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Report

To: Mr. Sean McGrath, National Director of HR, HSE

From: Dr. Geraldine Smith, Assistant National Director Internal Audit.

Subject: Audit of SKILL Programme - Backfill Contributions and Activity Data (SKILL Internal Audit Report #3)

Approved by: Mr Michael Flynn, National Director, Internal Audit

Date: 6th December 2010

Ref: 10-Rep-HSE-SKILL Prog-Backfill-Apr-2010-7

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Executive Summary

Audit of the SKILL Programme Backfill Contributions and Activity Data.

Audit Objectives

To examine:

- The procedures in place to collate and validate claims for the payment of the backfill contributions.
- The level of documentation and records maintained to support the payment of backfill contributions.
- The progress of the training initiative by reviewing the activity statistics and costs.

Key Audit Findings

Internal Audit carried out the audit and identified the following positive findings:

- The staff of the SKILL Office are aware of their duties and responsibilities in this area, procedures are documented and adequate segregation of duties exists within the backfill payments process is satisfactory. (Key Finding no 1)
- Correspondence and instruction were issued from the SKILL Programme Office to agencies on the submission and payment of claims. (Key Finding no 6)

Analysis of Key Findings for which recommendations are set out in the report

Rating	Total
High	3
Medium	6
Low	1
Total	10

The following is a summary of the High and Medium rated findings:

Key Finding 2

The Labour Court recommendation did not specifically provide for the payment of backfilling costs to employers/management in order to facilitate the release of staff to attend training.

Key Finding no 3

3(a)The total cost of the SKILL programme from June 2004 to 30th December 2009 was €47.054m analysed as follows:

- Reimbursed to Employers (Backfill) €27.965m

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- Training Providers (SKILLVEC/OTC/UCD) €17.454m
- Other SKILL programme costs €1.635m

-An annual target of 4,000 participants per annum was established at the start of the programme (2004/2005), but this has not been achieved. Up to the end of December 2009, 8,977 support workers have participated in the training programme and 5,720 of these have graduated. The audit calculated the average cost per participant to date at €5,241.

The audit identified that, based on past performance, it could take until 2023 (based on the average rate of annual participant registration of 1,742pa) or 2031 (if the average rate of graduations is used – i.e. 1,165pa) for all (existing) 32,000 workers to be trained.

The audit also identified that based on the average cost of €5,241 per participant to date, the total cost of the SKILL Programme for (existing) 32,000 support workers will be €167m (assuming all participate and all graduate at first attempt), of which €47m has been spent to 31st December 2009.

3(b) At the end of the audit SKILL Management informed Internal Audit that the annual target was 2,000 and not 4,000. Management was unable to provide sufficient documentary evidence to support this. All documentary evidence available to internal Audit indicates an annual target of 4,000.

3(c) Internal Audit noted that the trend of withdrawals (SKILLVEC) between 06 and 08 was upward and was downward between 08/09 and again in 09/10. The registration trend was also downward with an overall drop of 37% from the initial registration rate in 2006/7. The audit has identified that the combination of withdrawals with decreasing registrations makes it less likely that targets will be met. (See Appendix I - diagrams 1 and 2)

3(d) The trend in CNME registrations is down 56% from a peak of 934 in 04/05 to 409 in 09/10. Likewise the trend in the numbers completing the programmes is down 68% from a peak of 820 in 04/05 to 261 in 09/10. There was a total of 699 withdrawals representing 15% of total registrations. The current trend in withdrawals is upward.

Key Finding no 4

29% of the costs paid to the CDVEC are in respect of accommodation/facilities, wages/salaries, and travel and subsistence. This audit identified that if this combined total % is applied to the total expenditure of €17.454m paid to training providers it would equal €5.061m being paid training providers for facilities, salaries etc at a time when HSE has 20+ Centres for Nurses and Midwifery Education and training facilities in Performance and Development units throughout the 4 HSE Areas.

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Key Finding no 5

Internal Audit ascertained that there is no standardised claim form for use by all agencies, containing a standard set of information in support of claims for backfill contributions, claims do not have a unique claim number or a unique payment number generated by the SKILL office and there is no formal reconciliation of payments to the Registration/Withdrawals reports produced by the SKILLVEC Database

Key Finding no 7

Internal Audit further ascertained that the SKILL Programme Office was unable to provide definitive figures for the backfill contribution as they do not maintain a record of payments analysed under the various expenditure headings, e.g. Backfill Contribution.

Key Finding no 8

There is no specific cut-off time for the submission of claims for backfill contributions and there is no consistency as to when various bodies can claim the backfill contribution.

Key Finding no 9

Internal Audit further ascertained that the SKILL Programme has no way of determining that the backfill contribution is used for the purpose provided.

Key Finding 10.

The audit identified inaccuracies in the SKILL VEC Database and also identified that the systems for recording the data for the NMPDU and SKILLVEC are not integrated.

Management Comment

Internal Audit issued a final draft of this report to the National Director of HR and met with the National Director on 3rd December 2010 to discuss the findings and recommendations. The National Director of HR confirmed his agreement with the report's key findings and recommendations and action plan for implementation of the recommendations.

Audit Opinion

This third Internal Audit Report on the SKILL Programme deals with the core activity of the Programme, namely the expenditure on backfilling and activity data.

The audit has identified that based on the average rate of annual participant registration (1,742pa) it will take up to 2023 to train all (existing) 32,000 support workers. Alternatively, if the average rate of graduations is used (1,165pa) it will take up to 2031 for all (existing) 32,000 workers to be trained. Based on the average cost of €5,241 per participant to date, the total cost of the SKILL Programme for (existing) 32,000 support workers will be €167m

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(assuming all participate and all graduate at first attempt). This does not take into account the natural turnover of staff and replacement by others. As €47m has been spent up to 31st December, at least a further €120m will be required. There is no evidence that such cost projections have been carried out by SKILL Management previously. Due to the exceptional projected costs identified in this audit, it is essential that HSE management now assures itself of the effectiveness of the training programme to date and carry out a review of the potential future costings in order to ensure that the programme going forward is delivered as economically as possible and that it delivers value for taxpayers money.

The fact €5.04m (representing 29% of the total charges paid by HSE to the training providers) has been paid in respect of charges for accommodation/facilities, wages/salaries, and travel and subsistence when HSE has over 20+ CNME facilities in addition to the training facilities of the Performance and Development units in each HSE Administrative area does not represent good value for money.

The payment of an additional sum to the CNMEs to fund their engagement of external trainers for some subjects appears to represent an additional and unnecessary cost as such training could be provided by SKILLVEC under the main training contract. Training the HCAs under the SKILLVEC contract rather than by the CNMEs would ensure that the SKILL training programme could achieve better value for money by eliminating the additional costs paid to CNMEs in respect of HCA training and more effectively utilising, and thereby reducing the unit training cost per participant under, the SKILLVEC contract.

The SKILL programme did not meet its stated annual target of 4,000 participants (which would have resulted in the programme being completed in 8 years). On average 1,752 persons registered per annum. During the audit SKILL Management informed Internal Audit that the target was 2,000 per annum and not 4,000. However as Internal Audit identified a significant number of documentary sources to support the annual target of 4,000 (including the basis for the award of the main training provider contract) and as SKILL management had not been able to provide sufficient evidence to Internal Audit to support its assertion of a revised target of 2,000 Internal Audit is satisfied that the annual target was 4,000 and that the SKILL Programme fell significantly short in meeting its targets. (See Diagrams 1 to 4 for annual statistics)

As the majority of this target (3,000) was the basis on which the contract with the CDVEC was awarded it is clear that SKILL has not utilised the main contract to the extent originally anticipated. (See Diagram 1 and 2 Registration and Withdrawals SKILLVEC). This does not represent good value for money.

The accuracy and reliability of the SKILLVEC Database, and the integration of CNME statistics, need to be addressed by management.

Acknowledgement

Internal Audit wishes to formally acknowledge the co-operation and courtesy the afforded to them by the management and staff of the SKILL Programme office and the CERS (formally HSEA) during this audit.



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MAIN REPORT

Audit of the SKILL Programme - Backfill Contributions and Activity Data (SKILL Internal Audit Report #3)

Ref.: 10-Report-HSE-SKILL Prog-Backfill-Apr-2010-7

I. Introduction

As a result of findings arising from an audit on the SKILL Programme Administrative Expenditure, Internal Audit undertook two further audits of the SKILL Programme – one on backfilling contributions (including Activity Data) and one on SKILL Programme Procurement.

