

Creating a culture of progression within the workplace



An evaluation of a medical secretary training initiative in the public sector

by **John Finnegan** Evaluation and Economics

EQUAL at Work / Tallaght Partnership





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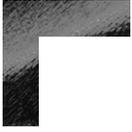
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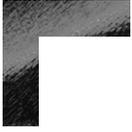


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1 Executive Summary

Equal at Work, an EU-Funded initiative under the EQUAL Programme, involved 48 partner organisations from the public, private and community & voluntary sectors in the Dublin region. Developed through the Dublin Employment Pact (DEP), the Project aimed to pilot and apply innovative Human Resource approaches across the three sectors of the Dublin labour market so as to make employment and in-work progression accessible and inclusive. The Project was developed and delivered through 'local action sites':

- Dublin City Public Sector (designated partner: Dublin City Council),
- South Dublin Public Sector (designated partner: Tallaght Partnership),
- Dublin Private Sector (designated partner: Northside Partnership),
- Dublin Community and Voluntary Sector (designated partner: Exchange House Travellers Service)
- Inter-Site Working Group focusing on equality & diversity issues.

This report presents an evaluation of an action undertaken by the South Dublin Public Sector Site of the Equal at Work project.

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In this action, a training course for medical secretaries was delivered to two groups: a group of entry-level clerical staff in the Adelaide and Meath Hospital incorp. The National Childrens Hospital (AMNCH) - also know as Tallaght Hospital - and a group of participants from Community Employment (CE) and Jobs Initiative (JI) schemes operating in the Tallaght area.

The action aimed to provide training and opportunities for career progression for entry-level staff at the hospital and relevant training and an increase in employability for CE/JI participants in the area.

In addition, the action could benefit a local public sector employer by alleviating a skill shortage. All indications are that the action succeeded in all of these aims.





2 Introduction

Terms of reference for the evaluation

This evaluation was carried out by John Finnegan for Equal at Work (South Dublin Public Sector Site) under a contract signed on 7 April 2004. The agreed terms of reference for the evaluation of the medical secretary training action are attached as Appendix I. In summary, John Finnegan was to evaluate the action and to report prior to the completion of the overall project.

The evaluation was to be based on a review of background documents provided - evaluation forms completed during and immediately after the training modules and other documents - and interviews with the various stakeholders including course participants, the trainer, and the staff from Tallaght Partnership, Tallaght Local Employment Service (TLES) and the Community Employment Schemes who had been involved in promoting and running the action.

This report covers:

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- A description of this "action" and a record of the resources used.
- A review of the output indicators for the action i.e. the reusable materials developed, the number of training sessions offered, the number of attendees etc.
- A review of the result indicators for the action. Based on the evaluation forms and interviews with stakeholders the report evaluates the results of the action i.e. how many trainees completed the course, gained qualifications, were promoted etc.
- A review of the impact indicators, to the extent that these can be identified at this stage. The report will also evaluate the impact of the action. This is a broader, and more relevant, issue than the "results" referred to above. This will cover qualitative impacts for the trainees that might not be captured as a "result".
- Identification of the implications of this action as a pilot project. e.g should this training module, or a variation of it, be rolled out for a broader audience?

Structure of the evaluation report

The next section of this report briefly describes the context for this action. Section 4 describes the design of this action. Section 5 describes the resources used and the progress of the action and documents the views of the various stakeholders. Section 6 captures the outcome of the action in terms of "outputs", "results" and "impacts" following the European Commission's recommended methodology for evaluating programs of this type. Section 7 concludes the report giving the evaluator's comments on the action.

3 Background to the Action

Social and economic context

At a macro level the context for this action, and for the EQUAL programme as a whole, has been a relatively low but persistent rate of unemployment in the national economy and a significant pattern of skill shortages throughout the economy. The area of operation of the South Dublin Public Sector Site of Equal at Work suffers from unemployment well in excess of national averages. In addition, a major rationale for the Equal at Work Project is the existence of up to 30,000 people in the Dublin area in disadvantaged communities. Despite this, as this action reveals, local employers experience skill shortages. One of these skill shortages, a difficulty in recruiting medical secretaries experienced by the Adelaide and Meath Hospital incorp. The National Childrens Hospital (AMNCH), was the inspiration for this action.

