UCDHR

HR Strategy Implementation & Quality Improvement Plan: 2012-2015

February 2012

Introduction

This Action Plan is a combination of the HR Strategy Implementation Plan and the Quality Improvement Plan. Both the HR Strategy and the HR Quality Review took place in parallel in 2011. With the agreement of the Quality Office, the format of this plan has been modified as there is a close correlation between the implementation plan for the HR Strategy and the Quality Improvement Plan. The relevant HR Quality Review Report recommendations have been mapped to the appropriate strategic actions that have emerged from the HR Strategy.[i] Certain recommendations from the Quality Review report will not fit into the Action plan and will be dealt with separately. These recommendations are outlined at the end of this action plan.[ii]

It should be noted that the HR Strategy compliments this Action Plan and both documents are best read in conjunction with one another. The HR Strategy provides context around this Action Plan and further detail around each of the objectives. The HR Strategy will be published shortly following final consultation with the University Management Team.

In terms of structure, this Action Plan is divided into 5 broad strategic objectives as reflected in the HR Strategic Plan. These are:

1. Helping the University Management Team (UMT) Identify Staff Priorities and Shape the Sectoral HR agenda;
2. Supporting University Change;
3. Managing for Success and Performance, Benefits and Recognition;
4. Continuous Service Delivery Improvement;
5. HR Team Culture and Development.

Each of the objectives is supported by a number of actions and these actions have been categorised broadly under three headings:

   a. In progress already;

   b. Starting within 6 months;

   c. Planned for beyond 6 months.

At the end of the Action Plan, a number of emerging projects are also captured that will require immediate significant resources from UCD HR. This list of projects is likely to grow and as a result, further prioritisation/re-prioritisation of projects listed in this document will need to take place. This plan will be reviewed at regular intervals throughout its duration.

Summary of Actions

1. Helping the University Management Team (UMT) Identify Staff Priorities and Shape the Sectoral HR agenda

	Strategic Action	Key Measures of success	Timeline and Lead Directorate/team	Relevant Quality Review Recommendations	Response to Quality Review
Clarify and define University Management Team (UMT) priority actions/projects for next 12-18 months and in this context agree the HR Strategy with the UMT	• Facilitate the UMT to clarify purpose, role and objectives relating to people issues. • Monitor the implementation of the UCD HR strategy through the measures. • Use the priorities identified by the UMT to help shape the sectoral HR agenda. • Develop a clear understanding at a University and School/Unit level of what is meant by staff engagement and then to identify and implement tools to enhance engagement.	• HR Strategy discussed and approved by UMT along with individual policy changes on an on-going basis.` • Extent of visible ownership by UMT members over policy changes and developments. • Review of HR strategic objectives on an annual basis by the UMT. • Visible alignment of the HR strategy and overall UMT staff priorities. • Greater purpose and collective response sectorally to HR challenges. • Clarity around what staff engagement means.	Overall this objective is already in progress. Strategy to be discussed and approved within next 2-3 months. Lead will be the VP for Staff supported by the HR Directors.	3.15 – UMT articulating their priorities. 3.16 – HR to prioritise initiatives. 3.17 – Completion of the HR strategy. 4.4.13 – Clarification of UMT's people strategy and priorities. 6.20 – Apparent disconnect between UCD HR and some senior academic managers needs to be addressed urgently if UCD HR really is to meet their priorities. 6.22 – The absence of any plans for staff attitude surveys and client satisfaction surveys should be addressed quickly.	The first step will be to engage with the UMT both individually and collectively regarding the HR strategy. This process is already underway. Will be completed in the first months of 2012. Once the strategy is adopted, it will be published and disseminated widely. Updates will then be provided regularly to all relevant stakeholders. Engagement with UMT around on-going policy changes has been established. Absence of a plan for staff attitude survey- Issue to be discussed at UMT level – planned to bring this to UMT in second quarter of 2012.
Leadership Development	• Provide leadership	• Feedback re	Most of these actions are	4.4.14 – Review of Heads of	A review of the Heads of

