Human Resources Department – Quality Improvement Plan

Completed actions

Combined with another Recommendation

Introduction:

The HR Department has now completed the Quality Review Process through the completion of its Self-Assessment Report, a review of that document by the Peer Review Group, interaction with both the Peer Review Group and the Quality Promotion Committee on the finalisation of the report on the HR Department and by following up subsequently on the request by the Quality Promotion Committee for a Quality Improvement Plan.

This document outlines the recommendations in the finalised report and follows up on the suggestion of the Peer Review Group that some of the recommendations in the Self-Assessment Report and the final PRG Report may be amalgamated. In the period during which the Quality Improvement Process was being undertaken, some of the recommendations in the report were also completed. The attached document tracks the completed items and those which have been amalgamated with other recommendations in the Report, with cross-referencing of the recommendation numbers involved.

No.	Recommendations	P	Objectives/Action	Rec	Responsibility	Resources Req	Delivery Date	Measurement
1	That the Human Resources Department organise internal workshops to clarify and agree to the greatest extent possible, the role of HR within the University, followed by briefing sessions to the University community to communicate the role of HR.			1	HR Director	Cost of external facilitator – Internal provider should be explored in the first instance	Q1 2015	Review completed
2	That the HR structure be independently assessed for effectiveness when a reasonable period of implementation has passed – likely 2014			2	HR Director	Cost of independent external assessor	Q4 2015	Review Completed
3	That the relationship between the University and Tyndall be		A HR Manager has been appointed in	3	HR Director			

	clarified further and that HR in Tyndall be included as part of the central HR Department, UCC as part of the enhancement and clarification of the relationship	Tyndall. Based in Tyndall the HRM reports to the HR Director, UCC and attends all HR Managers meetings						Completed
4	Generate a 'HR Impact' set of metrics. Disseminate relevant metrics information to key budget holders / UMT.	Combine with No.5 and No.16	4, 5 & 16	HRD and All Staff				Metrics Agreed
5	Review HR top priority areas for currency. See No. 4 above		See No.4					
6	That an internal communication policy be developed for the University which should include aspects of the HR Communication Strategy. The latter should fit within the University policy and be subsidiary to it. The University Communication policy should include control of mass email systems such as All Exchange Users and separate electronic mechanisms for staff interaction and discussion. A Working Group should be established to develop the policy and to monitor its implementation once approved.	Combined with Recommendation 8	See No. 8					
7	That a thorough review is undertaken of the HR Website and of the resources made available to staff on-line in terms of access, content, relevance and structure.	The HR website has been thoroughly reviewed and re-designed as part of the University's web re-design						
8	(a) That an internal communication policy be developed for the University which should include aspects of the HR Communication Strategy. That the Communication Plan	Develop a University Communication	8 6 10	HR Director + Working			Q2 2015	

required in the HR Strategy is completed as a matter of urgency in conjunction with the Media and Communications function and that the Staff Bulletin Board be enhanced and awareness of it promoted. The University Communication policy should include control of mass email systems such as All Exchange Users and separate electronic mechanisms for staff interaction and discussion. A Working Group should be established to develop the policy and to monitor its implementation once approved. (b) That consultation is undertaken within the HR Department on the most appropriate structure for staff meetings both Departmental and sectional to enable better two-way communication without undue impact on Departmental Business. (c) That an Internal Communication Plan for the HR Department be developed linked to the revised staff meeting structure but also involving the use of email updates to all HR staff – See Number 5 above also. (d) That an internal [to HR] briefing take place on significant policy changes in advance of policy dissemination – possible as part of revised staff meeting arrangements (e) Develop a communications strategy targeted specifically at researchers and Principal Investigators (f) Establish a staff surveying schedule as part of a HR Communications Plan		Plan of which Staff Communication should form part Policy on Mass Email has been put in place – formal email from the University is delivered through the "All Staff" account with restricted access. Staff Bulletin Board has been developed and is in place More frequent All Staff meetings now organised Internal briefing on policies is in place Researcher distribution list now available	11 & 34	Group			

