



Talent Development Strategy

Supporting Ambition,
Shaping Culture

www.ul.ie/hr





Talent Development Strategy

Supporting Ambition, Shaping Culture

The **HR Division's Talent Development Unit** enables potential by providing people with the opportunity to:

- ❖ **avail of practical supports to support their career development**
- ❖ **learn new skills and consider how these can be best applied with greatest impact**
- ❖ **grow as leaders and colleagues in a supportive, productive and engaged workplace.**

Through these aims, the Talent Development Unit supports the ambition of staff in achieving their professional goals and the goals of the University, while helping to shape UL's desired culture.

Attract and retain staff, with UL as an employer of choice. Staff who come to UL should have a career-enhancing experience.

Align organisational and individual goals, leading to shared ownership of the University's ambitious goals.

Foster inclusive and distributed leadership, enabling all staff to lead from where they are in their roles.

A strong focus on talent development helps to...

Grow a community of engaged colleagues who work constructively and sustainably.

Provide a clear offering of staff development initiatives by cohort.

Contribute to the culture we all want to work in, with dignity and respect at its centre.

Support a robust governance environment.



Core Pillars



Building Leadership and Management Capacity



Talent Development



Supporting Research



Compliance / Mandatory



Culture / Values



Pillar 1:

Building Leadership and Management Capacity

Developing future leaders is critical to fulfil the ambitious goals of the University. Those currently in management/leadership roles need support to develop effectively in these roles and to support those around them.

Goal 1.1

Build a cohesive plan for Leadership and Management Development for all career stages.

- **Level 1** Management Essentials Programme. This programme is for new managers and those who have not yet received training.
- **Level 2** Supporting Heads of Department through the delivery of effective programmes for new and current Heads.
- **Level 3** Leadership Programmes for the University of Limerick.

Goal 1.2

Explore and identify the merits of micro credentials for development of UL managers and leaders.



Supporting the ambition of staff in achieving their professional goals



Pillar 2:

Talent Development

The aim of this pillar is to support all staff to develop their potential. Staff development offers the opportunity for colleagues to further understand and align with strategic University objectives, enhances engagement and builds a culture of inclusive and devolved leadership. All staff should feel part of UL and be in a position to contribute at their best. Staff development helps to shape and reinforce the culture of UL.

- ❖ **Goal 2.1 Mentoring.** Rollout a large-scale mentoring initiative, enabling staff to avail of a mentor where required.
- ❖ **Goal 2.2 Performance and Development Reviews (PDRs).** Put in place a system to support the rollout of PDRs. To review the PDR content so that it continues to support the development of staff. Implementation will be in line with Workload Allocation Model (WAM).
- ❖ **Goal 2.3 Supporting Early Career Academics.** Enhance and implement a comprehensive programme of supports for early career academic staff.
- ❖ **Goal 2.4 Professional Services Staff.** Enhance and implement a comprehensive programme of supports for professional support



Pillar 3:

Supporting Research

The audience for this pillar is both academic and research staff (including Senior Research Fellows, Research Fellows, Postdoctoral Researchers and Research Assistants). The Research Careers Framework will help to ensure a consistent approach to staff development for all research staff, with a set number of CPD days per annum.

- ❖ **Goal 3.1** Review the Research Development Programme to ensure that it continues to include all key elements.
- ❖ **Goal 3.2** Implement a standard of five CPD days per annum for all research staff as part of the IUA Research Careers Framework.
- ❖ **Goal 3.3** Continue rollout of Aspiring Research Leaders Programme.
- ❖ **Goal 3.4** Implement PI programme.
- ❖ **Goal 3.5** Focus on networking and connectedness as key elements of research-related training.



Pillar 4:

Mandatory Training and Governance

Training is required to support the University of Limerick's standards of governance. Goals under this heading include:

- ❖ **Goal 4.1**
Procure and implement a Learning Management System.
- ❖ **Goal 4.2**
Put in place system and process to enable rollout of mandatory training.
- ❖ **Goal 4.3**
Identify annual plan for rollout of mandatory training.



Pillar 5:

Culture and Values

Values and culture is both a pillar of the Talent Development plan and an outcome in its own right.

- ❖ **Goal 5.1**
Review Dignity and Respect training to maximise the impact for the University.
- ❖ **Goal 5.1**
Incorporate the outcomes of the culture audit into the Talent Development plans on completion.



Critical Success Factors and Strategy Enablers

UL's culture should support the development of all our staff, becoming a deliberately developmental organisation by:

- ❖ Working in partnership with colleagues across the University to ensure relevance of programmes and impactful delivery.
- ❖ Ensuring the relevance of talent development supports through ongoing Needs Assessments.
- ❖ A commitment from senior management to supporting the development of colleagues. Managers should be working with staff to identify and plan for individuals' development.
- ❖ Making a central repository of training available as a single source of information for all staff.
- ❖ Maximising online learning in so far as possible.
- ❖ Improving systems to make data more readily available.
- ❖ Continually reviewing talent development initiatives nationally and internationally.



We look forward to working in partnership with colleagues to **support you in your professional development** as we all work together to enhance the ambitions of the University!



**UNIVERSITY OF
LIMERICK**
OLLSCOIL LUIMNIGH

www.ul.ie/hr