



**Temporary Deputy Director of Nursing  
Job Specification & Terms and Conditions**

<b>Job title, grade code</b>	<b>Temporary Deputy Director of Nursing Leas-Stiúrthóir Sealadach Altranais</b>  (Grade Code: 2910, Band 1)
<b>Remuneration</b>	The Salary scale for the post is (as of 01/02/2026):  €72,122; €73,520; €74,866; €79,003; €80,306; €81,819; €83,234; €84,639; €89,004  New appointees to any grade start at the minimum point of the scale. Incremental credit will be applied for recognised relevant service in Ireland and abroad (Department of Health Circular 2/2011). Incremental credit is normally granted on appointment, in respect of previous experience in the Civil Service, Local Authorities, Health Service and other Public Service Bodies and Statutory Agencies.
<b>Campaign reference</b>	26UHWN4603
<b>Closing date</b>	<b>21.04.2026 at 2 p.m.</b>  <b>We recommend that candidates submit their application a minimum of 1 hour before the closing date and time to ensure their application form has been uploaded successfully to Rezoomo.</b>  <b>Applications will not be accepted after this date and time; no exceptions will be made</b>
<b>Proposed interview date (s)</b>	To be confirmed
<b>Taking up appointment</b>	A start date will be indicated at job offer stage.
<b>Location of post</b>	<b>University Hospital Waterford incorporating Kilcreene Regional Orthopaedic Hospital</b>  There is currently one temporary, whole-time vacancy available.  A panel may be formed as a result of this campaign for Deputy Director of Nursing from which current and future, temporary and specified purpose vacancies of full or part-time duration may be filled.
<b>Informal enquiries</b>	Niamh Sheehan Interim Director of Nursing and Integration University Hospital Waterford <a href="mailto:NiamhM.Sheehan@hse.ie">NiamhM.Sheehan@hse.ie</a>
<b>Reasonable Accommodations</b>	Candidates who require a Reasonable Accommodation/s to support their participation, at any stage, in the recruitment and selection process, should email Laura Ferguson, Campaign Lead <a href="mailto:laura.ferguson@hse.ie">laura.ferguson@hse.ie</a>
<b>Details of service</b>	University Hospital Waterford is a Model 4 hospital and provides a broad range of acute and regional services to the population of the South East. It is one of the 8 National Cancer Centres, and is a Designated Teaching Hospital of UCC and the Royal College of Surgeons of Ireland. In partnership with Waterford Institute of Technology (WIT) pre-registration and post registration education and training for nurses is provided. Similarly in partnership with the University of Limerick, Direct Entry Midwifery students undertake their internship year on the University Hospital Waterford site  The following Specialities are provided:- <ul style="list-style-type: none"> <li>• Gynaecology and Obstetrics</li> <li>• Paediatric services including Regional Neonatal Intensive Care Unit</li> </ul>