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& Succession Planning	programmes for the University Management Team (UMT) and leadership group including managing change. • Enhance College Principal and Head of School orientation programme to ensure that needs are met. • Promote coaching interventions specifically to the leadership of the University. • Succession planning for Heads of School. • Develop supports for staff with management responsibilities.	Leadership orientation. • % uptake of coaching and feedback re outcomes. • Succession planning process reviewed for Head of School group. • Assess tools developed to support staff with managerial responsibilities. • Review HR strategic plan against objectives on an annual basis	already underway and will be ongoing. The main action that has a timeframe beyond 6 months is reviewing succession planning for Heads of School as many Schools only recently appointed new Heads. The development of supports for staff with management responsibilities is linked to development of toolkits for managers. Lead directorate will be Strategy and Development along with the HR Partners (HRPs).	School Induction.	School Induction programme is underway. Coaching is underway and % uptake being monitored on an ongoing basis.

2. Supporting University Change

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Developing Work Practices	• Review existing staff flexibility arrangements/protocols vis-à-vis the Public Sector Agreement and the ongoing needs of the University.	More flexible working arrangements and increases in productivity.	In parallel with implementation plan for the PSA (Public Service Agreement/Croke Park Agreement). (In progress) Lead area – Employee Relations and Diversity supported by Strategy and HR Partners.	No specific recommendation in the Quality Review Report. However, this project would link to recommendation 7.10 – an improvement activity of the unit.	Public Service Agreement related work is ongoing.
Change Management	• Develop change management toolkits. • Monitor ongoing review of how policy changes are implemented.	Change Toolkits designed, introduced and fully operational within 18 months.	Development of the toolkit is planned to take place beyond the next 6 months. Strategy and Development along with HRPs. Other units such as the Strategic Planning area and Academic Affairs could also have a role to play	5.4.4 – Project close out processes and post implementation reviews need to critically assess the impact and efficiency gains 6.24 – Need for training both HRPs and key corporate HR staff in influencing and consultancy skills	Change management workshop being rolled out to Heads of School in December. Change management seminar developed and rolled out to Research Managers in October 2011. HRPs and other corporate HR staff being trained in facilitation skills Autumn/Winter 2011-12.

3. Managing for Success and Performance, Benefits and Recognition

	Strategic Action	Key Measures of Success	Timeline and Lead Directorate/team	Relevant Quality Review Recommendations	Response to Quality Review
Managing for Success and Performance	• Review all aspects of the Performance Management and Development System (PMDS) and introduce improvements. • Develop and implement a 'Managing for Success and Performance' Toolkit.	PMDS reviewed and enhanced within 12 months. Develop and implement toolkit within 12 months.	PMDS Review– led PMDS Steering Group supported by Strategy and Development and Employee Relations. Performance Toolkit – cross directorate project between Employee Relations (ER), HRPs and Strategy and Development. This project will kick off within 6 months.	4.5.8 – Documented process for managers to deal with poor performance supported by Frequently Asked Questions (FAQs). 6.23 – The Performance element of PMDS should be reviewed, and strengthened appropriately for academic users.	Review of PMDS underway since September 2011.
Benefits Review	• Package and promote all forms of benefits which the University has at its disposal. Based on that review, the consolidation of these measures into a strategy which seeks to gain the maximum leverage from such interventions. • Sabbaticals; Leave; Training opportunities; Conference Allowances etc.	Review completed and feedback reflects that it is useful in attracting and retaining staff. Benefits are more fully understood by staff.	This project is scheduled to take place in 6 months plus. The priority item to be will be the Sabbatical Policy.	No specific recommendation in the Quality Review Report. However, this project would link to recommendation 7.10 – an improvement activity of the unit.	Benefits review currently being looked at in relation to specific policy issues e..g. "first point on the scale issue".
Recognition	• Develop staff recognition strategy. Linkage of recognition schemes to Head of School Programme.	Review completed and feedback reflects that it is useful in attracting and retaining staff.	Once staff engagement is defined by UMT under Strategic Objective One, this project can be considered in more detail. Cross directorate project that will kick off in 6 months plus.	No specific recommendation in the Quality Review Report. However, this project would link to recommendation 7.10 – an improvement activity of the unit.	Cross directorate project that will kick off in 6 months plus.

