



## **HR QUALITY IMPROVEMENT PLAN (QIP)**

This document is an amalgam of the HR Quality Improvement Plan (QIP) and the HR/People & Organisation section of the University's Strategic Plan (2018-2022).

With the agreement of the Quality Office, the format of this plan has been modified, as there is a close correlation between the implementation plan for the HR/People section of the University's Strategic Plan (2018-2022) and the Quality Improvement Plan for HR.

## Summary of Strategic Actions

### 1. The Development & Implementation of a HR Strategy & Associated Deliverables Aligned with MU's Strategic Plan (2017-2022) (I).

Strategic Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The development &amp; implementation of a HR Strategy &amp; associated deliverables aligned with MU's emerging Strategic Plan 2018-2022.</p> <p>The introduction of an annual formal presentation to key stakeholders (including representative trade unions) on the HR Strategy.</p> <p>The provision of an environment where staff can flourish, develop, advance and contribute fully to the development of the University and the success of its students and scholarship.</p> <p>To be an excellent place to work because of the opportunities we provide for scholarly and professional development in a diverse and inclusive culture</p>	<p>The implementation of a HR Strategy which formally sets out, strategically positions and prioritises a number of key people management themes aligned with and to the stated actions and ambitions of the University's Strategic Plan 2018-2022.</p> <p>The HR strategy will define the objectives, associated outcomes &amp; initiatives, and outcome indicators &amp; targets which will be realised through the delivery of the following four people management goals:</p> <p>(1). To become an employer of choice through the establishment of strategic development &amp; engagement programmes which will enable the progression of an engaged, diverse, inclusive, agile and motivated workforce;</p> <p>(2). The ongoing development of a Senior Leadership Group/Pool which performs consistently, clearly demonstrates effective stewardship and is overtly committed to continuous improvement in the University's performance;</p>	<p>[Commencing Semester II 2018]</p> <p>Director, Human Resources &amp; Senior HR Manager</p>	<p>Strategic Recommendation <b>S.1:</b> <i>The development of an HR Strategy which sets out &amp; strategically positions &amp; prioritises a number of key people themes aligned with &amp; to the delivery &amp; ambitions of MU's Strategic Plan &amp; organisational goals, is an essential requirement for MU at this point.</i></p> <p>Strategic Recommendation: <b>S.1 (b):</b> <i>Driving high performance &amp; talent management culture, enabling workforce &amp; succession planning.</i></p> <p>Strategic Recommendation <b>S.3 (a):</b> <i>The HR Department should ensure that: (1) Relevant processes are clearly communicated to key stakeholders, and (2) That they are proactive in reporting on status to key stakeholders.</i></p> <p>Whole Unit Recommendation: <b>U.5:</b> <i>MU should consider a form of Staff Survey.</i></p>	<p>The Quality Improvement Plan has been developed in parallel with the HR contribution to the University's Strategic Plan.</p> <p>It is planned to integrate the delivery of the Quality Improvement Plan with the key HR strategic objectives emerging through the University's Strategic Plan.</p> <p>Those key HR strategic objectives will be categorised in the University's Strategic Plan under the following five headings:</p> <ol style="list-style-type: none"> <li>(1). Policy (To include EDI)</li> <li>(2). Organisational Design</li> <li>(3). Learning &amp; Development</li> <li>(4). Leadership</li> <li>(5). HR Services</li> </ol>

**1. The Development & Implementation of a HR Strategy & Associated Deliverables Aligned with MU’s Strategic Plan (2017-2022) (II).**