9	That summary information on the budget be made available to all HR staff on a quarterly basis	Budget to be allocated for 2014-2015	9	HR Director		Q3 2014	Budget allocated
10	Optimise the channelling of communications/ feedback into HR from Colleges/ Areas via the HR Business Manager structure.	Included under 8	10	HR Managers			
11	Establish a staff surveying schedule as part of a HR Communications Plan on a 3 year cycle resulting in a Staff Response Plan	Staff surveying tool/methodology to be agreed along with survey cycle Included under 8	11	HRD + Working Group	May be a cost depending on the methodology selected	Q2 2015	Survey conducted plan in place
12	That the work already undertaken on policy updating and revision should continue with appropriate deadlines to ensure a University HR Policy structure that is fit for purpose Establish an internal HR Policy Development Working Group to review, communicate and oversee policy development and dissemination.	Complete current workplan and ensure dissemination Establish the working group	12 & 13	HRD + various working groups		Q4 2014	Working Group established Policies and procedures updated, approved and disseminated
13	Establish an internal HR Policy Development Working Group to review, communicate and oversee policy development and dissemination.	Establish the working group	13	HRD		Q4 2014	Working Group established
14	Fully implement the 'return to work' meetings as part of the Sick Leave Management Policy to support line managers in the implementation of the Absence Management Policy.	Follow through with full implementation – combine with revised sick leave scheme in sept 2014	14	Welfare Officer and HR Business		Q4 2014	Return to Work meetings implemented
15	Propose to OCLA that a framework is developed indicating the process for policy development and that the level of sign-off required for each policy type is indicated in the University's Signing	Updating of University Signing Authority and Approval Policy	15	Corporate Secretary		Q4 2014	SAAP Updated

	Authority and Approval Policy						
16	Examine the type of data beyond CSO, HEA requirements which would generate visibility for the equality agenda.		See No. 4				
17	Develop a UCC 'Values' Programme targeted at staff at all levels.	Refer this recommendation to UMTO for action	17	HR Director			
18	Launch Great Places to Work within the next academic year.	Establish working group and agree target dates for first survey	18	Working Group Chair	Costs of registration with Great Places to Work	Q1 2015	GPW launched
19	That the HR Department examine the supports available to individual staff members as part of the implementation of its staff welfare plan with a view to enhancing those supports where necessary and as part of the Communication Plan ensuring that staff are aware of the supports available	Employee Assistance has been re-tendered Gap analysis on supports to be completed	19	Manager Staff Welfare and Development and Welfare Officer	Possible costs of external analysis	Q1 2015	Review completed and additional supports in place where necessary
20	That the training and development of all staff in the HR Dept. is given increased focus in the University and that opportunities for skill development and job rotation are pursued actively within the Department as highlighted in that process.

The HR Department should undertake a skills audit as the basis of devising a CPD Programme for HR staff. The CPD programme should incorporate team building exercises for the unit. | Combine with No. 35 and 36 as part of one project | 20 | HRD + Manager Staff Welfare and Development + HR Central Services Manager

HR Director | | Q4 2014

Q1 2015 | Staff training programme in place |
| 21 | Develop a Programme to support University staff through change. | | 21 | Manager HR Strategy and Organisational Development | | Q2 2015 | Programme In Place |