	<ul style="list-style-type: none"> <li>• Colposcopy Screening Unit</li> <li>• Critical Care</li> <li>• Emergency Medicine</li> <li>• General Medicine including Medicine of the Elderly,</li> <li>• Endocrinology, Cardiology and Nephrology</li> <li>• Cancer surgery</li> <li>• General Surgery, Urology and Vascular Surgery</li> <li>• Regional ENT and Ophthalmology</li> <li>• Regional Orthopaedic Trauma Services</li> <li>• Radiography including MRI and C.T. Scanning Service.</li> <li>• Designated cancer centre providing Haematology and Oncology inpatient and Day Services</li> <li>• Palliative Care</li> <li>• Sexual Assault Treatment Unit</li> </ul>
<b>Reporting relationship</b>	<p>The post of Deputy Director of Nursing is accountable and professionally responsible to the Director of Nursing.</p>
<b>Purpose of the Post</b>	<p>The Deputy Director Of Nursing (DDON) will act as a professional and clinical leader in supporting the Director of Nursing (DON), with the development of nursing practice and standards, clinical pathways and care delivery models to ensure that patients, their relatives and carers have a positive experience when assessing and receiving care /services from the hospital. The post holder will assist the DON to ensure the overall hospital performance meets national key performance indicators. He / she will continuously evaluate and influence strategic developments in patient care delivery ensuring that high quality patient care is at the forefront.</p> <p>The above duties and responsibilities are reflective of the expectation in defining this role now. This is not an exhaustive list and it is expected that the post holder will embrace the evolving nature of the role, consistent with the direction being followed by UHW and the hospital group in the current dynamic and changing operating environment.</p> <p>The post holder will work as part of the UHW senior nurse management team in the hospital. The post requires the post holder to represent and deputise for the DON on occasion.</p> <p><b>The post holder will be required to work some evenings and some weekends as part of a rolling rota. There may be occasions where the post holder is required to work night duty.</b></p>
<b>Principal duties and responsibilities</b>	<p><b><u>Management and Leadership</u></b></p> <p>The DDON will:</p> <ul style="list-style-type: none"> <li>• To assist the DON in ensuring a Nursing service that is meeting the needs of the organisation, patients, carers and other stakeholders including regulatory and professional bodies.</li> <li>• To assist the DON managing operational and out of hours nursing services and the overall nursing administration function.</li> <li>• To promote the development and maintenance of high standards of care in order that the care offered is family centred, sensitive and responsive to service users, ensuring it adheres to best practice and quality standards.</li> <li>• To assist the DON to monitor nursing performance against nationally agreed operational and nursing performance indicators</li> <li>• To assist the DON with developing, overseeing and assessing performance against the nursing strategic plan</li> <li>• To utilise a programme management structure to communicate the nursing service plan and ensure control and timely oversight of key deliverables against the strategic plan</li> </ul>

- To take a lead role with ADON's in developing the leadership capacity and capability of all clinical nurse managers across the campus ensuring alignment with strategic priorities
- To ensure nursing care delivery is in line or develops development plans with national clinical strategies where appropriate and national clinical effectiveness guidelines.
- To support ADON's in establishing systems for measuring and monitoring the deliverables and patient outcomes of new service developments or advanced practice initiatives
- To partake in serious untoward incident reviews, disciplinary, grievances, and other complaint investigations as necessary.
- To assist the DON in managing the overall nursing budget for directly managed functions.
- To monitor and evaluate the effective use of nursing resources, alerting the DON of trends and performances against agreed targets and ensuring adherence to the hospital financial controls and procedures.
- Participate and engage in projects and service developments by representing senior nursing on committees and groups

### **Professional /Clinical Responsibilities**

The DDON will:

- Provide professional and clinical leadership / direction to nursing and clinical support staff within the Hospital that supports models of care delivery required for delivering the outputs identified within the HSE national service plan, SSWHG service plan and the, and ensures full compliance with statutory bodies – eg Nursing and Midwifery Board Ireland.
- Ensure any new professional guidelines and regulations from the Nursing and Midwifery Board of Ireland are implemented appropriately and in a timely manner and makes appropriate amendments to governance arrangements should same be required.
- To assist the DON with the development of a nursing workforce strategy, planning and implementing workforce changes that will ensure the effective deployment of professional and support staff and align to international models of care.
- In conjunction with the DON lead the ongoing implementation of the national framework for safe staffing and skill mix and ensure the ongoing monitoring of all clinical areas against the framework using the designated software system to measure acuity, demand and occupancy
- Ensure appropriate systems are in place to ensure reliability and validity of taskforce data on the designated software system to allow for periodic review of overall staffing budgeted compliments and resource deployment in each clinical area with ADON's.
- In conjunction with the DON provide strategic direction to the centre for nurse education and research to ensure that practice development priorities and education programmes are strategically aligned both to nursing and corporate strategic plans
- To promote and maintain a culture of evidence based practice for nursing, ensuring the creation of effective local networks to share good practice and dissemination.
- With the DON develop and promote corporate nursing practice and integrated patient care policies, including the development of specialist or advanced nursing for interdisciplinary team

### **Education and Training**

The DDON will:

- Assist the DON with service development through appropriate continuous education, research initiatives, keeping up to date with nursing literature, recent nursing research and new developments in nursing management, education and practice and attend staff study days as considered appropriate.
- Provide support/advice to those engaging in continuous professional development in his/her area of responsibility
- Participate in the identification, development and delivery of induction, education, training and development programmes for nursing and non-nursing staff
- Participate in in-service training, orientation programmes and appraisals of all nursing staff. Also, participate in nurse training programmes and any other programmes pertaining to future development in the hospital
- Provide support supervision and professional development of appropriate staff
- Engage in performance review processes including personal development planning e.g., by setting own and staff objectives and providing and receiving feedback
- Develop and implement a training needs analysis for the Nursing and support staff in the directorate.