Table 1: **National Labour Market Statistics**

(‘000)	April 1994	Q2 1999	Q4 2003
Labour Force (15 and over)	1,431.6	1,688.1	1,901.8
Participation Rate (%)	53.3	57.9	60.2
Employment	1,220.6	1,591.1	1,815.3
Unemployment	211	96.9	86.5
Unemployment Rate (%)	14.7	5.7	4.5
Long-term Unemployment ¹	128.2	41.6	25.9
Long-term Unemployment Rate (%)	9	2.5	1.4

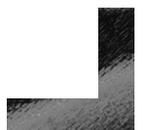
Source: CSO Labour Force Survey (April 1994), Quarterly National Household Survey (Q2 1999 & Q4 2004)

EQUAL and the Equal at Work programme

EQUAL is a Europe-wide initiative, funded by the EU, to develop the objectives of the European Employment Strategy (EES). EQUAL aims to test new ways to reduce or eliminate inequality and discrimination in the labour market and to pioneer new methods and ideas in human resource development, employment and training. The Department of Enterprise Trade and Employment is the Managing Authority for EQUAL in Ireland ².

¹ Unemployed for a year or more

² See www.equal-ci.ie for more information on EQUAL at a European and national level.





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Equal at Work is one of the 21 projects in Ireland funded under Round one of the EQUAL Programme. Equal at Work is a Dublin-wide initiative involving partner organisations and co-ordinated by the Dublin Employment Pact. These 48 organisations are working together to complete an Action Plan adopted and approved for funding in Summer 2002.

The activities of Equal at Work are divided between five "sites":

- Two sites working on HR practices in the public sector,
- One site working on HR practices in the private sector,
- One site working on practices in the community and voluntary sector, and
- All sites working cooperatively on equality and diversity issues across all sectors.

The South Dublin Public Sector Site

One of the two public sector sites, the "South Dublin Public Sector Site" – which is led by Tallaght Partnership - carried out the action that is the subject of this evaluation. This Site had two primary goals and developed an action plan to meet these goals. The goals were:

- To examine all entry-level job opportunities, the competencies and qualifications required and explore possible alternative competency appraisal techniques, while also reviewing current selection and recruitment procedures with a view to opening access to these positions to socially excluded groups. This links to Goal 2 and progression options for Community Employment (CE) and Jobs Initiative (JI) participants.
- To examine current progression routes and barriers to progression into employment for those on Community Employment (CE) and Jobs Initiative (JI) schemes within the public sector. This will compliment the work undertaken in Goal 1.

This action, delivering a medical secretary training module to two sets of participants, one working in AMNCH and one drawn from CE/JI participants, was a key element of the Site's action plan to achieve both of these goals.

4 Design of the Action

The Adelaide and Meath Hospital (AMNH) is a partner in the South Dublin Public Sector Site (the Site). AMNH experiences difficulty in recruiting suitably trained medical secretaries. Medical secretaries are employed as Grade 4 Clerical Officers in the hospital. The entry-level position for clerical staff in AMNH is as a Grade 3 Clerical Officer. Other partners in the Site work with unemployed and underemployed residents of the Tallaght area. The site identified an opportunity for an action that would facilitate progression for entry-level staff in AMNH and create opportunities for Community Employment (CE) and Jobs Initiative (JI) participants in the area.

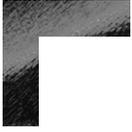
Under the action being evaluated the Site was to:

- Facilitate the delivery of three modules accredited at NCVA Level II to ten Grade 3 Clerical Officers in AMNH to facilitate their future progression as Medical Secretaries.
- Facilitate the delivery of similar training with four modules to fourteen CE and JI participants to demonstrate the transferability of targeted training and the importance of accreditation to facilitate mainstream employment options for participants.
- Evaluate the completed training and the possibility of mainstreaming the training initiative. The research on mainstreaming was to include consideration of any additional supports required for the delivery of the training to participants with special needs and the possibility of participants with special needs going on to home work as medical secretaries.

The proposal for the action is reproduced in Appendix II to this report.

This action had the potential to contribute to both goals of the site by: exploring an avenue for individuals who were currently unemployed or returning to the labour force to train for skilled and rewarding employment in an area where there was a skill shortage, and to provide a route to career advancement and increased skills for individuals currently working in entry level positions in the public sector.





