

+

2019



2019 Prospectus

Leadership, Education and Talent Development



Contents

Introduction	2
Services provided by LETD	3
HSELand	4
Employee Induction	5
Clerical Administration Development Programme	10
People Management the Legal Framework (PMLF)	15
First Time Managers Programme	30
Coaching Skills for Managers	36
Leaders in Management	43
Stress Management & Building Resilience Workshop	46
Presentations Skills	49
Mid-Life Career Planning	50
Pre-Retirement Planning	51
Attendance Management 57 Effective Meetings 58	
Getting Started with Time Management	59
Master class Courtroom Skills	60
Promoting Effective Communications through Team Meetings	61
Team Development	62
Appendix One – Application Process	63
Training Prospectus 2019 Application Form	64

Introduction

On behalf of the Leadership, Education & Talent Development (LETD) team, I would like to welcome you to our Learning and Development Prospectus which outlines our extensive list of in-house Learning and Development Programmes provided to support HSE staff around the country.

LETD has extensive experience in developing and providing high quality programmes that support the priorities of the HSE. Our current suite of Learning & Development Programmes and interventions support a number of the priorities in our People strategy such as Leadership and Culture, Learning and Development and Performance Achievement. A number of the programmes contained within the Prospectus are accredited by professional bodies which is important for a number of disciplines in meeting their continuous professional development (CPD) requirements.

We also have included information on what HSELand has to offer in the area of online training supports for all staff. The area of online learning is a fast developing part of the training and education area and is a flexible learning option for staff considering the demands on time and resources. There is a large suite of training programmes available covering both clinical and general development, and various hubs with discussion forums, publications, articles etc.

We hope that our Prospectus provides guidance in relation to the options available through LETD in supporting your individual and team development needs. Our LETD Specialists look forward to meeting you on one of our many development programmes during 2019.

Pat O'Boyle
Assistant National Director
HR - Leadership Education and Talent Development

Services Provided by LETD

If you need Development Support in any of the following areas you should contact LETD:

- Developing a team
- Facilitating a group/team
- Initiating an action learning group
- Bespoke Interventions based on needs analysis.
- 1:1 Coaching

The Leadership, Education & Talent Development teams are located in the following areas:

Regional Education Centre, Ardee, Co. Louth	Email: betty.carolan@hse.ie Ph: 041 6857816
Unit 8A , Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	Email: alex.ennis@hse.ie Ph: 057 9370611
An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal & First Floor, St. Conal's Building, Letterkenny, Co. Donegal & HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway	Donegal, Sligo & Leitrim Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100 Ph: Michele McGirl 071 9822100 Email: pdu@hse.ie Ph: Karen Crawford 074 9109131 Ph: Elaine O'Doherty 074 9109132 Galway, Mayo & Roscommon Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
Former Administration Building, St. Mary's Health Campus, Gurrabraher, Cork & Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny	Cork Email: shirley.aherne@hse.ie Ph: 021 4921213 Kilkenny Email: leadershipeducation&development@hse.ie Ph: 056 7785501

*Please note dates are subject to change and should be verified with the local contact for the programme.

Log on to Hseland.ie to further your learning and development

HSELand.ie provides a central source of high quality online training, learning and development to over 100,000 healthcare professionals within the HSE, health care and related voluntary organisations throughout Ireland.

The online portal includes:

- Over 100 E-Learning resources and programmes.
- A personal development plan (PDP) workbook allowing users to plan their learning and development over time.
- 360 degree competency assessment tool that recommends learning interventions.
- Collaborative learning hubs to facilitate knowledge sharing between multidisciplinary groups.

As well as identifying personal, career and learning objectives, you can also put your plans into action by undertaking any of a large selection of online learning programmes, hubs and resources at your own pace and at a time that suits you.

HSELand.ie is recognised for the positive impact on learners, having scooped a Gold Brandon Hall Award. The HSE is the only Irish organisation to be awarded gold status for Learning Excellence.

How to register:

You can register on www.hseland.ie for free. If it has been a while since you last logged on, the portal is continually being updated, so why not see what learning resource can help you in your role.

Employee Induction

Aim and Objectives

Employee Induction is a three stage approach.

Pre-employment – to assist the line manager in preparing for the arrival of a new employee prior to commencement of employment.

Departmental Induction – an introduction to the culture and work practices of the department. To have a clear understanding of their role, responsibilities and objectives.

Employee Induction Programme (Corporate and Site) - a structured approach to introducing newly appointed or transferred employees to the organisation, its vision, mission, values and services through a selection of subject matter experts. This one day Programme will include the following;

Content

- Overview of the HSE (Organisational structure and services)
- National Service Plan
- Overview of Hospital Groups
- Overview of Community Health Organisations
- Data Protection/GDPR
- Freedom of Information
- Your Service, Your Say
- Risk Management
- Human Resources Policies
- Occupational Health (Workplace Health and Wellbeing)
- Payroll and Superannuation Process

Targeted Participants

All new and recently transferred employees

Duration: Employee Induction programme – 1 day

Time: 9.30am to 5pm

Also please see www.hseland.ie and the HSELand induction hub at <http://i-start.hseland.ie/> for HSE Induction Guidelines.

