



Peer Review Group Report for Professional Support Areas

Human Resources Department

Date: 10 August 2020

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1 Introduction and Context

The broad approach to quality assurance and enhancement at DCU aims to promote and develop a culture of quality throughout all aspects of the University. The framework derives from the spirit of Quality Assurance and Quality Improvement enshrined in the Universities Act (1997), which is the legislative basis for quality throughout the Irish University sector, and the Qualifications and Quality Assurance (Education and Training) Act, 2012.

The DCU processes for quality reviews are further aligned to the standards and guidelines for quality assurance in the European Higher Education Area (ESG) and the published guidelines of Qualifications and Quality Ireland (QQI).

This Report presents the findings of a quality review of the **Human Resources Department**, following a visit (virtual) by the **Peer Review Group** undertaken on **24th - 26th June, 2020**.

1.1 Overview of the Area under Review

Since the last Quality Review in 2013, the University and the HR department has undergone significant change. In September 2016, the University completed the process of incorporating St. Patrick's College, Drumcondra (SPD), Mater Dei Institute of Education (MDI) and the Church of Ireland College (CICE) into DCU. HR played a central role during this complex process, which resulted in a significant increase in staff and student numbers and an expansion to a multi-campus environment.

The Human Resources Department (HR) provides a human resources service to approximately 3,400 staff (including campus companies) in the Faculties, Departments, Research Centres and Campus Companies of the University across a multi-campus environment. HR is responsible for managing the employee lifecycle from the application and appointments process to the end of their employment and supporting its retired community. In addition, HR plays an important role in the governance, management committees and project groups of the University.

The main areas and activities of the HR Department include:

- Supporting the delivery of University strategy
- Advice and guidance to all levels of Management
- Delivery on all aspects of the employee lifecycle
- Organisation Development
- Employee Relations
- HR Services (contract management, pensions, HR policies etc.)
- Maintaining effective HR governance
- Ensuring compliance with all legislative and governance requirements
- Managing external stakeholder requirements e.g. Department of Education and Skills and the Higher Education Authority, etc.

The Equality, Diversity and Inclusion (EDI) office reports directly into the Director of HR. The office is engaged in EDI policy review and development and works closely with HR to deliver training designed to embed and promote an EDI culture and community at DCU. Other key activities include supporting the university-wide Athena SWAN initiative, the DCU Women in Leadership programme, research activities undertaken by the DCU Centre of Excellence for Diversity and Inclusion, and the Department of Education and Skills Consent Framework. The EDI office also provides advice to staff and students. The Head is also a member of the VP's of EDI Group of the Irish Universities Association (IUA), which is the representative body for Ireland's seven Universities.

The HR Department is led by the Director of Human Resources, who has overall responsibility for the delivery of the human resources remit. The Director of HR reports to the President of the University and sits on many decision-making bodies of the University including Executive Committee (ex-officio), Senior Management Group (SMG). Governing Authority (in attendance), Budget Committee, Academic Promotions Committee, Heads and Deans, Student Information

Systems (SIS), and Resource Management Committee. The Director is also a member of the HR Directors' Group of the Irish Universities Association (IUA), which is the representative body for Ireland's seven Universities.

HR staff are members of the following University committees: Quality Promotion Committee, Equality and Diversity Committee, DCU Health and Safety Committee, Age Friendly Committee and, Union/Management Committee. Members of the HR Team also contribute to various steering, working and project groups, as the need arises.

Staffing and Structure

HR Department

HR staffing has grown from 29 in 2013 to 47 in 2020 (41.7 FTE). These numbers include 4 receptionists across the campuses.

The HR Management Team includes:

- Director of HR
- Deputy Director of Operations and Employee Relations
- Deputy Director of Projects, Systems and Processes
- Head of Learning and Development
- HR Manager - Strategic Projects
- HR Operations Manager
- Employee Relations Manager
- HR Manager - Operations and Data Reporting
- HR Manager - Systems and Freedom of Information (FOI)

Equality, Diversity and Inclusion

The Head of Diversity and Inclusion reports to the Director of HR. There are currently 4 members of staff supporting the unit, including 2 on a temporary basis.

Location(s)

HR is located on the Glasnevin Campus, housed over two floors in the MacCormack Building. The HR office space was redeveloped in 2017. The unit also has a Training Suite in the Bea Orpen Building.

EDI offices are located on the All Hallows Campus.

2 Approach to Self-Assessment

2.1 Quality Review Committee

The self-assessment phase of the Quality Review was led by an internal Quality Review Committee (QRC). Committee membership comprised 12 members of staff from the HR Department across functions.

| Name | Position/Title |
|-----------------|--|
| Aeveen Kiernan | HR Deputy Director - Projects, Systems and Processes (Chair) |
| Emer McMahon | HR Manager - Strategic Projects |
| Martin Leavy | Head of Learning and Development |
| Catriona Coffey | HR Operations Manager |
| Tiernan Doherty | Employee Relations Manager |
| Sarah Moore | Pensions Administration Assistant |

| | |
|------------------|------------------------------|
| | |
| Fiona Carvill | Change Management Specialist |
| 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 |

The HR QRC met six times from November 2019 to March 2020. To ensure continuity of work, members had a shadow member who could attend in their absence.

The EDI used their existing weekly team meetings to coordinate and review the work for inclusion in their Self-Assessment Report (SAR).

2.2 The Self-Assessment Report

The Peer Review Group (PRG) was impressed with the comprehensive nature of the SAR and with the self-reflective nature of the discussion and analysis. In addition, the SAR was accompanied by excellent supporting documentation that provided a strong evidence base from which to analyse the conclusions drawn.

There was strong evidence of engagement with staff within the HR Team and cross-area representation of stakeholders, including one-to-one senior management interviews, facilitated Focus Groups and a well-designed and targeted survey. Each of these engagement modes bore important results and these are traced and reflected upon to good effect across the document. In this regard, the SAR is well presented and follows a clear and logical structure, one that allows for a proper ventilation of the main areas of activity and their associated challenges.

However, the PRG remains of the opinion that the approach taken to submit a separate SAR and SWOT for EDI resulted in a somewhat disjointed presentation of the relationship between the HR Team and the EDI area.

While the PRG found the SAR and SWOT analysis largely persuasive, it is recommending a number of re-articulations of the conclusions drawn from them. In this regard, the PRG proposes SWOC as a more useful terminology than SWOT - i.e. it is of the view that many of the proposed 'threats' are better thought of as 'challenges'.