22	Embed competency based approach to performance management within the revised PDRS process. Themes from the PDRS – non-personalised reports – should be communicated to Heads		Embedded in the revised PDRS system currently in consultation with unions	22 &24, 23, 25, 28	Manager HR Strategy and OD + Employee Relations Manager		Q4 2014	Revised PDRS Scheme incorporating competency based approach rolled out and operational
23	Create a stronger link in the communication of development needs between PDRS and L&D.		Once No. 22 has been implemented this recommendation should be innplace		Manager HR Strategy and OD + Manager Staff Welfare and Development		Q2 2015	
24	Themes from the PDRS – non-personalised reports – should be communicated to Heads			See N0. 22				
25	Engage in tailored programme for performance enhancement support to Academic Units/ Areas in consultation with OD, L&D and HR Business + Recommendation No. 28: Staff Welfare and Development and HR Strategy and OD to engage with Heads in discussion on performance needs and enhancement.		Initiate once the PDRS Policy is approved	25 & 28	Manager HR Strategy and OD & Manager Staff Welfare and Development		Q2 2015	
26	Monitor workloads arising from the AWDM first post pilot cycle		Examination of the workloads available at conclusion of on-line input – highlight any high totals and address with Heads	26	Manager HR Strategy and OD + HR Managers		Q3 2014	All academic workloads in accordance with the Organisation of Working Time Act
27	Examine alternative costing models for staff training and OD intervention delivery.		Share costs with participating units	27	Manager HR Strategy and OD and		Q4 2014	New arrangements in place

				Manager Staff Welfare and Development			
28	Staff Welfare and Development and HR Strategy and OD to engage with Heads in discussion on performance needs and enhancement.		See No. 25				
29	Analyse Risk Register for training needs.	Check the University Risk Register after each 6-monthly risk workshop and analyse for training needs	29	Manager Staff Welfare and Development in conjunction with OCLA	Resources required to implement this recommendation	Q3 2104	Training Programme responds to needs arising from Risk Register
30	Develop an e-learning plan for targeted courses in L&D – possible use of Blackboard		30	Manager Staff Welfare and Development		Q2 2015	
31	Conduct a formal examination of the support of 'Sponsor' activities within HR with the view to rationalising involvement in activities.		31	HR Director		Q1 2015	Review completed
32	Establish a coaching support panel using existing HR and university expertise – qualified personnel.	Pilot to be run in the first instance	32	HR Manager Staff Welfare and Development		Q4 2014	Panel in place
33	Complete researcher alignment with UCC Researcher Career Structure and ensure compliance with the Structure across the University						Completed
34	Develop a communications strategy targeted specifically at researchers and Principal Investigators		See No. 8				
35	(a) That an internal Charter for the HR Department be developed to improve team-working, customer service including follow through by HR staff	Charter drafted and close to finalisation	35	Advisor Recruitment and Contracts		Q4 2014	Charter agreed and in place

	(b)	That additional analysis be undertaken of the dynamics and interpersonal behaviours involved in open plan working with a view to feeding into the Internal Staff Charter in HR to improve the working environment and to provide clarity to all staff on acceptable and unacceptable behaviours generally, thus contributing to a more respectful and trusting working environment.		The following to be included: Examination of workloads Cross functional teams Cover arrangements				following consultation with all HR Staff
36	(a)	That an examination of workloads be undertaken with a view to ensuring balance and equity and also responsiveness to the needs of the rapidly changing University context and staffing level s within the Department. (b) That increased cross-functional participation is ensured in project implementation including participation by staff at all levels (c) That more flexible working and cover arrangements are developed with a view to staff development and service delivery improvement (d) That a mechanism be established within HR to allow staff who have an interest in another HR area to come forward to volunteer for cross functional training to enhance staff development and to enable information sharing and advice-giving						
37	(a)	That an examination of the open plan layout is carried out by appropriately qualified external reviewers with a view to any enhancements that would improve the working		External expertise sourced to conduct a review of physical	37	HR Director	Cost of external expertise	Q3 2014	Changes arising from the review implemented