Date	Venue	How to Apply
30 th January (Saolta)	Galway	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489

5 th February (Community Healthcare West)	Galway	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
11 th February	Lecture Theatre, Cherry Orchard Hospital, Ballyfermot, Dublin 10	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
13 th February	Kilkenny	LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation&development@hse.ie Ph: Olivia Comerford 056 7785501
27 th February	Letterkenny	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
27 th February	Roscommon	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
4 th March	Board Room, Oak House, Millennium Park, Naas, Co. Kildare	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611

Date

Venue

How to Apply

5 th March	Sligo	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
6 th March	Mayo	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
25 th March	Cork	LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240
15 th April	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
8 th May (Letterkenny University Hospital)	Letterkenny	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
29 th May	Board Room, Oak House, Millennium Park, Naas, Co. Kildare	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
29 th May	Lecture Theatre, Cherry Orchard Hospital, Ballyfermot, Dublin 10	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611

26 th June	Board Room, Oak House, Millennium Park, Naas, Co. Kildare	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
-----------------------	---	---

Date	Venue	How to Apply
24 th July	Education Centre, Midland Regional Hospital, Mullingar, Co. Westmeath.	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
5 th September (Saolta & Community Healthcare West)	Galway	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
5 th September	Lecture Theatre, Cherry Orchard Hospital, Ballyfermot, Dublin 10	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
10 th September	Letterkenny	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
10 th September (Saolta & Community Healthcare West)	Roscommon	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489

11 th September	Letterkenny	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
18 th September	Conference Room, Vergemount Hall, Clonskeagh, Dublin 6	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611

Date	Venue	How to Apply
18 th September (Saolta & Community Healthcare West)	Mayo	HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
19 th September	Sligo	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
2 nd October	Kilkenny	LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation&development@hse.ie Ph: Olivia Comerford 056 7785501
17 th October	Board Room, Oak House, Millennium Park, Naas, Co. Kildare	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
1 st November	Cork	LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240

21 st November	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
26 th November (Letterkenny University Hospital)	Letterkenny	Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: 071 9822100
12th December	Chestnut Room, St. Mary's Hospital, Phoenix Park, Dublin 20	Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611

Clerical Administration Development Programme

Category 1 approved by An Bord Altranais agus Cnáimhseachais na hÉireann (7 NMBI CEUs)

Aim & Objectives

This programme aims to develop and enhance essential administration skills required to deliver a customer focused health service.

Content

At the end of this programme you will have a knowledge and appreciation of:

- Team working and your preferred working style
- How you communicate effectively with service users and colleagues
- How to make the best use of your time
- Creating your personal development plan
- Participating positively in meetings and how to take minutes of a meeting

Targeted Participants

Grade III and Grade IV Clerical administration staff

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

5 th , 6 th February & 13 th March (Fully Booked)	3 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: shirley.aherne@hse.ie Ph: Shirley Aherne 021 4921213</p>
19 th , 20 th February & 27 th March	3 days	Mayo	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
19 th , 20 th February & 11 th April	3 days	Sligo	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: 071 9822100</p>
21 st , 22 nd March & 2 nd May	3 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: Alex Ennis 057 9370611</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

26 th , 27 th March & 14 th May	3 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 5th March</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
27 th , 28 th March & 3 rd May (Fully Booked)	3 days	Kilkenny	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie Ph: Monica Phelan 056 7785505</p>
9 th , 10 th April & 8 th May	3 days	Roscommon	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
14 th , 15 th May & 19 th June	3 days	Limerick	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Email: hrchomidwest@hse.ie</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

12 th , 13 th June & 24 th July	3 days	Training Centre, Phoenix Hall, St. Mary's Hospital Campus, Phoenix Park, Dublin 20	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 22nd May</p> <p>Betty Carolan, LETD Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth.</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
4 th , 5 th September & 10 th October	3 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: shirley.aherne@hse.ie Ph: Shirley Aherne 021 4921213</p>
3 rd , 4 th October & 4 th November	3 days	Dublin – Venue to be decided	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: Alex Ennis 057 9370611</p>
8 th , 9 th October & 19 th November	3 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 17th September</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

8 th , 9 th October & 21 st November	3 days	Donegal	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: 071 9822100</p>
15 th , 16 th October & 26 th November	3 days	Training Centre, Phoenix Hall, St. Mary's Hospital Campus, Phoenix Park, Dublin 20	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 24th September</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
22 nd , 23 rd October & 20 th November (Fully Booked)	3 days	Kilkenny	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie Ph: Monica Phelan 056 7785505</p>
13 th , 14 th November & 12 th December	3 days	Education Centre, Merlin Park, Galway	9:30 – 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

People Management the Legal Framework (PMLF)

Aim & Objectives

This programme aims to;

Give a brief overview of the legal framework governing employer/employee relations

Illustrate how the various employment statutes impact on the people management role of the Line Manager

Demonstrate how the effective use of HR policies not only serves to comply with the legislative requirements but is also central to the motivation and commitment of staff to the organisation and high quality performance

Content

- Employee Performance
- Managing Employee Grievances
- Managing Attendance
- Equal Opportunities
- Dignity at work
- Trust in Care
- Management of A-typical contracts
- Recruitment

Targeted Participants

All Line Managers with direct people management responsibilities.