3 Approach Taken By Peer Review Group

3.1 Peer Review Group Members

Membership of the PRG for the Quality Review included:

- 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)

3.2 Overview of Approach Taken by Peer Review Group Background

The SAR, Appendices and related background documents about the Quality Review process were circulated electronically by email to the Peer Review Group (PRG) on 11th March 2020.

The site visit was originally scheduled to take place from 25th to 27th March 2020, but was deferred due to COVID-19 restrictions. An alternative online model and schedule was devised by the DCU Quality Review Office. Hard copies of the SAR and appendices were posted to the PRG in advance of the online review.

Schedule and Activities

The new model consisted of a short pre-review meeting of the PRG on Monday 22nd June, followed by the main schedule of activities from 24th to 26th June. To support the process, the Quality Promotion Office facilitated a notetaker for some of the meetings. At the first session on 22nd June, Gillian McGrattan was confirmed as Chair. Although the PRG was not able to visit the campus physically, Zoom meetings were organised to allow the PRG to engage with staff and stakeholders online, albeit in shorter sessions. A small number of private sessions were pre-scheduled and the PRG added additional sessions as needed. In addition to the SAR and Appendices, the PRG requested additional information and are grateful to colleagues for sourcing and providing it in a timely manner.

The adjusted timetable largely followed the original site visit schedule in terms of groupings. Themes emerged from the SAR and areas for exploration were identified in advance of the meetings. These themes were explored with HR staff and stakeholders over the three days.

Feedback and Learnings

Communication with the QPO was excellent throughout the evolving circumstances and during the virtual visit. Given the necessary restrictions arising from COVID-19, the PRG found the reduced meeting times, length of online activity and time to synthesize the information challenging. The PRG would have benefited from having additional time to tease out the issues and the opportunity to engage more fully and directly with colleagues. Due to the challenges of conducting this work online, it was not possible for the PRG to work collaboratively for extended periods. This extended beyond the site visit, to the preparation of the final report. Due to the compressed timeframe and challenges mentioned earlier, the PRG would suggest that any future online quality reviews are modified to take account of this feedback.

4 Approach to Quality Assurance and Enhancement

4.1 Effectiveness of Quality Assurance

The PRG recognises that significant progress has been made against the quality improvement plan produced following the 2014 PRG report. On that occasion, 16 recommendations were made against four broad categories: Systems and Processes, Strategic Development and Implementation, Communications and Staffing/Accommodation and the SAR presents very clearly, what progress has been made in each of these areas. During this same period, HR has supported considerable change and growth within the University, not least Incorporation, and the team has virtually doubled in size over the five-year period. Despite these very significant operational challenges, there has been a steady focus on areas for improvement.

4.2 Progress Since Last Review Systems, Processes and Procedures

There has been considerable progress in the development of systems to support the transition from a paper based and excessively transactional HR function. This has included the reengineering of some core HR activities around, inter alia, recruitment and records

management and the introduction of an AskHR query service. Employee self service has been introduced and there is an ambitious programme of delivery of further Core modules during the remainder of 2020.

Strategic Development and Implementation

HR strategic planning has logically been closely aligned to the University strategic plan 2017-2022, which includes a very specific strategic goal around valuing and developing the DCU staff community. Two specific strands have emerged around Human Capital Planning and Building an *Our DCU* culture, which sit alongside earlier goals relating to a leadership development strategy.

Communications

The last review identified that there had been a rather negative tone to many HR communications with staff, in part a legacy of the Financial Emergency Acts. HR communication has adopted a more positive tone in recent years and the *Our DCU* initiative, together with delivery of the first *Staff Engagement Survey* have reinforced a more consultative, engaging and listening approach. This may have underpinned what some observers described as a change of perception of the function from one, which was approached with occasional trepidation to one that is seen to be more strategic, very supportive and in the main responds positively to what it hears.

Staffing and Accommodation

There has been considerable change in staffing numbers and in structures over the five year period, taking account of growth in the University and supportive of the transition to a more front-of-foot and responsive function. The introduction of the Business Partner role has been particularly positively received. The HR Team now operates across 2 floors and the creation of a dedicated HR reception has facilitated a more positive and welcoming interface for visitors.

4.3 Areas Remaining

The detailed assessment by the PRG is provided in Section 5. It identifies that some of the work started as a consequence of the last review requires completion to support further transformation and development of the function, not least around process simplification, implementation of systems, the delivery of Human Capital Planning and a realignment of EDI activities within the broader HR function.

Overall, the PRG observed that the HR Team is on a journey of significantly improving HR, both operationally and strategically, in a challenging environment with many constraints. The team has absorbed the key messages from the previous PRG and from institutional reviews and can demonstrate considerable success in seeking external verification of quality and progress through a number of awards.

5 Findings of the Peer Review Group

5.1 Planning and Effective Management of Resources

The PRG observes that the period since the last review has spanned two DCU strategic planning periods and a significant growth in organisational size and complexity. The function has been on a path of transition from a more traditional and administrative model of HR to one, which is increasingly, focussed on process efficiency and on longer term strategic objectives; this coincides with the explicit part which people and culture plays in the most recent DCU strategic plan. By its own admission, the function has had to work hard to achieve operational effectiveness alongside its more strategic role; the value of the latter can be undermined if there is a perception of slow or inefficient delivery of basic operational HR activities.

Staff numbers have increased by 40%; the appointment of two Deputy Directors with responsibility respectively for Operations and Employee Relations, and Projects, Systems and Processes (creating greater resilience) has been combined with other structural changes

including the creation of specialisms within the general office, a shift in emphasis away from transactional work in the Business Partner team and the creation of dedicated support to the Business Partner team. The SAR included an identified and continuing resource gap in either skills or capacity in three areas: technology/systems, pensions and in the business partner team.

The PRG **commends** the HR Team for its success in a number of areas, in particular higher profile and visibility in institutional strategic decision-making, enhanced alignment of HR resourcing, plans with DCU institutional objectives and plans, the successful review, and redesign of the business partner role to focus on delivering added value support to their internal customers. The PRG also **commends** DCU and the HR Team for highlighting and addressing staff Health and Wellbeing explicitly as a goal in the institutional strategic review and the related initiatives, including the well regarded Employee Assistance Programme and a range of Work-life Balance initiatives.

