

Quality Assurance / Quality Improvement
Internal Quality Review Programme
2020-2021



Quality Improvement Plan
Human Resources Department - May 2021

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1 Introduction

The HR Department would like to thank the Peer Review Group (PRG) and all the staff representatives who met with the PRG during the virtual site visit in June 2020. As a result of Covid-19, the PRG visit and subsequent Quality Improvement Planning process was conducted virtually, presenting significant challenges for all involved. The HR Department would like to extend our thanks to the Quality Promotion Office and all those who participated in the staff focus groups and HR staff survey.

The PRG report was circulated to all HR staff and the findings were comprehensively reviewed and discussed with all management and staff within the department. The HR Quality Review Committee was then convened, including members of the HR management team. The purpose of the committee was to draft a Quality Improvement Plan to circulate to all HR staff.

2 Responses to the Recommendations in the Peer Review Group Report

The HR Department welcomes the recommendations outlined in the PRG Report and notes that the PRG endorsed many of the themes highlighted in the Self-Assessment Report. The purpose of this report is to focus on how HR proposes to implement the PRG recommendations.

The HR Department is heartened by the significant number of commendations in the PRG Report. The Quality Review process has been an extremely worthwhile exercise, providing HR with the opportunity to collect feedback from its key stakeholders. These recommendations and the SWOC analysis completed by the HR Department, will inform the HR strategy for the next four years.

Recommendations for Human Resources

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration, but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

Recommendation Number	Priority	Addressee	PRG Recommendation	HR Response	University Response
Planning and Effective Management of Resources					
1	P 1	U/A	<p>Provide adequate HR resources that are aligned to the agreed HR priorities, as informed by DCU Strategic Plan and <i>Our DCU</i>.</p> <p>Specifically:</p> <ul style="list-style-type: none"> • OD • EDI • HR Systems • HR Business Partner 	<p>The HR Department welcomes this resourcing recommendation which was identified as a priority area in the SAR. The following is a summary of the current resourcing plans under each functional area highlighted by the PRG.</p> <p>The HR Information Systems (HRIS) resourcing requirements have been reviewed and a recruitment process has commenced for these roles. It is recognised that the ongoing development and maintenance of HR systems is dependent on appropriate technical expertise and, in this regard, a further review of HRIS resourcing requirements will take place in late 2021.</p>	<p>The University welcomes the resourcing review that has already been commenced by the HR Department to consider resource requirements for HR to fulfil its operational responsibilities and successfully support the implementation of the DCU Strategic Plan.</p> <p>The University notes that a number of roles have been identified within the HR Information Systems and recruitment to these roles has commenced.</p> <p>The University notes that should additional roles or resources be identified as part of these reviews, approval of these posts shall be</p>

Recommendation Number	Priority	Addressee	PRG Recommendation	HR Response	University Response
			Review the resourcing requirements in Pensions following the data cleanse and Core Pensions upgrade.	<p>HR has commenced a review of the HR Business Partner role. As part of this review, the resourcing requirements of the HR BP and BP Administration Support team has been examined.</p> <p>OD and EDI responsibilities are being incorporated into the Learning & Organisational Development function within HR. The EDI team will be comprised of the following – an Equality, Diversity, and Inclusion Manager; a Diversity and Inclusion Co-ordinator; and an Athena SWAN Co-ordinator, all within current EDI headcount.</p> <p>It is recognised that the Pensions team will retain its current compliment of staff, in order to implement key projects. The Pension teams’ future resourcing needs will be reviewed, once the Pensions data cleansing and Core upgrade projects are complete.</p>	considered upon proposals being submitted to the University Budget Committee.
2	P 1	A/U	Build on the undoubted strengths of the L&D area and increase focus and resource on Organisational Development and Design, and on the Talent Management initiative.	<p>HR is pleased to report that this recommendation has been implemented through a rebranding of the team to Learning & Organisational Development and the appointment of a new Head of L&OD with significant Learning and OD experience.</p> <p>The newly appointed Head of L&OD will create a roadmap outlining key Organisational Development initiatives. Actions will include closer alignment of frameworks</p>	<p>The University welcomes progress made to date in addressing the recommendation of the Peer Review Group.</p> <p>The University notes the 2021 implementation of the Performance Review and Development process, which will contribute to planning and prioritisation of talent management activities</p>