5 Progress of the Action

Work Undertaken

The action was undertaken under the leadership of Tallaght Partnership.

The first step was to procure a suitable training course. A course for medical secretaries that was being delivered by Wicklow Vocational Education Committee (VEC) was identified. This locally developed course was being delivered over two years to FETAC Level II participants in Blessington Education Centre. The course accounted for three of the eight modules needed to complete FETAC Level II. This course had been developed and was being given by Peggy Doyle. Following discussions, Peggy Doyle agreed to teach the courses for this action based on the material that she had already developed.

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The course designed to be given to Grade 3 Clerical Officers in AMNCH consisted of three modules: "Medical Secretarial Terminology", "Anatomy and Physiology" and "Audio Typing". These reflect the training needs of a typical entry-level clerical officer training to be a medical secretary. Medical secretaries need to be familiar with medical terminology and concepts to perform effectively, and in particular to produce documents from audio tapes. In addition, audio typing is an important part of a medical secretary's work as medical correspondence and additions to medical files are commonly dictated by medical staff on tape to be transcribed by their secretaries. The existing materials were adjusted so that the course could be given over four full day sessions. The resulting course was then locally accredited as three modules of a FETAC Level II award.

AMNCH made a significant contribution to the action by providing training facilities at the hospital and by agreeing to allow the participants four days paid leave to attend the course and two days of paid study leave. The course was advertised widely in the hospital in the Autumn of 2003 and was open to all members of hospital staff with the necessary existing levels of IT and keyboard skills. (See the course flyer attached as Appendix III.)

Some 40 applications were received for the course. Over 15 candidates were interviewed and asked to provide a one-page paper on their understanding of the duties of a medical secretary. Based on the results of this, 10 candidates were offered places on the course and enrolled. Four full days of training took place on the 3rd, 10th, 17th and 24th of September 2003 and the candidates sat exams on Saturday 17th April 2004 and Saturday 24th April 2004.

Once the course had been run for the first group it was decided to pilot a similar course for a group of participants from Community Employment (CE) and Job Initiative (JI) schemes in the area. The course for this grouping comprised four modules to reflect the different skill level of the target group. These were: "Medical Secretary Terminology", "Anatomy and Physiology", "Audio Transcription" and "Wordprocessing". This course was accredited as four FETAC Level II Modules. The course timetable was changed to reflect the timetable of Community Employment Schemes. Participants were to attend classes for three hours two mornings a week for ten weeks at the Fettercairn Training Centre, which was provided by the Tallaght Local Employment Services (TLES). Tallaght Local Employment Services also paid the tutor's fee for this session of the course.

The participants had access to computer facilities at the Tallaght LES in Killinarden in the afternoon to practice their skills and to complete project work.

This course was publicised in Community Employment schemes in Tallaght and Clondalkin. Applications were received from 38 candidates, 20 were interviewed and 14 were offered places on the course and enrolled. The ten weeks of regular classes ended in mid-February 2004. The participants subsequently received an extra morning's class and four morning workshops to complete project work and receive examination advice. The participants were also placed in AMNCH for one week's work experience. This group sat exams on Tuesday 20th April and Tuesday 27th April.

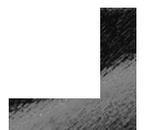
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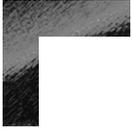
Views of Stakeholders

Systems were put in place to gather the views of participants and other stakeholders as the courses progressed. The participants from AMNCH filled out evaluation forms and provided short reports of their impressions of the course. The CE/JI participants filled out evaluation forms for the course and for their work experience in AMNCH. In addition, the AMNCH staff that supervised the CE/JI participants during their work experience completed review forms.

As well as reviewing the responses to this systematic evaluation of the course, the evaluator met with the following persons to gain their impressions of the course and its results and impact:

- Anne Biddulph, Equal at Work Site Co-ordinator
- Bridie Horan, Human Resource Manager, AMNCH
- Peggy Doyle, Course Tutor
- Jackie Johnson, Co-ordinator, Tallaght Local Employment Service
- Margaret Deaton, CE Supervisor, Tallaght Centre for the Unemployed





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- Sandra Sinclair, Course Participant, Tallaght CES
- Marie Corcoran, Course Participant, Tallaght CES
- Paula Walsh, Course Participant, Tallaght CES
- Ann Doyle, Course Participant, AMNCH

The feedback from all stakeholders was overwhelmingly positive. This is reflected in the evaluation of the results and impact of the action set out in the next section of this report. However, a number of summary comments can be made at this stage.

