Reference** | NRS14957 |
| **Closing Date** | 16/10/2025 @ 12:00pm |
| **Proposed Interview Date (s)** | Candidates will normally be given at least two weeks' notice of interview. The timescale may be reduced in exceptional circumstances. |
| **Taking up Appointment** | A start date will be indicated at job offer stage. |
| **Location of Post** | There are currently two permanent whole-time vacancies available in the following locations: * **Galway** - initial project assignment to Capital & Estates Department, HSE West, Gate Lodge, Merlin Park University Hospital, Co Galway with the possibility to be assigned to a different project in a different location at a later date
* **Cork** - Initial project assignment to Capital & Estates Department, HSE South West, St. Finbarr’s Hospital, Cork with the possibility to be assigned to a different project in a different location at a later date

The Line Manager is open to engagement as regards the expected level of on-site attendance at each of the above bases, in the context of the requirements of this role and the HSE’s Blended Working Policy.Two separate panels may be formed as a result of this campaign for Major Infrastructure Programme Manager (Technical Services Officer), Capital and Estates, Major Infrastructure Programme; one for Galway and one for Cork from which current and future, permanent and specified purpose vacancies of full or part-time duration may be filled.  |
| **Informal Enquiries** | **Galway Post**Niall Colleary, Assistant National Director Capital & Estates West & North West:E-mail: niall.colleary@hse.ie **Cork Post**Daniel Clifford, Assistant National Director Capital & Estates SouthwestE-mail: daniel.clifford@hse.ie |
| **Details of Service** | The HSE Capital & Estates function provides a range of professional, technical, project management, property, Fire & Safety and related services in respect of the procurement, development, operation and maintenance of the health service’s physical infrastructure – including buildings, plant and equipment. These services include design, specification, project management, supervision and procurement associated with major and minor capital building and refurbishment works, infrastructural risk and asset management, property services, fire, health and safety issues, energy, and sustainability etc.The Major Infrastructure Programme Manager will be responsible for the delivery of specific national major capital infrastructure with an initial focus on the Merlin Park University Hospital (MPUH) Campus, St Stephen’s Hospital Campus & Cork University Hospital Campus. The key project(s) envisaged for the Merlin Park University Hospital campus include:* Elective Hospital & associated works
* Decant & Enabling projects
* CSSD, Radiology projects

The key project(s) envisaged for St Stephen’s Health Campus include:* Elective Hospital & associated works
* Enabling Works
* Acute Mental Health facility
* Development Control Plan

Cork University Hospital campus:* Multi-storey multipurpose buildings (Acute Capacity Expansion Plan)

The Major Infrastructure Programme Manager may be assigned to manage other national projects outside the respective region in conjunction with and/or after the programme of works outlined above.  |
| **Reporting Relationship** | The Major Infrastructure Programme Manager reports directly to the Assistant National Director Capital & Estates, initially within the respective areas of West & North West and Southwest but will differ thereafter to reflect national Major Infrastructure Projects/Programmes as required.The successful candidate will also be accountable to any programme or oversight board for delivery of an agreed programme of works or as directed by the relevant Assistant National Director Capital & Estates. |
| **Key Working Relationships** | Capital & Estates National & Regional ColleaguesRegional Health ColleaguesAcute Hospital ColleaguesDepartment of Health & other relevant government agenciesDesign Teams, Construction Contractors  |
| **Purpose of the Post**  | To lead & manage major capital developments including the development of associated masterplans, decant works, enabling works and the delivery of subsequent capital projects as identified.The primary focus of the role will be in respect of the relevant health campus although projects in respect of other national programmes in other regions may be assigned if deemed appropriate. |
| **Principal Duties and Responsibilities** | Under the general direction of the Assistant National Director Capital & Estates, the programme manager will be responsible for development and delivery of an agreed programme of work associated with major capital projects initially in the West & North West and Southwest and assisting in the development of the infrastructural master plan for the campus which includes ownership of the masterplan its coordination and delivery against agreed timescales and milestones. * To lead, provide support or advice in relation to the management of the various projects arising including capital planning and project management, estate maintenance, environmental management, and infrastructural risk management.
* Works with the project sponsor and all key stakeholders to define each projects requirements and scope
* Develops and manages the project plans for each of the projects
* To manage the delivery of these individual projects within the overall strategic plan for the hospital campus.
* Management of each project team and monitoring and reporting progress and ensuring completion of all project tasks and activities
* Ensure project deliverables to agreed quality standards
* Manage each project budget in line with capital and revenue requirements
* Ensure highly effective communication mechanisms and processes are in place to manage, motivate and influence multiple project stakeholders
* To manage the staff, financial and other resources assigned to the post holder.
* To ensure implementation of HSE Capital & Estate policies and procedures in managing the projects.
* To work in a collaborative manner and liaise and consult with the Hospital and Group management, the Capital & Estates function, clinical personnel and other HSE Health Services, Department of Health personnel.