The PRG identified a number of actions, which could accelerate the transformation of HR from a transactional to a strategic focus while operating in a resource constrained environment. Specifically, the PRG **recommends** that the HR Team capitalises on the significant investment in new systems and in process simplification that has been made in recent years, freeing as much HR resource as possible to focus on areas of strategic importance. There are a number of very specific recommendations, which relate to this general point below.

The PRG observed that there was distributed responsibility for the delivery of some strategically important areas such as talent management. The PRG **recommends** that the clear strength in the Learning and Development function is used as the hub for a broader Organisational Development and Design function with oversight of all aspects of Human Capital Planning, Talent Management and Change. Further, consideration should be given for this to be headed by a third Deputy HR Director.

The PRG **commends** DCU's achievements around Women in Leadership, progress on Athena SWAN and both the clear academic focus and external recognition of the Centre of Excellence. However, the fact that the EDI function reported a separate SAR reinforced the perception (confirmed by stakeholders) of a lack of real alignment between the main HR function and the EDI activity. The PRG therefore **recommends** that the expanded remit of the Organisational Development team includes the integration and oversight of the important work on Equality, Diversity and Inclusion, to include an organisational remit for work to promote staff wellbeing, working closely with the teams responsible for the successful *DCU Healthy* initiatives. Additional EDI resourcing is necessary to deliver the programme of work in this area. The PRG recognises that the Centre of Excellence has a very different role to play for the University and that this would benefit from academic and research leadership elsewhere in DCU.

The PRG **commends** the HR Team for the changes made to the Business Partner role. Business partners are highly valued by stakeholders, who are frustrated only by their availability and therefore their ability to support senior managers to solve business problems and issues as they arise. Recognising that DCU HR is working in a resource-constrained environment the PRG **recommends** that a review is undertaken of HR Business Partner involvement in recruitment, in particular of the need for the HRBP to sit on all interview panels other than for the most senior roles. This may well create a need to improve the support given by HR to recruiting managers across the University. In the long term, this change would release a considerable amount of Business Partner time for added value activities; the PRG recognises that this process may take some time and in the short to medium term **recommends** that an additional Business Partner is added to the team.

The PRG **commends** the progress that has been made in creating simpler technology-based solutions to a number of core HR processes and notes the significant and ambitious programme for Core module roll out in the near future. Recognising that use of technology has to be

embedded and that the SAR has identified a resource gap in this area, the PRG **recommends** that an additional resource is provided in the HR Information Systems area.

The PRG notes the increased workload for the HR Pensions Team arising from the growth from one to three Pension Schemes since 2013 as a result of incorporation with scheme member numbers and retirement activities having increased by 54% over the period. We applaud the Pensions Team for their best practice approach to managing the Professional Added Years Scheme, as identified by the Comptroller and Auditor General in 2017/18. We **recommend** a review of the resourcing requirements in Pensions, following the completion of the data cleansing exercise and the Core Pensions upgrade, both currently underway, which will enable the Employee Self Service functionality of Core Pension. This should facilitate the establishment of the steady state resourcing requirements for the Pensions area by the end of Q2 2021.

5.2 Effectiveness of Activities and Processes

It is worth noting that since the 2013 Quality Review, the number of recruitment competitions and the number of participants in Learning & Development programmes have almost trebled. Given this growth in HR activity, we are pleased to record that there is evidence HR is playing its part and changing to meet the growing demands of all stakeholders. HR has provided many service level improvements to-date, with more in the process of implementation, or planned, with explicit timelines clearly set down.

The PRG noted that the University's Senior Management Group (SMG) members expressed high satisfaction with the strategic contribution of HR and they also acknowledged that operational (functional) improvements had either been made, or were underway, with further initiatives planned in this regard. These improvements took place during a period of massive change at the University, despite HR being "resource challenged" - in terms of people and IT systems. The HR department is clearly evolving and is playing a pivotal role in the Cultural Transformation, which is underway at DCU - the positive contribution of the Director of HR, and her senior HR Team was repeatedly referenced during our review. Similar feedback was received from other Senior Academic, Research and Professional Support Staff. The HR Team is to be complimented for the progress made to-date on their evolutionary journey.

Operational Excellence

The PRG **commends** the HR Department for progress on operational excellence, listening to feedback, and reviewing the Recruitment and Selection process using a Lean Six Sigma methodology. This is evidence of good practice and involved extensive consultation with all key stakeholders as well as availing of both internal and external expertise. We note the progress made through the three-phase implementation plan and the resulting improvements in the process, which was evident from HR metric data and stakeholder satisfaction as, shared with us during this review.

As is normal when undertaking Business Process Re-engineering, or using LeanSix Sigma methodologies, the PRG strongly advocates when implementing Core System modules, and/or reviewing HR processes, that a critical review of; who does what, where, how, and why, be undertaken, as well as considering; what they should stop doing, continue doing, and start doing, before implementing a revised standardised process or an on line systems solution.

Technology and Process

The PRG supports the speedy implementation of the remaining phase initiatives, in particular "CoreRecruit" which will partly automate the process and give all users real time on line transparency. The PRG recognises the criticality of the HR Information Systems (HRIS) team to a number of planned initiatives. Given the completion of the Core System upgrade to Version 28, we **recommend** the implementation of; Core Talent, Core Recruit, Core Portal, and the

MakoData system. We recognise that HRIS will require an additional resource to complete the above, together with closer collaboration with and a dedicated support resource from ISS.

The PRG noted that the Staff Requests Application (SRA) process has been a source of stakeholder frustration. We **recommend** a full review of the SRA process, including the contract issuing and payroll timelines constraints, using a Lean Six Sigma methodology, with active stakeholder participation, as employed successfully when reviewing other HR processes. Support by ISS will also be necessary throughout this review in order to develop more effective systems solutions.

The PRG noted that the Student Information Systems (SIS) Programme, which is currently underway, will continue to require HR support, and this resource demand is likely to increase as the SIS programme activities ramp-up. In particular, L&D are providing ongoing support to the Change Management and Communications Delivery Stream.

Subject to the completion of the above work by HRIS, we **recommend** the expedited delivery of; (i) the Human Capital Plan (HCP) and Reporting, and (ii) the new performance management process "Performance Review and Development" (PRD). It is essential that appropriate training is provided to users regarding the process and the associated skills for effective use of both processes. We would urge that in respect of the PRD system that consideration be given to incorporating and assessing the "What" (task) and the "How" (behaviour) on a pilot basis at Senior Management Team level from 2021, given the importance of living the values to the cultural transformation of DCU.