							depending on funding
	environment.	facilities					
	(b) That as part of the examination of the layout of the physical space and facilities recommendations are made for potential improvements which can be implemented within budgetary constraints.						
	(c) That external advice is sought in relation to air conditioning , ventilation and temperature control within the HR facilities						
38	Examine alternative means of identifying exceptional talent within regulatory constraints as part of a revised recruitment strategy	Needs further clarification					
39	Introduce e-Recruitment as projected by CORE Steering Group Plan		See No. 43				
40	Where appropriate use relevant psychometric assessment to support recruitment to senior posts.						Completed
41	As part of Phase 2 review of the Recruitment Regulations review the role of HR Representative within the recruitment process.						Completed
42	Utilise on campus trained mediators and external mediators in ADR activity.						Completed
43	(a) That the HRIS implementation is accelerated and the system potential maximised in line with the Steering Committees plans and the needs of the Department and the University. (b) Extend the ESS currently being introduced to further areas of information and access	To be done in conjunction with sectoral procurement of Core Upgrade	43 & 39	Manager HR Central Services + EIS Co-ordinator	Cost of CORE upgrade to version 18	Q1 2015	Version 18 implemented

	(c) Fully enable self – reporting on HR/OD data for appropriate level of management.						
44	(a) That a thorough review of records management policy takes place within the HR Department which should include the possibility of electronic storage (b) As part of the HR Records Management Project: Review Personnel file management and security access Audit environment in which files stored for risk Identify appropriate and secure storage mechanism for sensitive material	External expertise to be sourced to advise on the most appropriate records management system for the HR Dept. based on governance, regulatory and compliance requirements	44	Manager HR Central Services	Cost of external expertise + cost of electronic solution if implemented	Q1 and Q2 2015	Best practice records management system in place in HR Dept
	PRG Recommendations						
45	Full implementation of the CORE system be prioritised. This action will allow greater effectiveness, efficiency, and streamlining of work processes. When implemented it will remove the necessity for much of the paperwork, filing, archiving, external queries etc. and will allow the HR team to focus on work of greater value to the institution. The accurate data and reports through the CORE system will also enable the generation of performance and service metrics and will increase efficiency for the wider university community.	See response to recommendation 43 above	See No. 43				
46	The vision and mission as outlined in the strategic plan should be revised to be more focused, inspiring, and ambitious.	To be revised as part of review of HR Strategic Plan	46	HR Director + All HR Staff		Q4 2014 and Q1 2015	
47	The appointment of a full-time professional HR Director should be addressed.	Underway – action by the President	47	President		Q3 2014	Hr Director appointed
48	The HR Department should undertake a skills audit as the basis of devising a CPD Programme for HR staff. The CPD programme should incorporate team building exercises for the unit.	Amalgamated with No. 20 above	48	HR Director		Q1 2015	

49	The linkages, terms of reference, and roles & responsibilities of HR, whether executive or administrative, in relation to relevant university committees needs to be decided, clarified, and communicated.	Identify all University Committees on which HR staff serve and clarify as recommended	49	HR Director		Q2 2015	
50	The position of HR with regard to support of recruitment of research staff needs to be clarified.						Completed
51	To complete the devolved model, more accountability regarding HR related decisions, including appointment within headcount, should be devolved to Colleges. We recommend holding 10% of vacancies for decision making centrally as a safety net to ensure the ability of the university to make strategic appointments, but devolving as much as possible of the remainder to Colleges and to University Support Services.	This is a matter / decision for the President and UMTO -	51	Refer to UMTO for decision		Q3 2014	
52	Further to the Strike report, UMTO should clarify to senior management the extent to which they have responsibility and authority in decision making on HR related matters. Specifically, having been advised on HR related matters, the ultimate decision making authority lies with the College Leader/Manager or the HR advisor. UMTO should also make explicit that those accepting responsibility and authority for decision making must also accept the consequences of their decisions.	This is a matter / decision for the President and UMTO -	52	Refer to UMTO for decision		Q3 2014	
53	To increase the efficiency and effectiveness of the current model, BPs should be better supported by dedicated teams in HR central services to enable them to act as a conduit for the range of expertise based in the HR department.	To be considered as part of the review proposed at No.2 above	53		Increased staffing would be required to implement this recommendation		
54	To ensure an even distribution of support to staff inside and outside HR the Equality and Welfare functions should be made independent of HR.	Benchmarking to be conducted on best practice in other universities	54	HR Director		Q4 2014	