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4. Continuous Service Delivery Improvement

	Strategic Action	Key Measures of Success	Timeline and Lead/Directorate/team	Relevant Quality Review Recommendations	Response to Quality Review
Overall Service Delivery	• Quality Review Process – Produce and implement a quality improvement plan. • Review different forms of engagement UCD HR has with key users of our services. • Appropriate SLAs to be put in place for most frequently used transactional services. • Customise communications on HR issues that directly affect staff. • Work with University Relations to put communications protocols in place	• Quality Improvement Plan (QIP) agreed and being fully implemented. • Different engagement channels identified and action plan put in place. • Appropriate SLAs in place. • Staff feedback re customisation of communications on HR issues • Communications protocols in place and being used by different management groups	• QIP co-ordinated by Strategy and Development (ongoing). • Engagement regarding our services done on a cross-directorate basis (ongoing). • Key SLAs in place within 12-18 months (directorate specific). • Customisation of Communications will be considered by a newly established Communications Project (12 month timeframe). This is cross directorate with input from University Relations. • Comms protocols to be in place within 3-6 months. HRDs and VP for Staff along with University Relations.	7.10 – Measuring and reporting on the impact of continuous improvement initiatives. 7.11 – Focus on developing Service level agreements to clarify expectations and customer service standards. 7.12 – Developing HR KPIs. 2.12 – Ensure that UCD HR staff have a presence, both formally and informally on the wider Belfield Campus. 5.6.6 – It would be useful to tailor communications for specific audiences. 5.6.7 – Assessment of communications mechanisms/channels. 5.6.8 – Consider effective, low cost way to communicate UCD HR activities, roles and people within HR. 5.6.9 – Have agreed protocols.	Quality Improvement Plan has been developed. It has been integrated with the key HR strategic objectives. Engagement regarding our services is being done on a cross-directorate basis (ongoing). Key SLAs in place within 12-18 months (directorate specific). Customisation of Communications will be considered by a newly established Communications Project (12 month timeframe). Comms protocols to be in place within 3-6 months.
HR Services	• Develop and implement Service Level Agreements (SLAs)– target to implement 2 SLAs per year. • Review and agree standard contracts of employment • Review processes, structures	• Set Key Performance Indicators (KPIs) for each SLA and monitor until customer satisfaction is agreed and	HR Services – Work on the development of 2 Service Level Agreements will begin within a 6 month timeframe (recruitment and HRIS). Contracts are being reviewed under the Public Service	4.2 (16-20) – SLA recommendations 5.5.3 – Development of a SLA between Finance and	Target is to implement 2 Service Level Agreements in 2012 in the area of recruitment and HR Information Systems (HRIS).

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	and priorities within HRIS
	
	• Review and document core data fields and update reports
	
	• Roll out of key technology and efficiency projects
	    ○ Document Management System – implementation of Recruitment/C&B workflow
	    ○ Sick Leave project – Phase 2 roll out remaining Schools/Units for recording; Phase 3 Implementation of deduction of Social welfare at source
	    ○ Online Timesheet project – Phase 3 Completion of rollout to schools/units paying hourly rates. Review of setup process & procedures Phase 4 Implementation of system rollout for value payments
	    ○ Pensions Core Module – Phase 3 Pensions module is live. Development of BO Reports for operational &
		achieved.
		
		• Contracts reviewed under the terms of the Public Service Agreement.
		
