

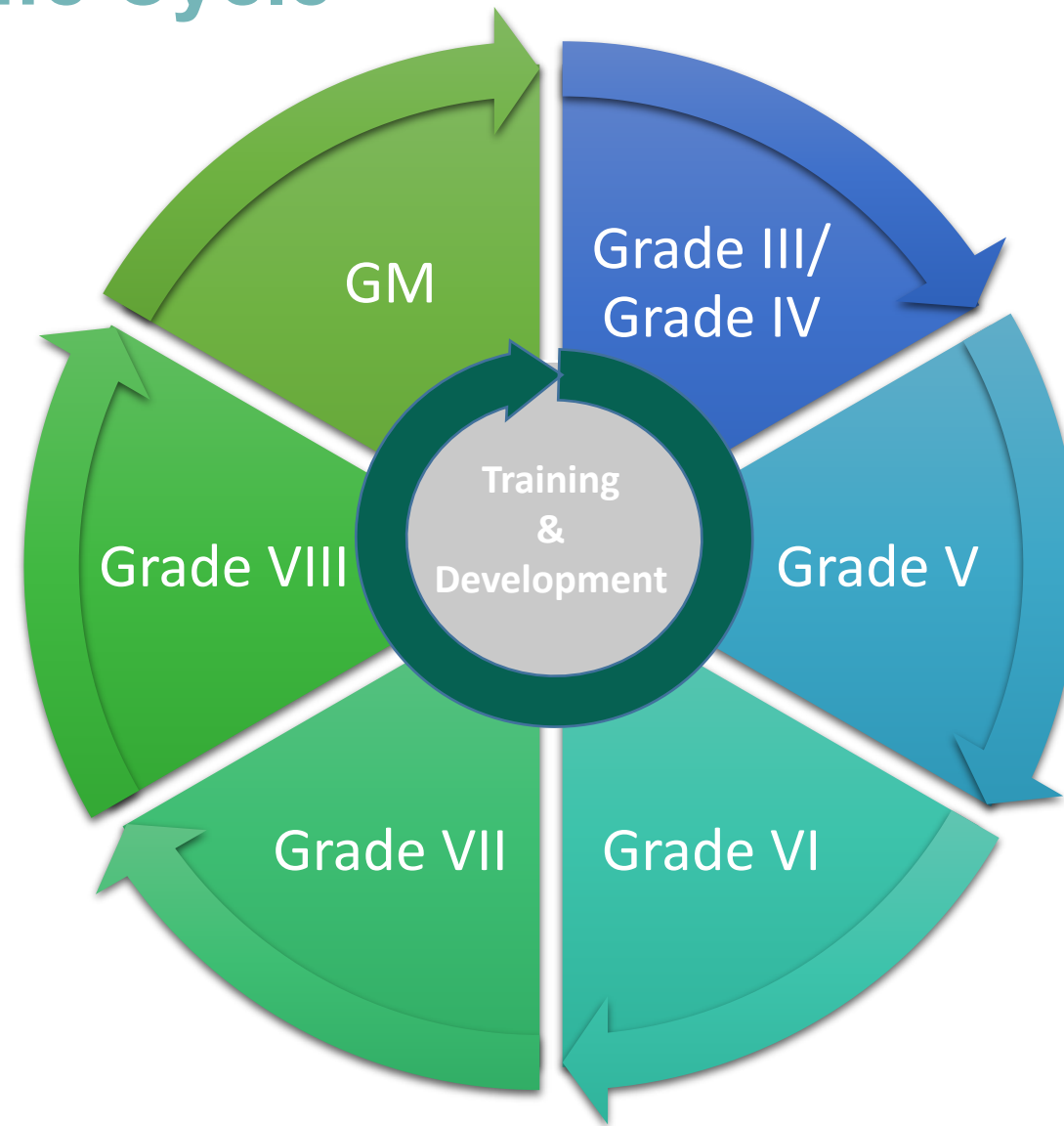


# Community Health Training Pyramid

Opportunity Guidelines aligned with Roles



# HSE Training Life Cycle



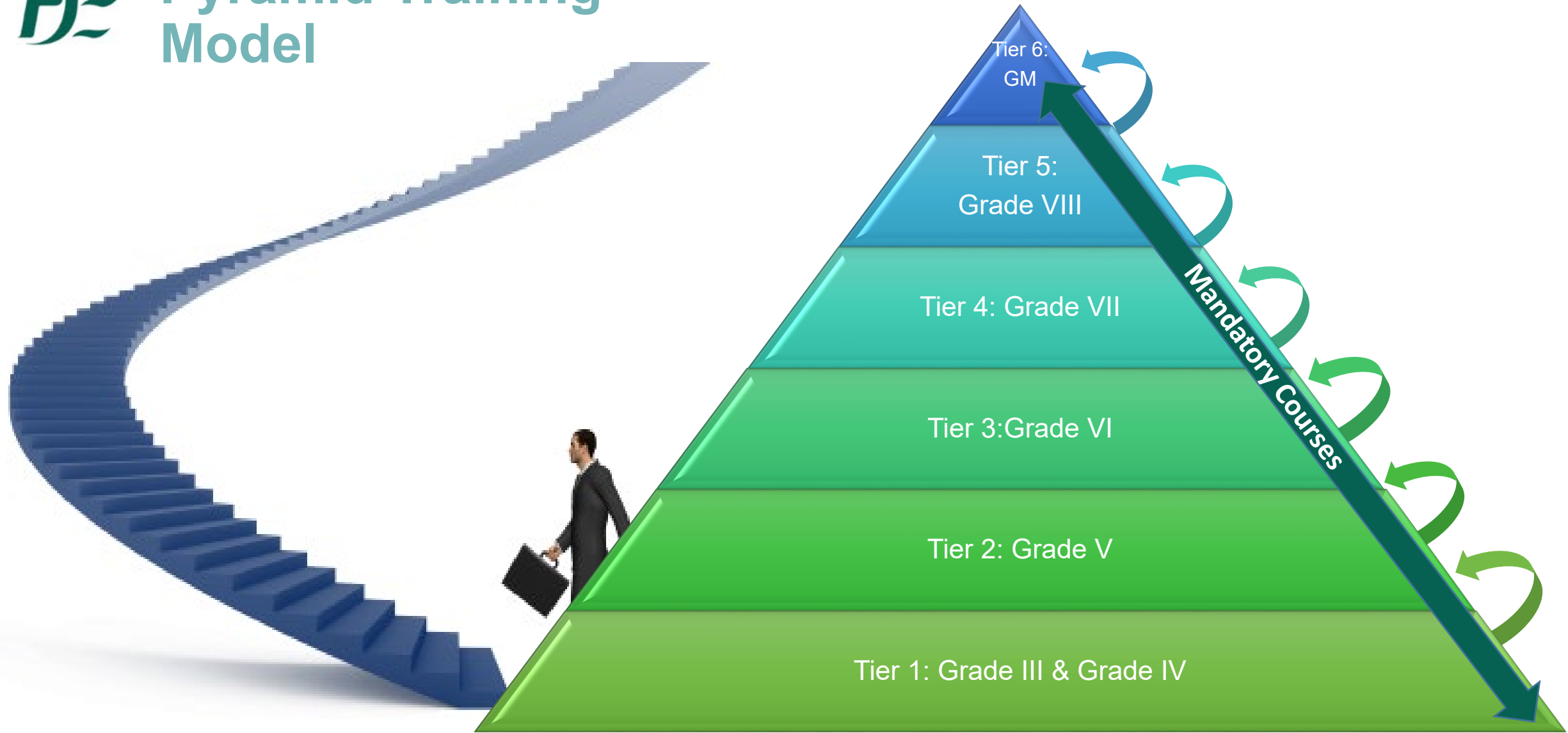


# Purpose of the Pyramid Training Model to guide staff

1. Identify what training should be completed at your tier; mandatory and additional in accordance with your job specification/ requirements
2. Identify ways in which you can you can develop your skills via Training & Development



# Pyramid Training Model





# Tier 1: Grade III and Grade IV

## Job Spec/ Requirements

- Efficient day-to-day administration
- Ensure that deadlines are met and service levels maintained
- Preparation and issuing of office documentation (correspondence, reports, etc.) to the highest possible standard by monitoring and reviewing the work of the team to ensure quality and accuracy
- Ensure that archives and records are accurate and readily available
- Maintain confidentiality of documentation, records, etc.
- Maximise the use of technology in ensuring work is completed to a high standard
- Ensure line management is kept informed of issues
- Ensure that stakeholders are kept informed and that their views are communicated to middle management
- Organise and attend meetings as required
- Take minutes at meetings and prepare for timely circulation following meeting
- Ensure that service users are treated with dignity and respect
- Act on feedback from service users / customers and report same to Line Manager
- Actively participate in innovation and support change and improvement initiatives within the service; implement agreed changes to the administration of the service
- Encourage and support staff through change processes
- Maintain own knowledge of employer policies, procedures, guidelines and practices
- Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards Maintain own knowledge of relevant regulations and legislation
- Manage the performance of staff*

