University College Dublin

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Human Resources Strategy 2016-2020

Growing through people

University College Dublin is already a remarkable place to learn and work. We have grown to become Ireland's largest and most globally engaged university with some 33,000 students and 3,600 employees. We attract more first preferences from Irish students than any other university in the country, and we have become the destination of choice for international students coming to Ireland. In addition some 5,500 students learn with us in our overseas operations.

UCD is also well on the way to becoming the destination of choice for those who want to work in Irish higher education and research. As Ireland's largest university and one of Dublin's biggest employers, our great strength lies in the diversity of disciplines that we offer as a research intensive university, with many opportunities for our employees to grow and develop. The international profile of our community has also grown with over 25% of employees coming from overseas. This is truly an exciting place to work.

Our strategy - *Growing through people*, has been developed through widespread consultation to support the UCD mission of *providing a supportive community in which every member of the University is enabled to achieve their full potential*, and to support key objectives of the UCD Strategy, namely:

- Attract and retain an excellent and diverse cohort of students and employees;
- Develop and strengthen our University community;
- Adopt governance, management and budgetary structures which enable the vision;
- Overcome financial, human resource management and other external constraints.

Growing through people envisages a supportive, developmental environment and culture based on four key strands:

1. Transforming Service and Partnership;
2. Enhancing a Performance Culture;
3. Developing our Talent;
4. Becoming an Employer and University of Choice.

It is our people that already set us apart from other universities and this strategy sets out an ambitious plan to invest, support, develop and nurture our talent so we become an even better place to work and grow. Growing through people is a living, iterative programme to enable change. It will build progressively on our successes, and respond to the priorities of our university, as we seek to support our people in delivering UCD's vision. In this strategy, we outline our people vision and the specific strands setting out our key initiatives and outcomes.

Tristan Aitken,
Director of Human Resources

Our People Vision

Growing through people -
an employer and university of choice

- In support of the UCD Strategy -
  Ireland's Global University

- Leveraging collective experience
  and contribution

- Aligned with best practice

- Focus on all employees: leaders, people
  managers and individual colleagues

Our Values

Our values are excellence, integrity, collegiality,
engagement and diversity.

HR
Strategy

1. Transforming Service
and Partnership

2. Enhancing a
Performance Culture

3. Developing our Talent

4. Becoming an Employer
and University of Choice

1.
Transforming Service and Partnership

Transforming HR Services working in partnership with the University community

The performance and efficiency of the Human Resources (HR) team is of critical importance to the University community of Heads of School, Heads of Unit, people managers and individual colleagues that we serve through thousands of transactions annually. In addition, a high performing HR team is an essential component in ensuring that the University can compete for talent both in Ireland and globally. For those that are thinking of furthering their career in UCD, it is critical that their first interactions with the University, often through the HR team, demonstrate the excellence we aspire to. As colleagues progress through their careers here their interactions with HR Services are many and varied.

As a team, we strive to give the best possible service and our transforming service and partnership objective will help us attain this ambition.

Key Initiatives

- Revising HR structures and improving services - increasing collaboration across the University
- Enhancing HR functional capability
- Increasing transparency in service levels with measurable indicators of performance
- Understanding our values and applying them in how we deliver our services

Key Outcomes

- Process efficiency and simplification across a broad range of services reducing administrative burden
- Enhanced online services for all people managers and colleagues improving efficiency and reducing bottlenecks

2.
Enabling a Performance Culture

Ensuring that the talents and capabilities of our people are translated into excellent performance

To help our people grow and develop we will introduce a number of initiatives which will support the achievement of a performance and development culture. This is a culture in which regular and ongoing feedback is the norm and supports individual performance and development, aligned with School/Unit and University objectives.

Key Initiatives

- ✸ Developing a values based Behavioural Competency Framework which will articulate the behaviours which UCD values and wishes to further develop in pursuit of its overall strategy, and which will be integrated into all other relevant HR processes, beginning with Resourcing. Behavioural competencies focus on 'how' we do things rather than 'what' we do

- ✸ Introducing a Job Families Framework which will describe functional competencies for roles in a clear and consistent manner, as well as providing the basis for enhanced career and development planning. A Job Family is a group of related roles, shown in order of career progression and detailing the functional skills required at each level

- ✸ Championing a Performance and Development system which will support all aspects of development for colleagues, and will be characterised by regular and ongoing feedback and development conversations, connected to the goals and objectives of individual Schools/Units

Key Outcomes

- ✸ People managers feel appropriately skilled and colleagues are prepared and confident to engage in regular quality, developmental conversations that benefit both the individual and the University