This report concerns the audit of the SKILL Programme Backfilling Contributions and Activity Data (SKILL Internal Audit Report #3).

This audit report should be read in conjunction with the forthcoming report of a VFM/ROI study currently being conducted by a firm of external consultants commissioned by the National Director of HR following on from a recommendation contained in the HSE Internal Audit on SKILL Programme Administrative Expenditure (SKILL Internal Audit Report #1).

II. Background

The SKILL Programme was established following Labour Court Recommendation 17632 (LCR 17632) which dealt with issues relating to the parallel benchmarking agreement. LCR 17632 provided for a discrete fund of €12 million per annum to be established for training and development of support staff grades for the years late 2004 – 2008. Thereafter a fund of €12 million (index linked) will be provided on an

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annual basis. The funding was initially allocated by the Department of Health and Children through the Midland Health Board for transmission to the SKILL Programme office. Following the establishment of the HSE, funding is now provided through the HSE vote.

SKILL (Securing Knowledge Intra Lifelong Learning) is a training and development programme aimed at 32,000 support staff employed in the Irish Health Service. It originated as part of a partnership agreement between Health Service Employers and Unions entitled "Recognising and Respecting the Role" 2003. Section K of the report entitled "Training Initiative" was designed to ensure that a standardised approach was taken to training requirements with an emphasis on maximising available resources and having regard for value for money.

The SKILL Programme is an educational support programme for Support Staff and their Supervisors in the HSE and funded agencies. The programme is designed to help employees develop skills and competencies that are useful in the course of their employment in the health sector. The grades of staff within the health services for which SKILL Programmes are provided include, Health Care Assistants, Speech and Language Assistants, Family Support Workers, Therapy Assistants, Laboratory Aides, Household Staff, Catering Staff, Porters, Laundry Workers and other support grades working in the Health Service.

Each prospective participant attends a Pre Learning Advice (PLA) session on the SKILL programmes followed by an individual session with a VEC tutor. This helps identify any need for additional support in areas such as literacy, English as a second language and IT skills. The level of education provided is FETAC levels 3 - 6 and all programmes lead to national certification in the form of a FETAC Award.

There are a number of core modules which must be completed in conjunction with elective modules compatible with each participant's particular grade within the health service. The core modules include; Communications, Care Support, Infection Prevention and Control, Workplace Statutory Policies and Procedures and Work Experience.

There are four training providers involved in the education and training provision of support grades and supervisors. SKILLVEC, which is a consortium of the VEC's in Ireland delivering the SKILLs modules, the HSE Centres of Nursing and Midwifery Education, the Open Training College which deals with the modules concerning employees in the Intellectual Disability Sector, and UCD Diagnostic Imaging who provide the modules for employees in roles requiring knowledge of Theatre or Radiography Departments.

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The aim of the SKILL Programme is for all participants to complete the full 8 modules at FETAC level 5 or 6 leading to their attainment of a major FETAC award. Most complete this within a twelve month time frame and graduate at the next available graduation ceremony organised by SKILLVEC or CNME. The philosophy behind FETAC is that once a module is complete it can be "banked" and should participants encounter problems on their educational journey, they can take a longer period to attain the full FETAC award.

The Health Information and Quality Authority's (HIQA) national quality standards for residual care settings for older people (Standard 24.2) recommend FETAC Level 5 as an essential educational requirement for all newly recruited care staff and those in post less than one year working in such settings. It also states that *"long standing care staff to have their competency and skills assessed to determine their need for further training."*

The SKILL Programme initially targeted 3,000 support staff per annum through the SKILL programmes in addition to the 1,000 Health Care Assistants (HCAs) per annum who attend FETAC programmes through the Schools of Nursing and Midwifery.

Exchequer funding of €60m to cover the initial 5 year period up to 2008 with further funding of €12m per annum thereafter linked to the consumer price index has been made available.

Funding includes a "backfill contribution" which is a contribution to employers towards the backfilling costs for those attending the training programme.

With effect from 2008 this contribution is €3,500 per participant of which €1,750 is paid on commencement of a course with the remainder paid on completion of 4 modules.

For Health Care Assistants (HCAs) the contribution is €5,054 payable when the Nursing and Midwifery Planning and Development Unit (NMPDU) applies for the funding.

III. Audit Scope and Audit Methodology

The scope of the audit covered an assessment on a sample basis of backfill claims and payments during the period 2007 – 2009.

A review of participant figures and data maintained on the SKILLVEC database.

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Interviews with management and staff of the SKILL Programme office and the coordinators of the claims process for two umbrella organisations (the Disability Federation of Ireland (DFI) and the National Federation of Voluntary Bodies (NFVB) who coordinate claims on behalf of bodies which they represent.

A review of income and expenditure account of the Corporate Employee Relations Services (formally HSEA).

IV. Ranking of Audit Findings

The main findings, control weaknesses noted or suggested areas for improvement are ranked as high, medium or low and are dealt with in order of priority in Section VI - Key Findings, Risks and Recommendations.

The rankings used are described below:

High Identifies a control area which poses a key risk to the organisation and/or its service users and clients (e.g. strategic, operational, financial (including VFM) or reputational) which may have serious implications for achievement of the organisation's objectives and which should be addressed immediately to reduce the risk to an acceptable level.

Medium Identifies a weakness in control which, while its implications are not as serious as the above, or the control itself not as fundamental to the operation of the system, nevertheless represents a risk to the HSE and needs to be addressed in order to reduce that risk to an acceptable level. These should be dealt with in the short term.

Low Identifies a procedure or control that needs improvement in order to operate in a more effective way and should be addressed in the short to medium term.

Some risks identified will have implications for the HSE nationally and therefore require consideration on a broader basis. Any risks identified that may have national implications will be denoted with an **(N)** e.g. High (N), Medium (N) and Low (N).

V. Key Findings, Potential Implications and Recommendations

Listed hereunder are the key audit findings, risks and recommendations associated with this report together with a time schedule for the implementation of the recommendations.

Audit Finding 1 – Office Procedures

Through a process of interview and review of work, Internal Audit is satisfied that the staff of the SKILL Office are aware of their duties and responsibilities in this area.

Not all office duties and responsibilities were documented locally and signed off by Management. Management of the SKILL Programme provided Internal Audit with copies of some office procedures at a meeting on the 5th July 2010 between Internal Audit and SKILL Management. These procedures were dated Oct 2005 but are not signed and do not include procedures for handling backfill payments.

Internal Audit determined that;

- (a) Job descriptions were available and provided to Internal Audit.
- (b) There is a user manual for the SKILLVEC Database.
- (c) Segregation of duties within the backfill payments process is satisfactory.
- (d) Some changes to the payment process have been introduced in 2010. All cheque payments, once approved, will now be sent to Accounts Payable department, HSE. Inter Agency transfers will be sent to the AND Corporate Reporting, HSE. In the past these were processed by Corporate Employee Relations Services (formally HSEA). This should further strengthen segregation of duties and control over the payments process.

Ranking Priority: Low

Recommendation 1

All office procedures duties and responsibilities should be documented locally. All office procedures duties and responsibilities should be signed and dated by the issuing officer and be subject to regular review.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE.

Implementation Date: 31st March 2011

Audit Finding 2 – Backfilling

The Labour Court recommendation provided for the establishment of a €60m training fund for the period 2004-2009, and €12m pa thereafter, for the training of 32,000 support staff. It did not specifically provide for the payment of backfilling costs to employers/management in order to facilitate the release of staff to attend training.

The SKILL Steering Group agreed to pay backfilling contributions to employers to facilitate the release of staff to attend SKILL training.

Backfilling costs of approximately €27.965m have been paid to the end of December 2009.

IA Comment:

The provision of a financial incentive to employers/management to release participants is not consistent with the normal situation which prevails for other staff of the HSE and other public sector organisations.

Generally where other non-support staff in the public sector attend courses of education in their own time or on their employer's time management will not receive any financial incentives to release these staff. The cost of replacing staff in these circumstances is usually absorbed within existing budget allocations.

The incentive, for management, usually is that staff will attain a level of proficiency that will enable them to improve service delivery.

Support staff who successfully complete the SKILL programme will receive FETAC recognition. Successful participants do not receive any additional upgrading or increase in pay. They will in all likelihood return to work alongside colleagues who have not participated in any of the SKILL Programmes and more may be expected of those who have completed the programme than would be expected of their colleagues who have not completed the programme which may act as a deterrent to those considering embarking on the programme.