### **Clinical Governance, Quality Assurance, Risk, Health & Safety**

The DDON will:

- With the DON & ADON's ensure compliance with all relevant quality and safety standards as set out by agencies such as NMBI, HSE and HIQA.
- Encourage a culture of continuous quality improvement and mutual co-operation in the achievement of the highest possible standards of clinical care and maximum efficiency.
- Take a lead role in developing quality improvement capacity within the department of nursing for the purpose of ensuring wide scale patient care / process improvement for designated areas of care / practice.
- To be responsible for ensuring that adverse incidents involving nursing care within the hospital are investigated promptly, taking preventative / safeguarding action where necessary to ensure that patient safety is prioritised and all relevant procedures are adhered to and fully implemented.
- Act as the nursing lead for establishing and monitoring governance structures for nursing metrics and appropriate clinical audit and ensuring a mechanism is in place for feedback and action across the department to support appropriate reporting at corporate clinical governance meetings
- To assist the DON with development, monthly review and evaluation of the risk register
- Ensure that effective safety procedures are developed and managed to comply with statutory obligations
- Lead on Nursing risk management issues by identifying risks and taking appropriate action
- Comply with the policies, procedures and safe professional practice of the Irish Healthcare System by adhering to relevant legislation, regulations and standards
- Assist in the development, implementation and review of Health and Safety statements, risk registers as appropriate.
- Document appropriately and report any near misses, hazards and accidents and bring them to the attention of the relevant person(s) using the HSE Incident reporting structure.
- Maintain a feedback mechanism and report to senior management where appropriate
- Work in a safe manner with due care and attention to the safety of self and others.
- Ensure adherence to policies in relation to the care and safety of any equipment supplied for the fulfilment of duty. Ensure advice of relevant stakeholders is sought prior to procurement



	<p>Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc.</p> <p>To support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.</p> <p><b>The above Job Description is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.</b></p>
<p><b>Eligibility criteria</b></p> <p><b>Qualifications and/ or experience</b></p>	<p><b>Candidates must have at the latest date of application: -</b></p> <p><b><u>1. Statutory Registration, Professional Qualifications, Experience, etc</u></b></p> <p>(a) Eligible applicants will be those who on the closing date for the competition:</p> <p>(i) Are registered, or are eligible for registration, in the General Nurse Division, and other divisions as relevant to the specific service, of the Register of Nurses and Midwives, as appropriate, maintained by the Nursing &amp; Midwifery Board of Ireland [NMBI] (Bord Altranais agus Cnáimhseachais na hÉireann).</p> <p style="text-align: center;"><b>And</b></p> <p>(ii) Have 7 years post registration nursing experience and 3 years nursing management experience at a minimum of Clinical Nurse Manager 2 (CNM2) in an acute setting.</p> <p style="text-align: center;"><b>And</b></p> <p>(iii) Have successfully completed a post registration programme of study, as certified by the education provider, which verifies that the applicant has achieved a National Framework of Qualifications (NFQ) major academic Level 8 or higher award maintained by Quality &amp; Qualifications of Ireland (QQI) or can provide written evidence from the Higher Education Institute that they have achieved the number of ECTS credits equivalent to a Level 8 or higher standard in a <b><u>health care or management related area.</u></b></p> <p style="text-align: center;"><b>And</b></p> <p>(b) Candidates must possess the requisite clinical, leadership, managerial and administrative knowledge and ability for the proper discharge of the duties of the office.</p> <p><b><u>2. Annual registration</u></b></p> <p>(i) Practitioners must maintain live annual registration in the General Nurse Division, and other divisions as relevant to the specific service, of the Register of Nurses and Midwives, as appropriate, maintained by the Nursing &amp; Midwifery Board of Ireland [NMBI] (Bord Altranais agus Cnáimhseachais na hÉireann).</p> <p style="text-align: center;"><b>And</b></p> <p>(ii) Practitioners must confirm annual registration with NMBI to the HSE by way of the annual Patient Safety Assurance Certificate (PSAC).</p> <p>Please note that appointment to and continuation in posts that require statutory registration is dependent upon the post holder maintaining annual registration in the relevant division of the register maintained by: Bord Altranais agus Cnáimhseachais na hÉireann (Nursing Midwifery Board Ireland).</p>