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

16 th & 17 th January	2 days	Mayo	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
21 st & 22 nd January	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
23 rd & 24 th January	2 days	Sligo	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
28 th & 29 th January	2 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

30 th January & 6 th February	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurranabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
5 th & 6 th February	2 days	Letterkenny	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
12 th & 13 th February	2 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 1st February</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
12 th & 13 th February	2 days	Ballyshannon	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

14 th February & 7 th March	2 days	Kilkenny	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie Ph: Monica Phelan 056 7785505</p>
18 th & 19 th February	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
25 th & 26 th February	2 days	Lecture Theatre, Cherry Orchard Campus, Dublin 10	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
11 th & 12 th March	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

12 th & 13 th March	2 days	Stranorlar	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
12 th & 13 th March	2 days	Galway	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
14 th & 26 th March	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
25 th & 26 th March	2 days	St. Mary's Hospital, Phoenix Park, Dublin 20	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O'Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

16 th & 17 th April	2 days	Taylor Hse, St Ita's Campus, Portrane, Co Dublin	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 1st April</p> <p>Betty Carolan, LETD Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
16 th & 24 th April	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
29 th & 30 th April	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O'Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
9 th & 23 rd May	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

13 th & 14 th May	2 days	Conference Room, Vergemount Hall, Clonskeagh, Dublin 6	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
14 th & 15 th May	2 days	Sligo	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
20 th & 21 st May	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
21 st & 22 nd May	2 days	Letterkenny	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

29 th & 30 th May	2 days	Regional Education Centre, Ardee, Co. Louth	9:30am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 3rd May</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
12 th & 13 th June	2 days	Galway	9:00am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
12 th & 13 th June	2 days	Limerick	9:00am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Email: hrchomidwest@hse.ie</p>
13 th & 25 th June	2 days	TBC	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie Ph: Monica Phelan 056 7785505</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

18 th & 19 th June	2 days	Tayleur Hse, St Ita's Campus, Portrane, Co Dublin	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 29th May</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
24 th & 25 th June	2 days	St. Mary's Hospital, Phoenix Park, Dublin 20	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O'Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
8 th & 9 th July	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O'Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly.</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
10 th & 11 th July	2 days	Tayleur House, St. Ita's Campus, Portrane, Co. Dublin	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 15th June</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

22 nd & 23 rd July	2 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
4 th & 5 th September	2 days	Mayo	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
4 th & 25 th September	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary’s Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
9 th & 10 th September	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

23 rd & 24 th September	2 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
7 th & 8 th October	2 days	St. Mary’s Hospital, Phoenix Park, Dublin 20	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
15 th & 16 th October	2 days	Ballyshannon	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
17 th October & 7 th November	2 days	TBC	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie Ph: Monica Phelan 056 7785505</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

21 st & 22 nd October	2 days	Millennium Park, Naas, Co. Kildare	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
22 nd & 23 rd October	2 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 1st October</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid’s Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
22 nd & 23 rd October	2 days	Sligo	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
23 rd & 24 th October	2 days	Galway	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

26 th & 27 th October (Bespoke/ Closed)	2 days	Roscommon	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
29 th & 30 th October	2 days	Tayleur House, St. Ita's Campus, Portrane, Co. Dublin	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 5th October 2019</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
4 th & 5 th November	2 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O'Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
6 th & 20 th November	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

18 th & 19 th November	2 days	Millennium Park, Naas, Co. Kildare	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
20 th & 21 st November	2 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 1st November</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid’s Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
26 th & 27 th November	2 days	Roscommon	9:00am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
2 nd & 3 rd December	2 days	St. Mary’s Hospital, Phoenix Park, Dublin 20	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Padraic O’Riordan, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore Co. Offaly</p> <p>Email: padraic.oriordan1@hse.ie Ph: 057 9370611</p>
Date	Duration	Venue	Time	How to Apply

3 rd & 4 th December	2 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 15th November</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
4 th & 12 th December	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>

First Time Managers Programme

This is a national programme developed for First Time Managers working in both clinical and nonclinical service areas across the HSE. The programme will assist participants in developing the skills and techniques required to enable them to perform more effectively in their role.

Content

At the end of this programme managers will have a greater understanding of the following:

- HSE Strategy and Structure
- Quality and Patient Safety
- Personal Resilience
- Influence and Motivation
- Time Management and Delegation
- Diversity Equality and Inclusion
- Styles of Leading
- Communication and Introducing Change
- Giving and Receiving Constructive Feedback
- Recognising Conflict Handling Styles
- How to chair a productive meeting
- Plan, delegate and review work

Participants will have an opportunity to explore their preferences for decision making and communication using the Myers Briggs Personality Type Indicator (MBTI)

PLEASE NOTE: if you have not already attended the “People Management the Legal Framework programme”, it would be advisable that you apply for this programme prior to attending the First Time Managers programme.

Targeted Participants

This programme is aimed at both newly appointed/promoted managers and less experienced managers.