Ranking Priority: Medium

Recommendation 2

(a) Management of the HSE SKILL Programme should satisfy itself of the appropriateness of paying backfilling contributions in respect of all grades participating on the SKILL Programme.

(b) As this programme is the result of a Labour Court Recommendation, is agreed by Management and Unions, and HIQA require FETAC Level 5 as "an essential educational requirement for staff" working in residential care settings for older people, management

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should give consideration to determining whether the programme should also be considered desirable for future promotion within support grades.

(c) Management of the SKILL Programme should satisfy itself that the payment of backfill is consistent with overall HSE policy in this area.

Audit Finding 3 – SKILL Activity Data and Targets

(a) Activity Data

The SKILL Labour Court Recommendation provided a €60m fund for 2004-2008 and for €12m pa (index linked) thereafter. Memoranda of Understanding between the Department of Finance and the SKILL Steering Group confirmed that €60m would be provided for the period 2004-2008 and that €12m pa (indexed linked) would be provided between 2009-2016. There are 32,000 support workers in the health services.

According to an undated briefing note titled “The SKILL Programme 2003 – 2009” issued by Workforce Planning and Professional Education, HSE, the SKILL Programme mission is:

“To educate, develop and train support staff in the health services to the optimum of their abilities in order to enhance their role in the quality of service to patient/clients”.

The SKILL Website states that:

After participating on a SKILL programme it is expected that Support Staff and Supervisors *will have “acquired educational accreditation for their achievements”*

The Health Information and Quality Authority’s (HIQA) national quality standards for residential care settings for older people recommend FETAC level 5 as an essential educational requirement for staff working in such settings. The SKILL Training Programme provides training up to FETAC level 6.

From June 2004 to 30th December 2009 expenditure on SKILL was €47.054m analysed as follows:

- Reimbursed to Employers (Backfill) €27.965m
- Training Providers (SKILLVEC/OTC/UCD) €17.454m
- Other SKILL programme costs €1.635m

Activity statistics provided by the SKILLVEC database¹ identify the following:

- SKILLVEC activity took place from 06/07 (a 4 year period to date)
- NMPDU activity took place since 03/04 (a 7 year period to date)

Analysis of activity is as follows:

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	SKILLVEC 06/07 to 09/10 (4 years)	NMPDU 03/04 to 09/10 (7 Years)	Totals
Total Registrations minus PLA'd (*)	4,385	4,592 ²	8,977
Average no of Registrations pa	1,096pa	656pa	1,752 pa
(**) Withdrawals (PLA'd but no backfill is paid)	1,668 ⁹ (38% of registrations)	699 (15% of registrations)	2,367 (26% of total registrations)
Total Graduated	1827 (30% of registrations)	3,893 (85% of registrations)	5,720 (54% of total registrations)
Active (i.e. Total Registrations less total withdrawals less total graduated)	2558 ³		
Average Rate of Graduation per year of operations	609 pa (3 yrs graduations)	556pa	1,165pa

(*) PLA'd refers to Pre learning Assessed

(**) Shown as Withdrawals on SKILLVEC Database – PLA completed but have not commenced a programme of training.

Based on the above:

- The actual average cost per participant to 31st December 2009 is **€5,242** (€47.054m/8977) (this includes backfilling costs).
- The actual average number of registrations is **1,752 pa**
- The total cost to train 32,000 support workers will be **€167.7m** (assuming all workers graduate on the first attempt).
- **Estimated total time taken to train 32,000 support workers** will have been **18.2 years** from 2004, based on the average registrations per annum. [i.e. 2023]
- **Estimated total time taken to train 32,000 support workers** will have been **27.5 years** from 2004, based on the average graduations per annum. [i.e. 2031]

IA Comment:

It is noted that the SKILL Programme initially set targets to train 4,000 support staff per annum. Based on this target the length of time taken to train 32,000 workers should have been approximately 8 years.

- **Estimated Costs and Time for Training the Remaining 23,023 workers** (i.e. 32,000 – 8,977)
 - At a cost of €5,242 per person this will cost a further **€120.6m**
 - Based on an average registration of 1,752 pa this will take a **further 13 years [i.e. 2023]**

A Memorandum of Understanding issued by the Department of Finance to the SKILL Steering Group provides for the programme to be funded up to 2016. **If the remaining 23,023 support workers are to be trained through the SKILL Programme before 2016** (6 years from now):

¹ Because the SKILLVEC database is updated on a regular basis the relevant statistics as at 31/12/2009 are not available. Internal Audit has utilised the SKILLVEC Database March/April cumulative activity statistics available as at 12th April.

² Of this, 2,329 NMPDU registrations predated SKILL

³ The figure for "active" on the SKILL Database states 2,607 – a difference of 49

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- **Annual (successful) throughput** (i.e. registration and graduation) would have to exceed **3,837** persons pa,
- **Annual Funding of €20.1m** would be required.
- **Total funding of €120.6m** would be required between now and 2016
- However, based on the current average graduation rate of 1,165 pa:
 - A total of 6,990 staff will graduate between 2010 and 2016.
 - It will take **20 years** for all 23,023 staff to graduate [i.e. 2030/2031]

Summary:

	32,000 Staff
Total estimated Costs and Duration of SKILL Training Programme	
SKILL Target - training of 4,000 persons pa	8 years
SKILL Revised Target – training of 2,000 persons pa	16 years
Length of time since 2004 required to complete programme (based on actual average <u>registrations</u> of 1,752pa)	18.2 years (to 2023)
Costs incurred to 31st December 2009 (8,977 participants)	€47.054m
Total estimated cost (assuming all 32,000 graduate on first attempt)	€167.7m
Future Costs: Training yet to be undertaken	
Estimated Costs of training <u>remainder</u> of support workers (ie, 23,023 persons)	€120.6m
Estimated duration of remaining training (based on average <u>registrations</u> of 1,752)	Further 18.2 years (to 2023)
Future costs if programme is <u>to be completed by 2016</u>	
Numbers to be trained per annum	3,837
Annual Funding required	€20.1m
Total Funding requirement to 2016	€120.6m
Graduations	
Average Graduations per annum 1,165	
Length of time for remaining 23,023, staff <u>to graduate</u> based on current average graduation rate of 1,165	20 years (to 2030/2031)

Ranking Priority: High

(b) Annual Targets

SKILL Management informed Internal Audit that the initial annual target of 3,000 support workers through SKILLVEC and 1,000 through the NMPDUs had been revised downward to 1,000 through SKILLVEC and 1,000 through the NMPDUs.

SKILL Management were unable to provide Internal Audit with written substantiation of this change. Internal Audit has ascertained that

- **This downward revision is not referred to in the minutes of the SKILL steering group.**
- **The contract with the main educational provider refers to 3,000 participants per annum through SKILLVEC.**

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- The SKILL Web Site refers to the target of 3,000 through SKILLVEC and an additional 1,000 through the NMPDUs.
- SKILL Newsletter of 2006 refers to the target of 3,000 through SKILLVEC and an additional 1,000 through the NMPDUs.
- Letter re quota allocations 2007/08 refers to a quota of 3331 and further states that quota allocations remain the same for 2006/07 and 2007/08.

Based on these revised targets by SKILL Management Internal Audit determined:

- **The Estimated Time for training the remainder of 23,023 workers** (i.e. 32,000 – 8,977) will take 11.5 years (i.e to 2021) assuming that all 2,000 (revised) targeted commence and complete a programme.
- This would assume that the trend of 26% of those PLA'd who do not commence a programme immediately can be reversed. However if it cannot then it could be expected that 520 of the 2,000 will not commence a programme immediately. This would result in a revised assumption that approximately 1,480 participants pa commence and complete the programme up to 2016. Approximately 8,880 could be expected to undergo the programme up to 2016.
- If 1,480 complete the programme pa **it could take 15.5 years** to train all 23,023 remaining support workers.(i.e to 2026)
- **Annual Funding of €7.75m** would be required.
- **Total funding of €46.5m** would be required between now and 2016.

IA Comment

All documentation available to Internal Audit points to an annual target of 4,000 participants (3,000 through SKILLVEC and 1,000 through the CMNEs (NMPDUs) and Internal Audit is satisfied that this was the target.

SKILL management has not been able to provide sufficient evidence to Internal Audit to support its assertion of a revised target of 2,000 (1,000 through SKILLVEC and 1,000 through the CMNEs (NMPDUs).