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				<p>(Academic/Professional/Research) with development planning, enhanced access to digital learning solutions and increased use of learning data in design and implementation of development initiatives.</p> <p>L&OD will continue to implement Leadership Development and Succession Planning initiatives outlined in the L&OD strategy and highlighted through the Human Capital Plan. The new Performance Review and Development (PRD) process will be launched on a phased basis from Q1, 2021, commencing with the senior leadership team. It is envisaged that this will have a significant impact on the strategic Talent Management process.</p>	<p>and the professional development portfolio at DCU.</p>
3	P 2	U/A	<p>Explore the integration of aspects of the EDI function into HR, into an enhanced OD function that also includes an organisational remit for work to promote staff wellbeing, working closely with the teams responsible for the successful DCU Healthy initiatives.</p>	<p>The HR Department is pleased to report that the integration of the EDI function into HR is underway. It has been agreed that key aspects of the EDI function, namely those in relation to staff matters, including promoting dignity in the workplace and diversity in its many facets such as gender, race, and age; will be managed through the L&OD function with oversight from the Director of HR. There is considerable existing OD expertise within the L&OD function and opportunities to build towards a Silver Athena Swan Award.</p>	<p>The University welcomes the progress that has been made by the HR department in response to this recommendation.</p> <p>A comprehensive EDI function is now in place and works with the Deputy President/VPEDI in relation to Athena Swan, EDI more generally and in terms of participation in national initiatives and frameworks in this space.</p>

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			Recognise that the Centre of Excellence is best situated elsewhere in the University with an academic lead and external focus.	HR will work in conjunction with DCU Healthy to determine clearly defined areas of responsibility for both DCU Healthy and HR regarding staff wellbeing. The Centre of Excellence for Diversity and Inclusion is now integrated into the DCU Business School as a commercial enterprise. Its purpose is the provision of EDI consultancy to external commercial organisations.	
4	P 1	A	Review the cause(s) of significant turnover in the Business Partner Role and seek to free up their time for more strategic/higher value-added work (less direct involvement in recruitment interviewing, in line with stakeholder perspectives). Recognise the Business Partner has a critical role in the HCP plans. Develop a programme to support their development needs and ensure consistency of service delivery across the university.	<p>HR has reviewed the reasons for HR Business Partner (HRBP) turnover and has taken positive actions to address these turnover issues. Key among the issues was the temporary nature of the contracts, which has now been addressed.</p> <p>The following initiatives have also been introduced in relation to the HRBP role:</p> <ul style="list-style-type: none"> • Reducing the administrative burden through workflow redesign. • Introduction of preliminary interviews (conducted locally) to reduce the time commitment to interviews. • HRBPs will not routinely participate in the recruitment of roles which are less than one year in duration. 	<p>The University welcomes the progress made by the HR department in reviewing the Business Partner Role, with a view to understanding the factors contributing to identified high turnover in these roles, and changes already introduced with the goal of improving staff retention.</p> <p>The University notes that a number of initiatives have been introduced, and suggests that online monitoring of the impact of these is regularly considered by HR, through monitoring of staff retention in the Business Partner role over time, and seeking feedback from staff on the experiences of implementation of the initiatives to support staff.</p>

Recommendation Number	Priority	Addressee	PRG Recommendation	HR Response	University Response
				<ul style="list-style-type: none"> Introduction of the MakoData system to provide HRBP's with the data required to have meaningful headcount planning conversations with unit Heads. <p>A detailed Training Needs Analysis for the HRBP and Administration Support roles is also underway. An appropriate suite of development interventions will be designed for both new and experienced HRBP's to support them in the delivery requirements of their role.</p>	
Effectiveness of Activities and Processes					
5	P 1	A	<p>A critical priority is to deliver planned initiatives (as below) and identify further necessary work to achieve operational excellence through business process re-engineering, IT systems, and other systems / solutions.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Core Talent / Core Recruit / Core Portal / 	<p>HR welcomes this recommendation which is line with system improvements identified in the SAR. This is a critical priority for HR and, as a result, a number of these system improvements and process related projects have already commenced, as follows:</p> <ul style="list-style-type: none"> PRD and Core Talent - Core Talent will support the implementation of the online Performance Review & Development (PRD) process. PRD will be implemented on a phased basis beginning in Q1, 2021. (See One-Year Action Plan for further details.) Core Recruit - The implementation of Core Recruit will enhance the candidate experience and efficiency of the recruitment process. This project commenced in September 2020 and the system will be built by Q2, 	<p>The University welcomes the commencement of a number of initiatives, in light of self-assessment and the recommendations of the peer review group.</p> <p>The University notes the focus on process development aimed at improving the effectiveness and efficiency. These initiatives align with broader strategic ambitions within the University through the DCU Operating Framework Principles, currently being finalised by Senior Management Group.</p> <p>The University is committed to supporting the HR Department in engaging with internal</p>