Date	Duration	Venue	Time	How to apply
12 th December 7 th & 19 th February	4 days	Kilkenny	TBC	Complete Application Form in appendix one and send to: LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation.development@hse.ie Ph: Olivia Comerford 056 7785501
15 th & 16 th January 19 th & 20 th February	4 days	Galway	9:30am-5:00pm	Complete Application Form in appendix one and send to: Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
12 th & 13 th February 5 th & 6 th March	4 days	Sligo	9:30am-5:00pm	Complete Application Form in appendix one and send to: Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100
20 th & 21 st February 20 th & 21 st March	4 days	Regional Education Centre, Ardee, Co. Louth	09:30am-5:00pm	Complete Application Form in appendix one and send to: Closing Date: 1st February Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth Email: betty.carolan@hse.ie Ph: 041 6857816

27 th & 28 th February	4 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: 021 4921240 / 021 4921213
13 th & 14 th March (Fully Booked)				

Date	Duration	Venue	Time	How to apply
13 th March 17 th & 18 th April 7 th May (Fully Booked)	4 days	Dublin – Venue to be decided	TBC	Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to: Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: Alex Ennis 057 9370611
19 th & 20 th March 16 th & 17 th April	4 days	Kilkenny	TBC	Complete Application Form in appendix one and send to: LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation.development@hse.ie Ph: Olivia Comerford 056 7785501
26 th & 27 th March 16 th & 17 th April	4 days	Letterkenny	9:30am- 5:00pm	Complete Application Form in appendix one and send to: Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100
26 th & 27 th March 29 th & 30 th April	4 days	Limerick	9:30am- 5:00pm	Complete Application Form in appendix one and send to: Email: hrchomidwest@hse.ie

3 rd & 4 th April 1 st & 2 nd May	4 days	Taylor House, St. Ita's Campus, Portrane, Co Dublin	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Closing Date: 10th March</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
--	--------	---	---------------	--

Date	Duration	Venue	Time	How to apply
9 th & 10 th April 7 th & 8 th May	4 days	Kilkenny	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation.development@hse.ie Ph: Olivia Comerford 056 7785501</p>
10 th & 11 th April 15 th & 16 th May	4 days	Cork	9:30am-4:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Claire Hever, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: 021 4921240 / 021 4921213</p>
16 th & 17 th May 19 th & 20 th June	4 days	Mayo	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Mary McHugh/ Paula Duggan LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

16 th May 1 st & 2 nd July 18 th July	4 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: Alex Ennis 057 9370611</p>
21 st & 22 nd May 18 th & 19 th June (Bespoke/ Closed)	4 days	Roscommon	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Mary McHugh/ Paula Duggan LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

Date	Duration	Venue	Time	How to apply
22 nd & 23 rd May 26 th & 27 th June	4 days	Tayleur House, St. Ita's Campus, Portrane, Co Dublin	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Closing Date: 1st May</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
3 rd & 4 th September 1 st & 2 nd October	4 days	Galway	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Mary McHugh/ Paula Duggan LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

10 th & 11 th September 2 dates in October TBC	4 days	Sligo	9:30am- 5:00pm	Complete Application Form in appendix one and send to: Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100
18 th & 19 th September 2 nd & 3 rd October	4 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: 021 4921240 / 021 4921213
30 th September 21 st & 22 nd October 7 th November	4 days	Dublin – Venue to be decided	TBC	Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to: Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: Alex Ennis 057 9370611
Date	Duration	Venue	Time	How to apply
2 nd & 3 rd October 6 th & 7 th November	4 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	Complete Application Form in appendix one and send to: Closing Date: 10th September Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth Email: betty.carolan@hse.ie Ph: 041 6857816

22 nd & 23 rd October 19 th & 20 th November	4 days	Roscommon	9:30am- 5:00pm	Complete Application Form in appendix one and send to: Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
4 th & 5 th November 2 nd & 3 rd December	4 days	Waterford	TBC	Complete Application Form in appendix one and send to: LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation.development@hse.ie Ph: Olivia Comerford 056 7785501
13 th & 14 th November 27 th & 28 th November	4 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: 021 4921240 / 021 4921213

Coaching Skills for Managers

Have you ever questioned how to get a better performance from the people you manage? Are you unsure if you are communicating effectively with your staff? If you answered “yes” to any of these questions, then this programme – and its associated specialisation – is for you!

Leadership and management responsibilities have changed dramatically, particularly in the last decade. In order to be an effective manager in increasingly fast-paced and complex organisational environments, understanding your own style of management and in particular adapting a coaching style of management has become essential.

In this programme, you will learn what a coaching style of management is and learn how to differentiate between it and all of the other myriad roles managers are expected to perform – managing, mentoring, leading, and training. You’ll learn about the importance of strong leadership

and learn to describe your current point of view as a leader, and evaluate when to adjust your thinking in order to be more effective in managing and leading in a rapidly evolving workplace.

Content

- Understand the principles of coaching and of a coaching style of management
- Appreciate how communication techniques can impact the coaching process
- Understand how behaviours, personality preferences and working styles impact on the coaching manager and the employee relationship
- Demonstrate the use of management coaching type questions
- Apply coaching models to your management practice
- Demonstrate coaching skills
- Distinguish the difference between counselling, mentoring and coaching
- Understand the nature of the coaching relationship and the roles and responsibilities of coach and coachee and how that differs to you using a coaching style of management with your staff
- Reflection on your own style of management and how to incorporate a coaching style of conversation to your management toolkit
- How to give constructive feedback

Targeted Participants

For managers and supervisors who reflect and become more aware of their current management communication styles and want to develop a new understanding of how a 'Coaching style of management' can further develop their staff and enhance workplace performance.