	<p><b><u>3. Health</u></b> A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.</p> <p><b><u>4. Character</u></b> Each candidate for and any person holding the office must be of good character.</p>
<p><b>Post specific requirements</b></p>	<p>Demonstrate significant senior management experience as relevant to the post of Deputy Director of Nursing.</p>
<p><b>Other requirements specific to the post</b></p>	<p>Access to transport as post may require travel</p> <p>Flexibility in relation to working hours to fulfil the requirements of the role</p>
<p><b>Additional eligibility requirements:</b></p>	<p><b>Citizenship requirements</b> Eligible candidates must be:</p> <p>(i) EEA, Swiss, or British citizens</p> <p><b>OR</b></p> <p>(ii) Non-European Economic Area citizens with permission to reside and work in the State</p> <p>Read Appendix 2 of the Additional Campaign Information for further information on accepted Stamps for Non-EEA citizens resident in the State, including those with refugee status.</p> <p>To qualify candidates must be eligible by the closing date of the campaign.</p> <p>Read more about <a href="#">Department of Enterprise, Trade &amp; Employment Work Permits</a>.</p>
<p><b>Skills, competencies and/or knowledge</b></p>	<p><b>The post holder must demonstrate:</b></p> <p><b>Professional/Clinical Knowledge</b></p> <ul style="list-style-type: none"> <li>• A high degree of commitment, professionalism and dedication to the philosophy of nursing and quality health care provision.</li> <li>• Relevant knowledge, expertise and experience from an acute hospital perspective in order to discharge the duties of this senior nursing post.</li> <li>• Evidence of policy development and the ability to translate policy into action.</li> <li>• Knowledge and experience of quality audit/assurance systems/data collation and interpretation.</li> </ul> <p><b><u>Empowering and enabling leadership style</u></b> <i>For Example:</i></p> <ul style="list-style-type: none"> <li>• Shape and direct a culture of clinical excellence</li> <li>• Use a consultative approach, be approachable and keep channels of communication open</li> <li>• Use a democratic style and encourage staff to make decisions about their environment. Delegate effectively.</li> <li>• Work to create a team ethos and collaboration across services at front-line</li> <li>• Encourage synergies and sharing of ideas and learning from projects</li> <li>• Lead enthusiastically on change – influences staff positively and gets ‘buy-in’</li> <li>• Demonstrate flexibility and openness to change and ability to lead and support others in a changing environment.</li> </ul> <p><b><u>Setting and monitoring performance standards</u></b> <i>For Example:</i></p>