		• Documentation and agreement of HRIS processes, structures and priorities
		
		• Core data dictionary agreed and completed
		
		• Successful completion of projects
			Agreement and this work is underway (Services and Employee Relations).
			
			Review of HRIS structures is underway.
			
			Data cleansing project is underway (HRIS, Compensation and Benefits, Pensions, Recruitment and Training).
			
			Document management and the implementation of recruitment/compensation and benefits workflow is underway. (Doc Management Manager, C&B Manager and Recruitment Manager).
			
			Sick Leave project is underway. Deduction at source will be led by Payroll but will have HR involvement (C&B, HRP).
			
			On-line timesheets is on course to be completed in the first quarter of 2012.
			
			Pensions Core Module is due to complete in the second
				HRIS
				
				5.5.4 – Issue of data integrity needs to be more clearly understood in order to find a solution that ensures data quality
				
				5.5.5 – Projects and initiatives need to be prioritised so that HRIS efforts can focus on the most important, high value work
					The main focus for HR Services in 2012 is data definition and data cleansing. This project will address data integrity issues resulting in improved data quality. The outputs of this project will be a comprehensive data dictionary and updated reports. HRIS will work with the IT Services MSU unit to streamline reporting.
					
					Projects have been carefully planned for HRIS in 2012 to ensure no over commitment. This has been agreed by all other parties in HR Services.
					
					The review of contracts will incorporate changes arising from the PSA.
					
					This project to review processes, structures and priorities is to ensure HRIS is structured to deliver on

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	verification purposes; Finalisation of pension benefits for atypical staff – e.g. modular paid staff in Business School; Data verification & update of employee service records following implementation and feedback from staff • Review and update payments policies o Hourly payments – Development policy and Guidelines & get SMT approval for implementation; Develop process and procedures for implementation.	• Updated payment policy	quarter of 2012. Hourly paid project due to be kicked off in early 2012. (Employee Relations; HR Services; School/Unit groups).		current and emerging demands. The technology projects are already well advanced – Document Management System; Sick Leave; On-line timesheets; Pensions Core Module. Our objective is to finalise these projects through 2012, assuming no significant projects arise which are not currently on our work programme. A briefing note on Hourly Payments was presented to UMT FOG in December and a project team will be established in January 2012. Implementation roadmap with a detailed communication plan has been prepared and will be considered by HR management in early January. The plan will have to be revised to take account of

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					the changes announced in Budget 2012,
HR Relationship Directorate	• Implement the HR Partner re-assignment model. • Re-affirm within the function the roles of HR Partners and central specialists.	• New assignments implemented for academic year 2011/12. • HR Partner role and its fit with other HR roles fully clarified by the HRDs. • Programme of communication in HR to ensure that all HR staff understand the HRP role as now defined. • Programme of communication to stakeholders to explain the role of HRP in the context of an integrated HR service delivery model. • Formal mechanisms re feedback will be put in place at 6 and 12 month intervals.	All complete except for the formal feedback mechanisms which will be led by the HR Relationships Director.	2.12 – Ensure HR staff presence on the wider Belfield campus 4.3.9 – portfolio of HRPs being changed 4.3.11 – More clearly defining the role of the HRP	New assignments of HRPs fully implemented. Reaffirmation of the role of the HRP and central specialists ongoing. Central staff presence around the wider campus being encouraged and developed.
HR Strategy & Development	• Explore more cost effective delivery of training solutions by developing pathways to enable more targeted training;	• Enhancement of feedback mechanisms re training delivery.	Cost effective delivery of training is ongoing. Expansion of sectoral shared	4.4.15 – Provision of evidence for the value of a planned induction and develop a framework for	Development pathways for administrative staff currently being piloted. Potential to

