



MEMORANDUM

To: Chief Executive Officer
Each National Director
Each Assistant National Director HR
Each Assistant Chief Finance Officer
Each Hospital Group CEO
Each Hospital Group Director of HR
Each Chief Officer CHO
Each Head of HR CHO
Head of HR, PCRS
Each CEO Section 38 Agencies
Each HR Manager Section 38 Agencies
Each Employee Relations Manager
Each Group Director of Nursing & Midwifery
Each Group Director of Midwifery
Each Clinical Director
Director National Ambulance Service

From: Bernard Gloster, Chief Executive Officer

Date: 04 October 2023

Subject: Filling of New and Replacement Posts in the Staff Category of Management and Administration

CEO Ref: 09892

Dear Colleagues,

As previously communicated in the Memos circulated on 29th May 2023, I advised on the requirement for temporary measures to bring about greater controls to ensure alignment with the WTE limit set in NSP 2023 in the staff category of Management and Administration.

Firstly, I wish to acknowledge and reiterate, as I set out in previous memos, the substantial contribution of our management and administration staff across all of our services and the vital role that they play in supporting day to day service delivery to our patients and service users. The important role that our management and administration staff play is reflected in the substantial and unprecedented investment we as a health service has made in these



roles, with net growth of **+5,960 WTE** representing a **+31.6%** net growth over December 2019 employment levels. This level of growth at +31.6% is unparalleled in any other staff category, and at August, Management and Administration growth year to date for 2023 exceeded the total year's growth in 2022 at **1,650 WTE** compared to **1,574 WTE** (wherein the NSP target for 2023 was an additional 1460 WTE).

There is however a need to ensure that we strike a fine balance between recruitment performance, market availability and the financial control framework to ensure we deliver the appropriate mix and blend of skills across our workforce.

It is therefore necessary to further strengthen and extend with immediate effect the temporary measures given effect on the 29th May and further measures effective from 24th July to **all grades** of Management and Administration staff.

These measures and processes set out herein apply to all HSE Statutory Services, Voluntary Hospitals and Voluntary Agencies.

All applications for new and replacement posts at **all grades of Management and Administration** are temporarily paused as of today, except for those whereby there is a contractual obligation entered into with a candidate.

It is fully understood that this will require significant efforts by all senior leaders to manage within their existing resources in this staff category and to undertake assessment and prioritisation alongside consideration of all necessary measures. These will include workforce redeployment, workforce assessment and reconfiguration to maintain equitable workload management alongside options of EOI (Expressions of Interest) for critical posts filling with no NET WTE growth across the HSE.

For those services who have exceeded their 2023 target, it is necessary to continue to reduce to target through use of a number of measures including non-filling of vacancies that arise.

It is acknowledged that in addition to our current directly employed staff in this staff category, and in specific circumstances, this workforce is also supplemented through agency for which we have given a commitment to reduce, and this must be achieved as part of the overall



suite of measures noted above. As previously advised, there is no further approval for management administration agency staff additions.

The application process for my review of Grade VII and above posts as set out in HR Memo of June 12th 2023, now apply to all grades of Management and Administration posts, however it is important to reiterate, that these applications are expected to be at an absolute minimum with the expectation that service leaders will manage within the existing resources in place. Any approvals can only be filled by internal redeployment or EOI.

All such applications, **by exception** and with the **explicit approval of the relevant EMT member** are to be routed through the National Director of HR, via Strategic Workforce Planning and Intelligence, National HR division (seniormanagers@hse.ie).

Yours sincerely

A handwritten signature in black ink, appearing to read 'Bernard Gloster', written over a horizontal line.

Bernard Gloster
Chief Executive Officer