Learning and Development (L&D)

We observed that the Learning and Development (L&D) team's support to DCU stakeholders is universally appreciated and of a high quality. Many L&D programmes are accredited by external bodies, such as ILM (UK). We **commend** L&D for the DCU Academic Development and Promotions Framework, which was benchmarked against international best practice to ensure that standards set by DCU have currency both nationally and internationally. The framework is now fully integrated into the promotions criteria for all Academic promotions.

L&D are to be **commended** for their blended learning / online learning approach and for partnering with LinkedIn to provide 24/7 online learning access to all staff, which greatly facilitates the participation of those who are "time poor". The PRG are pleased to note the huge staff interest and uptake in these L&D programmes. We also **commend** the HR Director for identifying the need for a "Professional Development Framework" to provide professional staff with a similar career progression overview to the Academic Development and Career Framework. We would encourage the finalisation of the work on articulating the desired leadership capabilities and associated competencies for professional staff and the development and implementation of a DCU Leadership Strategy, by the end of this year.

We would urge a further review of the Orientation / On-boarding process with the incorporation of a "blended" approach, with more online orientation support. We would encourage the completion of orientation / on-boarding in a more timely manner as new staff join the University throughout the year.

Employee Relations

The PRG **commends** the Employee Relations Team for their successful management of all Industrial Relations issues, in particular during the two-year Incorporation process, and for the ongoing successful management of and de-escalation of local disputes (with input from HRBP and other HR colleagues).

5.3 Communication and Provision of Information

The PRG reviewed the effectiveness of the communication and provision of information by the HR Team both internal to the team itself and external to the wider University community.

Within the SAR, the HR Team had identified that it believed it had weaknesses in communications, both internal and external. Internal communication issues were noted in relation to HR departmental-wide meetings and knowledge exchange across the HR functional areas. On external communication, the HR Team noted that it needed to clarify points of contact and areas of responsibility within the HR function for external stakeholders while addressing issues associated with the HR presence on the St Patrick's Campus. It was noted that the increase in scale and size of the HR Team and the wider University had increased the communication challenge significantly.

Internal Communication within the HR Team

The PRG noted during the course of its work that since the last review there had been significant growth within the University and this had presented a real challenge to effective internal communication within the HR Team. The PRG would like to **commend** the HR Team for the steps taken to embed both a formal and informal structured meeting approach across the Department and at a functional level.

This has provided a means by which the activity and priorities for the Department and its functional areas can be monitored and evaluated, and as evidenced in the information obtained by the PRG during our work, allowed the HR Department to respond more proactively and prioritise the HR resources to progress critical organisational matters e.g. Incorporation, SIS, SRA.

However, the PRG did note that HR staff do not always feel informed about what is going on across the Department leading to staff sometimes feeling a sense of disconnect with other functional areas. The PRG would advise that in a busy HR department, such as the HR Team in DCU, there can on occasion be a perceived sense of disconnect within the team as staff are singularly focused on their own key activity or a special initiative which demands significant focus. This in itself does not mean that communication is ineffective.

That said, during their work in preparing the SAR, HR staff were asked to give a presentation of their respective areas at one of the Away Days. The feedback received was extremely positive as staff felt it gave them a better appreciation of the wider work programme across the Department and an insight into the functional areas and the work of individuals. This is a highly effective means of communication, which aids knowledge transfer within a team, but also helps identify opportunities for improvement in how processes are managed.

The PRG would **recommend** the HR Team builds into its established formal and informal meeting structure a regular pattern of team wide events during which functional areas 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.

In addition, team meetings were identified as an important way to monitor the quality of the service, communicate change and maintain connectedness. The PRG welcomed input from staff and the HR recommendation about promoting cross-area attendance at meetings, to help build knowledge transfer and enhance the quality of the services. The PRG **recommends** that the unit considers reinstating unit-wide monthly meetings.

The PRG also noted that the HR Team had remained very well connected during the COVID-19 period, making use of technology to remain in touch with each other, and particularly welcomed the weekly update message from their Director of HR. The PRG would like to **commend** the Director of HR and the HR Team for their approach to internal communication during the COVID-19 period and would **recommend** that the Director of HR and Senior Team review and

reflect on their own and the HR staff experience during this time to determine if any changes should be made to how future communication is managed within the team.

External Communication within the Wider University

The PRG noted that the HR Team continues to rely on its website and email as the most effective means of communication with the wider organisation. However, much progress has been made since the last review by the HR Team in embracing new ways of engaging with stakeholders and staff within the organisation. The PRG also noted that the general view from the University staff interviewed is that the HR Team is viewed as one that listens and responds to staff views and that stakeholder satisfaction with communication on key activities was high e.g. HR Business Partnering, Learning and Development; the PRG would **commend** the HR Team for this.

The HR Team participation within the *Our DCU* initiative has prompted the use of engagement surveys, workshops and online forums as means of engaging staff in what matters to them, listening to staff's views and concerns, while also being platforms to promote what HR services are available to staff. The PRG was pleased to note that the *Staff Engagement Survey* conducted in 2018 is to be undertaken every two years by the HR Team and would again compliment the HR Team for their approach in the *Our DCU* initiative. However the PRG would **recommend** that in addition to the bi-annual *Staff Engagement Survey*, the HR Team should consider using employee pulse surveys as a means of assessing staff views and the effectiveness of and satisfaction with HR communication within the organisation.

The PRG also noted through its meetings that there is a high level of stakeholder satisfaction with how the HR Department engages the wider organisation. This was prevalent during the Incorporation programme, the *Our DCU* initiative and more recently during the COVID-19 period when particular mention was made of how the HR Team had responded to the introduction of greater use of technology to support how the University operates.

The PRG also noted that the external stakeholders in the University really appreciated the weekly email from the Director of HR during the COVID-19 period. While not advocating this should continue in more normal times, the PRG would **recommend** that the Director of HR explores how such an approach may be used in future to promote the work of the HR Team and communication of critical messages to the workforce.

The lack of a HR presence on St Patrick's Campus was noted within the SAR by the HR Team as an issue, and the PRG noted that while practical steps have been identified to address this, there is further work that the HR Team has committed to in this regard.