It is clear from the statistics identified by Internal Audit that the SKILL programme was not meeting its annual targets of 4000.

As the majority of this target (3,000) was the basis on which the contract with the CDVEC was awarded it is clear that SKILL has not utilised the main contract to the extent originally anticipated.

The audit has also identified another possible area of underutilisation of the SKILLVEC contract. Audit Finding no 3 below identifies the payment of an additional sum to the CNMEs to fund their engagement of external trainers for some subjects appears to represent an additional and unnecessary cost as such training could be provided by SKILLVEC under the main training contract and this could ensure that the SKILL training programme could achieve better value for money by eliminating the additional costs paid to CNMEs in respect of HCA

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trainings and by more effectively utilising, and thereby reducing the unit training cost per participant under, the SKILLVEC contract.

Ranking Priority: High

(c) Withdrawals and non-commencements

Using IDEA (a computer aided auditing tool) Internal Audit extracted the following statistics from the SKILLVEC reports highlighting the reasons given for non commencement of modules (see Table 3 of Appendix 1);

- 292 (5%) withdrawn as a result of local IR issues or by Employer
- 245 (4%) Deferred a place
- 72 (1%) Time commitment or workload
- 135 (2%) No longer employed
- 870(14%) Personal
- Deceased 3
- Overall withdrawal rate 1,614 (27%) (excl deceased)

% Withdrawal rates per year	
06/07	= 32%
07/08	= 34%
08/09	= 19%
09/10	= 18%

Internal Audit noted that the trend of withdrawals between 06 and 08 was upward. This trend was downward between 08/09 and again in 09/10.

The registration trend is also downward with an overall % drop of 37% from the initial registration rate in of 2045 in 2006/7 to 1,294 in 2009/2010 . The combination of withdrawals with decreasing registrations makes it less likely that targets will be met. (See Diagrams 1 and 2 in Appendix 1).

Ranking Priority: High

(d) Centres for Nursing & Midwifery Education (CNME)

The figures for participants and graduates are included in Tables 1 and 2 and Diagrams 3 and 4 of Appendix I to this report.

It should be noted that the CNME courses have been running since 2003/4 while SKILLVEC only commenced its courses in 2006/7.

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The total registrations for the CNME in the seven years since 2003/4 was 4,592 with a total of 3,893 (85%) successfully completing the programmes.

Average registrations per year = 656

Average completions per year = 556

The trend in registrations is downward from a peak of 934 in 04/05 to 409 in 09/10, a 56% drop. Likewise the trend in the numbers completing the programmes is down from a peak of 820 in 04/05 to 261 in 09/10, a 68% drop.

There was a total of 699 withdrawals representing 15% of total registrations. The current trend in withdrawals is upward.

The DOHC report "Health in Ireland – Key Trends 2009" indicated that there are a total of 18,548 WTEs in the category "Other patient and client care". **Based on these figures it would take approximately twenty five years to graduate the remaining 14,000 staff in this category with an average completion rate of 556 per annum.**

IA Comment:

The target of 1,000 HCAs per annum through the CNME has not been achieved.

Ranking Priority: High

(e) SKILLVEC and CNME (NMPDU) data

Internal Audit ascertained that:

- The systems for recording the data for the NMPDU and SKILLVEC are not integrated.
- Not all HCA participants are recorded on the SKILLVEC Database, they are only recorded on the SKILLVEC Database if they require support at level 3 or level 4.
- SKILL do not receive any reports from the NMPDU in respect of HCA participation.
- SKILL do not know if HCA participants have withdrawn and rely on the claims information submitted by the NMPDUs.
- The NMPDUs manage the training and administration of HCAs trained through the CNME.
- In order to determine if a participant has been claimed for in the past SKILL would have to review all previous claims.

Ranking Priority: High

Recommendation 3

- (a) (i) Based on the estimated future costs and estimated future activity projections identified by this audit on the basis of past activity, HSE Management should ensure that future decisions to allocate resources to the SKILL project are made on the basis of clear objectives, clear costings, established and agreed targets so that such resources can be spent economically, efficiently and effectively and that Value for Money is achieved.
- (b) (i) Management should ensure that annual targets which form the basis for commercial contracts should be clearly established and validated prior to entering contracts.
- (ii) Management should ensure that the financial implications for established contracts of any proposals to revise annual throughout targets downwards are fully identified, documented and approved by senior management and that such revisions do not negate any value for money considerations on which original contracts may have been negotiated.
- (iii) Management of the HSE SKILL Programme need to address the downward trends in the registration and completion figures in order for the programme to meet its objectives.
- (iv) SKILL Management should review the descriptions of the various information sets within the SKILLVEC Database.
- Registrations should refer to staff who have registered to participate in an upcoming programme of training.
 - Withdrawals should record those who, having commenced a programme have subsequently withdrawn from the programme.
 - Pre Learning Assessed (PLA) should record staff who have undergone a PLA session and should be recorded separately from actual registrations.
- (c) As this is an agreed programme on the basis of LCR 17632 management of the SKILL Programme should identify why participants were withdrawn by employers or as a result of local IR issues and identify ways of ensuring this does not reoccur.
- (d) As at 3(a) (iii) above.
- (e) Management of the SKILL Programme should investigate ways to integrate the data from both sources into a single data base to enable it to be used in a meaningful way by SKILL and HSE Management.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE.

Implementation Date: 31st March 2011

Audit Finding 4 - Analysis of CDVEC Charges

The total spend by the SKILL Programme with Training Providers between 2004 and 2009 was approximately €17.454m.

Internal Audit examined a number of invoices from the main Education/Training & Development provider (CDVEC) and analysed the charges under the various headings (**See Table 4 of Appendix I to this report**)

Total expenditure analysed €2,930,658.

- Module delivery = €1,900,111
- SKILLVEC National Coordinator = €63,000
- SKILLVEC National Admin Support staff = €127,527
- Accommodation/Equipment National Coordinator = € 113,304
- SKILLVEC Regional Coordinators = €236,250
- Regional Support Staff = €141,750
- Regional accommodation/facilities = €94,500
- Travel & Sub = €81,588
- CPR Courses = €14,737
- Pre Learning Assessments = €157,891

Internal Audit has ascertained that 29% of the costs paid to the VEC related to accommodation/facilities, wages/salaries and travel and subsistence as follows:

- Combined Accommodation/Facilities = €207,804 (11%)
- Combined Salaries/wages = €568,527 (30%)
- Travel/Sub = €81,588 (4%)
- Combined Totals €857,919/ represents 29% of the total expenditure analysed.

If this combined total % is applied to the total expenditure of €17.454m it would equal €5.061m being paid to the training providers in relation to accommodation/facilities, wages/salaries, and travel and subsistence.

Internal Audit ascertained that there are 20+ CNME facilities throughout the HSE in addition to the training facilities of the Performance and Development units in each HSE Administrative area.

IA Comment:

Greater value for money may be achieved by maximum utilisation of HSE internal resources in this area.

Report: SKILL Programme Backfill Contributions and Activity Data

As noted earlier in Section II (Background) a contribution of €5,054 in respect of Health Care Assistants (HCAs) is payable when nursing and Midwifery Planning and Development Units apply for the funding. This equates to the standard backfilling contribution of €3,500 and an additional sum of €1,554 to cover additional costs incurred by the CNMEs engaging external trainers for some aspects of the course for HCAs.

IA Comment

The payment of an additional sum to the CNMEs to fund their engagement of external trainers for some subjects appears to represent an additional and unnecessary cost as such training could be provided by SKILLVEC under the main training contract. Training the HCAs under the SKILLVEC contract rather than by the CNMEs would ensure that the SKILL training programme could achieve better value for money by eliminating the additional costs paid to CNMEs in respect of HCA training and more effectively utilising, and thereby reducing the unit training cost per participant under, the SKILLVEC contract.

