

**Leadership and Capability Manager (Grade VIII)**

**National Human Resources**

**Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | Leadership and Capability Manager (Grade VIII)  *(Grade Code: 0655)* |
| **Campaign Reference** | NRS15029 |
| **Closing Date** | **Wednesday 24th September 2025 at 12:00 PM** |
| **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** | There is currently one permanent whole-time vacancy available in HR-Leadership and Capability Offices, 20-23 Merchants Quay, Dublin 8.  The successful candidate will also be required as part of this role to work at other locations in line with service requirements.  A panel may be formed as a result of this campaign for **Leadership and Capability Manager (Grade VIII) within National Human Resources – Leadership and Capability, Dublin** 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 Capability  **Email:** [paul.gahan@hse.ie](mailto:paul.gahan@hse.ie)  **Tel No:** 087 099 4200 |
| **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 2025 – 2027 is an organisational priority and supports the development of current and future health and social care leaders. Our shared purpose in the HSE is to make the organisation a place where staff feel supported, continually valued and proud of the work they do. The People Strategy enables a more sustainable, resilient and adaptable workforce who can deliver safer, effective and accessible services.  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 Public Service 2030 Transformation Strategy and the Corporate Plan 2025 – 2027 all set out a challenging agenda to address care, culture and governance, which are the foundations of an effective and resilient health system. Sláintecare in particular will continue to challenge how 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 Health Regions and 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 General Manager, Leadership and Capability and ultimately be responsible to the Assistant National Director, HR - Leadership and Capability. |
| **Key Working Relationships** | The post holder will work closely with the General Manager for Leadership and Capability along with other members of the wider Leadership and Capability team. They will have on-going engagements with Health Region and other Service leads and staff throughout the HSE. |
| **Purpose of the Post** | The Leadership and Capability Manager will develop, manage and implement strategies, projects, services and initiatives across Leadership and Capability. The post holder will lead a team in designing, developing and implementing agreed programmes and projects to support the six Health Regions along with Corporate National services. |
| **Principal Duties and Responsibilities** | * Manage the development and implementation of Leadership and Capability strategies and operational plans, projects, programmes and initiatives to ensure best practice in leadership and management and support performance and development of high-achieving and adaptive teams to enable great performance. * Manage initiatives associated with service, team and individual development and projects identified as having the potential to positively impact staff engagement and other strategic imperatives. * Ensure a standardised approach to how Leadership and Capability designs, delivers and evaluates its portfolio of programmes and services aligned to the People Strategy 2025 - 2027. * Lead, design, facilitate and deliver a range of bespoke interventions and/or programmes to support leaders/managers, teams, and staff. * Deliver one to one coaching and team coaching to support performance and development of staff across the HSE. * Review and evaluate Leadership and Capability programmes and projects to ensure their effectiveness and reflect current best practice. * Liaise and work with external bodies and Universities regarding programme design and development as required. * Manage and participate in planning processes for Leadership and Capability programmes and activities. * Manage and/or assist with the development, planning and promotion of the HSE’s Staff Survey and follow up reporting and assigned action plans, including providing support to the Health Regions in developing their own action plans. * Support the implementation of Leadership and Capability strategies and operational plans as required. * Report and provide updates on monthly and other activity including service planning, design, evaluation and delivery along with other matters as required. * Provide strategic input, advice and recommendations to the General Manager, Assistant National Director and others as required on initiatives, areas and projects. * Chair, project manage and implement learning and development and e-learning projects and other projects and programmes related to Leadership and Capability, as approved by the Assistant National Director. * Manage HSeLanD projects as assigned. * Provide support and/or cover as required for team members and managers within Leadership and Capability. * Engage with stakeholders regarding learning needs assessments and Leadership and Capability programmes and interventions. * 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. * Lead the development of written and digital communications, presentations and materials. * Adequately identify, assess, manage and monitor risk within area of responsibility. * Provide leadership to the wider Leadership and Capability team promoting strong collaboration and continuous professional development. * Provide training and briefings and facilitate action learning sets for staff as required. * 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 HR and HSE Policies. * Manage and support any procurement processes for Leadership and Capability as required. * Support the implementation of People Strategy 2025 - 2027 priorities 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. * Draft and 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. * Proactively support change management and continuous improvement in Leadership and Capability. * Keep the General Manager and Assistant National Director appraised of emerging issues.   **Human Resources / Supervision of Staff**   * Manage staff as assigned within the Leadership and Capability function. * Assist in the induction and training of new staff members as required. * Manage the performance of staff, dealing with underperformance in a timely and constructive manner. * Ensure an even distribution of workload amongst the team, taking into account absence due to annual leave etc. * Supervise and ensure the wellbeing of staff within own remit. * Create and promote a positive working environment among staff members, which contributes to maintaining and enhancing effective working relationships. * Promote cooperation and working in harmony with other teams and disciplines. * Conduct regular staff meetings to keep staff informed and to hear views. * Solve problems and ensure decisions are in line with local and national agreements. * Identify and agree training and development needs of team and design plan to meet needs. * Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate.   **Service Delivery and Service Improvement**   * Ensure accurate attention to detail in own work and work of team. * Maintain a good understanding of internal and external factors that can affect service delivery including awareness of local and national issues that impact on own area. * Embrace change and adapt local work practices accordingly by finding practical ways to make policies work, ensuring team knows how to action changes. * Encourage and support staff through change processes. * Monitor efficiency of service provided by team, identify and implement changes to the administration of the service where inefficiencies arise.   **Standards, policies, procedures and legislation**   * Demonstrate pro-active commitment to all communications with internal and external stakeholders. * Pursue continuous professional development in order to develop expertise and professional knowledge. * Adequately identifies, assesses, manages and monitors risk within their area of responsibility. * 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. * 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, Organisational Development or Learning and Development. * Significant experience of leading on Learning and Development programme design and development at both strategic and operational levels, as relevant to the role. * Significant experience of leading out on Learning and Development projects as relevant to the role and ensuring the achievement of project deliverables through collaborative working with multiple stakeholders. * Significant experience in managing and leading on team coaching and team development interventions, as relevant to the role. * A strong track record of managing staff and delivering results. * 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 the post will involve frequent travel. |
| **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. |
| **Skills, Competencies and/or knowledge** | **eadiCo**  **Professional Knowledge & Experience**   * An understanding of the critical components that make up and influence the Health Services and the interdependencies that contribute to their successful delivery. * Strong practical knowledge of best practice in HR, Leadership and Capability. * Specialist knowledge and understanding of Staff Engagement. * 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**   * Remains fully informed in a dynamic environment, while at the same time having a clear view of what changes are required in order to achieve immediate and long-term service objectives. * Understands the challenges of leading large scale change programmes that involve changes to work practices, clinical / business processes, new technology impacting in individuals, teams and cross service working. * A capacity to balance change with continuity – continually strives to improve change delivery, to create an environment that encourages creative thinking and to maintain focus, intensity and persistence, even under increasing complex and demanding conditions. * The ability to adequately identify, assess, manage and monitor risks within their area of responsibility. * A capacity to operate successfully in a challenging environment. * The ability to be a positive driver for change.   **Working With & Through Others - Influencing to Achieve**   * A track record of building and maintaining key internal and external relationships to energise critical mass of change leaders across the system. * Ability to work independently as well as work with a wider multidisciplinary / multi-agency team in a rapidly changing environment. * Is persuasive and effectively sells the vision for change and inspires confidence. * Sets high standards for the team and understands the importance of context and alignment between the work of the team and the wider system. * Is committed to working co-operatively with and influencing senior management colleagues to drive forward the health service improvement / innovation agenda. * Ability to influence, reframe and negotiate, working with teams/services to openly address conflict, find common interests, explore solutions and seek resolutions. * Ability to deal with uncertainty and work with various organisational systems, particularly where other services/organisations might be affected by the change. * Understanding of how people go through change with a particular understanding of personal reactions and ways to support behaviour change through building relationships and trust.   **Results Focused With Critical Analysis & Decision Making**   * Places strong emphasis on achieving high standards of excellence. * Commits a high degree of energy to well directed activities and looks for and seizes opportunities that are beneficial to achieving organisational goals. * Champions measurement on delivery of results and is willing to take personal responsibility to initiate activities and drive objectives through to a conclusion. * Has the ability to rapidly assimilate and analyse complex information; considers the impact of decisions before taking action; anticipates problems. * Recognises when to involve other parties at the appropriate time and level. * Makes timely decisions and stands by those decisions as required. * Ability to think strategically and with a whole system lens, with strong analytical and judgement skills. * Capacity to prompt divergent thinking and alternative approaches to challenge the status quo and support creative innovative solutions to complex problems. * Perseveres and sees tasks through. * Ability to critically look at issues, guide and support managers and teams to address issues, consider options and assess impact.   **Communication and Interpersonal Skills**   * Excellent interpersonal and communications skills to facilitate work with a wide range of individuals and groups * Possesses the ability to explain, advocate and express facts and ideas in a convincing manner, and actively liaise with individuals and groups internally and externally. * Is committed to building a professional network to remain up-to-date with and influence internal and external politics. * Has strong results focus and ability to achieve results through collaborative working. * Has excellent influencing and negotiation skills across a range of communication media. * Ability to clearly articulate messages to a variety of audiences, present information in a clear and concise manner and communicate confidently orally and in writing including strong presentation, written and ICT skills. * Understanding of how adults engage in learning including via digital and e-resources and ability to support and nurture individuals and teams in developing change practices.   **Personal Effectiveness and Commitment to Quality Services**   * A core belief in and passion for the sustainable delivery of high quality patient / service user centred services. * Is personally committed and motivated for the complex role. * Ability to influence others and move toward a common vision or goal. * Flexibility and adaptability; able to work with uncertainty and change course when needed. * Strong capability to manage competing demands without a diminution in performance. * Ability to deal with challenging situations in a constructive way, and keep a sense of perspective and balance in difficult circumstances. * Creative and ideas driven with the ability to critically evaluate work and provide constructive feedback for improvement. * Demonstrates a strong sense of self-awareness and personal and professional integrity. * Demonstrates a strong willingness and ability to operate in the flexible manner that is essential for the effective delivery of the role. * Commitment to continuing professional development. |
| **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 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. | |

 **Leadership and Capability Manager (Grade VIII)**

**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 01/08/2025)  €82,258 - €82,997 - €86,243 - €89,502 - €92,736 - €95,983 - €99,213  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](hhttps://www.hse.ie/eng/services/list/2/primarycare/childrenfirst/) 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://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)