Date	Duration	Venue	Time	How to apply
15 th & 16 th January	2 days	Letterkenny	9:30am- 5:30pm	Complete Application Form in appendix one and send to: Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100
16 th & 23 rd January (Fully Booked)	2 days	Kilkenny	TBC	Complete Application Form in appendix one and send to: Olivia Comerford, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email:

				leadershipeducation&development@hse.ie Ph: 056 7785501
6 th & 18 th February (Fully Booked)	2 days	Waterford	TBC	Complete Application Form in appendix one and send to: Olivia Comerford, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation&development@hse.ie Ph: 056 7785501
7 th & 28 th February	2 days	Tullamore	TBC	Complete Application Form in appendix one and send to: Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611
11 th February & 19 th March	2 days	Tullamore	TBC	Complete Application Form in appendix one and send to: Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611

Date	Duration	Venue	Time	How to apply
13 th February & 20 th March	2 days	Cork	9:30am-4:30pm	Complete Application Form in appendix one and send to: Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213

21 st & 28 th February	2 days	Sligo	9:30am- 5:30pm	Complete Application Form in appendix one and send to: Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100
6 th & 20 th March	2 days	Kilkenny	TBC	Complete Application Form in appendix one and send to: Olivia Comerford, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation&development@hse.ie Ph: 056 7785501
6 th & 20 th March	2 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213
7 th March & 11 th April	2 days	Naas	TBC	Complete Application Form in appendix one and send to: Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: alex.ennis@hse.ie Ph: 057 9370611

Date	Duration	Venue	Time	How to apply
12 th & 13 th March	2 days	Galway	9:30am- 5:30pm	Complete Application Form in appendix one and send to: Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489

2 nd & 3 rd April	2 days	Mayo/ Tuam	9:30am- 5:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
4 th April & 2 nd May	2 days	Cork	9:30am- 4:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
9 th April & 15 th May	2 days	Tallaght – Venue TBC	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
16 th & 17 th April	2 days	Sligo	9:30am- 5:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

Date	Duration	Venue	Time	How to apply
------	----------	-------	------	--------------

18 th April & 2 nd May	2 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213
8 th & 15 th May	2 days	Waterford	TBC	Complete Application Form in appendix one and send to: Olivia Comerford, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny Email: leadershipeducation&development@hse.ie Ph: 056 7785501
15 th & 29 th May	2 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213
5 th & 6 th June	2 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	Complete Application Form in appendix one and send to: Closing Date: 10th May Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth Email: betty.carolan@hse.ie Ph: 041 6857816
5 th & 13 th June	2 days	Cork	9:30am- 4:30pm	Complete Application Form in appendix one and send to: Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213

Date	Duration	Venue	Time	How to apply
------	----------	-------	------	--------------

6 th June & 4 th July	2 days	Mullingar	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
12 th & 19 th June	2 days	Cork	9:30am- 4:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
10 th September & 1 st October	2 days	Athy	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
12 th September & 10 th October	2 days	Cork	9:30am- 4:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
9 th & 23 rd October	2 days	Cork	9:30am- 4:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>

Date	Duration	Venue	Time	How to apply
------	----------	-------	------	--------------

9 th October & 12 th November	2 days	Kildare	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
9 th October & 12 th November	2 days	Cherry Orchard/ St. Mary's (Venue TBC)	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
13 th & 14 th November	2 days	Tayleur House, St. Ita's Campus, Portrane, Co Dublin	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Closing Date: 20th October</p> <p>Betty Carolan, LETD Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
1 st & 29 th November	2 days	Cherry Orchard/ St. Mary's (Venue TBC)	TBC	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
21 st November & 5 th December	2 days	Cork	9:30am-4:30pm	<p>Complete Application Form in appendix one and send to:</p> <p>Claire Hever/Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: claire.hever@hse.ie Ph: Claire Hever 021 4921240 / 021 4921213</p>
Date	Duration	Venue	Time	How to apply

4 th & 5 th December	2 days	Limerick	9:30am- 5:30pm	Complete Application Form in appendix one and send to: Email: hrchomidwest@hse.ie
---	--------	----------	-------------------	---

*Dates for 2nd half of the year to be confirmed for Kilkenny and Waterford

Leaders in Management

Unlocking your Leadership Potential

This eight-day Leadership Programme is designed for HSE Managers in collaboration with the HSE HR Leadership, Education and Talent Development team.

The challenges for Leaders/Managers in the HSE have never been greater and will continue during this period of unprecedented change in the HSE. This programme has been designed in response to manager's needs and will provide you with the opportunity to explore, network and collaborate with colleagues across a range of services.

Who is it for?

This programme has been designed for Service Managers and Heads of Discipline.

How will it be delivered?

The eight-day programme is delivered over a six to eight month period and provides an opportunity for managers to consider and further develop their leadership skills and knowledge. It includes core modules, practical tools, seminar groups, e-learning, completion of a work based quality improvement project, action learning and other inputs all delivered using adult-learning methodologies.

What will you get? You will enhance and further develop your skills in:

Managing your Service

Develop your management and leadership capability to lead teams in the planning and delivery of a high quality service and influence health care outcomes, strengthen your ability to navigate and lead in a changing health care environment.

Being strategic

Enhance your ability to improve the quality and efficiency of your service – including strategic planning, project and change management skills.