Recommendation Number	Priority	Addressee	PRG Recommendation	HR Response	University Response
			<p>MakoData System</p> <ul style="list-style-type: none"> • Review SRA process • Human Capital Plan & Reporting • Performance Review & Development (PRD) System <p>Ensure stakeholder alignment, and that appropriate training is provided to all users.</p>	<p>2021. Launch dates will be confirmed in line with operational requirements.</p> <ul style="list-style-type: none"> • SRA/Vacancy Request – This has been progressed and a project team is currently reviewing options to replace the existing Staff Request Application (SRA) System with Core’s Vacancy Request module. To ensure stakeholder alignment, this cross functional project team consists of both HR and Finance representatives. • Human Capital Plan (HCP) and MakoData System – This has been progressed since the Quality Review. The MakoData HR analytics tool will support the build of Human Capital Analytics for the HCP Dashboard. Sample reports have been built and circulated to senior management. <p>As part of these process and system implementations, HR will engage with key stakeholders to ensure that they are informed, and appropriate training is provided. This will be achieved through pilot programmes, information sessions, training courses and roadshows (for significant system implementations).</p>	<p>stakeholders to implement the proposed initiatives.</p>
6	P 1	A/U	<p>Develop a plan for realising benefits of simplification and digital solutions working with</p>	<p>HR will work with stakeholders and end users to develop a plan for realising the benefits of digital solutions for key initiatives such as: Core Recruit and the Vacancy Request system. This optimisation plan will be initiated 12-18</p>	<p>The University welcomes this recommendation and the planning undertaken by the HR department in planning for future</p>

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			<p>stakeholders and end users. Identify what additional resource, either in HR or in other functions, is required to accelerate this work.</p>	<p>months post implementation of the relevant process or system, to allow these systems improvements to be embedded.</p> <p>The plan is to have an optimisation phase for significant module implementations, in order to ensure that HR review current processes and reap the potential process and system benefits of introducing new Core modules such as Core Recruit. As part of the optimisation of HR's digital solutions, the team will explore the optimisation approach that Core utilises.</p> <p>Review the Operational Excellence/Lean Six Sigma or an alternative continuous improvement approach to support process optimisation projects within HR. Following this review, the requirement for additional specialist resources will be determined to accelerate these optimisation projects.</p>	<p>implementation of the proposed digital solutions.</p> <p>In addition to building a solution that reflects the principles of Lean Six Sigma, these new solutions and the redesign of processes they support shall also be informed by the DCU Operating Framework principles, which aim to provide a framework for business transformation within the University. These principles provide an additional approach to inform the development of the optimisation projects.</p>
Communication and Provision of Information					
7	P 2	A	<p>HR Team builds into it established formal and informal meeting structure a pattern of team wide events during which functional areas</p>	<p>HR are pleased that the PRG endorsed this identified recommendation from the self-assessment report and have progressed this action since the review. The importance of effective communication within the department has been particularly highlighted during Covid-19. To this end, a review will be completed to determine</p>	<p>The University welcomes the progress made by the HR department in addressing this recommendation.</p> <p>The University notes that on ongoing review of the effectiveness of these new structures may</p>

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			<p>are tasked to present on their work programme, how it contributes to the HR Team and wider organisation and how they can enlist support from other HR functional areas so as to enhance the ownership of HR Team or organisational issues.</p>	<p>the best communication methods to ensure that information is disseminated appropriately.</p> <p>Following the PRG visit, the departmental meeting structure has been agreed and the following are examples of these meetings: Bi-monthly HR Director Departmental meetings, Deputy HR Director team meetings, weekly team meetings and project group meetings for system and process improvement projects. These meetings provide an opportunity for each functional area to update the larger HR team regarding key priorities, projects, etc. It is envisaged that the functional or project group meetings will feed into the HR Departmental meetings.</p> <p>HR will review the success of these meeting structures to determine alternative in person communication avenues once the lockdown restrictions are lifted.</p>	<p>provide an opportunity for other departments to consider a similar approach, particularly reflecting the current “cascade” of meetings from Director level to team meetings, and potential for good information flow to be supported through this proposed structure.</p>
8	P 1	A	<p>Continue to build the profile of success in communications during the Covid-19 period through electronic means (internally and university-wide).</p>	<p>HR recognises that the Covid-19 pandemic has provided the department with an opportunity to engage with stakeholders using alternative electronic mediums. HR have received positive feedback from stakeholders regarding their use of these electronic mediums, such as the Covid-19 website, “All Staff” HR email updates and video conferencing/online training programmes.</p>	<p>The University welcomes this recommendation, and considers that effective internal communications, both within departments and across the University community is crucial, both within the current Covid restrictions, but also in a post-Covid environment.</p>