Strategic Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The development &amp; implementation of a HR Strategy &amp; associated deliverables aligned with MU’s emerging Strategic Plan 2017-2022.</p> <p>The introduction of an annual formal presentation to key stakeholders (including representative trade unions) on the HR Strategy.</p> <p>The introduction of a regular organisational climate and culture survey to better understand and respond to the experience of working at Maynooth University, and follow each with clear action plans to address such issues as may arise.</p>	<p>(3). The implementation of integrated Learning &amp; Development programmes to optimise the structured delivery of the requisite leadership potential, management capability, technical acumen and administrative competence which will ensure that Maynooth University is furnished with the necessary talent to support the delivery of the strategic plan into the future;</p> <p>(4). The delivery of strategic HR partnership services, characterised by an engaged &amp; efficient relationship model for the University which demonstrates a balanced emphasis on academic, research, professional, managerial and administrative support staff.</p>	<p>[Commencing Semester II 2018]</p> <p>Director, Human Resources &amp; Senior HR Manager</p>	<p>Strategic Recommendation <b>S.1:</b> <i>The development of an HR Strategy which sets out &amp; strategically positions &amp; prioritises a number of key people themes aligned with &amp; to the delivery &amp; ambitions of MU’s Strategic Plan &amp; organisational goals, is an essential requirement for MU at this point.</i></p> <p>Whole Unit Recommendation: <b>U.2 (c):</b> <i>To ensure continued stakeholder engagement &amp; buy-in on transformational projects (CoreHR) a communications &amp; engagement strategy is recommended.</i></p> <p>Whole Unit Recommendation <b>U.5:</b> <i>MU should consider a form of Staff Survey &amp; options to further promote the activities &amp; outputs of the Partnership Committee.</i></p>	<p>It should be noted that the provision of the raft of activities necessary for the support of an impactful Learning &amp; Development strategy will require sufficient resourcing from the outset; (Training &amp; Development Manager with support staff); coupled with recurring budgetary provision.</p>

## 2. The Revision of the Current HR Business & Resourcing Model.

Strategic Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The revision of the current HR Operating Model, resulting in the transition of the HR Structure to support and deliver the University's Strategic Plan through the ongoing development of the current team, and the recruitment of key HR staff</p>	<p>The delivery of strategic HR partnership services, characterised by an engaged &amp; efficient relationship model for the University which demonstrates a balanced emphasis on academic, research, professional, managerial and administrative support staff;</p> <p>The effective development &amp; deployment of the HR Department in support of this undertaking will require the delivery of the following:</p> <p>The introduction of a formal HR Relationship Management Model for the University;</p> <p>The development and communication of a formal HR Strategy aligned to the University's Strategic Plan;</p> <p>Ongoing process efficiency and simplification throughout HR service offering to reduce administrative burden (Optimising CoreHR System);</p> <p>The formal review of HR processes using Lean methodology;</p> <p>A phased migration to the revised HR Relationship Management Model referenced above;</p>	<p>[Semester II 2018]</p> <p>Director, Human Resources &amp; Senior HR Manager</p>	<p>Strategic Recommendation <b>S.2:</b> <i>That the HR business operating model is reviewed with a view to implementing a revised approach that is most suited to the needs of MU, with the following issues being central: Relationship Management Model; Balanced Transactional &amp; Transformational Approach; External Benchmarking.</i></p> <p>Whole Unit Recommendation: <b>U.1 (d &amp; e):</b> <i>HR to consider which value-added services &amp; supports can be provided following the automation of current time-intensive administrative tasks;</i></p> <p><i>Maximising the functionality of CoreHR to increase process efficiency &amp; enhance system effectiveness &amp; coherent reporting mechanisms at enterprise &amp; unitary levels.</i></p> <p>Whole Unit Recommendation <b>U.4:</b> <i>Streamlining of HR processes (Recruitment, Induction, Post Requisitions)</i></p>	<p>The incremental delivery of the various phases associated with the delivery of this strategic action will position the University to realise the high level system objective set down in the National Strategy for Higher Education to 2030, which states that:</p> <p>'Higher education institutions will recruit, develop and retain high-quality staff, fully accountable for their performance to a strong and dynamic leadership'.</p>