Ranking Priority: High

Recommendation 4

(a) Management of the HSE SKILL Programme should examine the feasibility of reducing the salary, travel, subsistence and accommodation/facilities costs associated with the programme. Management should consider whether it would be possible to:

- Deliver more modules in-house using HSE training accommodation/facilities
- Deliver classes through the use of technology for example, video link
- Train some of the 5720 personnel who have successfully completed FETAC programmes as trainers to supervise and deliver classes in conjunction with delivering classes through a video link with the education provider
- Concentrate efforts on getting as many support staff to undergo at least one level of the programme before allowing participants to commence a second programme

(b) Management of the HSE SKILL Programme should examine the possibility of transferring the training of HCAs, currently undertaken by CMNEs, to SKILLVEC.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Audit Finding 5 – Testing of Backfill Claims Documentation

Internal Audit selected a sample of fifteen claims relating to 975 persons (totalling €1.76M) and corresponding documentation for examination. The results are as follows:

- There was claims documentation on file for all fifteen claims.
- All fifteen payments were accounted for in the HSEA income and expenditure account.
- Cheques are crossed and made payable to agencies and not to individuals.
- Recalculation of the fifteen claims was satisfactory.
- Internal Audit selected 87(9%) out of the 975 names and verified them against the SKILLVEC Database. The results were satisfactory.
- A total of seven (8%) of the sample names (87) tested against the SKILLVEC Data Base showed some form of spelling error.
- Seven (47%) claims were not signed by the claiming agency.
- Two (13%) claim payments were not signed off as approved by an appropriate officer in SKILL office.
- Internal Audit recalculated the claims and found minor errors in two (13%) claims. Internal Audit ascertained from SKILL staff that changes were made to some claims when they were received, but no note was made on the claims of these changes.
- Subsequently the recalculation of one claim required that €3,500 be recouped. In the case of one further claim in the amount of €232,254 the claims documentation could not be located.
- Internal Audit ascertained that the current unique identifier in use is the employees PPS Number. The unique identifier was not used in twelve (80%) of the claims documentation submitted.
- Internal Audit ascertained that there is no standardised claim form for use by all agencies, containing a standard set of information in support of claims for backfill contributions.
- Claims do not have a unique claim number or a unique payment number generated by the SKILL office
- There is no formal reconciliation of payments to the Registration/Withdrawals reports produced by the SKILLVEC Database.
- Changes made to claims by the SKILL office were not satisfactorily noted and explained on the claims documentation

Ranking Priority: Medium

Recommendation 5

(a) Management of the SKILL Programme should consider the introduction of standard documentation for claims for backfill contributions. This standard documentation should

Report: SKILL Programme Backfill Contributions and Activity Data

accommodate a unique claim number and should include reference to the payment number to facilitate crosschecking/auditing and reconciliation of claims to payments.

(b) All claims should be signed by an appropriate officer within the claiming agency prior to processing by the SKILL office.

(c) All valid claims should be approved and signed off by the appropriate officer within the SKILL office prior to payment.

(d) The standard claims documentation should accommodate corrections by the SKILL Staff and all such corrections/amendments should be clearly documented on the claims documentation.

(e) The standard claims documentation should include a unique identifier for all candidates. However Management of the SKILL Programme should seek advice from the Data Protection Commissioner as to whether or not the use of the PPS Number for this purpose contravenes Data Protection Legislation.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Audit Finding 6 – Guidance on Claims Submission Process

Internal Audit conducted interviews with the two programme coordinators for the Disability Federation of Ireland (DFI) and the National Federation of Voluntary Bodies (NFVB) in Ireland to determine their processes and procedures and the level of instruction given to them and to agencies under their respective umbrellas.

The NFVB represents sixty two member organisations, fifty two of which have participated in the SKILL Programme. The DFI represents twenty six organisations which have participated in the SKILL Programme.

Internal Audit ascertained that both bodies have received correspondence and instruction from the SKILL Programme Office on the submission and payment of claims.

They have also received correspondence in relation to the purpose and use of the backfill contribution.

Internal Audit also ascertained that both bodies have their own documentation and procedures in place for the processing of claims. It was also noted that this documentation, whilst satisfactory, is not standard.

Ranking Priority: Medium

Recommendation 6

As at 5 above.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Audit Finding 7 – Financial Reports

Internal Audit ascertained that financial reports were produced for presentation to the SKILL Programme Steering Group. These reports consisted of overall totals and were not analysed under various expenditure headings.

Internal Audit further ascertained that the SKILL Programme Office was unable to provide definitive figures for the backfill contribution as they do not maintain a record of payments analysed under the various expenditure headings, e.g. Backfill Contribution.

The Income and Expenditure Account of the Corporate Employee Relations Services (formally HSEA) also does not analyse payments made by SKILL. It merely records these as BNC Training Fund Income or Expenditure. These payment figures contain other elements such as salary reimbursements.

Internal Audit ascertained from the income and expenditure accounts that backfill payments amounting to approximately €27.965m have been made to the various HSE Administrative areas and voluntary agencies up to 31st December 2009.

Ranking Priority: High

Recommendation 7

(a) Reports to the Steering Group (and now to senior management) should contain financial information adequately analysed under the various cost elements.

(b) The SKILL Programme should maintain financial information adequately analysed under the various cost elements.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Audit Finding 8 – Deadlines for Backfill Claims Submission

Internal Audit ascertained that there is no specific cut-off time for the submission of claims for backfill contributions.

In the case of claims from the HSE areas in respect of Health Care Assistants (HCAs) who receive training in-house through the Centres for Nursing and Midwifery (CNME) the specific reason for this is that the CNME run courses as and when they have identified sufficient numbers of participants.

The change in approach from Scattergun approach to the concept of Critical Mass sites in latter years has pushed the timeline outward with Pre-Learning Assessments (PLA) taking place as late as September in some cases.

With the exception of the CNMEs the data in relation to the other support grades who receive training through SKILLVEC is captured on the SKILLVEC Database.

Ranking Priority: Medium

Recommendation 8

Management of the SKILL Programme should review the timeline referred to at **Diagram 6 of appendix I** to this report and determine if it is consistent with the changes that have taken place from the scattergun model to Critical Mass Sites.

Registrations for the various programmes should have a definite cut off date so that the SKILLVEC Data Base is updated on a regular basis. This information could then be used by SKILL staff to verify registrations and withdrawals against claims received for payment of the backfill contribution.

The programmes run at critical mass sites should also set registration deadlines and submit claims in a timely manner.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Audit Finding 9 – Payment of Backfill Instalments

(a) Internal Audit has further ascertained that there is no consistency as to when various bodies can claim the backfill contribution:

HCAs who access a SKILL Programme via the CNMEs undergo the programme under the auspices of the NMPDUs. Funding is drawn down in one payment by the Directors of NMPDUs normally toward the end of the programme.

In the case of general support staff grades it is paid in two instalments, one on commencement of the programme and one on completion of the 4th module.

In the case of the HSE DNE the full amount is claimed at the commencement of a programme.

Internal Audit ascertained that the backfill payments for general support staff are structured as follows:

(i) In the case of General Support Staff a first payment representing 50% is made upfront when a participant has been registered and a claim received and verified. If a participant drops off the programme before completing four out of eight modules this payment is recouped. This is usually done by reducing the claims from the respective agency for the participants who continue on the programme beyond the fourth module (the second stage payment).

(ii) The second payment representing 50% is made for each participant who completes the fourth module. If a participant subsequently drops off the programme this second payment is not recouped. Effectively the full backfill contribution is made in respect of these participants who may not then go on to complete the second four modules.

In the case of SKILLVEC the SKILL office can consult the SKILLVEC Database. In the case of the NMPDUs the SKILL Office is dependent on the information supplied being accurate. (See KF 2(f) above).

(b) Internal Audit further ascertained that the SKILL Programme has no way of determining that the backfill contribution is used for the purpose provided.

Ranking Priority: Medium

Recommendation 9 (See also Recommendation 2(a) above)

(a) Management of the SKILL Programme should ensure

- that there is a consistent approach to the payment of the backfill contribution to all

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agencies.

- Backfill payments should only be made after completion of all modules.

This should bring a more structured approach to this payment and act as a deterrent to local management withdrawing staff after successful completion of only four modules. Withdrawals will be known at this stage and this will prevent payments being made which will later have to be recouped.

(b) Management of the SKILL Programme should

- clearly set out in correspondence to employers exactly what the intention of the backfill contribution is
- inform all agencies that failure to use the backfill contribution for its intended purpose will result in its withdrawal and recoupment of any contributions paid
- in conjunction with the recommendation at 2 and 3 above, require a statement from the agencies to accompany each claim that the contribution will be used for its intended purpose.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Audit Finding 10 - SKILLVEC Database

Whilst the SKILLVEC Database did not form part of the scope of this audit, Internal Audit noted the following issues which should be resolved with the owners of the Database.