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				A HR project team will build on this success and seek further opportunities to use technology to improve both internal HR and University wide communications. As part of this project, the HR intranet will be reviewed to determine how to utilise this medium to communicate key HR initiatives.	The University suggests that the HR department work closely with the DCU Communications team, to align efforts on the enhancement of activities on internal communications with those of the broader DCU organisations.
9	P 3	A	In addition to the bi-annual Staff Engagement Survey, the HR Department should consider using employee pulse surveys as a means of assessing staff views and the effectiveness of HR communication.	<p>HR will continue to utilise Staff Engagement Surveys to gather staff satisfaction data. The next Staff Engagement Survey will be launched in Q4, 2021. In addition to DCU's Employee Engagement Survey, the HR Department will explore the use of Pulse Surveys as a means of assessing staff views regarding HR and EDI communications and initiatives.</p> <p>Another method of assessing staff views is via a FUSE event. FUSE is an interactive, online communication platform. The FUSE platform is used to gather feedback from stakeholders on a variety of staff engagement topics. HR held a FUSE event (<i>One DCU</i>) in 2019. This event was extremely successful and proved to be an effective staff engagement tool, in addition to supporting the development of the <i>Our DCU Framework and Implementation Plan</i>.</p>	<p>The University considers there to be considerable value of providing staff with an opportunity to contribute suggestions and provide feedback on a regular basis.</p> <p>Following the planned 2021 staff engagement survey, the potential of "pulse" surveys may provide a useful additional source of staff feedback on particular projects or initiatives.</p>

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				HR plan to build on that success by holding another FUSE event allowing colleagues to participate in online conversations, thereby enabling the generation of constructive ideas for improvement. In preparation for the next Staff Engagement Survey, a half day FUSE event will be scheduled for Q4, 2021.	
10	P 2	A	Consider the lessons of the Covid-19 crisis and using multiple and flexible means of engaging with staff on different campuses or remotely.	<p>HR welcomes this recommendation and has seized the opportunity to trial different methods of engaging with staff remotely throughout the Covid-19 crisis. It is interesting to note that attendance rates for courses and staff presentations have increased across all campuses during the pandemic, due primarily to the flexibility of remote delivery. There has also been a very notable decrease in the number of 'no-shows' at these courses and events.</p> <p>HR will establish a project group to examine the "lessons learnt" during the pandemic. The review will examine effective communication methods across all campuses, staff engagement approaches and online process improvements. The team will also consider the most effective communication and engagement processes to address a potential hybrid working model in the future.</p>	The University welcomes this recommendation, and notes the continued positive engagement by staff with learning and professional development opportunities in a remote working environment.
Ongoing Quality Enhancement					
11	P 1	A	Test stakeholder and end user satisfaction	The HR Department agrees that testing end user satisfaction in a systematic manner is key to ensuring the	The University welcomes this recommendation, and the progress made by

Recommendation Number	Priority	Addressee	PRG Recommendation	HR Response	University Response
			more systematically and regularly. Develop appropriate KPIs and adopt a more formal feedback mechanism across all areas.	<p>department's continued success. As a result, a KPI working group will be convened to review key metrics across functional areas within HR and examine how HR will test end user satisfaction rates in a more systematic fashion, such as during the Staff Engagement survey.</p> <p>As part of this review, HR will engage with stakeholders to determine which KPI metrics are most relevant and appropriate to the Higher Education sector.</p>	the HR department to date. The University notes that in identifying and measuring appropriate KPIs, the ongoing monitoring of these may have broader significance to support decision-making at planning at institutional level.
Stakeholder Relationships					
12	P 2	A/U	Review areas identified in the previous Staff Engagement Survey and ensure follow up actions are taken at all levels.	<p>The Employee Engagement Survey results for the last survey were explored through workshops and <i>Our DCU Framework and Implementation Plan</i>.</p> <p>In conjunction with the Senior Management Group, HR will review the <i>Our DCU Implementation Plan under each of the five pillars (Culture, Connection, Dialogue, Recognition and Wellbeing)</i> and determine which actions are feasible during the pandemic and which actions are to be addressed post pandemic. HR plan to launch the next biennial staff engagement survey during Q4, 2021.</p>	The University notes that the implementation of the <i>Our DCU Implementation Plan</i> is included in the university's broader strategic goals. Progress on these goals are monitored on an annual basis, with progress reported, through the University Senior Management Group to the Governing Authority
13	P 3	A	Consider roadshows and other means (e.g. hot desks) to increase the	As outlined in the SAR, HR recognises the requirement to communicate the full offering of services provided by the department. HR had agreed to reintroduce "HR	The University welcomes this recommendation. Within a post-Covid context, the University looks forward to supporting the

Recommendation Number	Priority	Addressee	PRG Recommendation	HR Response	University Response
			profile of HR across the campuses.	<p>Roadshows” prior to the pandemic. HR will review viable alternative communication channels to be used both during and post the pandemic.</p> <p>Post Covid-19, HR will explore options for HR staff to “hot desk” in order to build engagement on all three campuses.</p>	HR department in exploring and developing appropriate solutions to enhance visibility of and appropriate access to HR support across all campuses.

3. Summary of the One-Year Plan

The one-year plan lists the actions and timelines in response to PRG findings and recommendations. In addition, it captures the areas of improvement identified in the HR Self-Assessment Report.