In addition, the HR Team should consider if the lessons learnt from the COVID-19 crisis have presented a series of different options in addressing organisational communication and provision of information issues. For example, the use of Virtual Technology, HR Roadshows may provide multiple and flexible means to and viable solution for engaging with staff working on different campuses or remotely. The PRG would **recommend** this is considered by the HR Senior Team.

5.4 Ongoing Quality Enhancement

Although the demands of Incorporation impacted on HR quality improvement planning and delivery, the unit is to be applauded for the care and attention they gave to this work, while managing existing HR services - despite being resource challenged. There is comprehensive evidence of the unit's commitment to supporting the complex and evolving needs of an expanded University community. When engaging with colleagues across all levels, it was clear that there is a culture of continuous improvement and a genuine willingness to embrace change.

External Benchmarking

The PRG **commends** the unit on the significant number of high profile externally benchmarked awards and validation/recognition of HR and EDI excellence and quality. The PRG notes their

pivotal role in securing the *Athena SWAN Bronze Award*, recognising DCU's commitment to gender equality. HR has also played an active role in promoting and supporting the Research agenda throughout the University with initiatives such as the Research Career Framework and the Researcher Development Programme. The EU accredited award *HR Excellence through Research* was awarded for conducting internal gap analysis, designing a specific HR Strategy for Researchers and the publication of the Charter and Code.

Other recent awards and nominations include:

- the *Best Public Sector Initiative Award* for the Incorporation Programme
- the CoreHR award in 2018
- the *Our DCU* project has been shortlisted for a number of awards

The PRG also notes that the HR Team has been awarded funding internally for quality enhancement projects through Quality Improvement and Development Funding (QuID).

Technology Enhancements, Stakeholder Involvement and Feedback

The PRG was impressed with the HR Team's continued leveraging of technology to improve the effectiveness and quality of their services. Significant progress has been made to transform historically manual processes using the CORE platform and the PRG acknowledges and supports the ambitious programme of work they have identified for implementation over the coming year.

Meetings between HR and Finance are evidence of good practice when it comes to ongoing review of the efficiencies of systems, processes and potential areas for enhancement. The PRG advises that the unit continues to work closely with other areas, such as ISS, to help support and develop their systems capacity and to ensure they are adequately resourced to meet the timelines identified and expected by stakeholders.

The PRG also notes the unit's use of Lean Six Sigma methodology and encourages the unit to involve stakeholders to support the successful reengineering of processes. The PRG **recommends** that the unit tests stakeholder and end user satisfaction more systematically and regularly. Furthermore, while formal feedback mechanisms exist in some areas, such as Learning and Development post engagement with workshops, the PRG **recommends** that a more formal feedback mechanism across all areas is adopted to identify and evaluate end user satisfaction to ensure that the feedback loop between HR and stakeholders is efficiently two-way in its operation.

In discussion with participants, the PRG noted that KPIs are not widely used within HR. The PRG **recommends** that appropriate KPIs are developed and monitored to ensure the work areas have clear objectives and metrics to measure their progress and success.

5.5 External Perspectives

The PRG **commends** the concerted and multifaceted approach that the HR department has taken in relation to engaging with its stakeholders in preparation for this review: e.g. One-to-one senior management interviews; Focus Groups; targeted survey. Each of these modes was well selected and produced significant data for analysis and reflection. [For more on the general approach taken by HR to the review process, see Section 2.2 above]. It also acknowledges the open and self-reflective analysis instigated by these engagements and the attention paid to the translation of data into real-world action points. Throughout this process, stakeholders have reflected upon a largely positive experience and perception of the HR function. It is clear that HR is to be complimented for the connections it has built up with its full range of stakeholders right across the DCU community.

As noted in other sections of this report, that this has been achieved in the context of an

extraordinarily complex Incorporation process is all the more meritorious. Indeed the PGR calls out for particular **commendation** the HR function's central role in the Incorporation programme - one of the most ambitious changes to the Irish HE landscape in recent decades, and one that necessitated a sustained engagement with an extraordinary range of external stakeholders. The value and sensitivity of this work was a recurring theme in many of the PRG's interactions with stakeholders, and, in particular, with those colleagues previously based in incorporating institutions.

In terms of the immediate context within which the PRG's review visit occurred, HR excelled in its handling of the many complexities prompted by the COVID-19 health crisis. Many of its key external stakeholders commented on HR's deft handling of the switch to an online work environment, and on the value of the communications directly from the Director of HR. While undoubtedly replete with complex challenges, the COVID-19 crisis has also de-risked innovation, and the PRG is of the view that many of these positive innovations should be mainstreamed into systems and modes of work.

More broadly, the feedback received by the PGR as part of its review visit has confirmed a number of important strengths in terms of the HR department's relationship with key stakeholders:

- the HR function is well-regarded by the wider senior management team; in particular, the HR function is seen as critical in shaping the institution's strategic thinking around talent and human capital.
- this perception is one that is increasingly prevalent across the university, where HR is often seen as a strategic partner for many stakeholders in decision-making positions. Since the last quality review the HR function transitioned from one perceived as largely administrative to one that is supportive, visible, and strategic. The PRG **commends** them in this regard.
- the strengthening of the Business Partner model is recognised across the university as having played a crucial role in the perceived shift of HR from administrative to a more strategic business partner model attuned to the needs and complexities of the core business of units. HR is to be **commended** on this achievement.
- Learning and Development is perceived right across DCU as a real strength of the HR function. The quality of its courses, and the human-centred professionalism of the staff delivering them, was a recurring theme across the PRG's review visit.