Being a Leader

Support you to become the best leader you can be by: Developing your resilience, building your capacity and confidence in leading your team, and managing team performance.

Registering your interest:

Please note that you will be asked to complete an application form for this programme once you register your interest. Details on registering interest can be found in the table overleaf.

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

21 st & 22 nd February 21 st & 22 nd March 25 th & 26 th April 24 th May 28 th June	8 days	Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	TBC	Register your interest by Emailing: Vicki Willetts, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly Email: vicki.willetts@hse.ie Ph: Vicki Willetts 057 9370645
12 th & 13 th March 9 th & 10 th April 29 th May 17 th September 15 th October 20 th November (Community Healthcare West/ Saolta Group)	8 days	Galway/Mayo Roscommon (Community Healthcare West/ Saolta)	TBC	Application/nomination process may be through the CHO/Saolta office or through local LETD office. Register your interest by Emailing: Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1 st Floor, Merlin Park, University Hospital, Galway. Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
27 th & 28 th March 8 th & 9 th May 12 th & 13 th June 11 th & 12 th September	8 days	Regional Education Centre, Ardee, Co. Louth	9:30am- 5:00pm	Register your interest by Emailing: Closing Date: 8th February Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth Email: betty.carolan@hse.ie Ph: 041 6857816
Date	Duration	Venue	Time	How to Apply

11 th & 12 th September	8 days	Sligo/ Donegal venues	TBC	Application/nomination process may be through the CHO/Saolta office or through local LETD office. Register your interest by Emailing: Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100
5 th & 6 th November				
Other dates TBC for the remainder of this course for 2020 (CHO1 / Saolta Group)				
18 th & 19 th September	8 days	Tayleur Hse, St Ita's Campus, Portrane, Co Dublin	9:30am- 5:00pm	Register your interest by Emailing: Closing Date: 30th May Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth Email: betty.carolan@hse.ie Ph: 041 6857816
16 th & 17 October				
27 th & 28 th November				
29 th & 30 th January 2020				

*Provision of programme for CHO4, CHO5 and SSWHG will be aligned with identified regional need

*Additional dates for the 2nd half of the year to be confirmed

Stress Management & Building Resilience Workshop

Aim & Objectives

To help participants to

- Understand of the nature of stress.
- Increase their awareness of the need for stress management
- Identify own stressors
- Develop positive coping strategies build resilience and to handle stress in their lives.

TOPICS

- Understanding causes and signs of stress

- Impact of stress
- Organisational stress
- Personality and stress response
- Personal awareness of stress
- Reframing and Cognitive Behavioural Therapy approaches
- Resilience
- Work/life balance
- Resilience and managing stress tips

FORMAT

Presentations

Personal reflection and worksheets

Group participation

Tips and Relaxation Techniques Visualisation

Hand-outs

Date	Duration	Venue	Time	How to Apply
28 th March	1 day	Waterford	9.00am-4.00pm	<p>Contact: Monica Phelan, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie</p> <p>Ph: 056 7785505</p>
30 th April	1 day	Wexford	9.00am-4.00pm	<p>Contact: Monica Phelan, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email:</p>

				<p>leadershipeducation&development@hse.ie</p> <p>Ph: 056 7785505</p>
23 rd May	1 day	Kilkenny	9.00am-4.00pm	<p>Contact: Monica Phelan, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie</p> <p>Ph: 056 7785505</p>
11 th September (To be confirmed)	1 day	Waterford	9.00am-4.00pm	<p>Contact: Monica Phelan, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie</p> <p>Ph: 056 7785505</p>
17 th October (To be confirmed)	1 day	Kilkenny	9.00am-4.00pm	<p>Contact: Monica Phelan, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie</p> <p>Ph: 056 7785505</p>
Date	Duration	Venue	Time	How to Apply
20 th November (To be confirmed)	1 day	Venue TBC	9.00am-4.00pm	<p>Contact: Monica Phelan, LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie</p> <p>Ph: 056 7785505</p>

Presentation Skills

Aim & Objectives:

Communicating ideas effectively to your audience is the key to any successful presentation. This practical Presentation Skills course not only provides the tools and information to help you do this, but also allows you to put these new skills into practice. Another objective of this course is to help you cope with the inevitable nerves that accompany making a presentation.

Content:

- Building confidence
- Managing nerves
- Mastering the art of presence (Voice/ Body language)
- Connecting with your audience

This is an interactive workshop and you will have an opportunity to prepare and deliver a seven minute presentation and obtain structured feedback

If you are not already familiar with PowerPoint it is recommended that you complete the PowerPoint e-learning programme 'Getting Started with PowerPoint 2007' available on HSELand (<https://www.hseland.ie>)

Targeted Participants

The one day course is open to any staff member who wishes to improve their skills in the area of presentations.

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

11 th April	1 day	Regional Education Centre, Ardee, Co. Louth	9:30am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 20th March</p> <p>Betty Carolan, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: betty.carolan@hse.ie Ph: 041 6857816</p>
------------------------	-------	---	---------------	--

Mid-Career Life Planning

Aim & Objectives:

To provide participants with support and practical financial advice mid-career to ensure they are prepared for changes later in their career and on reaching retirement.