Comments on the course at AMNCH

All of the participants found the course useful. All but one of the participants would recommend the course to a colleague, and would be prepared to do the course in their own time and pay for it themselves if it were affordable. A common theme in the comments was that the course was given over too short a period leading to too heavy a work burden. However, the majority of the participants were able to overcome this difficulty. Some participants felt that the room provided for the course was too small and uncomfortable. Participants had to share computers in the class, and a number of participants felt that there should have been one computer available per participant.

Comments on course for CE/JI participants

The comments from the CE/JI participants were also overwhelmingly positive. All but one of the participants felt that the course was useful, would recommend it to other CE/JI participants and would be prepared to pay for the course and do it in their own time. The CE/JI participants had similar concerns to the participants from AMNCH i.e. that the volume of material covered was too great for the length of time available. However, despite this a large majority of them succeeded in the exams. The CE/JI participants also evaluated their placements in AMNCH. All participants found their placement useful and commented positively on their time in AMNCH.

¹ The Education Welfare Act (2000) provides for the right of every child in the State to receive a certain minimum level of education where the child had not yet reached 16 years of age or had not completed a minimum of three years of post-primary education.

6 Outputs, Results and Impact

EU guidance on the evaluation of this type of action suggests that the evaluator should, where possible, identify and measure the "outputs", "results" and "impact" of the action.³

The output of an action is defined as the amount of service financed and provided.

The results of an action are defined as the immediate advantages gained by the addressees of the action.

The impact of an action is the extent to which the action succeeds in achieving its goals. Impact is the hardest concept to measure, and is best measured some time after the action has been completed as the full impact of an action will only become apparent over time. However, there are sufficient early indicators of the impact of this action for some preliminary findings to be arrived at.

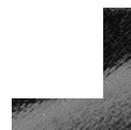
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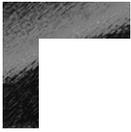
Outputs

Using this system of measures, the outputs of this action are:

- The adaptation of existing training materials to devise a short term course suitable for entry level employees and CE/JI participants that provides the necessary training to work as a medical secretary, and to gain three or four of the necessary credits for a Level II FETAC qualification.
- 38 CE/JI participants and 40 entry-level employees in AMNCH went through a structured, best practice, recruitment/selection process including completing an application and taking a structured interview.
- 10 entry-level employees of AMNCH received training as medical secretaries equivalent to three credits at FETAC Level II. 9 of these successfully completed the examinations after the course.
- 14 CE/JI participants received training as medical secretaries equivalent to four credits at FETAC Level II. 9 of these completed the course and succeeded in the examinations. Of those who did not complete the course, three suffered from a physical disability.
- 13 CE/JI participants completed one or two weeks of work experience in the demanding professional environment of AMNCH.

³ See, for example, MEANS Collection Volume 22: "EC Structural Funds - Evaluating Socio-Economic Programmes, Selection and Use of Indicators for Monitoring and Evaluation"





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- These outputs were directed to a number of key target groups. All but one of the applicants for these courses were women. All of the participants in the courses were women. Of the 14 CE/JI participants, 11 were lone parents, 1 was a member of the Traveller community, 3 suffered from physical disability and one was a woman returning to the labour force.

Results

The immediate results of the action were:

- The results for the participants were as follows:

Table 2: **Immediate results of the action**

	AMNCH Participants	CE/JI Participants	Total
Enrolled on course	10	14	24
Completed course	10	11	21
Completed examinations	9	9	18
Succeeded in examinations	9	9	18
Completed work placement	-	13	13
Immediate results for participants	One participant moved from temporary to permanent contract. One participant already promoted to medical secretary.	One participant to be interviewed for temporary post in AMNCH	Three have already advanced their career.

Source: Preliminary examination results and interviews with course sponsors

- AMNCH has gained access to a new source of potential new medical secretaries addressing their skill shortage. AMNCH is considering repeating the course in-house.
- The training course has been shown to work both as on the job training for entry-level hospital clerical staff and as vocational training for CE/JI participants. The Site is currently seeking FETAC mainline accreditation for the course, which would facilitate its wider use.