	<ul style="list-style-type: none"> <li>• Demonstrate understanding of, and commitment to, the underpinning requirements and key processes in providing quality patient centred care.</li> <li>• Demonstrate an ability to monitor and evaluate service performance and levels of care.</li> <li>• Intervene decisively where service levels or quality are below standard and establishes remedial process</li> <li>• Be assertive in addressing staff performance issues, intervening in a timely and positive way</li> <li>• Coach and mentor staff to improve their performance</li> <li>• Encourage staff development and sharing of best practice, linking staff development and training to the priority service needs.</li> <li>• Adequately identify, manage and report on risk within area of responsibility.</li> </ul> <p><b><u>Proactive approach to planning</u></b></p> <p><i>For Example:</i></p> <ul style="list-style-type: none"> <li>• Sense and keep an ear to the ground on corporate / regional agenda, leading on translating the agenda into practical service planning</li> <li>• Look ahead and forward plan for service developments, anticipate trends and identify opportunities</li> <li>• Show awareness of service needs, able to analyse and assess current systems and demand levels to develop best system / service response, based on needs</li> <li>• Collaborate with other disciplines and agencies in the development of service plans</li> <li>• Ensure that the learning from new service models and practices influence service planning</li> </ul> <p><b><u>Effective co-ordination of resources</u></b></p> <p><i>For Example:</i></p> <ul style="list-style-type: none"> <li>• Show system understanding and the ability to balance multiple resourcing issues</li> <li>• Consistently achieve efficiencies in resource usage by intelligent deployment, adjustments and monitoring</li> <li>• Plan, organise and deliver services in an efficient, effective and resourceful manner, within a model of patient centred care and value for money.</li> <li>• Can skilfully deploy and adjust human resources to meet changes, demands and contingencies</li> <li>• Manage deadlines and effectively handle multiple tasks.</li> <li>• Implement effective monitoring systems for all key resource deployments.</li> <li>• Effectively evaluate data and other information sources to inform decisions and solve problems.</li> </ul> <p><b><u>Communication and Interpersonal Skills</u></b></p> <p><i>For Example:</i></p> <ul style="list-style-type: none"> <li>• Demonstrate effective communication skills including the ability to present information in a clear and concise manner (verbal and written)</li> <li>• Able to use a high level of communication skills to convince or argue the needs of staff and of the service</li> <li>• Demonstrate effective interpersonal skills including the ability to engage collaboratively with stakeholders; give constructive feedback.</li> <li>• Anticipates objections and prepares ground, gets into consultation early</li> <li>• Shows a balanced approach in disputes and listens to all sides, is open minded</li> <li>• Retains composure under pressure and stays calm, is assertive but not aggressive.</li> </ul>
<p><b>Campaign specific selection process</b></p> <p><b>Ranking/shortlisting / interview</b></p>	<p>A ranking and or shortlisting exercise may be carried out based on information supplied in your application form. The criteria for ranking and or shortlisting are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of this job specification. Therefore, it is very important that you think about your experience in light of those requirements.</p>



	<p>Failure to include information regarding these requirements may result in you not progressing to the next stage of the selection process.</p> <p>Those successful at the ranking stage of this process, where applied, will be placed on an order of merit and will be called to interview in 'bands' depending on the service needs of the organisation.</p>
<b>Diversity, equality and inclusion</b>	<p>The HSE is an equal opportunities employer.</p> <p>Employees of the HSE bring a range of skills, talents, diverse thinking and experience to the organisation. The HSE believes passionately that employing a diverse workforce is central to its success – we aim to develop the workforce of the HSE so that it reflects the diversity of HSE service users and to strengthen it through accommodating and valuing different perspectives. Ultimately this will result in improved service user and employee experience.</p> <p>The HSE is committed to creating a positive working environment whereby all employees inclusive of age, civil status, disability, ethnicity and race, family status, gender, membership of the Traveller community, religion and sexual orientation are respected, valued and can reach their full potential. The HSE aims to achieve this through development of an organisational culture where injustice, bias and discrimination are not tolerated.</p> <p>The HSE welcomes people with diverse backgrounds and offers a range of supports and resources to staff, such as those who require a reasonable accommodation at work because of a disability or long-term health condition.</p> <p>Read more about the HSE's commitment to <a href="#">Diversity, Equality and Inclusion</a></p>
<b>Code of practice</b>	<p>The Health Service Executive will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA).</p> <p>The CPSA is responsible for establishing the principles to be followed when making an appointment. These are set out in the CPSA Code of Practice. The Code outlines the standards to be adhered to at each stage of the selection process and sets out the review and appeal mechanisms open to candidates should they be unhappy with a selection process.</p> <p>Read the <a href="#">CPSA Code of Practice</a>.</p>
<p>The reform programme outlined for the health services may impact on this role, and as structures change the job specification may be reviewed.</p> <p>This job specification is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned.</p>	