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	• Expand sectoral shared initiatives; • Introduce eLearning where appropriate; development of tools (e.g. Myers Briggs Type Indicator(MBTi); 360 degree feedback); • Expand seminar series & tailor differently • Develop training usage metrics • Closer collaboration with other internal training providers • Enhancement of HOS Programme and other management development initiatives (linked to S01) • On-going development of Coaching Services (beyond SO1 which is at SMT level)	• Development of appropriate SLAs. • Increased requests for bespoke training – trends emerging. • Deliver shared sectoral programmes. • Training usage metrics published.	initiatives is ongoing at IUTN level (Irish Universities Training Network). Introduction of CRMS – moving seminar series onto this is underway. Tailoring of training and seminars ongoing.	local level induction 7.11 – Focus on developing Service level agreements to clarify expectations and customer service standards	review further as part of the PMDS review which is also underway. Collaboration continues at regularly intervals with colleagues from the Irish Universities Training Network and shared activities are being explored. Internal collaboration also taking place with colleagues (e.g. Centre for teaching and learning; Careers; IT Services). Enhancement of development tools ongoing – e.g. use of MBTi and use of technology. Tailoring of training and seminars ongoing. Training metrics being reviewed and will be in place in 2012.

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					Support for Organisation Development issues growing – team work; reorganisation of work; restructuring of Units; facilitation.
Employee Relations, Equality & Diversity	• Review service to ensure Employee Relations Services is fit for purpose. • Develop and introduce post activity feedback system/methodology. • Develop process for early ER advice and guidance • Broaden early dispute resolution service/internal dispute resolution mechanism • Seek specific UMT approval for proposed approaches to individual cases with high precedent making significance • Seminars/training for HOS/HOU regarding dispute resolution/conflict management and other related topics • 'Managing Diversity' training for HOS/HOU and those with managerial responsibilities. • Establish a CIPD Equality Audit • Develop and introduce a Diversity Monitoring system. • Develop a tailored e-diversity programme for all staff.	• Review of ER service completed. • Feedback mechanisms established. • Early dispute resolution mechanisms established. • Diversity monitoring system established. • e-Diversity programme introduced for all staff.	Review of Employee Relations Service will begin within 6 months. All other actions will be considered as part of this review. (cross directorate).	4.5.6 – Clarification of UCD's philosophy and approach to managing ER issues 4.5.7 – Clarification about the supports available for managers to assist them in ER issues 4.5.9 – Clarifying the role of an agreed internal procedure for reviewing disputes 6.21 – The perceived role and alleged bias towards the employee of Employee Relations should be examined (also linked to engagement and managing for success objectives).	Employee Relations Services review due to begin in early 2012. All other actions will be considered as part of this review. In terms of equality - training, monitoring and e-diversity to be completed by June 2012 with CIPD Audit commencing in Sept 2012.

5. HR Team Culture & Development

	Strategic Action	Key Measures of Success	Timeline and Lead Directorate/Team	Relevant Quality Review Recommendations	Response to Quality Review
Strategy, Mission, Vision and Values	• Communicate and workshop HR strategy, vision, mission and values to all HR staff and integrate into day to day projects and the PMDS process.	• Shared understanding of strategy.	Cross directorate. Implementation co-ordinated via Strategy and Development. (Ongoing)	3.17 – Completion of the HR strategy.	Values workshop with staff planned for winter 2011 – completed.
HR Development programme	• Consolidate individual development initiatives into a HR Development Programme: HR competencies, Training & Development, Coaching, mentoring, work-shadowing, networking, cross directorate projects.	• Number of staff being supported; • Number of staff involved in development initiatives. • Staff feedback	Cross directorate. Implementation co-ordinated via Strategy and Development. (Ongoing)	3.17 – Completion of the HR strategy.	HR Mentoring scheme launched in October 2011. HR strategy currently being completed.
Group information sharing in HR	• Continue to improve communications within and across directorates (review and assess effectiveness within 12 months). • Wide variety of work - challenge in covering it all off. Develop staff bios to assist in staff development and help in distribution of additional work.	• Feedback	Each directorate. (Ongoing)	4.1.4 – Current range of HR management meetings.	Findings from the Communications Survey have been prioritised and responded to.
Team Culture	• Enhancing informal and formal opportunities to foster team culture e.g. social events, team events.	• Feedback	Each directorate. (Ongoing)	3.17 – Completion of the HR strategy.	HR events such as the Quarterly meeting are ongoing.