## Development Courses to Progress to Tier 2

- Microsoft Excel (Intermediate to Advance)
- Presentation Skills
- Administration Support- Developing your essential skills
- Modus
- Power BI
- Minute Taking
- Administration Development Programme
- Administrative Support: Developing Your Essential Skills
- Administrative Support: Interacting Effectively with Colleagues
- Administrative Support: Projecting a Positive Professional Image
- Administrative Support: Working in Partnership with Your Boss
- Being an Effective Team Member
- Communication
- Communication with Consideration
- Establishing Team Goals and Responsibilities (2018 Update)

Tier 1

Tier 2

## Job Spec/ Requirements

- Efficient day-to-day administration and ensure that deadlines are met and service levels maintained
- Preparation and issuing of office documentation (correspondence, reports, etc.)
- Ensure that archives and records are accurate and readily available
- Maintain confidentiality of documentation, records, etc.
- Maximise the use of technology in ensuring work is completed to a high standard
- Ensure line management is kept informed of issues
- Organise and attend meetings as required
- Take minutes at meetings and prepare for timely circulation following meeting
- Ensure that service users are treated with dignity and respect
- Act on feedback from service users / customers and report same to Line Manager
- Actively participate in innovation and support change and improvement initiatives within the service; implement agreed changes to the administration of the service
- Encourage and support staff through change processes
- Maintain own knowledge of employer policies, procedures, guidelines and practices
- Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards Maintain own knowledge of relevant regulations and legislation
- Manage staff, Delegating of tasks and monitoring staff performance
- Create and maintain a positive working environment among staff members, which contributes to maintaining and enhancing effective working relationships
- Embrace change and support and participate in the implementation of change

## Development Courses to Progress to Tier 3

- Microsoft Excel (Intermediate to Advance)
- Presentation Skills
- Administration Support- Developing your essential skills
- Modus
- Power BI
- Minute Taking
- Administration Development Programme
- Administrative Support: Developing Your Essential Skills
- Administrative Support: Interacting Effectively with Colleagues
- Administrative Support: Projecting a Positive Professional Image
- Administrative Support: Working in Partnership with Your Boss
- Being an Effective Team Member
- Communication
- Communication with Consideration
- Establishing Team Goals and Responsibilities (2018 Update)
- Encouraging Team Communication and Collaboration
- Developing an Effective Business Case
- Report Writing

Tier 2

Tier 3

# HSE Tier 3: Grade VI (Project Officer)

## Job Spec/ Requirements

- Project Management Skills to include Project Methodologies
- Vendor Management
- Communication & Interpersonal Skills
- Report Writing
- Planning & Organising Skills
- Computer Efficient
- Problem Solving Skills/ Analytical Skills
- Decision Making Skills
- Teamwork & Leadership Skills
- Innovative

## Development Courses to Progress to Tier 4

- Developing an Effective Business Case
- Building Resilience and Managing your stress
- Prince 2 Foundation and Practitioner
- ITIL V4 Foundation
- Report Writing
- Stress Management and Resilience
- SI Module

*GVI Project Officer must achieve certification in a formal project management methodology, (i.e. PRINCE2; PMP, etc.) within 6 months of appointment.*

Tier 3

Tier 4

# Tier 3: Grade VI (Business Analyst)

## Job Spec/ Requirements

- Business and healthcare process analysis or redesign.
- Requirements Analysis and Management
- Contributing to Business Cases
- Communications and Change Leadership
- Business Relationship Management
- Communications & Interpersonal Skills
- Planning & Organising and Delivery of Results
- The ability to proactively identify areas for improvement and to develop practical solutions for their implementation.
- Awareness of change management and the ability to embrace change
- The ability to use resources effectively, challenging processes to improve efficiencies where appropriate.
- Evaluating Information, Problem Solving & Decision Making
- Initiative in the resolution of complex issues.
- Building and Maintaining Relationships including Teamwork & Leadership Skills
- Evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers.
- Commitment to developing own knowledge and expertise.
- Evidence of setting high standards of performance for self and others, ensuring accurate attention to detail and consistent adherence to procedures and current standards within area of responsibility.