## 2. The Revision of the Current HR Business & Resourcing Model.

Strategic Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The revision of the current HR Operating Model resulting in the transition of the HR Structure to support and deliver the University's Strategic Plan through the development of the current team and the recruitment of key HR staff.</p> <p>The delivery of an enhanced HR service model to support the growth and strategic development of the University.</p>	<p>Deliver on full transformative capacity of upgraded CoreHR system (New suite of reports etc.);</p> <p>To foster an employee relations culture in which the staff of the University work in partnership with representative trade unions to address challenges, manage change processes and resolve any arising areas of dispute;</p> <p>The demonstrable mainstreaming of equality, diversity and inclusion so that diversity becomes a salient part of the MU way of doing things;</p> <p>The enhancement of information systems and data analysis capacity to ensure appropriate management information is in place to support the work of the University Executive and Heads of Department;</p> <p>The delivery of a new HR Partner Model &amp; accompanying service culture to support departments, institutes &amp; faculties.</p>	<p>[Semester II 2018] Contingent upon appointment of HRIS Specialist</p> <p>[Semester II 2018] Contingent upon appointment of Employee Relations Manager</p> <p>[Commencing Semester II 2018] Delivered in line with University's Strategic Plan</p>	<p>Strategic Recommendation <b>S.2:</b> <i>That the HR business operating model is reviewed with a view to implementing a revised approach that is most suited to the needs of MU, with the following issues being central: Relationship Management Model; Balanced Transactional &amp; Transformational Approach; &amp; External Benchmarking.</i></p> <p>Whole Unit Recommendation <b>U.5:</b> <i>MU should consider a form of Staff Survey &amp; options to further promote the activities &amp; outputs of the Partnership Committee.</i></p>	<p>At the time of writing a raft of people management policies are currently being produced/ revised in consultation with representative trade unions.</p> <p>The progression of this work in parallel with the HR input to the University's Strategic Plan, will serve to ensure the alignment of these policies with the emerging vision &amp; values of the new Strategic Plan.</p> <p>Recognising the considerable increase in our scale and the complexity of operations, the issues of recruitment, retention, and succession planning will assume even greater importance. Accordingly, we will resource the HR function to deliver excellent supports in the areas of: policy; recruitment; operations; employee relations; staff development; equality and diversity; HR information systems; and promotions and grading.</p>

### 3. People Management (I).

Strategic Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The ongoing development of a Senior Leadership Group/Cohort which performs consistently, clearly demonstrates effective stewardship and is overtly committed to continuous improvement in the University's performance.</p> <p>Recognising the considerable increase in our scale and the associated complexities of governance &amp; operations, we will adapt our leadership and management structures to the needs of a modern medium-sized university, whilst investing in leadership and management development.</p>	<p>The development &amp; delivery of a MU Leadership Programme, and supporting activities, with particular emphasis on change management, networking, people management and finance skills for Deans, Heads of Department, Directors and Senior Managers.</p> <p>The development of a clear model for Academic Leadership addressing structures, roles and available support mechanisms;</p> <p>The delivery of a cluster of new Leadership Programmes aligned to Career Stage;</p> <p>The delivery of annual bespoke Programmes for Heads of Department, Directors and Senior Managers;</p> <p>The introduction of a regular Directors' &amp; Senior Management Forum consistent with Faculty structures;</p> <p>Creation of range of development opportunities to enhance internal and external mobility for personal development;</p> <p>Introduction of a range of recognition schemes;</p>	<p>Commencing: [Semester II 2018]</p>	<p>Strategic Recommendation <b>S.3:</b> <i>The development &amp; implementation of policies &amp; processes that support line managers in their people management function.</i></p> <p>Strategic Recommendation: <b>S.3 (b):</b> <i>HR to develop a clear vision &amp; model for Academic Leadership. At a minimum, the provision of clear role descriptions &amp; an Induction Programme for New HODs.</i></p> <p>Strategic Recommendation: <b>S.1 (b) &amp; (c):</b> <i>Attracting &amp; retaining high quality talent; Building leadership capacity &amp; career &amp; capability development.</i></p> <p>Whole Unit Recommendation: <b>U.2 (c) &amp; U3:</b> <i>Implementation of a development infrastructure to enable &amp; facilitate employee &amp; line manager L&amp;D, and support the longer term development of career paths; The implementation of an OD Model for MU.</i></p>	<p>It should be noted that the provision of the raft of activities necessary for the support of an impactful Learning &amp; Development strategy will require sufficient resourcing from the outset; (Training &amp; Development Manager with support staff); coupled with recurring budgetary provision.</p> <p>Initial, high level investment will be required for the first phases of such developments, as particular learning &amp; development deficits are addressed for specific cohorts of staff such as Heads of Department.</p> <p>This requirement for high level investment will dissipate over time, however, becoming a part of the regular budgetary forecast as particular groups of staff move through specific tailored interventions.</p> <p>It should be noted that a substantial Staff Awards Scheme for all categories of staff in MU was announced in February 2018.</p>