As noted above, the PRG recognises the transformatory work already undertaken by the HR department and the outcomes of self-reflection signalled in the final sections of the SAR. In line with, and at times in addition to the areas identified for improvement in the SAR, the PRG recommends further reflection and / or action of the following:

- we **recommend** that the areas identified, and other issues arising from the results, in the previous *Staff Engagement Survey* are fully reviewed and follow up actions are taken at all levels.
- while the Business Partner model is seen as an important innovation by key stakeholders, the issue of staff attrition/turnover arose with some regularity. This should be reviewed and causation established and addressed. A number of stakeholders expressed the view that the remit of the Business Partner role is in need of further refinement. While many stakeholders, for example, expressed the view that the Business Partner role has played a key role in HR's transition to a more prominent role

as strategic partner for their core business, that there remains a sense that more could be done in this area, and that a refinement of the Business Partner role would lead to its greater empowerment. (See Recommendation 5.1)

- It is **recommended** that HR considers ways to raise its profile across DCU's multi-campus environment.
- The *Our DCU* initiative is central to the continuing consolidation of the Incorporation process; as a result, the PRG had some concerns that this area is under-resourced at present. The PRG believes there is a need to invest in a deeper programme of employee engagement initiatives to sustain the desired cultural transformation. It is the PRG's recommendation that the resources allocated to the *Our DCU* initiative be reviewed with a view to ensuring it realises its full potential. (See Recommendation 5.1)

6 SWOC Analysis and Plans for Improvement

6.1 SWOC Analysis

The self-assessment report for HR included a proposed summary SWOT analysis of the Area and EDI submitted a separate SWOT within the appendices. As a result of the PRG's analysis of the SAR and findings from the peer review visit, we propose the following to be a true reflection of the Areas capabilities and opportunities, and identified weakness and challenges to future success.

HR

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> ● Support for the Senior Management Group - strategic HR input to the University Strategic Plan ● Learning and Development ● Change Management - e.g. <i>Our DCU / Incorporation</i> ● Employee Relations ● HR staff - professional, committed, hardworking ● Solution focused, crisis managers ● Esprit de Corp of HR Team ● New and improved HR Office space and facilities ● Value driven - e.g. Confidentiality, Integrity, supportive ● Leadership on Equality / Gender agenda - e.g. Women in Leadership Programme | <ul style="list-style-type: none"> ● HR Administration Processes and Systems - manual and standalone, e.g. Recruitment & Selection, Contract generation ● Limited technological solutions ● Turnover - knowledge gaps due to loss of professional / institutional knowledge ● Insufficient HR resources - impacts service and HR responsiveness ● Talent deficit in Organisational Development (OD) and Employee Engagement ● Internal communications ● External communications - clarify points of contact and areas of responsibility ● Lack of alignment and integration between HR and EDI |
| Opportunities | Challenges |
| <ul style="list-style-type: none"> ● Strategic Plan - e.g. Human Capital Plan, <i>Our DCU</i>, Mentoring and Coaching, Leadership development interventions which empower leaders ● HR Information System Improvements e.g. Core Upgrade, Core Recruit, Core Talent, MakoData to improve reporting and provide dashboards for Senior Management Team and HCP. ● Additional skilled and experienced HR professionals to address identified gaps across the campuses or remotely ● Completion and implementation of Recruitment process review / re-engineering ● Extend Employee Self Service e.g. Pensions | <ul style="list-style-type: none"> ● External Economic and Political Environment - e.g. Brexit, COVID-19 ● Increased Compliance, Regulation and Legislation e.g. Pensions GDPR, Employment Control Framework (ECF) ● Integration and development of a "shared values culture" post incorporation - due to inadequate OD resources, commitment and complexity ● Student Information System (SIS) Programme - significant change management ● Change of academic year ● Ageing staff population and Succession Planning challenges ● Increasing employee expectations |

| | |
|--|---|
| <ul style="list-style-type: none"> Employee Engagement - workshops to identify and implement deeper level staff engagement initiatives at local level in support of <i>Our DCU</i> Student Information System (SIS) Programme - significant change management Development of the HR component of Health and Wellbeing strategy Improved internal and external communication processes Implementation of Performance Review and Development Scheme | <ul style="list-style-type: none"> Failure to attract “top talent” given the restrictive salary scales HR Resource challenges not being addressed |
|--|---|

EDI

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> Support for the Senior Management 50% Unconscious Bias Training Women in Leadership Initiative - Attracts internationally renowned speakers to DCU. The work of the EDI office is well received by staff members. External organisations consider DCU EDI practices as best practice in the sector. The DCU Centre of Excellence for Diversity and Inclusion - extremely well received by the private sector with growing engagement from industry leaders. It has six founding partners and an ongoing industry wide project with Aviation industry ‘The Year of Inclusion 2020’, part funded by the Government. | <ul style="list-style-type: none"> Insufficient Resources; - 1 FTE dedicated to Athena SWAN (avg 4 FTEs across sector). Challenge in the development and sign-off of certain policies Communication with other departments. The Centre of Excellence does not have, but requires dedicated space. Lack of awareness of Athena SWAN initiatives. Lack of alignment and integration between HR and EDI Level of engagement with and on some campuses regarding EDI events |
| Opportunities | Challenges |
| <ul style="list-style-type: none"> Additional resources would enable growth and expansion of EDI focus - also the development and delivery of EDI policies. Additional Athena SWAN resources will enable us to work towards Silver certification. Activities such as staff groups for working parents, disability etc. would be warmly welcomed by staff (50+ sign ups already). Opportunities to expand how DCU surveys its staff and become the best practice leaders within the EDI space, e.g. survey methods used which could be further utilised and researched. Become a national leader within Athena SWAN - regularly advising institutes of technology on their strategy. Better linking with offices, which provide services to the students, could provide an opportunity to develop best practice for both students and staff. An Academic VP of EDI could be a good option for the University. The VP could represent DCU at a national level. Hot desks on all campus locations for EDI would raise the profile and the work of the office. | <ul style="list-style-type: none"> Level of engagement with and on some campuses regarding EDI events Lack of adequate resources to support the delivery of Athena Swan The EDI relevant policies development needs to keep pace to ensure we continue to be a leading inclusive University. The Centre of Excellence requires a dedicated space. |

6.2 Plans for Improvement Identified by the HR Department and EDI

The PRG would like to acknowledge the professionalism of the team and their commitment to deliver service excellence to all stakeholders. The PRG was particularly impressed with the ambitious plans for improvement identified in the SAR. In order to meet the demands of such a programme of work, the team is encouraged to prioritise and monitor progress to ensure incremental and evolving priorities do not hinder progress. Critical to the successful implementation of the HR Team's Areas for Improvement Plan is the necessary investment in additional resources, specifically; additional people, systems and improved processes.

The PRG are of the view that, due to the current lack of OD resources within the HR Team, there is a significant risk of under-achievement in the planned employee engagement initiatives, as well as failing to identify necessary additional initiatives to deepen and sustain this essential work and support *Our DCU*. The PRG believes that there should be resource investment in what is a very specialist area within Human Resource Management and would hold a strong view that this additional resource will be essential in order to achieve the vision set out in *Our DCU*.