Number	Action	Timeline	Responsibility
Planning and Effective Management of Resources			
1 P1 U/A	<p>An initial review of HR resources has been completed. To ensure these resources meet operational needs, HR will review the resource requirements for the OD, EDI, HR Information Systems and HR Business Partner functions one-year after resources have been hired.</p> <p>The Pension teams' future resourcing needs will be reviewed, once the Pensions data cleansing and Core upgrade projects are complete.</p>	Q2, 2021	Director of HR, Deputy HR Directors
2 P1 A/U	<p>HR will hire three EDI roles which will report into the L&OD function. These roles are headcount neutral as they are allocated from current EDI headcount.</p> <p>L&OD to create a roadmap of OD initiatives. The L&OD area will continue to implement Leadership Development and Succession Planning initiatives outlined in the L&OD strategy.</p> <p>HR will launch the PRD process to a pilot group of senior leaders within the HR University. The second phase of the PRD launch will include a sample group of functions across the University.</p>	<p>Q1, 2021</p> <p>Q1-Q4, 2021</p> <p>Q1, 2021 (Phase 1)</p>	Director of HR, Head of L&OD, HRM team
3 P2 U/A	<p>Build the new EDI team within the L&OD function.</p> <p>Develop short, medium and long-term goals to ensure that DCU delivers on its commitment to diversity and inclusion for all staff.</p>	<p>Q2, 2021</p> <p>Q4, 2021</p>	<p>Head of L&OD</p> <p>Director of HR</p>

Number	Action	Timeline	Responsibility
	HR will explore where the Wellbeing area is best owned and led from and will work in conjunction DCU Healthy to determine areas of responsibility for both HR and DCU Healthy regarding staff wellbeing.	Q4, 2021	Director of HR, HRM team
4 P1 A	HR will continue designing a detailed TNA for the HRBP and Support roles, and a bespoke induction training programme for both positions. The plan is to build on the pre-existing suite of training interventions for the HRBP team. The Reporting function will liaise with the HRBP's regarding HCP and resource management for the respective units within the University. The MakoData system will feed into this objective and provide the HRBP's with the data required to have the headcount planning conversations with business units. (See Three-Year plan for further details.)	Q3, 2021 Q1-4, 2021	HRM team HRM team Reporting team, HRBP's
Effectiveness of Activities and Processes			
5 P1 A	HR will continue with the Process and Systems projects that have already commenced such as the PRD and Core Talent project, Core Recruit, MakoData and HCP project, SRA/Vacancy request project, etc. <ul style="list-style-type: none"> ● PRD & Core Talent – PRD will be implemented on a phased basis starting with the Senior Management Group in Q1, 2021. Phase 2 (April 2021 – Jan 2022) to be launched to approximately 20% of University staff. As part of this implementation, both Reviewer and Reviewee training will be delivered. A post implementation review will occur with opportunity for stakeholder feedback. ● Core Recruit – A project team has been established and the system is due to be built by Q2, 2021. Launch dates will be confirmed in line with recruitment operational requirements. ● SRA/Vacancy Request review – A cross functional project team is currently reviewing the feasibility of replacing the existing Staff Request Application (SRA) System with the Vacancy Request functionality within Core Recruit. ● Core Insights will replace HR's existing BI Reporting Tool. HR plan to utilise the Insights module for level one data requests and explore functionality of the newly implemented MakoData system for more advanced reporting needs. 	Q1-Q4, 2021 Q1-Q4, 2021 Q1-Q2, 2021 Q2-Q4, 2021 Q3, 2021	Deputy HR Directors HRM team HRM team HRM, Deputy HR Directors, Finance team. HRM & HRIS team.

Number	Action	Timeline	Responsibility
	<ul style="list-style-type: none"> ● People Management module is due to replace the current interface. A detailed UAT phase and training plan will be scheduled, to ensure that stakeholders are fully briefed. ● Human Capital Plan and MakoData system - Self-service access to HCP Dashboards will be implemented at Senior Management level. HCP planning process will be initiated in Q1, 2021 and support the SMG when developing plans for their areas. This process will dovetail with the Financial Planning process that occurs in Q3. At the end of planning process, the University level HCP will be distilled into an action plan. 	<p>Q4, 2021</p> <p>Q1-Q4, 2021</p>	<p>HRM, GO team.</p> <p>HRM, Reporting team.</p>
Communication and Provision of Information			
7 P2 A	<p>HR will develop a meeting communications plan as part of the department communications strategy.</p> <p>As part of this plan, HR will improve communication across functional HR areas with regular interdepartmental meetings with the purpose of sharing share knowledge and expertise. The following meeting structure has been agreed:</p> <ul style="list-style-type: none"> ● Bi-monthly HR Departmental meetings chaired by the HR Director. This provides an opportunity for the Director of HR to provide an organisational update and for each functional area to update regarding current priorities, projects, etc. ● Meetings between each of the Deputy HR Directors and their respective teams. ● Team meetings for each functional area within HR. ● Project group meetings. 	<p>Q2, 2021</p> <p>Q1-Q4, 2021</p>	<p>Director of HR, Deputy HR Directors, Head of L&OD</p> <p>HR Department</p>
8 P1 A	<p>A HR Department communication strategy will be developed which will address both internal and University-wide communications. This strategy will identify communication methods for both during and post pandemic times.</p> <p>The following items will be considered as part of this communication strategy –</p>	Q3, 2021	<p>Director of HR, Deputy HR Directors, Head of L&OD, HRM team</p>