Impact

The impact of this action will be the extent to which it achieves its goals and addresses the needs of its stakeholders. i.e. to what extent did the course help CE/JI participants enter the labour market and help entry level staff in AMNCH to develop their skills and advance their careers, and to what extent

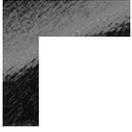
has an identified skill shortage faced by AMNCH and other hospitals been alleviated.

Another potential impact is the identification and development of a useful set of training modules for use in the FETAC system. The full impact of the action will only become apparent over time. Indeed, the EU guidance on evaluating such actions referred to above suggests that impacts should be measured up to a year after the action in question. However, all indications at this stage are that this action will have a positive impact.

In particular:

- One of the CE/JI participants is already being considered for employment in AMNCH. All of the participants are enthusiastic about seeking employment in the area and feel that the course has helped them. Several of the participants have decided to complete further training to gain a full FETAC Level II qualification.
- The entry-level staff in AMNCH are equally enthusiastic about the course. Two have already advanced their career in the hospital as a result of the course, and the hospital management are sufficiently impressed with the results of the course to consider running it again.
- AMNCH has been looking to source participants, from both sessions of the course, to fill medical secretary vacancies. The course has obvious potential to address this skill shortage. This would suggest that similar courses, aimed at people who are currently unemployed or underemployed, have the potential to address skill shortages.
- Progress is being made in gaining full FETAC accreditation for the course, and Tallaght Partnership and AMNCH are discussing ways to mainstream the course.





7 Evaluator's Comments & Suggestions for follow-up

As described above in Section 6, this action has had significant positive results and all indications are that it can have a significant positive impact on both the problems of unemployment and underemployment and on a skill shortage that had been affecting AMNCH.

There are a number of next steps that should be taken to maximise the value of this pilot action. There are also a number of lessons and observations from the action that should be taken into account as this follow up takes place.

Next Steps

- All the necessary steps should be taken to nationally accredit the course used in this action.
- Opportunities to give this course in other hospitals or as part of CE/JI schemes elsewhere should be explored. As a first step, a description of the action could be circulated to other hospitals.
- The positive response to this course should be brought to the attention of Vocational Education Committees and other educational authorities.
- On a more general level, one lesson is that trainers, and those who work with the unemployed, can usefully liaise with employers to identify local skill shortages and training that will address these shortages. There may be other skill shortages that could be addressed with similar focussed training elsewhere in the country to the mutual benefit of local employers, entry-level employees and the unemployed.
- The CE/JI participants have gained valuable specific and general training. They have also gained motivation and confidence. The Site is to be complimented for its ongoing effort to continue to work with the participants to ensure that they can capitalise on these benefits.

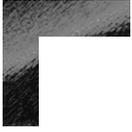
Lessons from the action

- The success of this action depended on goodwill and significant contributions from the various partner organisations involved. For example, FAS supported the action by providing funds to buy dictation machines, AMNCH and Tallaght LES provided training facilities. Tallaght LES also provided supervised computer facilities in Killinarden to the CE/JI participants to allow them to do their project work and practice new skills. In addition, staff at AMNCH provided invaluable support

by working with the CE/JI participants to make their work placements a success. The success of future courses like this would depend on similar resources being available to participants.

- As this action was a pilot, Site staff have been providing informal support to the participants and the tutor throughout the action and have been ensuring that there has been follow-up contact with the participants even after they had completed their course work. If this action is to be repeated, or is to form the basis of a model for similar training in other areas where there are skill shortages, this level of support will have to be built into the design of the programme.
- A number of the participants did not feel able to complete the course and did not complete the examinations. All of the participants indicated that the course was being given over too short a time period in evaluations made prior to the examinations. For future courses it may be advisable to give the course over a longer period or to provide more hours of instruction and supported study.
- This concern seems to have particularly affected the participants with a physical disability. Despite best efforts to support them, three of the CE/JI participants who did not finish the training had a physical disability. For similar courses in the future, extra resources and support may be necessary for participants with physical disabilities.
- Childcare is a constant problem for the CE/JI participants. Although they will have childcare in place for 20 hours a week to cover the timetable of a CE/JI scheme, this type of training makes more demands on their time than a standard CE/JI scheme.