### 3. People Management (II).

Strategic Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The ongoing development of a Senior Leadership Group/Cohort which performs consistently, clearly demonstrates effective stewardship and is overtly committed to continuous improvement in the University's performance.</p> <p>Recognising the considerable increase in our scale and the associated complexities of governance &amp; operations, we will adapt our leadership and management structures to the needs of a modern medium-sized university, whilst investing in leadership and management development.</p>	<p>The design &amp; introduction of a Performance Management System/Model;</p> <p>The development &amp; introduction of an aggregated Competency framework for MU, with a particular emphasis on change management, networking and people management;</p> <p>The development &amp; introduction of a formal mentoring programme for early career stage Academic, Research &amp; Support staff;</p> <p>The completion of the ongoing Administrative Review Process;</p>	<p>[ Semester II 2018] On completion of Administrative Review Process. Senior HR Manager</p>	<p>Strategic Recommendation <b>S.3:</b> <i>The development &amp; implementation of policies &amp; processes that support line managers in their people management function.</i></p> <p>Whole Unit Recommendation: <b>U.2 (a) &amp; (b):</b> <i>Design &amp; introduction of a fit for purpose Performance Management mechanism for all staff;</i> <i>The inclusion of objective setting aligned with individual, unit &amp; institutional objectives aligned with MU strategic goals and KPIs.</i></p> <p>Whole Unit Recommendation <b>U.4 (a) &amp; (b):</b> <i>Streamlining of HR processes, with emphasis on efficiency &amp; consistency of service provision;</i> <i>Introduction of induction checklists &amp; new recruit information packs, along with mandatory induction for temporary employees.</i></p>	<p>A broad Administrative Review Process, facilitated by PwC has commenced. (At the time of writing, a diagnostic review at the Senior Administrative level is nearing completion). One of the deliverables of this project is a Competency Model (Administrative).</p> <p>The diagnostic phase of the EA-AOI segment of this process will be completed by end May 2018.</p> <p>On completion the Review Process will enable the provision documented Career Frameworks for each category of staff, which describe the qualifications, competencies, achievements, experience, responsibilities, expectations and outputs normally associated with each grade, along with the mechanisms for progression to higher grades.</p>

## Summary of Whole of Unit Recommendations

### 1. HRIS Project.

Whole of Unit Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>Deliver on full transformative capacity of upgraded CoreHR system to deliver:</p> <ul style="list-style-type: none"> <li>• Service Efficiency;</li> <li>• Enhanced Management Information;</li> <li>• Enhanced Reporting;</li> <li>• Ongoing Improvement</li> </ul> <p>To streamline processes and exploit digital technologies, ensuring that modern information retention &amp; reporting systems are maintained;</p> <p>To provide enhanced on-line services for all people managers and colleagues improving efficiency &amp; reducing administrative time-lags.</p>	<p>The appointment of a dedicated HRIS specialist, tasked with ensuring HR data quality &amp; developing efficient business processes;</p> <p>The introduction of the Core eRecruit Module;</p> <p>The introduction of an 'On-Line' Induction Module;</p>	<p>Commencing with operationalisation of Core Time &amp; eRecruit Modules by Semester II 2018.</p> <p>(Contingent upon the appointment of HRIS specialist)</p>	<p>Whole Unit Recommendation <b>U.1:</b> <i>To maximise MU's return on investment in HRIS.</i></p> <p>Whole Unit Recommendations <b>U.1 (d) &amp;(e):</b> <i>HR to consider which value-added services &amp; supports can be provided following the automation of current time-intensive administrative tasks;</i></p> <p><i>Maximising the functionality of CoreHR to increase process efficiency &amp; enhance system effectiveness &amp; coherent reporting mechanisms at enterprise &amp; unitary levels.</i></p> <p>Whole Unit Recommendation <b>U.4:</b> <i>Streamlining of HR processes, with emphasis on efficiency &amp; consistency of service provision.</i></p>	