- ✸ Regularly refreshed individual development plans which outline expected performance within roles and supports delivery of this through personal development and career growth, raising job satisfaction and engagement levels

3. Developing Our Talent

Ensuring our people experience a supportive environment in which to grow and achieve their potential

Complementing our vision in relation to the development of a Performance Culture, we will further enhance our development supports for colleagues at all stages of their career. These supports will include formal developmental programmes, online modules, development of masterclasses and toolkits. In addition, mentoring and coaching supports will be further developed.
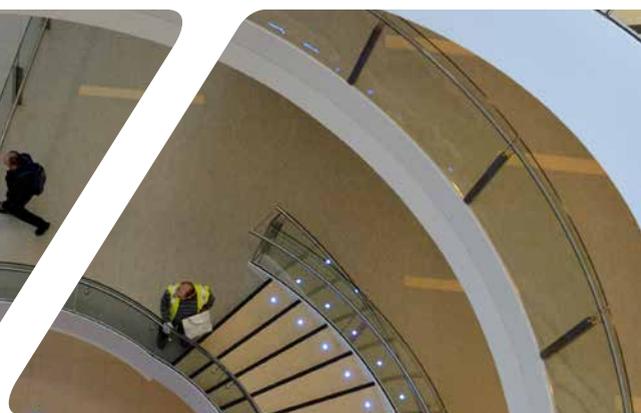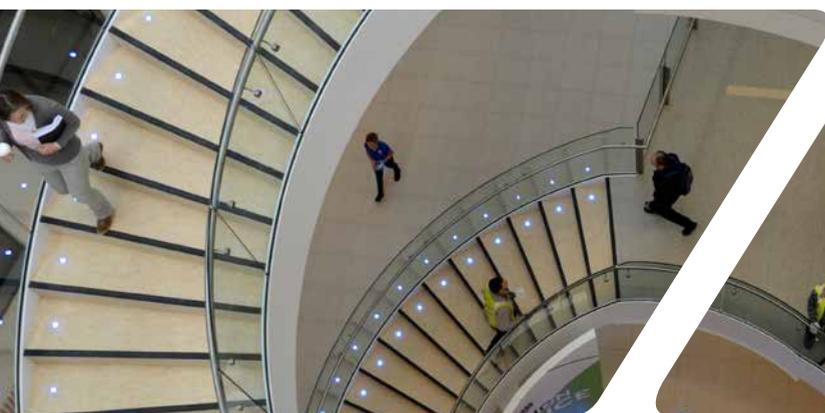
Key Initiatives

- Building the UCD Leadership Academy which will comprise of targeted development programmes for leaders and people managers and which underpin and support a coaching and development culture

- Providing a refreshed suite of development programmes for all colleagues aligned with the behavioural and functional competency frameworks

- Establishing integrated processes which support new staff commencement and induction to the UCD community and best prepare them for success

- Developing coaching and mentoring programmes to support people managers and colleagues

- Initiating a multi-year talent planning process linked to succession planning

Key Outcomes

- People managers who are equipped to succeed with enhanced skills, aligned with a performance and development culture and associated practices

- An environment which strongly supports personal and professional development and is recognised as such

- Colleagues who are able to identify and prepare for career opportunities which interest and stretch them

4. Becoming an Employer and University of Choice

Becoming recognised as a great place to work based on the strength of our people and an environment that enables them to succeed

Being a great place to work, an employer and a university of choice means that we need to ask challenging questions and push the boundaries about what we do. We need to understand our culture and really explore what it means to work as part of the University community. By looking at this, we will be able to better understand where our great strengths and developmental opportunities are as a university and as a community.

Key Initiatives

- Leading an annual Cultural and Engagement Survey and devolved action planning process, with local managers supported in implementing response plans that seek active engagement by employees

- Championing the mainstreaming of equality, diversity and inclusion so that diversity is reflected in all activities and supported through appropriate initiatives and external recognition

- Reviewing HR policies to ensure alignment with vision, values and strategy

- Developing a collaborative employee relations strategy

- Bringing our values to life where people are clear on how things are done in UCD

- Establishing a programme of activities that engages the whole UCD community

Key Outcomes

- People managers and colleagues feel they have a voice in influencing their working environment through a range of engagement initiatives

- Deliver our equality, diversity and inclusion priorities resulting in a more inclusive and diverse organisation which is better able to tackle challenges and perform at a higher level

- Establishment of an Employee Consultative Group to facilitate better employee engagement

- Clear policies and processes which are easily understood and consistently implemented across the organisation

- Progress towards Great Place to Work certification and the positive impact this journey can have on culture and engagement

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