The post holder will:**Plan, own and manage and supervise the execution of these major capital projects within the agreed program:*** Lead or assist in the preparation of comprehensive briefs, business cases and submissions for the proposed projects in consultation with services and clinical staff and Capital & Estates personnel.
* Lear or assist in the preparation of budgets for the carrying out the proposed Major Capital work programmes and ensuring that projects are delivered within agreed budgets.
* Ensure compliance with EU procurement and HSE financial regulation and government spending code.
* Oversee staff, design teams and contractors in the implementation of the agreed programmes.
* Lead or assist in defining requirements for all equipment and building, especially in seeking ease of maintenance and operation
* Comply with regulatory requirements including permission, licences, certificates and approvals.
* Awareness and knowledge of HSE policies on climate change and the relevant action plans
* Work with Infection Prevention Control teams GUH on the construction components and the clinical service managers and services and maintenance managers
* Knowledge and awareness of Health and Safety legislation and particularly Fire Safety and policies relating to same and to ensure compliance
* Oversee all approval processes related to the Infrastructure Guidelines/Public Spending Code

**Planning and supervising the execution of major capital works by:*** Managing the preparation of a comprehensive brief for projects in consultation with services and Capital & Estates personnel and advisors.
* Ensuring that the brief is known to and understood, in appropriate detail, by all those who are likely to work in the new facility.
* Preparation of Capital submissions in accordance with HSE Capital Approval protocols
* Managing the necessary and appropriate consultation processes, meetings, and other activities necessary to satisfactory completion of the project.
* Complying with all regulatory and statutory requirements including permission, licences, certificates, and approvals.
* Ensure all works are carried out in compliance with Health and Safety regulations.
* Defining requirements for design services, buildings, and equipment.
* Procurement and selection of Design Teams, other professional services, and contractors for Capital Projects, arranging and managing the procurement processes.
* Arranging for preparation of specifications, drawing and contract documents for Capital Projects.
* Obtaining approval to proposals as necessary in accordance with HSE protocols and regulations in a timely manner.
* Developing proposals with selected design teams and contractors.
* Developing action plans for the timely and efficient completion of contracts. Co-ordinating the tender and control stages of projects, having close liaison with design teams, site supervisory staff, etc. on the one hand and hospital personnel on the other.
* Supervising staff and contractors in the implementation of agreed programmes.
* Ensuring that equipping/commissioning teams are established in good time, are adequately briefed, and trained, and is effectively supported in carrying out its work.
* Managing and controlling agreed project timescales and budgets for planning, design, construction and equipping and budgets to agreed quality standards.
* Anticipating difficulties and problems, especially those arising from phasing, variations, commissioning, and vacating, and ensuring that where necessary these are either resolved directly or brought to the notice of Assistant National Director and Capital & Estates Corporate/ Project Board, for decisions on claims for delays, extras etc.
* Managing the processing, certification and controlling expenditure on each assigned project. This is to include presentations to senior management and Project Board as required, of information and current estimates of total costs, running statements of financial commitment and forecasts of expenditure.
* Checking design team fees accounts with regards to agreed fees and certification of same. He/she shall process payments to contractors and design team firms for payment in accordance with constraints set down in contract documents, forms of agreement and statutory provisions.
* Advising line management on measures appropriate to enable the orderly phasing out of services in old facilities and the transfer to new facilities of staff and services. Assisting in the orderly phasing of developments by agreeing appropriate arrangements with line management and to keep line management and senior clinical staff informed of the plans as the developments proceed.
* Preparation of progress reports on Capital developments as required.

