

# Our DCU Framework



# Introduction by President

'Value and develop our staff community' is one of the goals of our Strategic Plan 2017 – 2022 'Talent, Discovery and Transformation'. The specific focus of this goal acknowledges that our staff are key to our success. Ultimately it will be their talent, their commitment to education, research and innovation and their engagement with the challenges of the world today that will enable us to achieve our ambition to be a University of Transformation.

We have come through a period of considerable change as an institution. This document outlines a new framework for our staff community that takes account of our new multicampus, post-incorporation situation and harnesses the thinking of all those who participated in a comprehensive programme of consultation that accompanied its development. This included a staff engagement & diversity and inclusion survey, a series of workshops across our campuses and an online forum using the DCU Fuse platform. The result, under the nomenclature 'Our DCU', a name created in consultation with participants, encompasses our ambitions for a **culture** that enables us to flourish, for professional and social **connection**, for **dialogue** where we share information and views, for **recognition** of our contribution and achievements, and for our personal and professional **well-being**.

The objective of this plan is to fulfill those ambitions. To build a community to which everyone can belong and of which everyone can be proud; A community that will be at its best when we all take responsibility for it, when we contribute to it and when we are not afraid to call out the behaviours, actions or attitudes that would diminish it. It is, after all, our **DCU**.



Professor Brian MacCraith  
President  
Dublin City University

## STRATEGIC PLAN 2017 – 2022

# Talent, Discovery, and Transformation

### Our Mission

To transform lives and societies through education, research, innovation, and engagement.

### Our Vision

DCU will be a globally-significant university of transformation and enterprise that is renowned for:

- the development of talent
- the discovery and translation of knowledge to advance society
- its focus on creativity and innovation
- the advancement and application of technology and
- its commitment to sustainability



## Our Strategic Priorities

- 1 Provide a transformative student experience
- 2 Advance our reputation for world-class research
- 3 Sustain our ambitions through income generation
- 4 Ensure a coherent, connected university
- 5 Value and develop our staff community
- 6 Develop a global university
- 7 Nurture creativity and culture across the university
- 8 Place sustainability at the core of the university
- 9 Pursue active engagement with our communities

## Our Culture and Values

### We foster a culture that is:

- Open
- Collegial
- Collaborative
- Student-focussed
- Ambitious

### We are committed to:

- Equality
- Educational opportunity
- Social justice
- Ethical behaviour
- Academic freedom

# Our DCU

## Our Ambition

To be a welcoming, diverse community where people and ideas thrive.

## Our Focus

There are five pillars that support and focus our efforts to create a vibrant, cohesive staff community and culture: **Our DCU.**

## Culture

We live according to our values

## Connection

We regularly come together to work and connect

## Dialogue

We benefit from sharing information and views

## Recognition

We are valued for what we do and how we do it

## Well-being

We are enabled to be at our best

A commitment to the principles and practices of equality, diversity and inclusion underpin the Our DCU framework.

## Goal: We live according to our values

A few years ago Joshua Rothman, The Ideas Editor of the New Yorker magazine, wrote that culture represents ‘a wish that a group of people might discover, together, a good way of life... that might express itself in their habits, institutions, and activities (which) in turn, might help individuals flourish’. For us, culture is much more than a wish, it is the mainstay of our community. That’s why we are prioritising work to understand our values and to bring them meaningfully to life.

### Objectives:

- Build understanding of and connection with DCU’s values through ongoing exploration of their application in employees’ working lives
- Integrate values-led consideration into recruitment, performance and promotion processes
- Enhance the physical work environment to reflect and promote the values
- Respond to other initiatives as appropriate which seek to promote the values of DCU



## Goal: We regularly come together to work and connect

The power of social connection has been well researched. To be at our best personally and professionally, we need positive, supportive connections with others. Under this priority we seek to provide the physical circumstances and environment that facilitate people coming together, to create opportunities for staff to network, collaborate and socialise and to engender the sense of belonging that makes **Our DCU** meaningful.

### Objectives:

- Encourage and enable the practice of cross campus collaboration by promoting existing opportunities and by creating new ones
- Engage staff across disciplines and campus through a year-round programme of social events, curated and developed by a staff social committee
- Create social and work spaces that promote people and ideas coming together
- Facilitate the mobility of staff between campuses through the provision of appropriate transport options



## **Goal:** We benefit from sharing information and views

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Dialogue has been called the 'art of thinking together'. It is a means of gaining insight and increasing understanding. We need to ensure the processes and practices that support good dialogue, such as information flow, engagement and participation, are in place in DCU so that we can make informed decisions and strengthen what we do. Communication is essential for any community to be effective. Dialogue is an attribute of a truly strong and positive community.

### **Objectives:**

- Create and enable opportunities for dialogue face-to-face and online to ensure that all voices are heard
- Ensure staff at all levels are informed of key decisions, actions and events
- Create and enable opportunities for staff to think together on issues relevant to their work





# RECOGNITION

## **Goal:** We are valued for what we do and how we do it

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We all thrive when we are appreciated. We will put in place the policies, practices, incentives and acknowledgements that recognise and celebrate the staff who make valuable contributions to DCU, be it academic achievement, exceptional professional competence, individual excellence or superior team performance.

### **Objectives:**

- Expand the portfolio of recognition awards and staff appreciation initiatives
- Ensure all staff enjoy parity of esteem and equality of opportunity for professional development and career progression
- Promote and encourage behaviours and attitudes that evidence respect and gratitude



## Goal: We are enabled to be at our best

Positive communities prioritise the well-being of their members. They support, encourage and help them to be the best they can be. This is our aim here. We seek to introduce and support practices and policies that enable staff to manage the demands of work and home life, or to feel assured of our support and guidance if they need it.

### Objectives:

- Advance policies and practices that support flexible and respectful work arrangements
- Further develop and promote engagement with the DCU Employee Assistance Programme
- Conduct biennial staff engagement survey to monitor and track results on key indices and gain insight to strengthen performance
- Encourage and enable initiatives that encourage physical and mental well-being
- Promote and encourage the principle of reflection and embed the practice of review