Management of SKILL informed Internal Audit that it is working with SKILLVEC and the Supplier to resolve any issues identified.

(i) Two reports referred to during the audit “Award Received” and “Awaiting Award” do not appear on the Reports Menu. When queried, Internal Audit was informed that this matter will be raised with the supplier of the Database.

(ii) One report titled “Scheduled for Classes yet to Commence” contains out of date/inaccurate data. This report contains individuals who have since gone on to the Active List or withdrawn.

(iii) Several reports run by Internal Audit showed different record totals when their respective Print Reports were printed off:

- The “Inactive Candidates (Withdrawals) Report” 2009/2010 showed 235 records whilst the print report contained only 225 records.

- The “Registration Summary” Report for the same period 2009/2010 showed 234 records.

- The “Inactive Candidates (Withdrawals) (All Years) Report” showed a total of 1,617 records whilst the print report contained only 1,547 records.

- The SKILLVEC DB uses the participants’ PPS number as a unique identifier. Internal Audit noted some instances in the “Inactive Report” where irregular Unique Identifiers were used, e.g. Liz09, Liz25, Jack 59.
SKILL Programme Management has informed Internal Audit that this was only done in the early days and has now ceased.

- In the “Completed Modules by Employer” Report Internal Audit noted that some participants who have completed eight and more modules are not showing as “Graduated”.
Management of the SKILL Programme has informed Internal Audit that some participants may have completed eight modules but not have successfully completed all eight modules.

Ranking Priority: Medium

Recommendation 10

(a) Management of the SKILL Programme should continue to work with the Database provider and SKILLVEC to improve the timeliness and quality of information available.

(b) Unused modules should be reviewed and a determination made whether to retain them or not. Inaccurate data should be revised and updated or deleted if not required.

(c) Only the agreed unique identifier should be used in Database records. (refer to KF 4(e) above)

(d) Management of the SKILL Programme should explore with the Database administrator and SKILLVEC some means of appropriately identifying those who have completed eight modules but not successfully completed all eight modules.

Responsible Officer: AND HR, Leadership, Education and Development, National HR Directorate, HSE

Implementation Date: 31st March 2011

Agreed Action Plan for Implementation of Recommendations

	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
Audit Finding 1 – Office Procedures					
1	All office procedures duties and responsibilities should be documented locally. All office procedures duties and responsibilities should be signed and dated by the issuing officer and be subject to regular review.	Low	AND HR, Leadership, Education and Development, National HR Directorate, HSE	31st March 2011	Agreed. National Director of HR
Audit Finding 2 – Backfilling					
2	<p>(a) Management of the HSE SKILL Programme should satisfy itself of the appropriateness of paying backfilling contributions in respect of all grades participating on the SKILL Programme.</p> <p>(b) As this programme is the result of a Labour Court Recommendation and agreed by Management and Unions and is also recognised by HIQA as “an essential educational requirement for staff” working in residential care settings for older people, management should give consideration to determining whether the programme should also be considered desirable for future promotion within support grades.</p> <p>(c) Management of the SKILL Programme should satisfy itself that the payment of backfill is consistent with overall HSE policy in this area.</p>	Medium	AND HR, Leadership, Education and Development, National HR Directorate, HSE	31st March 2011	Agreed. National Director of HR
Audit Finding 3 – SKILL Activity Data and Targets					
3	(a) (i) Based on the estimated future costs and estimated future activity projections identified by this audit on the basis of past activity, HSE Management should ensure that future decisions to allocate resources to the SKILL project are made on the basis of clear objectives, clear costings, established and agreed targets so that such resources can be spent economically, efficiently and effectively	High			

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
	<p>participants were withdrawn by employers or as a result of local IR issues and identify ways of ensuring this does not reoccur.</p> <p>(d) As at 3(a) (iii) above.</p> <p>(e) Management of the SKILL Programme should investigate ways to integrate the data from both sources into a single data base to enable it to be used in a meaningful way by SKILL and HSE Management.</p>	<p>High</p> <p>High</p>			
Audit Finding 4 – Analysis of CDVEC Charges					
4	<p>(a) Management of the SKILL Programme should examine the feasibility of reducing the salary, travel, subsistence and accommodation/facilities costs associated with the programme.</p> <p>Management should consider whether it would be possible to:</p> <ul style="list-style-type: none"> • Deliver more modules in-house using HSE training accommodation/facilities • Deliver classes through the use of technology for example, video link • Train some of the 5720 personnel who have successfully completed FETAC programmes as trainers to supervise and deliver classes In conjunction with delivering classes through a video link with the education provider • Concentrate efforts on getting as many support staff to undergo at least one level of the programme before allowing participants to commence a second programme. <p>(b) Management of the HSE SKILL Programme should examine the</p>	<p>High</p>	<p><u>4(a) and (b)</u> AND HR, Leadership, Education and Development, National HR Directorate, HSE</p>	<p><u>4(a) and (b)</u> 31st March 2011</p>	<p><u>4(a) and (b)</u> Agreed. National Director of HR</p>

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
	possibility of transferring the training of HCAs, currently undertaken by CMNEs, to SKILLVEC.				
Audit Finding 5 – Testing of Backfill Claims Documentation					
5	<p>(a) Management of the SKILL Programme should consider the introduction of standard documentation for claims for backfill contributions. This standard documentation should accommodate a unique claim number and should include reference to the payment number to facilitate crosschecking/auditing and reconciliation of claims to payments.</p> <p>(b) All claims should be signed by an appropriate officer within the claiming agency prior to processing by the SKILL office.</p> <p>(c) All valid claims should be approved and signed off by the appropriate officer within the SKILL office prior to payment.</p> <p>(d) The standard claims documentation should accommodate corrections by the SKILL Staff and all such corrections/amendments should be clearly documented on the claims documentation.</p> <p>(e) The standard claims documentation should include a unique identifier for all candidates.</p> <p>However Management of the SKILL Programme should seek advice from the Data Protection Commissioner as to whether or not the use of the PPS Number for this purpose contravenes Data Protection Legislation.</p>	Medium	<p><u>5(a) to (e)</u> AND HR, Leadership, Education and Development, National HR Directorate, HSE</p>	<p><u>5(a) to (e)</u> 31st March 2011</p>	<p><u>5(a) to (e)</u> Agreed. National Director of HR</p>
Audit Finding 6 – Guidance on Claims Submission Process					
6	As at 5 above.	Medium	AND HR, Leadership, Education and Development, National HR	31st March 2011	Agreed. National Director of HR

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
			Directorate, HSE		
Audit Finding 7 – Financial Reports					
7	<p>(a) Reports to the Steering Group (and now to senior management) should contain financial information adequately analysed under the various cost elements.</p> <p>(b) The SKILL Programme should maintain financial information adequately analysed under the various cost elements.</p>	High	AND HR, Leadership, Education and Development, National HR Directorate, HSE	31st March 2011	Agreed. National Director of HR
Audit Finding 8 – Deadlines for Backfill Claims Submission					
8	<p>Management of the SKILL Programme should review the timeline referred to at diagram 6 of appendix I to this report and determine if it is consistent with the changes that have taken place from the scattergun model to Critical Mass Sites.</p> <p>Registrations for the various programmes should have a definite cut off date so that the SKILLVEC Data Base is updated on a regular basis. This information could then be used by SKILL staff to verify registrations and withdrawals against claims received for payment of the backfill contribution.</p> <p>The programmes run at critical mass sites should also set registration deadlines and submit claims in a timely manner.</p>	Medium	AND HR, Leadership, Education and Development, National HR Directorate, HSE	31st March 2011	Agreed. National Director of HR
Audit Finding 9 – Payment of Backfill Instalments					
9	<p>(a) Management of the SKILL Programme should ensure that there is a consistent approach to the payment of the backfill contribution to all agencies.</p> <p>Backfill payments should only be made after completion of all modules.</p> <p>(b) Management of the SKILL Programme should clearly set out in correspondence</p>	Medium	<p><u>9(a) and (b)</u></p> <p>AND HR, Leadership, Education and Development, National HR Directorate, HSE</p>	<p><u>9(a) and (b)</u></p> <p>31st March 2011</p>	<p><u>9(a) and (b)</u></p> <p>Agreed. National Director of HR</p>