Content:

- Work Life Balance
- Payroll: (on technical adjustment)
- Pensions
- Financial Advice and Planning
- Citizens Information Centre
- Legal Advice (Making a will)

Targeted Participants:

All HSE Staff who are mid-career

Duration:

One Day Programme

Date	Duration	Venue	Time	How to Apply
------	----------	-------	------	--------------

TBC	1 Day	Cork	9:00am-4:30pm	Contact: Lillian Grandfield, LETD St. Mary's Health Campus, Gurrabraher Cork. Email: Lillian.grandfield@hse.ie Ph. 021 4921213
TBC	1 Day	Kilkenny	9.15am-4.30pm	Contact: Monica Phelan, LETD Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny. Email: Leadershipeducation&development@hse.ie Ph: 056 7785505

Pre-Retirement Planning

Retirement Planning Seminar

Aim:

A one-day retirement planning seminar to assist staff in planning for their retirement.

Outcomes:

To provide information on a range of topics to support staff in making the transition from work to retirement.

Content will include:

Making the transition from work to retirement
Understanding Social Welfare
Superannuation/Your Pension
Crime Prevention
Health and wellness in retirement
Money Skills for Life

Delivery:

A combination of presentations from speakers with expertise in the subject matters.

Targeted Participants

Staff who are within two years of retirement.

Duration:

One Day Programme

Date	Duration	Venue	Time	How to Apply
23 rd January	1 day	Galway	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
5 th February	1 day	Sligo	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
25 th & 26 th February	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: shirley.aherne@hse.ie Ph: Shirley Aherne 021 4921213</p>

5 th March	1 day	Lecture Hall, St. Mary's, Phoenix Hall, Dublin 20	9:15am-4.45pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 7th February</p> <p>Joan Balfe, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: joan.balfe@hse.ie Ph: 041 6871432</p>
-----------------------	-------	---	---------------	--

Date	Duration	Venue	Time	How to Apply
2 nd April	1 day	Letterkenny	9:30am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
2 nd & 3 rd April	2 days	Kilkenny	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie Ph: Olivia Comerford 056 7785501</p>
4 th April	1 day	Regional Education Centre, Ardee, Co. Louth	9:15am-4.45pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 1st March</p> <p>Joan Balfe, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: joan.balfe@hse.ie Ph: 041 6871432</p>

16 th April	1 day	Mayo	9:30am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
------------------------	-------	------	---------------	--

Date	Duration	Venue	Time	How to Apply
14 th May	1 day	Ballyshannon	9:30am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
27 th & 28 th May	2 days	Cork	9:30am-5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: shirley.aherne@hse.ie Ph: Shirley Aherne 021 4921213</p>
May (Date TBC)	1 day	St Coleman's Residential Care Centre Rathdrum, Co. Wicklow.	9:30am-5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>

June (Date TBC)	1 day	Room 1 Burlington Business Park, Tullamore	9.30 am- 5:00pm	<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>
July (Date TBC)	1 day	Chestnut Room, St Mary's Phoenix Park, Dublin.		<p>Complete Application Form in appendix one and send to:</p> <p>Alex Ennis, LETD, Unit 8A, Burlington Business Park, Sragh Road, Tullamore, Co. Offaly</p> <p>Email: alex.ennis@hse.ie Ph: 057 9370611</p>

Date	Duration	Venue	Time	How to Apply
September TBC	1 day	Letterkenny	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Grainne Kerrigan, LETD, An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal</p> <p>Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100</p>
3 rd September	1 day	Roscommon	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway.</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>

11 th & 12 th September	2 days	Cork	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Shirley Aherne, LETD, St. Mary's Health Campus, Gurrabraher, Cork</p> <p>Email: shirley.aherne@hse.ie Ph: Shirley Aherne 021 4921213</p>
26 th September	1 day	Galway	9:30am- 5:00pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Mary McHugh/ Paula Duggan, LETD, HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway</p> <p>Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489</p>
Date	Duration	Venue	Time	How to Apply
17 th October	1 day	Lecture Hall, St. Mary's, Phoenix Hall, Dublin 20	9:15am- 4.45pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 13th September</p> <p>Joan Balfe, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: joan.balfe@hse.ie Ph: 041 6871432</p>
5 th November	1 day	Regional Education Centre, Ardee, Co. Louth	9:15am- 4.45pm	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>Closing Date: 1st October</p> <p>Joan Balfe, LETD, Regional Education Centre, St. Brigid's Complex, Ardee, Co. Louth</p> <p>Email: joan.balfe@hse.ie Ph: 041 6871432</p>

12 th & 13 th November	2 days	Kilkenny	TBC	<p>Complete Application Form at the back of prospectus or download one from www.hseland.ie and send to:</p> <p>LETD, Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny</p> <p>Email: leadershipeducation&development@hse.ie</p> <p>Ph: Olivia Comerford 056 7785501</p>
---	--------	----------	-----	--

*Additional dates to be scheduled

Attendance Management

Aim & Objectives

- To promote awareness of the policy and procedure for managing attendance
- To promote a culture of regular attendance in a positive working environment

Content

At the end of this session you will be able to:

- Communicate the attendance policy to employees
- Demonstrate your understanding of the role of the Manager in managing attendance
- Understand the role of the Occupational Health Department
- Promote active attendance policies and procedures
- Hold Return to Work Discussions and Attendance Review Meetings
- Recognise and manage non-compliance of the managing attendance policy

Targeted Participants

All managers who have direct people management responsibility

Duration

1/2 Day Workshop

How to Apply:

If you are interested in this workshop, please contact your local LETD team for further information. Contact details can be found on page 3 of this prospectus.