Appendices

Appendix I: Terms of Reference for the Evaluation

Appendix II: Proposal for Medical Secretary Training

Appendix III: "Flyer" advertising course in AMNCH

Appendix I: Terms of Reference for the Evaluation

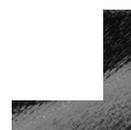
Proposed Approach

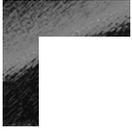
Time	Step
Week Beginning 12 April 2004	<p>“Kick-off” meeting at Killinarden Enterprise Centre to confirm approach and format of evaluation approach, and obtain your initial input.</p> <p>Review of background documentation provided on the training module.</p> <p>Review of evaluation forms completed by trainer, trainees and supervisors during work experience.</p> <p>Review of training materials</p>
Week Beginning 10 May 2004	Interviews with: trainees (4 spread across the 2 modules); trainer; supervisor at AMNCH and others to be agreed at kick-off.
21 May 2004	Draft Evaluation Report provided to you and others to be agreed at kick-off.
Week Beginning 24 May 2004	Receipt of comments on draft Evaluation Report
28 May 2004	Evaluation Report

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The Evaluation Report will include:

- A complete description of this "action" and a record of the resources used.
- A review of the output indicators for the action i.e. the reusable materials developed, the number of training sessions offered ,the number of attendees, etc.
- A review of the result indicators for the action. Based on the evaluation forms and interviews with stakeholders, the report will evaluate the results of the action i.e. how many trainees completed the course, gained qualifications, were promoted, etc.
- A review of the impact indicators to the extent that these can be identified at this stage. The report will also evaluate the impact of the action. This is a broader, and more relevant, issue than the "results" referred to above. This will cover qualitative impacts for the trainees that might not be captured as a "result".
- Identification of the implications of this action as a pilot project. e.g should this training module, or a version of it, be rolled out for a broader audience?





Appendix II: Project Proposal Medical Secretary Training

Outline of action

The aim of this proposal is ;-

1. To deliver upskilling training to Grade 3 Clerical Staff in the Adelaide and Meath Hospital Incorporating the National Children's Hospital (Tallaght Hospital) to facilitate career progression of existing entry-level staff.
2. To subsequently deliver this training to existing Community Employment (CE) and Job Initiative (JI) participants to facilitate their progression into mainstream employment after completion of their training scheme.

Background Information and details of consortia

This action will link into the Equal at Work pilot programme, which is a Dublin wide initiative under the EU EQUAL Programme. Created and developed through the Dublin Employment Pact, Equal at Work involves 48 partner organisations from the public, private and community and voluntary sectors in a pioneering attempt to develop new and more inclusive models of recruitment and in-work progression. Through this initiative, the partners in the project aim to break entrenched patterns of labour market exclusion and long-term unemployment and to contribute to the development of an employment culture in Dublin, which is open and diverse.

Equal at Work is one of 21 programmes under the EQUAL Initiative in Ireland and is a Europe-wide initiative part-funded by the EU to develop the objectives of the European Employment Strategy. The Department of Enterprise Trade and Employment is the Managing Authority for the EQUAL Initiative in Ireland and the WRC provides the Technical Support Structure. The pilot is intended to test new ways of tackling discrimination and inequality in the labour market and of trying out new ideas which could change future policy and practice in human resource development, employment and training.

Site Membership

The Equal at Work, South Dublin Public Site draws its membership from:-

- South Dublin County Council
- Tallaght Hospital
- Tallaght Welfare Society
- PARTAS
- Tallaght Local Employment Service
- National Training and Development Institute
- Eastern Vocational Enterprises Ltd.

- FAS
- Tallaght Partnership

Budgets

The approved budget is intended to cover the three goals of the Site which are :-

- Goal 1 To develop flexible systems of recruitment and progression in South Dublin County Council and Tallaght Hospital
- Goal 2 To develop open entry-level recruitment practices and progression paths, especially for people currently involved in the Community Employment (CE) and Job Initiative (JI) programmes
- Goal 3 Develop an equality and diversity training module for sector staff.

Equal at Work, South Dublin Public Sector Site is scheduled to end in June 2004.