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
	<p>to employers exactly what the intention of the backfill contribution is. Management should also inform all agencies that failure to use the backfill contribution for its intended purpose will result in its withdrawal and recoupment of any contributions paid.</p> <p>In conjunction with the recommendation at 2 and 3 above management of the SKILL Programme should require a statement from the agencies to accompany each claim that the contribution will be used for its intended purpose.</p>				
Audit Finding 10 – SKILL VEC Database					
10	<p>(a) Management of the SKILL Programme should continue to work with the Database provider and SKILLVEC to improve the timeliness and quality of information available.</p> <p>(b) Unused modules should be reviewed and a determination made whether to retain them or not. Inaccurate data should be revised and updated or deleted if not required.</p> <p>(c) Only the agreed unique identifier should be used in Database records. (refer to KF 4(e) above)</p> <p>(d) Management of the SKILL Programme should explore with the Database administrator and SKILLVEC some means of appropriately identifying those who have completed eight modules but not successfully completed all eight modules.</p>	Medium	<p><u>10(a) to (d)</u> AND HR, Leadership, Education and Development, National HR Directorate, HSE</p>	<p><u>10(a) to (d)</u> 31st March 2011</p>	<p><u>10(a) to (d)</u> All Agreed. National Director of HR</p>

Appendices

Appendix I

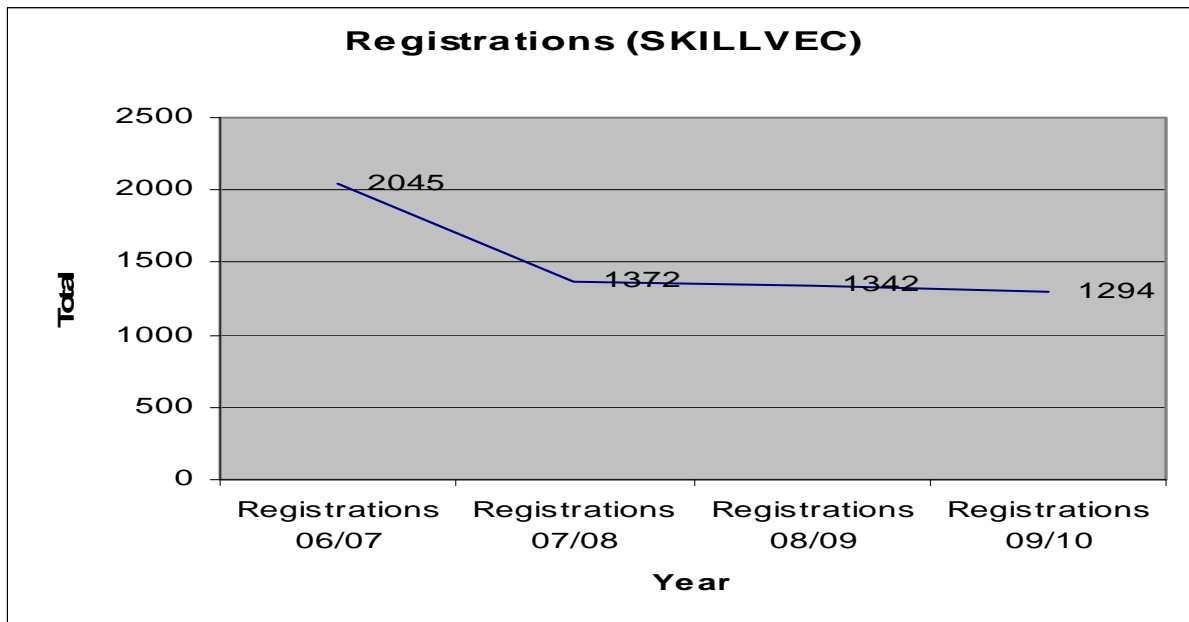
Table 1 Statistics (SKILLVEC and CNME)

Total Registrations	Skillvec Active All Years	Skillvec Inactive All Years	Completed 1 or more Modules All Years	Failed to complete a module	Nationality Irish (taken from yearly registration reports) SKILLVEC	Nationality Other	Graduated SKILLVEC as at 12/4/10	Awaiting Graduation SKILLVEC as at 12/4/10	Registrations CNME	Graduated CNME
6053*	2607	1668	3709	566	5155	898	1761	66	4592	3893

* Includes 1668 PLA but not commenced a programme.

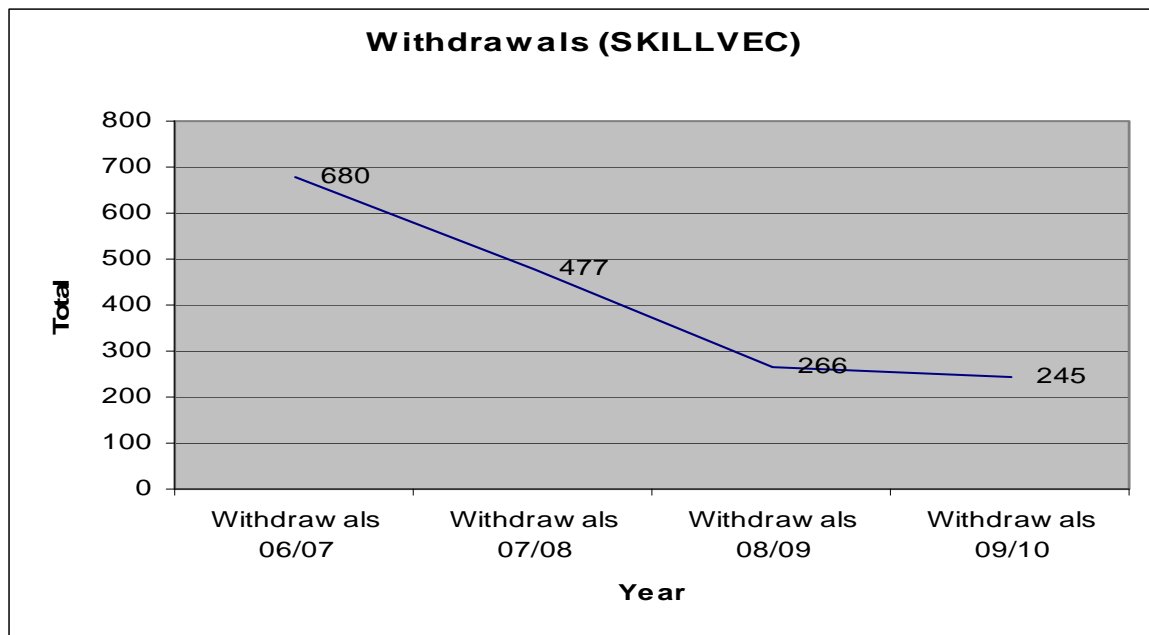
Source: SKILLVEC Database/NMPDU

Diagram 1 Statistics: Registrations SKILLVEC



Source: SKILLVEC Database Registrations by Year Reports

Diagram 2 Statistics: Withdrawals SKILLVEC (PLA but not commenced a programme, shown as withdrawn on SKILLVEC Database)



Source: SKILLVEC Database

Table 2 Statistics: Throughput CNME

HCA's through the CNME's	Academic Year 2003-2004	Academic Year 2004-2005	Academic Year 2005-2006	Academic Year 2006-2007	Academic Year 2007-2008	Academic Year 2008-2009	Academic Year 2009-2010	Withdrawals
HSE South	31	110	84	74	56	56	47	5
HSE South East	42	110	89	64	51	54	49	31
HSE Mid West	56	68	57	33	33	28	32	10
HSE West	56	94	89	87	49	58	21	49
HSE North West	47	98	75	72	52	49	59	105
HSE North East	25	54	49	53	50	26	37	27
HSE Midlands	25	80	72	76	51	36	16	0
HSE East	174	206	228	198	186	121		472
Total Registered	538	934	857	760	597	497	409	
Total completed	456	820	743	657	528	428	261	