Number	Action	Timeline	Responsibility
	<ul style="list-style-type: none"> • A project team will be convened to review communication mediums and channels for HR initiatives, projects and general HR information. An owner will be identified for HR communications and the intranet. • Explore opportunities to develop other electronic communication mediums for HR. For example, agree how HR will utilise video conferencing software to launch and implement key projects within the University, such as new system launches, etc. • Review HR internet (external) website and marketing plan to attract external talent. 		
9 P3 A	Following the next Staff Engagement Survey, a half day Fuse event will be scheduled. Fuse is an online interactive tool effective in measuring staff feedback and assessing the effectiveness of HR initiatives.	Q4, 2021	HRM team
Ongoing Quality Enhancement			
11 P1 A	<p>A KPI project team will be established to determine key metrics for each of the functional areas within HR. This project will examine appropriate Higher Education KPI's.</p> <p>HR's KPI's will be identified by December 2021. The implementation of this project will continue during 2022. HR plan to test stakeholder satisfaction rates via the Staff Satisfaction Survey.</p> <p>See Three-Year Plan for further details.</p>	Q4, 2021	Deputy Director (Systems), HRM team HR
Stakeholder Relationships			
12 P2 A/U	<p>Review <i>Our DCU Implementation Plan</i> and the Staff Survey actions to be addressed. As part of this review, HR will deliver <i>Our DCU Workshops</i> to review the <i>Our DCU Framework and Implementation Plan</i>.</p> <p>HR plan to launch the next biennial staff engagement survey during Q4, 2021. An action plan will be agreed following the Engagement Survey.</p>	Q4, 2021 Q4, 2021	HRM team HRM team

Number	Action	Timeline	Responsibility
13 P3 A	<p>To increase the profile of the department, HR will explore viable communication channels (such as online Roadshows) for both during and post the pandemic. Other methods of engagement will be considered such as “hot desking” on each of the campuses when it is safe to do so.</p> <p>See Three-Year plan for further details.</p>	Q4, 2021	HRM team

4. Summary of the Three-Year Plan

The three-year plan lists the actions and timelines in response to PRG findings and recommendations. In addition, it captures the areas of improvement identified in the HR Self-Assessment Report.

Number	Action	Timeline	Responsibility
Planning and Effective Management of Resources			
1 P1 U/A	HR will review the resource requirements for the OD, EDI, HR Information Systems and HR Business Partner functions one-year after resources have been hired.	Q2, 2022	Director of HR, Deputy HR Directors, Head of L&OD
4 P1 A	The HCP Reporting function will continue to liaise with the HRBP's regarding resource management for the respective units within the University. A review of the effectiveness of this process will be carried out during the three-year plan.	Q3, 2022	HRM team
Effectiveness of Activities and Processes			
5 P1 A	<p>HR will continue to implement the departments projects and digital strategy. Stakeholder involvement will be sought to ensure alignment.</p> <ul style="list-style-type: none"> • Launch PRD Phase 3 to the remainder of the University (April 2022 – December 2022). • Core Pay and Core Time to move from Oracle interface by Q1, 2022. • Develop the HCP dashboard to include predictive analytical data. Review the “lessons learnt” from the HCP launch and process during Year One. Ensure the HCP process and action plans are embedded within the University. 	Q1-Q4, 2022	HRM team, Deputy HR Directors, Finance team

Number	Action	Timeline	Responsibility
6 P1 A/U	<p>Design an optimisation plan to realise the benefits of significant system implementations and process improvements, 12 to 18 months post implementation. As part of the optimisation plan, the team will explore the Core's optimisation approach.</p> <p>A business process review and re-engineering exercise will be conducted for the contract generation process. The process will be streamlined based on system improvements from the implementation of Core Recruit, Vacancy Request and People Management modules.</p> <p>As part of HR's digital strategy, HR will identify manual processes to be digitised and agree a project plan for these system/process improvements, such as DocuSign.</p>	<p>Q1, 2022</p> <p>Q3, 2022</p> <p>Q2, 2022</p>	<p>Deputy HR Director (Systems)</p> <p>HRM team, GO team</p> <p>Deputy HR Director (Systems), HRM team</p>
Communication and Provision of Information			
9 P3 A	HR will explore the use of Pulse Surveys as a means of assessing staff views and the effectiveness of HR communication.	Q4, 2022	HRM team
10 P2 A	<p>HR will establish a project group to examine the "lessons learnt" during the Covid-19 crisis. This review will also include an analysis of how HR engage with staff on each of the campuses and areas for development in this regard.</p> <p>Examine how certain HR processes have been managed during this phase such as the recruitment process, contract generation, on campus versus remote meetings, etc. This review will recommend a staff engagement approach to implement, in the case of a hybrid model of remote and campus working in the future.</p>	Q1, 2022 (Post vaccination rollout)	HRM team