Effective Meetings

Aim & Objectives

To provide participants with the necessary skills to manage meetings effectively.

Content

Upon completion of this workshop, participants will be able to:

- Consider the steps necessary in the planning/preparation of an effective meeting
- Evaluate current meetings
- Identify different roles involved in meetings
- Structure an effective agenda
- Adhere to effective meeting etiquette
- Deal with difficult participants
- Highlight best practice in recording decisions made and actions agreed

Targeted Participants

All staff who are involved in managing or attending meetings. Duration 1/2 Day Workshop

How to Apply

If your team is interested in this workshop, please contact your local LETD team for further information. Contact details can be found on page 3 of this prospectus.

Getting Started With Time Management

Aim & Objectives

To provide staff with the opportunity to explore how they are using their time and how they could plan their work more effectively.

Content

- What is time?
- Types of time
- Prioritisation of work tasks
- Dealing with time wasters and time stealers
- Time management and stress
- Personal action planning

Targeted Participants

For all staff

Duration

1/2 Day workshop

How to Apply

If your team is interested in this programme, please contact your local LETD team for further information. Contact details can be found on page 3 of this prospectus.

Master Class Courtroom Skills for HSE Staff

Content Areas

- Role of Tusla Child Protection, Gardaí, and Witnesses
- Role of Solicitor, Barrister, Judge
- Role of HSE Legal Department
- Court Procedure/Protocols
- Preparation Techniques
- Lawyer Techniques in cross examination and how to handle them

- How to give confident testimony under examination
- Witness rights if being intimidated
- Importance of note taking and record keeping
- Considerations when dealing with different jurisdictions

How to Apply:

If you are interested in Master Class Courtroom Skills, please contact your local LETD team for further information. Contact details can be found on page 3 of this prospectus.

Promoting Effective Communications through Team Meetings

In response to some of the specific feedback of the Employee Engagement Survey, a two-hour session entitled “Promoting Effective Communications through Team Meetings” has been designed.

The aim of these sessions is to provide line managers with the knowledge and tools to lead out and implement regular, effective team meetings. The ability to lead team meetings is an essential competency of effective managers and a tool by which we can meet the need for better communications.

Aims & Objectives

- Understand the context of this session and the role team meetings have in improving communications
- Have tools to lead team meetings
- Know the structure of effective team meetings
- Understand the roles of team leader/chairperson and team members
- Be able to structure an agenda
- Have a template for minute taking
- Understand the importance of feedback from the meeting
- Have an opportunity to consider how you will implement your team meeting

Duration

Approximately 3.5 hrs.

Targeted Participants

Line Managers

If your team is interested in team development, please contact your local LETD team for further information. Contact details can be found on page 3 of this prospectus.

Team Development

Aim & Objectives

In our changing world workplace teams are increasingly varied and complex. Leadership, Education & Talent Development offer bespoke team interventions tailored to the specific needs of the team.

A team effectiveness questionnaire can be administered in order to ascertain the team's functionality in terms of elements which need to be present in order for teams to function effectively. This in turn can lead to the identification of areas where teams may benefit from development. In conjunction with this, Line Managers can also propose any specific issues they would like to address. **Content may include:**

- Team effectiveness
- Team functioning
- Communication
- Decision making
- Leadership
- Mission, vision, purpose and values
- Identifying team types using Belbin Team Type Questionnaire
- Stages of team building
- Conflict Management
- Team building using the Myers Briggs Personality Type Indicator (MBTI)

Targeted Participants

Any team

Duration:

This is contracted with individual teams depending on specific needs

How to Apply:

If you are interested in team development workshops, please contact your local LETD team for further information. Contact details can be found on page 3 of this prospectus.

Appendix One - Application Process

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

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

Please note the following when applying for a programme

- Application forms will not be accepted without a mobile phone number and an email address
- Application forms must be accompanied with a line manager's signature otherwise it will not be accepted.

Attendance

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

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

Training Prospectus 2019 Application Form

To be completed by Applicant	
First name:	Surname:
Job Title:	Employee No (Essential):
Mobile No (Essential for contact purposes):	
Work Address (Essential):	Email address:
Division:	Grade Category:
Course Title: Course Date: /...../.....	

Have you discussed this programme with your line Manager (in a personal development plan (PDP), or otherwise)?

How does this programme support your current/future learning and development needs?

If you have any special needs regarding access, or if you have any specific dietary requirements, please inform us in advance so that we can facilitate you on the day.

Signature:

Date:

Application Process:

- If you cannot attend a programme please notify us as soon as possible so we can offer your place to another staff member.
- Application forms will not be accepted without a mobile phone number and an email address.
- You must have written/email confirmation of your place before you attend a course.

To be completed by Line Manager (Essential to application)

Name:

Job Title:

Email Address:

Phone No:

Contact Address:

Please describe how this course satisfies the applicant's learning and development needs and supports service delivery and why you support the applicant's attendance:

Signature

Date