Source: NMPDU

Diagram 3 Statistics: Throughput CNME

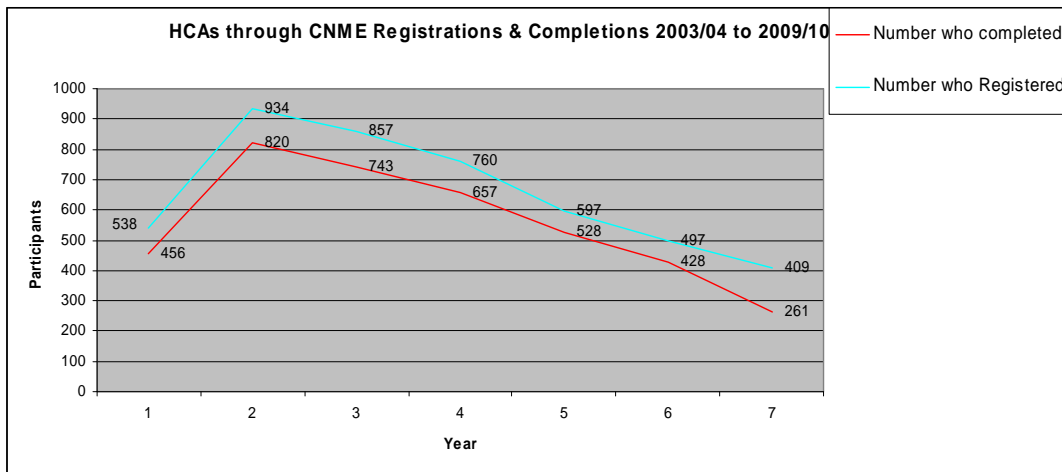
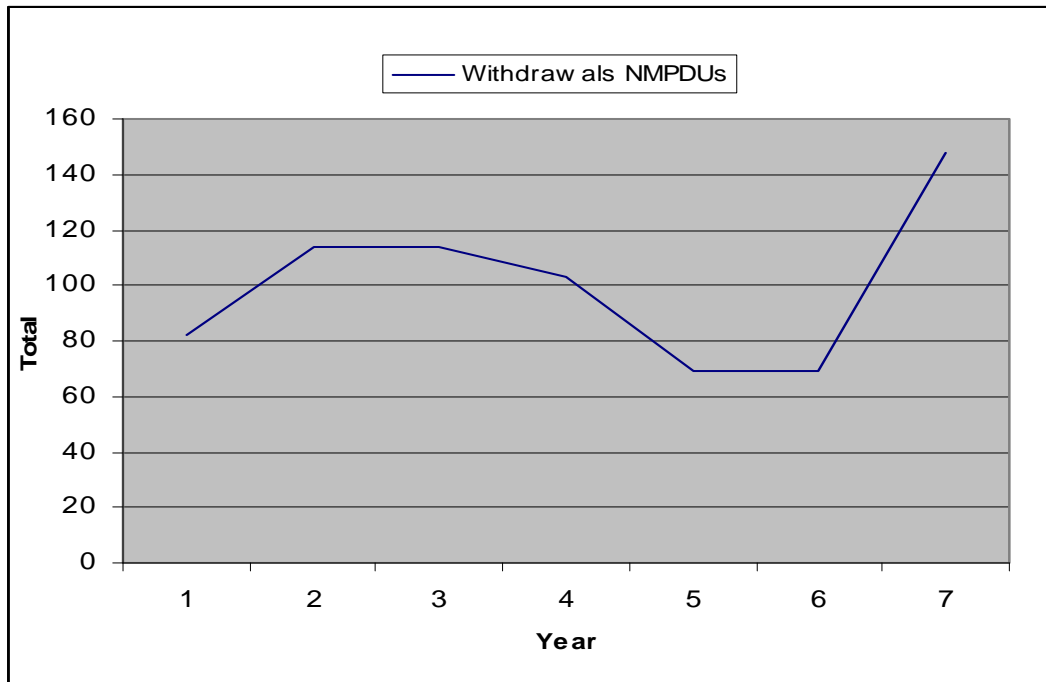
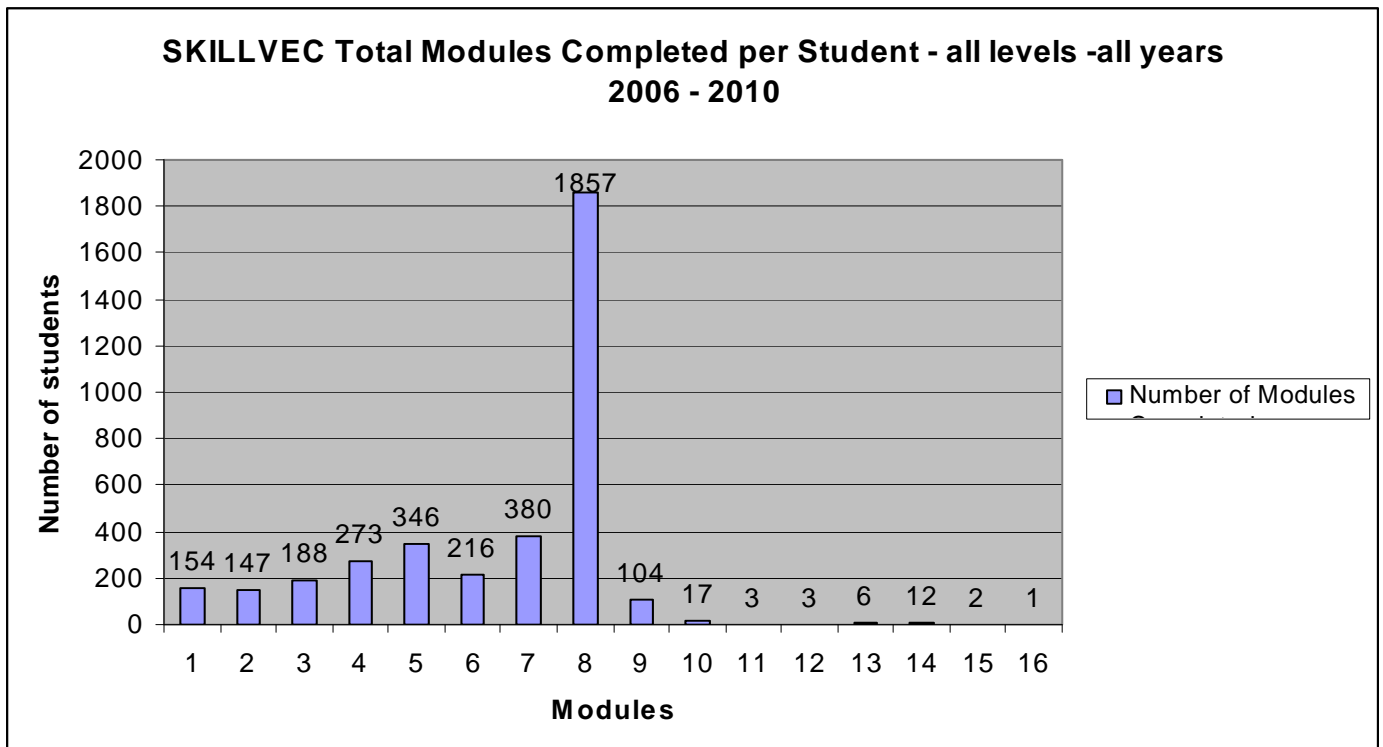


Diagram 4 Statistics: Withdrawals CNMEs



Source: NMPDU

Diagram 5 Statistics: Modules completed SKILLVEC



Source: SKILLVEC Database

Table 3 Statistics: Reasons for Withdrawals (SKILLVEC)

Local IR Issues	By Employer	Deferred Place	No Longer Employed	Workload/Time Commitment greater than expected	Personal (e.g. family, health, transport..)	Deceased	Not Withdrawn	Total
36	256	245	135	72	870	3	4396	6013

Source: SKILLVEC Database

Report: SKILL Programme Backfill Contributions and Activity Data

Table 4 Analysis of Invoices (CDVEC 2009)

Date	Charges for Module Delivery	National Project Coordination			Regional Project Coordination			Travel/Sub	Pre Learning Assessment	CPR Courses
		Skillvec Coordinator	Admin Support	Accommodation & Equipment	Regional Coordination Charges	Support staff	Accommodation/Facilities			
03/09	€863,481							€16,482	€6,859	€4,156
04/09	€277,547	€21,000	€42,509	€31,500	€78,750	€47,250	€31,500	€4,307	€8,897	€2,860
04/09	€3,369									
07/09	€62,432	€21,000	€42,509	€50,304	€78,750	€47,250	€31,500	€10,236	€106,046	€1,120
08/09	€122,548									
09/09	€550,120	€21,000	€42,509	€31,500	€78,750	€47,250	€31,500	€8,874	€12,191	€3,498
10/09	€3,453							€41,689	€23,898	€3,103
12/09	€17,161									
Totals	€1,900,111	€63,000	€127,527	€113,304	€236,250	€141,750	€94,500	€81,588	€157,891	€14,737

Source: SKILL Administration

Diagram 6 Programme Timeline - SKILLVEC



Source SKILL Website.