Number	Action	Timeline	Responsibility
Ongoing Quality Enhancement			
11 P1 A	<p>HR will build on the work completed for the KPI initiative during the One-Year plan. The plan is to identify HR's KPI's in year one and implement the KPI project during the Three-Year plan.</p> <p>Appropriate functional KPI's will be approved and a system for capturing end user satisfaction rates will be explored as part of this project.</p>	Q4, 2022	Deputy HR Director (Systems), HRM team, HRIS team
Stakeholder Relationships			
13 P3 A	<p>Post Covid-19, a stakeholder relationship building plan will be agreed. For example, to increase the profile of HR across the campuses, the team will explore options such as "hot desking" whereby a member of the HR team will be available to meet with staff in person at each of the campuses during particular timeslots.</p> <p>Post Covid-19 restrictions explore the option of on campus roadshows and delivering in person training programmes on different campus.</p>	Q4, 2022 (post pandemic)	HRM team

5. Appendices

5.1 HR Quality Committee (for the Self-Assessment Report)

- Aeveen Kiernan, HR Deputy Director Projects, Systems and Processes (Chair)
- Emer McMahon, HR Manager – Strategic Projects
- Martin Leavy, Head of Learning & Development
- Catriona Coffey, HR Operations Manager
- Tiernan Doherty, Employee Relations Manager
- Sarah Moore, Pensions Administration Assistant
- Fiona Carvill, Change Management Specialist, Learning & Development
- Joe Maxwell, HR Manager – Systems and FOI
- Jessica Cosgrave, HR Assistant
- Amanda Jordan, HR General Office Supervisor
- Gemma Boyne, HR Business Partner
- Aoife Minahan, HR Officer - Data Management

5.2 Peer Review Group members

- Ms. Gillian McGrattan, Director of Human Resources, University of Birmingham (Chair)
- Mr. Damian McAlister, Director of People and Culture, Ulster University
- Mr. Patrick Knight, Group Human Resources Director, An Post (Recently retired - now a freelance HR Consultant)
- Prof. Eugene McNulty, Associate Dean for Research, Faculty of Humanities and Social Sciences, DCU
- Ms. Annabella Stover, Deputy Director of Student Support and Development, DCU (Rapporteur)

5.3 HR Quality Committee (for the Quality Improvement Plan)

- Marian Burns, Director of HR (Chair)
- Aeveen Kiernan, HR Deputy Director Projects, Systems and Processes
- Gareth Yore, HR Deputy Director Operations and Employee Relations
- Emer McMahon, HR Manager – Strategic Projects
- Norma Wilkinson, HR Manager – Reporting, Projects & Systems
- Catriona Coffey, HR Operations Manager
- Joe Maxwell, HR Manager – Systems and FOI
- Fiona Carvill, Deputy Director of Learning & Organisational Development

5.4 Prioritised Resource Requirements

Project 1:

Title of project	<i>Recruitment Marketing – Attracting Talent</i>
Reference to Peer Review Group Report	Recommendation 8 (P1) – Recruitment marketing project to attract talent.
Aim of project	Review HR internet (external) website and marketing plan to attract external high potential talent.
High Level Summary of Activities/ Milestones	Recruitment site to provide information to senior external candidates seeking opportunities with DCU. Consultant expertise required to design webpage.
Expected impact on quality improvement in Area and University	Enables the creation of an information pack for each relevant appointment. This pack to include key relocation information and essential data for potential candidates.
Amount requested and financial summary	€6,500

Project 2:

Title of project	<i>KPI system</i>
Reference to Peer Review Group Report	Recommendation 11 (P1) – HR Key Performance Indicators (KPI)
Aim of project	Project to identify KPI metrics for the HR. Utilise MakoData HR Analytics Tool to build KPI dashboards to track HR KPI's.
High Level Summary of Activities/ Milestones	A KPI project team will be established to determine the key metrics for each of the functional areas within HR. This project will examine appropriate Higher Education KPI's. An analytical tool is required to track and measure KPI's. Plan to engage with software provider on the production, development, visualisation and rollout of agreed KPI's. Cost of system build will be dependent on whether KPI's are stored centrally in CoreHR or other systems.
Expected impact on quality improvement in Area and University	Ability to track and measure key metrics for functional areas within HR. Metrics will inform process and other developments within HR.
Amount requested and financial summary	€12,500

Project 3:

Title of project	<i>Our DCU Workshops & FUSE event</i>
Reference to Peer Review Group Report	Recommendations 9 (P3) & 12 (P2) – Our DCU Workshops, Staff Satisfaction Survey and FUSE event
Aim of project	Data analysis for Our DCU Workshops. Design online FUSE event.
High Level Summary of Activities/ Milestones	<ul style="list-style-type: none">• Our DCU Workshops - Deliver <i>Our DCU Workshops</i> to engage staff in developing the <i>Our DCU Initiative</i> and reframe the <i>Our DCU Framework and Implementation Plan</i> given the pandemic. Workshops to be delivered by internal resources. Funding required for workshop analysis.• Staff Survey - Engage an external provider to (a) support the development of the survey (b) collate and analyse the data and (c) produce a report.

	<ul style="list-style-type: none"> ● FUSE – In conjunction with colleagues in ADAPT, design and deliver a Fuse event following the Staff Satisfaction Survey.
Expected impact on quality improvement in Area and University	Initiatives outlined will provide greater clarity regarding priority staff engagement areas. Feedback gathered will inform future staff engagement action plans.
Amount requested and financial summary	€6,000 partially funding Workshop analysis and FUSE event. (Survey costs covered separately.)

Project 4

Title of project	<i>HR Intranet Website Development (internal website)</i>
Reference to Peer Review Group Report	Recommendation 8 (P1) – Intranet Communications
Aim of project	Overhaul HR intranet to ensure site is end-user friendly and information is easily accessible for employees.
High Level Summary of Activities/ Milestones	Consultant to support design and development of HR Intranet website.
Expected impact on quality improvement in Area and University	Enhancement of the current intranet website. Objective is to ensure that information is easily accessible and presented in a user-friendly manner.
Amount requested and financial summary	€5,000

Project 5

Title of project	<i>Mentor matching software</i>
Reference to Peer Review Group Report	Recommendation 2 (P1) – Talent Management Initiatives.
Aim of project	To reduce the resource requirements of manually matching mentors.
High Level Summary of Activities/ Milestones	Purchase mentor matching software to accommodate the increasing number of applications for the mentoring scheme.

Expected impact on quality improvement in Area and University	More efficient matching and mentee led experience. Current resource investment in matching is unsustainable.
Amount requested and financial summary	€5,000 (partial cost – analysis of requirements)

The following project list outlines the budgetary requirements for additional projects identified. HR are currently reviewing alternative budgetary options to address the funding for these projects.

Title of project	<i>Lean/Six Sigma or Process Improvement Training</i>
Reference to Peer Review Group Report	Recommendation 5 (P1) – To process map and streamline HR processes using the Lean/Six Sigma methodology or another process improvement methodology.
Aim of project	Train members of the HR team to process map using a process improvement methodology.
High Level Summary of Activities/ Milestones	Provide training to ensure that HR staff are skilled to conduct process reviews within HR. To enable HR to deliver their own continuous improvement process mapping exercises.
Expected impact on quality improvement in Area and University	Ensuring that HR staff have the required process improvement training to enable continuous process improvement initiatives without external intervention.
Amount requested and financial summary	€10,000

Title of project	<i>New ULM materials and content</i>
Reference to Peer Review Group Report	Recommendation 2 (P1) – Talent Management Initiatives.
Aim of project	To enhance and modernise the provision of leadership training at DCU.
High Level Summary of Activities/ Milestones	Review options for internal/external development of a new blended, accredited leadership programme.
Expected impact on quality improvement in Area and University	Current materials are outdated, and the online content is no longer supported by ISS.
Amount requested and financial summary	€30,000

Title of project	<i>MakoData – Additional Reporting Modules</i>
Reference to Peer Review Group Report	Recommendation 5 – MakoData HR Analytics Tool
Aim of project	Trial additional MakoData modules to determine their usefulness from a reporting perspective, prior to entering into a long-term purchasing agreement with the software provider.
High Level Summary of Activities/ Milestones	Purchase Core Recruit Module and professional services to implement module.
Expected impact on quality improvement in Area and University	Provides a deeper level of data analysis for key HR metrics, e.g. recruitment analytical data.
Amount requested and financial summary	€8,500 per module (Costs are module dependent)

Title of project	<i>Optimisation of Core Modules</i>
Reference to Peer Review Group Report	Recommendation 6 (P1) – Optimisation of Systems
Aim of project	Complete system “health checks” and implement Optimisation phase for relevant CoreHR system modules.
High Level Summary of Activities/ Milestones	Optimisation phase for significant module implementations to ensure fully utilising software functionality.
Expected impact on quality improvement in Area and University	Complete system “health checks” in conjunction with CoreHR in order to provide a full review of system functionality. Implement Optimisation Phase as appropriate to improve efficiency of systems and processes.
Amount requested and financial summary	€25,000 (costs are module dependent)