The PRG believes that in order for the HR Team improvement plan to have the optimum chance of being successful it is very important that the incoming President and the wider University Senior Management Group provide organisational support for the improvement action plan. Some of this will be in the form of practical support for example in terms of additional resources, which it is recognised is difficult in such a challenging financial environment, while also providing leadership behavioural support for the people agenda that the HR Team are leading on behalf of the University.

The PRG supports the urgent requirement for additional resources in the following areas:

- OD
- HR Information Systems
- HR Business Partner
- Equality, Diversity & Inclusion

These are of strategic importance to the development of both the HR function and the wider university.

The PRG is unable to support an additional resource increase in the Pensions, but we **recommend** a review of the staffing requirements following completion of the data cleansing exercise, which is underway at present, and the Core Pensions upgrade.

There is an opportunity to scrutinise resource utilisation after the various system upgrades and re-engineering of HR processes, seeking to maximize the benefits of these to move the focus away from "transactional task" to more "specialist and strategic value-adding activities". As a general principle, the PRG **recommends** that the team changes the nature of what they do to capitalise the investment they've made in systems.

While contributing to the future delivery of HCP within the wider University, the HR Team should consider its own needs within a succession planning approach and ensure that as much opportunity is provided for the knowledge and skills development of its own resource to ensure a rich talent pipeline is developed within the HR Team.

7 Summary of Commendations and Recommendations

Commendations from previous

- Significant progress in implementing previous recommendations
- Core role in DCU Incorporation Programme pre, during and post implementation
- Women in Leadership Programme
- EDI Centre of Excellence

| No | Commendation/ Recommendation | P | Level | |
|---|---------------------------------|-----------|------------|---|
| Planning and Effective Management of Resources | | | | |
| | <i>Commendations</i> | | | <p>Increased profile in supporting University strategy.</p> <p>HR has responded well to strategic initiatives emerging out of <i>Our DCU</i> and have a critical role in developing <i>Our DCU Framework</i>, and <i>Our DCU Implementation Plan</i> - renewed focus on staff experience/wellbeing.</p> <p>Restructuring of the HR Business Partner model.</p> <p>Significant progress made on HR restructuring & relocation.</p> |
| 1 | <i>Recommendation</i> | <i>P1</i> | <i>U/A</i> | <p>Provide adequate HR resources that are aligned to the agreed HR priorities, as informed by DCU Strategic Plan and <i>Our DCU</i>. Specifically:</p> <ul style="list-style-type: none"> • OD • EDI • HR systems • HR Business Partner <p>Review the resourcing requirements in Pensions following the data cleanse and Core Pensions upgrade.</p> |
| 2 | <i>Recommendation</i> | <i>P1</i> | <i>A/U</i> | <p>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> |
| 3 | <i>Recommendation</i> | <i>P2</i> | <i>U/A</i> | <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>Recognise that the Centre of Excellence is best situated elsewhere in the University with an academic lead and external focus.</p> |
| 4 | <i>Recommendation</i> | <i>P1</i> | <i>A</i> | <p>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> |
| Effectiveness of Activities and Processes | | | | |
| | <i>Commendations</i> | | | <p>Good start to Operational Excellence Programme, reforming historic processes and forms and move to digitise; in particular recognise the Recruitment and Selection project, SRA and SIS.</p> <p>Real strength in Learning and Development (L&D) - in particular the move to blended/hybrid employee learning. Partnering with LinkedIn to provide 24/7 online learning. Coaching, Mentoring and Change Management. Also the DCU Academic Development & Promotions Framework.</p> <p>Stable industrial relations; excellent handling of IR process and issues around the DCU Incorporation Project.</p> |
| 5 | <i>Recommendation</i> | <i>P1</i> | <i>A</i> | <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 / MakoData System • 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> |
| 6 | <i>Recommendation</i> | <i>P1</i> | <i>A/U</i> | Develop a plan for realising benefits of simplification and digital solutions working with stakeholders and end users. Identify what additional resource, either in HR or in other functions, is required to accelerate this work. |
| Communication and Provision of Information | | | | |
| | <i>Commendations</i> | | | <p>Steps taken to embed both a formal and informal structured meeting approach across the Department and at a functional level.</p> <p>Response to COVID-19 - simplification and communications / conversion to more online HR activity. Weekly email from HRD particularly positively received.</p> <p>HR Department is viewed as a team that listens and responds to staff views.</p> |
| 7 | <i>Recommendation</i> | <i>P2</i> | <i>A</i> | HR Team builds into it established formal and informal meeting structure a pattern of team wide events during which functional areas 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. |
| 8 | <i>Recommendation</i> | <i>P1</i> | <i>A</i> | Continue to build the profile of success in communications during the COVID-19 period through electronic means (internally and university-wide). |
| 9 | <i>Recommendation</i> | <i>P3</i> | <i>A</i> | Develop a plan for realising benefits of simplification and digital solutions working with stakeholders and end users. Identify what additional resource, either in HR or in other functions, is required to accelerate this work. |
| 10 | <i>Recommendation</i> | <i>P2</i> | <i>A</i> | Consider the lessons of the COVID-19 crisis and using multiple and flexible means of engaging with staff on different campuses or remotely. |
| Ongoing Quality Enhancement | | | | |
| | <i>Commendations</i> | | | <p>Comprehensive SAR and excellent self-reflection.</p> <p>Significant number of high profile externally benchmarked awards and validation/recognition of HR and excellence and quality.</p> |
| 12 | <i>Recommendation</i> | <i>P1</i> | <i>A</i> | Test stakeholder and end user satisfaction more systematically and regularly. Develop appropriate KPIs and adopt a more formal feedback mechanism across all areas. |
| Stakeholder Relationships | | | | |
| | <i>Commendation</i> | | | <p>HR has made great progress in transitioning from a largely administrative function to one that is perceived as strategic, supportive, positive and visible.</p> <p>The HR Business Partner model is well regarded by stakeholders.</p> |
| 12 | <i>Recommendation</i> | <i>P2</i> | <i>A/U</i> | Review areas identified in the previous Staff Engagement Survey and ensure follow up actions are taken at all levels. |

| | | | | |
|----|-----------------------|-----------|----------|--|
| 13 | <i>Recommendation</i> | <i>P3</i> | <i>A</i> | Consider roadshows and other means (e.g. hot desks) to increase the profile of HR across the campuses. |
|----|-----------------------|-----------|----------|--|