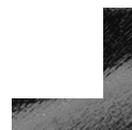
Project detail

PHASE 1 OF PROJECT:

- To deliver upskilling training to ten (10) Grade 3 clerical staff in AMNCH to facilitate their progression to Medical Secretary.
- To provide this training through an NCVA Level II Accredited Module "Medical Secretary Studies/Terminology".
- To timetable the delivery of this training over thirty hours in a flexible manner to facilitate existing employees.
- To foster a culture of work based progression and Life Long Learning.
- AMNCH to provide premises and computer facilities.
- Equal at Work, South Dublin Public Sector Site to fund trainer costs.

PHASE 2 OF PROJECT:-

- To deliver Medical Secretary training through NCVA Level II Accredited Module "Medical Secretary Studies/Terminology".
- To target this training to existing CE/JI participants (10), Women Returners (5), Socially Excluded Target Group (5).
- To recruit the ten (10) CE/JI participants for this training from CE/JI employment schemes operating within South Dublin County Council.
- To target the recruitment of CE/JI participants to those who have IT/Keyboards skills already acquired through their employment and training.





Creating a culture of progression within the workplace

- To deliver this training in a Contracted Training or Jobs Club model over 12 – 16 weeks.
- Through this training programme, to facilitate the progression of clients who require some additional training to enable their progression to quality, sustainable employment.
- To arrange work experience for trainees on completion of training – in hospitals, with consultant doctors in private practice, and with GP's in private practice.
- Through Tallaght LES, to assist trainees in acquiring job placements within the wider Health Sector.

PHASE 3 OF PROJECT

- To evaluate the completed training and the possibility of mainstreaming the project as a FAS programme.
- To research any additional supports required for delivery of training to clients with special needs.
- To facilitate home working for participants with special needs

(Presently at least one Dublin hospital ships their dictation tapes to USA for transcription purposes).

Additional requirements

- 10 Transcribers for dictation training,
- 1 pocket memo and
- 10 cassette tapes -

Approximate cost €5,000

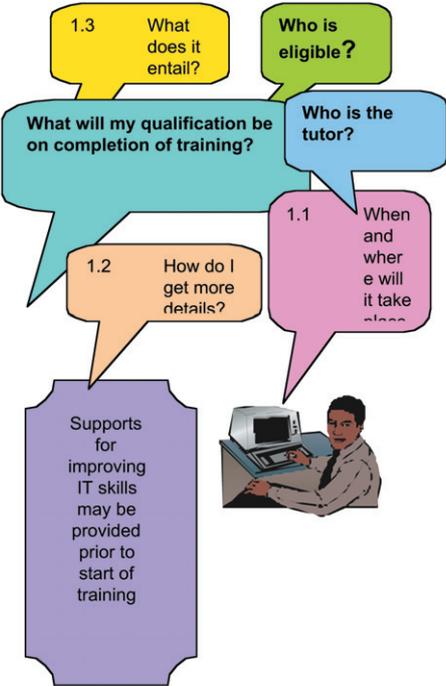
Appendix III: "Flyer" advertising course in AMNCH



Equal at Work,
South Dublin Public Sector Site
in conjunction with
AMNCH



TRAINING FOR MEDICAL SECRETARIES - ACCREDITATION BY FETAC -



1.3 What does it entail?

Who is eligible?

Who is the tutor?

1.1 When and where will it take place?

1.2 How do I get more details?

What will my qualification be on completion of training?

Supports for improving IT skills may be provided prior to start of training

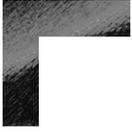
**If you wish to develop your skills and avail of :-
30 hours free training
which is open to all members of hospital staff with IT and keyboard skills please see Hospital Intranet or contact Education & Training Department or HR Department for more information.**

Training will take place on 4 Wednesdays in September, 3rd, 10th, 17th and 24th from 9am – 5pm in the IT Training Room in HR Building and will be tutored by Peggy Doyle.

**FETAC (NCVA)
Level II
Accreditation is available on completion of training**

This training is funded by EQUAL AT WORK, which is a pilot project part funded by the EU to develop the objectives of the European Employment Strategy. It is a partnership of public, private and community and voluntary organisations attempting to develop new and more inclusive modules of recruitment and in work progression.

The project is particularly interested in focusing on barriers to progression and in promoting a culture of





For further information, contact:

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