## Development Courses to Progress to Tier 4

- Developing an Effective Business Case
- Building Resilience and Managing your stress
- Report Writing
- Stress Management and Resilience

Tier 3

Tier 4





# Tier 4: Grade VII (Project Manager)

## Job Spec/ Requirements

- Project Management Skills to include Project Management methodologies.
- Vendor and Service management.
- Excellent ICT and technical report writing skills.
- Change Management
- Proficient usage of the Microsoft Office suite of applications, including Word and Excel.
- The ability to successfully manage a range of different projects and work activities to meet strict deadlines.
- Innovation/ Initiation
- People Management
- Excellent analytical, problem solving and decision-making skills.
- Teamwork & Leadership Skills
- Effective Communications & Interpersonal Skills

## Development Courses to Progress to Tier 5

- Leadership & Development Programme
- Managing People using HR policies
- Facing Challenges as a First-time Manager
- Thinking Strategically as a Manager
- Using Strategic Thinking to Consider the Big Picture
- The Reality of Being a First-time Manager
- Overcoming Unconscious Bias in the Workplace
- Preparing and Implementing a Business Plan
- Delivering Change in Health Services - Complete Guide

Tier 4

Tier 5

# Tier 4: Grade VII (Business Analyst)

## Job Spec/ Requirements

- Business and healthcare process analysis and redesign.
- Requirements Analysis and Management
- Creating Business Cases
- Providing Accurate Project Effort Estimates
- Vendor Management
- Communications and Change Leadership
- Business Relationship Management
- Communications & Interpersonal Skills
- Planning & Organising and Delivery of Results
- The ability to embrace change and adapt local work practices accordingly by finding practical ways to make policies work, ensuring the team knows how to action changes.
- The ability to use resources effectively, challenging processes to improve efficiencies where appropriate.
- Evaluating Information, Problem Solving & Decision Making
- Initiative in the resolution of complex issues.
- Building and Maintaining Relationships including Teamwork & Leadership Skills
- Evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers.
- Commitment to developing own knowledge and expertise.
- Evidence of setting high standards of performance for self and others, ensuring accurate attention to detail and consistent adherence to procedures and current standards within area of responsibility.

## Development Courses to Progress to Tier 5

- Business Analyst Qualification
- Agile/Scrum methodologies & software training
- Health Informatics/Data Analytics
- Leadership course
- Process mapping
- Business Intelligence
- Procurement
- DPIA

Tier 4

Tier 5

## Job Spec/ Requirements

- Significant knowledge and experience in the delivery and management of complex ICT projects
- Excellent knowledge and understanding of Project Management methodologies.
- Knowledge and understanding of HSE reform programme
- Vendor management
- ICT and technical report writing skills
- Change Management
- Communication and interpersonal skills
- Stakeholder Engagement
- Team and Leadership Skills
- The ability to address performance issues as they arise
- Effective Evaluating Information, Problem Solving & Decision Making
- Planning and Organising Skills
- The ability to use computer technology effectively for the management and delivery of results
- Evidence of incorporating the needs of the service user into service delivery
- Evidence of proactively identifying areas for improvement and the development of practical solutions for their implementation
- Evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers
- A commitment to continuing professional development

## Development Courses to Progress to Tier 6

- Leadership & Development Programme
- Assessing Your Own Leadership Performance
- Conducting an Informal Counselling Meeting
- Handling Team Conflict
- An Introduction to Finance Management
- Recruitment Interviewer Skills

Tier 5

Tier 6



## Job Spec/ Requirements

- Project and Programme management methodologies and techniques, including risk and issue management
- Knowledge and experience of infrastructure planning and operations, design, and deployment, as well as system life cycle management, as relevant to the role
- Implementing and Managing Change
- Budget planning, financial management and resource management
- Public procurement processes in relation to ICT projects and service
- HR policies and procedures
- MS Office Word, Excel, Project, SharePoint and PowerPoint and email
- Report writing skills.
- Leadership and Teamwork Skills
- Stakeholder Engagement
- Managing and Delivering Results (Operational Excellence)
- Negotiation Skills
- Critical Analysis, Problem Solving & Decision Making
- Working With and Through Others (Influencing to Achieve)
- Set Team Targets
- The ability to listen to contrary views and consider all insights and contributions in the management of service delivery
- Effective communication skills including: the ability to present information in a clear and concise manner; the ability to facilitate and manage groups; the ability to give constructive feedback
- Communication & Interpersonal Skills
- Personal Commitment and Motivation