

QIP Implementation Summary Report

Unit: Human Resources Division

Head of Unit: Bobby O'Connor

1. Date on which QIP received from QSU: **13 December 2021**
2. Date on which unit met to discuss and ratify the QIP: **12 January 2022**
3. Date on which unit response to recommendations returned to QSU (section 3 in table): **27 January 2022**
4. Date on which unit response was noted by Quality Committee: **2 March 2022**
5. Date on which QIP progress was presented to Quality Committee: **2 November 2022**
6. Date on which implementation review meeting with DQ and PDP was held: **4 June 2024**

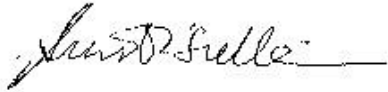
Rec no. (level)	Recommendation	Closed	Open	Commentary
1 (1)	Following publication of the outcome of the culture audit and the finalisation of the UL@50 Strategic Plan, work with senior management to develop and deliver a People & Culture strategy for the organisation.		✓	1, 3 & 6 are linked. The Cultural Engagement Working Group has been established recently and an updated proposal on its terms of reference and composition is due to go the GA sub-committee on People and Culture in June 2024. The Working Group will be tasked with coordinating a range of responses related to a cultural change programme in the University taking account of outcomes of surveys, Strategic Governance Committee and HEA reviews.
2 (1)	Carry out an in-depth review of the adoption of a standardised HR job evaluation system (Hay) and its impact on existing people processes prior to its acquisition.	✓		Review of Job Evaluation Framework underway. The review of the Framework will encompass key learnings, feedback from those who have engaged in the process and engagement with Unite. The review recommendations will require sign-off through DFHERIS.
3 (1)	Develop a set of strategic people analytics to provide evidence of the impact of the People & Culture strategy.		✓	1, 3 & 6 are linked. It is envisaged that KPI's will be agreed relating to the actions

				contained in the People and Culture Strategy.
4 (1)	Ensure that HR has an early input into Executive strategy.	✓		HR on Executive Committee- HR strategy due for renewal in line with the next strategic plan of the University.
5 (1)	Work with senior UL management to develop a succession planning strategy for the University.		✓	WFP process is underway in conjunction with Finance colleagues- this is an annual process that will grow and evolve over time.
6(1)	Having identified the risk areas associated with acquiring and retaining talent, develop and publish a talent management strategy and incorporate this into the People & Culture strategy when this becomes available.		✓	1, 3 & 6 are linked. A talent management strategy ties in with various initiatives such as Mentoring, Leadership, PDR, WAM, Job Evaluation, Employer of Choice branding, recruitment platforms in use etc. Such key initiatives will be referenced in a People and Culture Strategy, measured through strategic and operational KPI's for on-going update to Campus with a particular focus on EC, GA and Management Council.
7(1)	As a matter of priority, clarify and communicate the rollout of the online recruitment process.	✓		This is fully operational with phase 2 enhancements currently under consideration.
8(1)	Carry out a bi-annual review of HR operations between relevant stakeholders and HR management.		✓	Consideration to be given on how to formalise such reviews. Provide opportunities through open fora for engagement with HR and Stakeholders across campus similar to the model which is now in place within all faculties where HR Business Partners attend Faculty Management Committees. Feedback from Qualtrics survey process which takes place quarterly to be shared widely through this type of forum.
9(1)	Continue the transition from paper-based systems to online workflows as a priority and ensure that these are visible to stakeholders.	✓		Ongoing – a range of 'leave forms' are due to go online via workflow in the coming months along with an online workflow for PDR's, which compliment recent initiatives around Blended Working

				application forms and other online workflows.
10(1)	Work with senior management to review the academic promotions process, so that roles and responsibilities are clearly articulated, and appointees are held accountable.		✓	Academic Promotions & Progression Review Group is operational and has made a range of recommendations and enhancements to the process including various improvements to the application process, the assessment process and the feedback process. 3x related polices are under review and Executive Committee will consider proposals from the review group on these updates. The working Group will close out on the review by Q1 2025.
11(1)	Provide clarification around the role of the business partners and communicate this to all stakeholders.	✓		Rotation of HRBP's to be announced in June 2024.
12(1)	Develop meaningful baseline KPIs to measure improvements in activity.		✓	This action is linked to the introduction of Top Desk. Development work underway within HR- awaiting approval from the DGSC regarding formal project implementation - this will allow a tracking of queries received- work also on adding on-line processes like Job Sizing and ORP to the KPI timeline for recruitment process- explore the creation of a dashboard view of key milestones in the process.
13(1)	Consider the introduction of a call logging system so that queries and response times can be measured and improvements made.		✓	Top Desk project planned for is awaiting approval from the DGSC regarding formal project implementation plan process- this will allow a tracking of queries received and provide for reports on response timelines. Quality of services ties in with Qualtrics surveys and targeted feedback surveys in place and to be developed e.g. feedback from each Interview Board/Chairperson.

14(1)	Consider delaying the rotation of business partners until they are more strategic in their roles.	✓		HRBP rotation to take place in June 2024.
15(1)	Improve follow-through on interactions between individuals and business partners and subsequently their relevant senior HR managers.		✓	HR Topdesk is not yet in place but this will greatly assist transparency and shared knowledge once completed- awaiting approval from the DGSC regarding formal project implementation plan process- this will allow a tracking of queries received. Monthly feedback meetings take place between HRBO's and HR operations to action issues highlighted. Formal feedback meetings between HRBP's and Faculty will be established.
16(1)	Establish and communicate the process of discussion and consultation of newly written or amended HR policies.	✓		A process for the development of policy at the University is established through the Policy Management Framework. All policies have a formal consultation and approval phase and ultimately require the approval of Governing Authority. Following approval, it is a requirement of the framework to announce any review or new policy to the University community. HR will regularly update Management Council of policy updates and in some instances policies may require staff training e.g. D&R
1(2)	Consider the value of ISO accreditation in terms of time benefit ratio and awareness.	✓		ISO remains of crucial importance to HR in the context of quality control and process management.
2(2)	Update and publish the quality manual to create visibility of the HR quality approach.	✓		Complete
3(2)	Develop targeted communications for different audiences.	✓		Ongoing
4(2)	Ensure the availability to stakeholders of data required for awards, applications and projects.	✓		Ongoing
5(2)	Review the evolution of the role of the business partner and the supporting structures.	✓		Resources will be agreed and aligned based on the strategic and evolving needs of the organisation- the rotation of HRBP's will take place from

				June 2024 and will be communicated to the Campus.
6(2)	Consider how the HR Division will continue to work effectively with the Internal Communications Manager.	✓		Ongoing



Sinéad O'Sullivan

Director of Quality

Date: 29 May 2024