Appendices

DCU Human Resources Quality Review Timetable 24th – 26th June 2020

Monday 22nd June, 2020

| Time | Meeting | Attendees |
|-----------|-------------------------------|--|
| 1600-1700 | PRG Pre-meeting with QPO Team | Ms. Aisling McKenna, QPO Director, Fiona Dwyer & Celine Heffernan (QPO Team) and PRG Members |

Wednesday 24th June, 2020

| Time | Meeting | Attendees |
|---------------------------------|---|---|
| 1345-1430 | PRG Planning Meeting | PRG Members |
| 1430-1530 | HR Management Team Meeting. - Overview of self-assessment by HR Director - Discussion on key themes emerging from self-assessment | HR Management Team Ms. Marian Burns, Director, HR Mr. Gareth Yore, Deputy Director of Operations & Employee Relations Ms. Aeveen Kiernan, Deputy Director of HR Projects, Systems & Processes Ms. Catriona Coffey, HR Operations Manager Ms. Emer Mc Mahon, HR Manager - Strategic Project Mr. Martin Leavy, Head of Learning & Development Ms. Norma Wilkinson, HR Manager - Operations & Data Reporting QPO note taker |
| 1530-1545 | PRG debrief and meeting prep | PRG Members |
| 1545-1630 | HR Staff- Group 1 | Fiona Carvill, Learning and Development Officer Susan Hawkins, Learning and Development Officer Amanda Jordan, HR General Office Supervisor Sarah Carey, HR Assistant, Admin Gemma Boyne, Employee Relations, External & Strategic Affairs Jessica Cosgrove, HR Support Team Mary Jennings, HR Team Lead Fionnuala Quinn, HR Business Partner Anne Hennessy, HR Business Partner Susan Healy, HR Officer, Sick Leave Administrator QPO note-taker |
| 1630-1700 | Meeting with Diversity and Inclusion team | Ms. Sandra Healy, Head of Diversity and Inclusion Prof Greg Hughes, Chair, Athena SWAN Steering Group Prof Anne Sinnot, Chair, Women in Leadership Initiative |
| 1700-1715 1730 finish | PRG debrief for Day One and Close | PRG Members |

Thursday 25th June, 2020

| Time | Meeting | Attendees |
|-----------|---|--|
| 0830-0915 | PRG Planning Meeting | PRG Members |
| 0915-1000 | HR staff Meeting 2 | Mr. Joe Maxwell, HR Manager - Systems & FOI Ms. Yvonne Kennedy, HR Systems Assistant Ms. Paula Hennessy, Family Leave/HR Systems Ms. Aoife Minihan, HR Officer, Data Management Ms. Jennifer Butler, Senior Pensions Officer Ms. Sarah Moore, HR Assistant, Pensions Office Ms. Patricia O'Sullivan, HR Assistant, Pensions Office Ms. Ann Maire Roche, Learning and Development Ms. Kathryn McCarthy, Learning and Development Officer Ms. Anna O'Donoghue, Executive PA <i>QPO note-taker</i> |
| 1000-1015 | PRG debrief and meeting prep | PRG Members |
| 1015-1100 | Academic and Research Centres Staff | Mr. Mick Burke, Facilities Manager, Faculty of Science and Health Prof. Pamela Gallagher, School of Psychology Faculty of Science and Health Prof. Caroline McMullan, Academic Director, Business School Dr. Brian Harney, Deputy Director (SMEs) of the LINK Research Institute, Business School Dr Breda Kiernan, Insight Centre Manager Dr. Derek Molloy, School of Electronic Engineering, Faculty of Engineering and Computing Dr. Brad Anderson, Theology, Philosophy, and Music, Faculty of Humanities & Social Sciences Prof. Dorothy Kenny, School of Applied Language and Intercultural Studies, Faculty of Humanities & Social Sciences Prof. Pádraig Ó Duibhir, Deputy Dean, Institute of Education Dr. Joe Travers, Head of School of Inclusive and Special Education, Institute of Education <i>QPO note-taker</i> |
| Break | | |
| 1115-1200 | Professional Support Units Staff | Ms. Goretti Daughton, Faculty Manager, Faculty of Humanities & Social Sciences Mr. Peter McGorman, Director, Information Systems Services Ms. Orla Nic Aodha, Associate Director, Library Mr. John Kilcoyne, Deputy Director of Finance, Finance Mr. Billy Kelly, Deputy Registrar & Dean of Teaching and Learning, Office of Vice President Academic Affairs Mr. Ger McEvoy, Head of Estates Office Dr. Claire Bohan, Director, Student Support & Development Ms. Phyl McMorrow, Director, Registry Mr. Ross Munnely, Director, Alumni Office Mr. Paul Smith, Director, International Office <i>QPO note-taker</i> |
| 1200-1330 | PRG debrief, meeting time and preparation | PRG Members |

Friday 26th June, 2020

| Time | Meeting | Attendees |
|-----------|---|--|
| 0830-0900 | PRG Planning Meeting | PRG Members |
| 0900-0930 | Meeting with DCU Senior Management Team | Prof. Brian MacCraith (President, DCU) Prof. Daire Keogh (Deputy President, DCU) Prof. Eithne Guilfoyle (Vice-President Academic Affairs / Registrar) Prof. Greg Hughes (Vice-President, Research & Innovation) Dr. Declan Raftery (Chief Operations Officer) Prof. John Doyle (Executive Dean, Faculty of Humanities & Social Sciences) Prof. Anne Sinnott (Executive Dean, DCU Business School) Prof. Michelle Butler (Executive Dean, Faculty of Science & Health) Prof. Lisa Looney (Executive Dean, Faculty of Engineering & Computing) Prof. Anne Looney (Executive Dean, Institute of Education) Mr. Ciaran McGivern (Director, Finance) <i>QPO note-taker</i> |
| 0930-1000 | Meeting with DCU President | PRG Members, Prof. Brian MacCraith (President, DCU) |
| 1000-1100 | PRG Meeting Time-consideration of findings | PRG Members |
| 1100-1200 | Follow-up with Director of HR | PRG, Ms. Marian Burns, Director, HR |
| 1200-1300 | PRG Meeting Time-preparation of main findings for exit presentation | PRG Members |
| 1300-1315 | Exit Presentation by PRG | HR staff |