## 2. Performance Management.

Whole of Unit Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>The design &amp; introduction of a Performance Management System/Model.</p> <p>The completion of the previously referenced Administrative Review Process.</p>	<p>The design &amp; introduction of appropriate Performance Management &amp; Development Systems;</p> <p>The strengthening of the Employee Relations Function to work in partnership with staff and their representatives to support colleagues through the challenges presented by growth and organisational transformation;</p> <p>The provision of documented Career Frameworks for each category of staff, describing the qualifications, competencies, achievements, experience, responsibilities, expectations and outputs normally associated with each grade, and the mechanisms for progression to higher grades.</p>	<p>[ Semester I 2018-2019] On completion of Administrative Review Process. Senior HR Manager</p>	<p>Whole Unit Recommendation <b>U.2 (a), (b) &amp; (c):</b> <i>Design &amp; introduction of a fit for purpose Performance Management mechanism for all staff;</i></p> <p><i>The inclusion of objective setting aligned with individual, unit &amp; institutional objectives aligned with MU strategic goals and KPIs;</i></p> <p><i>Implementation of a development infrastructure to enable &amp; facilitate employee &amp; line manager L&amp;D, and support the longer term development of career paths;</i></p>	<p>It should be noted that compliance with the Public Service Stability Agreement requires that appropriate performance management systems must be fully implemented in those sectors where they do not currently exist by 1<sup>st</sup> January 2019.</p> <p>Delivery in this regard will enable the University to realise the long-term strategic objective (HRM) set down in the National Strategy for Higher Education to 2030, which states that:</p> <p>'As part of the process of performance management, human resources development in the sector needs more robust measures to deal with both underperformance and talent management' (p.119).</p>

### 3. Organisational Development.

Whole of Unit Action	Key Success Indicators	Timeline & Lead Responsibility	Specific Quality Review Recommendations	Response to Quality Review
<p>Implementation of an Organisational Development Model as part of the longer term strategy (following the delivery of recommendations provided in Strategic Recommendation: <b>S.2</b>)</p> <p>This is a longer term objective which strives to align MU's organisational structure, people and processes.</p>	<p>The introduction of a regular Directors' &amp; Senior Management Forum consistent with Faculty structures;</p> <p>Undertaking a Culture Survey with an accompanying process for implementing action plans based on results/findings;</p> <p>The publication of an annual Staff Events' Calendar which will provide for the scheduled support of cross departmental discussions, knowledge sharing, well-being awareness and professional/departmental showcasing;</p> <p>The delivery of Learning &amp; Development opportunities as outlined in Strategic Recommendation: <b>S.3 (b)</b> &amp; Whole Unit Recommendation: <b>U.2</b></p> <p>The provision of an effective and trusted complaints and dispute resolution procedures for staff;</p> <p>The provision of enhanced employee engagement, health and wellbeing events and programmes;</p> <p>Participation in IBEC's Keepwell Initiative (2119-2020).</p>	<p>[Semester I 2018-2019]</p> <p>DHR &amp; Senior HR Manager</p>	<p>Whole Unit Recommendation <b>U.3:</b> <i>The implementation of an OD Model for MU.</i></p>	<p>It should be noted that a series of half-day Training Workshops in the specific area of managing health in the workplace commenced in December 2017.</p>