***Other Duties:**** Adequately identifies, assesses, manages and monitors risk within their area of responsibility.
* Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate.
* 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.
* Achievement of targets and plans and completion of agreed programme within allocated budget.
* Act as spokesperson for the Organisation as required.
* Demonstrate pro-active commitment to all communications with internal and external stakeholders.

**KPI’s*** The identification and development of Key Performance Indicators (KPIs)
* The development of Action Plans to address KPI targets.
* Driving and promoting a Performance Management culture.
* In conjunction with line manager assist in the development of a Performance Management system for your profession.
* The management and delivery of KPIs as a routine and core business objective.

**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 at the latest date of application:** 1. **Professional Qualifications, Experience etc.**
2. Hold a Level 8 (or higher) Quality & Qualifications Ireland (QQI) major academic award in Architecture, Engineering or Surveying, accredited by the relevant Professional Institute (Society of Chartered Surveyors in Ireland, Royal Institution of Chartered Surveyors, Engineers Ireland, Royal Institute of Architects of Ireland)

**OR**1. Have Full (Chartered) Membership of the relevant professional association1:

Society of Chartered Surveyors in IrelandRoyal Institution of Chartered SurveyorsEngineers IrelandRoyal Institute of Architects of Ireland**OR**1. Hold a qualification at least equivalent to one of the above listed in (i) or (ii)

**AND**1. Have had at least **eight years’** satisfactory & relevant experience in planning, design, project management or construction of buildings or in the installation or maintenance of the mechanical, electrical, and heating services of such buildings.

**AND**1. Possess the requisite knowledge and ability (including a high standard of suitability and of management ability) to enter on the discharge of the duties of the office.

**Note 1 - Membership of the relevant professional association:****Society of Chartered Surveyors in Ireland / Royal Institution of Chartered Surveyors**Candidates should have full, professional membership i.e. be a chartered member of the Society of Chartered Surveyors in Ireland and or Royal Institute Chartered Surveyors (**Quantity Surveying, Property Surveying or Project Management Division**) **Engineers Ireland – Acceptable Membership**Candidates must be a member of Engineers Ireland and have secured the Professional Title of Chartered Engineer in a Construction related field.**Royal Institute of Architects of Ireland**Applicants should be named on the Register for Architects maintained by the RIAI pursuant to Part 3 of the Building Control Act 2007 or be eligible for admission to the Register without further assessment.1. **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. 1. **Character**

Each candidate for and any person holding the office must be of good character. |
| **Post Specific Requirements** | * Demonstrate depth and breadth of experience in the planning, design, project management and construction of buildings as relevant to the role.
* Demonstrate depth and breadth of experience in the management of staff undertaking multiple large scale construction projects.
* Demonstrate ability to build and maintain relationships with key stakeholders, including leadership skills, and team working as is relevant to the role.
* Demonstrate experience in delivering Major Infrastructure Projects, as relevant to the role
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| **Other requirements specific to the post** | Have access to appropriate transport to fulfil the requirements of the role |
| **Additional eligibility requirements:** | **Citizenship Requirements** Eligible candidates must be: 1. EEA, Swiss, or British citizens

**OR**1. Non-European Economic Area citizens with permission to reside and work in the State

Read Appendix 2 of the Additional Campaign Information for further information on accepted Stamps for Non-EEA citizens resident in the State, including those with refugee status.To qualify candidates must be eligible by the closing date of the campaign.  |

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| **Skills, competencies and/or knowledge** | **Professional Experience & Knowledge** * Demonstrate a good knowledge and experience of the construction of major capital projects and an understanding of complex health service requirements
* Demonstrate Technical skills and ability appropriate to the post
* Demonstrate knowledge and awareness of Building regulations and standards and EU Procurement legislation and Government construction procurement guidelines.
* Demonstrate knowledge and awareness of the Infrastructure Guidelines.
* Demonstrate evidence of effective project management, planning and organising skills including awareness of resource management and importance of value for money, the ability to manage deadlines and effectively handle multiple tasks.
* Demonstrate leadership and team management skills including the ability to work with multi-disciplinary team members and also the ability to motivate, train, develop and manage staff.
* Demonstrate a commitment to providing a quality service including an awareness and appreciation of the service user.
* Demonstrate evidence of computer skills including use of Microsoft Word, Excel, email, Engineering specific programmes such as Project Manager, Autocad etc. and Financial systems (for e.g. SAP).
* Demonstrate an understanding of the Infrastructure Guidelines/Public Spending Code.