Recommendations from the Quality Review Report to be addressed separately from the Action Plan above.

Recommendation Number	Recommendation	Response to Quality Review
2.11	Review the current staffing numbers across directorates.	The staffing numbers across directorates will be reviewed by the VP for Staff and the HRDs as part of the review and sign off of this plan.
4.1.4	Consider whether the current range of UCD HR management meetings are necessary and whether they could be streamlined for greater efficiency …	UCD HR management team have considered this recommendation and have found the current schedule of meetings to be optimum for the current functioning of the unit. The schedule of meetings will be kept under review particularly in light of the commissioning of a Communications Project.
4.2.20	Review the Business Analyst function in order to develop an enhanced business analysis capacity in the HR strategy area to support management decision making.	This item is linked to HR Information System project review and implementation (see section 5 re HR Services).
4.2.21	Assess the ROI of a more significant investment in the development of CORE HR ….	This item is linked to HR Information System project review and implementation (see section 5 re HR Services).
4.2.23	There needs to be more effective co-ordination between the roles and responsibilities of UCD Recruitment and UCD Research to facilitate the efficient appointment of post docs.	Work is ongoing in this area. The Standing Committee of Post-Doctoral Researchers is actively considering priorities for the post-doctoral community for 2012-2013 and any potential efficiencies to be gained will be examined as part of this programme.
4.3.10	It is desirable to increase the overall level of HR Partner resource, however this may be impossible in the current environment. It is difficult to identify activities or roles in central UCD HR areas that could be reduced or eliminated to fund additional HR Partner resource.	HR Partner resources have been reassigned to reflect the new academic structures (see section 5 – HR Partners)
4.4.12	The vacant Organisational Development role needs to be replaced as a high priority to ensure that key projects and developments are well supported, in addition to providing a change management capability to support the many changes occurring throughout the University.	The Strategy and Development directorate is currently being re-organised. One of the aims of this reorganisation is to ensure that Organisation Development activities continue to be supported.

Outside of the work outlined in this document, a number of additional projects will occur throughout 2012-2013. These will include:

- Promotions review – design and implementation of potential promotional options. This work is currently underway (VP for Staff; Promotions Manager, Strategy and Services Directors);
- Payments policies – review of these is underway (VP for Staff, Bursar, Strategy and Services Directors and C&B)
- Job-bridge (Internship initiative) – This work is underway (Recruitment team).
- Budget Forecasting. This work is being led by the Bursar's Office but will involve significant HR Services input.

- Support for new organisation structures – a number of these projects are likely to emerge within the next 6 months and will require support from Strategy, HRPs and Employee Relations.
- Grievance and Disciplinary Review – this has just been initiated but resource constraints may delay this project;
- High level support in relation to 3-5 year workforce planning project under the direction of the Budget Review Committee;
- Review of policies. This work is ongoing and involves resources from all parts of UCD HR and beyond – i.e. Schools and Units.

This list of projects is likely to grow and as a result, further prioritisation/re-prioritisation of projects listed in this document will need to take place. This plan will be reviewed at regular intervals throughout its duration.

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[i] Quality Review references should be read in conjunction with the full HR Quality Review Report which can be found on the Quality Office website.

[ii] As part of the HR Strategy, four HR Values have been developed. For each project/action undertaken as part of the strategic plan, it is recommended that the appropriate values are identified at the beginning of the project/action and are assessed once the project/action is completed. The four values are Collaboration; Service Excellence; Professionalism and Teamwork

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