## Temporary Deputy Director of Nursing Terms and conditions of employment

<b>Tenure</b>	<p>The current vacancy available is temporary and whole time.</p> <p>The post is pensionable. A panel may be created from which temporary and specified purpose vacancies of full or part time duration may be filled. The tenure of these posts will be indicated at “expression of interest” stage.</p> <p>Appointment as an employee of the Health Service Executive is governed by the Health Act 2004, the Public Service Management (Recruitment and Appointments) Act 2004, and Public Service Management (Recruitment and Appointments) Amendment Act 2013.</p>
<b>Working week</b>	<p>The standard weekly working hours of attendance for your grade are 37.5 hours per week. Your normal weekly working hours are 37.5 hours. Contracted hours that are less than the standard weekly working hours for your grade will be paid pro rata to the full time equivalent.</p>
<b>Annual leave</b>	<p>The annual leave associated with the post will be confirmed at Contracting stage.</p>
<b>Superannuation</b>	<p>This is a pensionable position with the HSE. The successful candidate will upon appointment become a member of the appropriate pension scheme. Pension scheme membership will be notified within the contract of employment. Members of pre-existing pension schemes who transferred to the HSE on the 01<sup>st</sup> January 2005 pursuant to Section 60 of the Health Act 2004 are entitled to superannuation benefit terms under the HSE Scheme which are no less favourable to those which they were entitled to at 31<sup>st</sup> December 2004</p>
<b>Age</b>	<p>The Public Service Superannuation (Age of Retirement) Act, 2018* set 70 years as the compulsory retirement age for public servants.</p> <p><b>* Public Servants not affected by this legislation:</b> Public servants joining the public service or re-joining the public service with a 26-week break in service, between 1 April 2004 and 31 December 2012 (new entrants) have no compulsory retirement age.</p> <p>Public servants, joining the public service or re-joining the public service after a 26 week break, after 1 January 2013 are members of the Single Pension Scheme and have a compulsory retirement age of 70.</p>
<b>Probation</b>	<p>Every appointment of a person who is not already a permanent officer of the Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71.</p>
<b>Protection of children guidance and legislation</b>	<p>The welfare and protection of children is the responsibility of all HSE staff. You must be aware of and understand your specific responsibilities under the Children First Act 2015, the Protections for Persons Reporting Child Abuse Act 1998 in accordance with Section 2, Children First National Guidance and other relevant child safeguarding legislation and policies.</p> <p>Some staff have additional responsibilities such as Line Managers, Designated Officers and Mandated Persons.</p> <p>In the HSE, all Mandated Persons under the Children First Act 2015 are appointed as Designated Officers under the Protections for Persons Reporting Child Abuse Act 1998. You should check <a href="#">Schedule 2</a> of the</p>



	<p>Children First Act 2015 to see if you are a Mandated Person, and therefore a HSE Designated Officer, and be familiar with the related roles and legal responsibilities.</p> <p>Visit <a href="#">HSE Children First</a> for further information, guidance and resources.</p>
<b>Infection control</b>	<p>Have a working knowledge of Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc. and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role.</p>
<b>Health &amp; safety</b>	<p>It is the responsibility of line managers to ensure that the management of safety, health and welfare is successfully integrated into all activities undertaken within their area of responsibility, so far as is reasonably practicable. Line managers are named and roles and responsibilities detailed in the relevant Site Specific Safety Statement (SSSS).</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"><li>• Developing a SSSS for the department/service<sup>1</sup>, as applicable, based on the identification of hazards and the assessment of risks, and reviewing/updating same on a regular basis (at least annually) and in the event of any significant change in the work activity or place of work.</li><li>• Ensuring that Occupational Safety and Health (OSH) is integrated into day-to-day business, providing Systems Of Work (SOW) that are planned, organised, performed, maintained, and revised as appropriate, and ensuring that all safety related records are maintained and available for inspection.</li><li>• Consulting and communicating with staff and safety representatives on OSH matters.</li><li>• Ensuring a training need assessment (TNA) is undertaken for employees, facilitating their attendance at statutory OSH training, and ensuring records are maintained for each employee.</li><li>• Ensuring that all incidents occurring within the relevant department/service are managed appropriately and investigated in accordance with HSE procedures<sup>2</sup>.</li><li>• Seeking advice from health and safety professionals through the National Health and Safety Function Helpdesk as appropriate.</li><li>• Reviewing the health and safety performance of the ward/department/service and staff through, respectively, local audit and performance achievement meetings for example.</li></ul> <p><b>Note:</b> Detailed roles and responsibilities of Line Managers are outlined in local SSSS.</p>