**Interpersonal / Communication Skills** * Effective written and verbal communication skills, including the ability to present information in a clear and concise manner, within the organisation and externally.
* An ability to facilitate and manage groups through the learning process; the ability to give constructive feedback to encourage learning.
* Good interpersonal skills to interface effectively with all stakeholders.
* The required leadership and vision to lead and manage wide-scale change in a complex environment.
* Capacity to lead, organise and motivate staff to function effectively in times of rapid change.
* An ability to communicate ideas, positions and information clearly and convincingly in a matter that is sensitive to wider issues and has the ability to advocate for and negotiate a favourable position for the Effective written and verbal communication skills, including the ability to present information in a clear and concise manner, within the organisation and externally.
* An ability to facilitate and manage groups through the learning process; the ability to give constructive feedback to encourage learning.
* Good interpersonal skills to interface effectively with all stakeholders.
* Confidence of own judgement and ability to influence others and is capable of coping with stress and pressure without performance deteriorating.
* A strong degree of self-sufficiency, being capable of personally evaluating proposals and recommending decisions on a proactive basis while actively suggesting improvements and adapting readily to change.

**Planning & Managing Resources*** Good management skills (forward planning, problem anticipation, conflict resolution, flexibility, decision making).
* Evidence of effective planning and organising skills including awareness of resource management and importance of value for money.
* An ability to manage deadlines and effectively handle multiple tasks.

**Evaluating Information, Judging Situations & Problem Solving*** An ability to evaluate information, judge situations, solve problems and make decisions in a timely manner.
* An ability to analyse and evaluate, in a rational, objective, consistent and systematic manner, a range of complex information and identify the core issues and arguments that are most salient to the situation at hand.
* An ability to consider the range of options available, involve other parties at the appropriate time and level and to make balanced and timely decisions.

**Building & Maintaining Relationships including Leadership, Managing People & Team Skills*** The ability of setting high standards, by example, for management team and staff, motivating and enthusing staff and building team commitment to organisational goals and challenging tasks.
* Excellent interpersonal, networking and influencing skills.
* Confidence of own judgement and ability to influence others and is capable of coping with stress and pressure of work without performance deteriorating.
* A strong degree of self-sufficiency, being capable of personally pushing proposals and recommending decisions on a proactive basis while actively suggesting improvements and adapting readily to change.
* Good public relations, enthusiasm, drive and initiative, and an ability to work as part of a team.
* Demonstrate leadership and team management skills including the ability to work with multi-disciplinary team members and also the ability to motivate, train, develop and manage staff.
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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 progressing 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 to be followed when making an appointment. These are set out in the CPSA Code of Practice. The Code outlines the standards to 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. |

 Major Infrastructure Programme Manager

 **Terms and Conditions of Employment**

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| **Tenure**  | The current vacancies available are 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 01/08/2025€99,661, €102,101, €104,538, €106,979, €109,419, €111,867, **€115,551, €119,239 LSIs**New 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. All Mandated Persons under the Children First Act 2015, within the HSE, are appointed as Designated Officers under the Protections for Persons Reporting Child Abuse Act, 1998. Mandated Persons such as line managers, doctors, nurses, physiotherapists, occupational therapists, speech and language therapists, social workers, social care workers, and emergency technicians have additional responsibilities. You should check if you are a Mandated Person and be familiar with the related roles and legal responsibilities.Visit [HSE Children First](https://www.hse.ie/eng/services/list/2/primarycare/childrenfirst/resources/) for further information, guidance and 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://healthservice.hse.ie/staff/health-and-safety/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)