



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin



Human Resource Strategy 2019 - 2024

Empowering and enabling
Trinity people to flourish



Introduction



Trinity College Dublin is over 430 years old and is Ireland's leading research University. Situated in the heart of the Dublin city, it is a thriving, energetic campus with over 20,000 students and 3,600 employees. Since its foundation it has been a place where boundaries are pushed, and new ideas encouraged and people pursue endless possibilities. The University's current strategy of 'Community and Connection' reflects the conviction that in an increasingly interdependent world, we need to work together more intensely and in new ways to address the formidable challenges facing us.

From a people perspective, we understand that by collaborating and working together, anything is possible. To unleash this possibility, our HR Strategy - **empowering and enabling Trinity people to flourish** has been developed to support the University to deliver on its strategy of 'Community and Connection', and continue its long history of innovation, creativity and pioneering research.

In developing this strategy we have relied on the University's strategy and ambitions, and the findings of the HR Quality Review (2018), as well as our commitment to the University's Athena Swan Action Plan (2018).

Our strategy is organised under three pillars:



Trinity College is a world class University, and to continue to succeed in this competitive global environment, all systems and processes that support the academic mission should also be world class. Our employees, and investment in them, must be considered a strategic imperative for the University to continue to flourish.

Antoinette Quinn
DIRECTOR OF HUMAN RESOURCES



Our People Vision





We strive to advance the University's vision by creating an environment that empowers, supports, and enables all our people to flourish.





People Capability

Partnering with the community and empowering people to reach their full potential.

We recognise that attracting, onboarding, developing and retaining talent is critical for the continued success of Trinity College and its people. We will review our approach to recruitment to ensure our reach and process continues to meet the needs of the University. We will introduce initiatives to support wellbeing, performance and development so that everyone can reach their full potential, and create a culture of regular feedback and continuous development.

We will enhance our development supports for colleagues at all stages in their career through the development of a comprehensive People Development Strategy. Supports will include both online and in person programmes, masterclasses, bespoke programmes and toolkits. We will also continue with our mentoring and coaching support.



Key Initiatives

- ➔ Develop a comprehensive Talent Strategy to include, recruitment, on-boarding, retention, academic advancement and succession planning.
- ➔ Develop a comprehensive People Development Strategy for the University, including Leadership and Management Development Programmes for people leaders at all levels.
- ➔ Partner with the Office of the Dean or Research to agree a Researcher Development Framework for our Researcher community to support career development in the widest sense.
- ➔ Develop a comprehensive Career Framework for Professional Services employees.
- ➔ Champion performance conversations across the University.

Expected Outcomes

- ➔ Clear career paths outlined and employees and managers understand the routes to career advancement in both academic and professional areas.
- ➔ People managers in the University have the skills and confidence required to lead the people agenda in their areas.
- ➔ Performance conversations and ongoing feedback and development are embedded in our everyday practice and are recognised as beneficial to the individual and the school/unit.



People Advocacy

Creating a flexible and fulfilling employee experience that will strengthen and support individuals, teams and the University's performance.

We want to create a culture where everyone feels welcomed, their contributions valued, and where creativity and diversity flourish. To do this, we need to fully understand our current culture, what is working well, what is missing, and what it is we need to change.

We have a diverse workforce of over 3,600 people across a number of different locations, and we need to ensure that we engage in two way discussions to create a culture that is responsive to the needs of our community and will drive the University's success in the coming years and decades.



Key Initiatives

- ➔ Set up a Cultural Transformational Group to engage with the leadership of the University and the community to develop a Cultural Transformational programme.
- ➔ Review and enhance the Dignity and Respect Framework (including new Sexual Misconduct policy) through collaboration with community and roll out a comprehensive educational and information programme across the University.
- ➔ Conduct an employee engagement survey to understand employee attitudes and to give employees an opportunity to give their views and feedback on the work environment. The results will provide an opportunity to establish a two way communication and participation with employees and involve them in the development process by giving them a direct voice to the leadership of the University.
- ➔ Develop a structured approach to internal communication to ensure regular two way conversations.
- ➔ Work collaboratively with AVPEDI to embed the equality, diversity and inclusion agenda into everything we do.
- ➔ Develop an employee recognition programme to recognise and reward employee contributions, supporting University values and demonstrating excellence.

Expected Outcomes

- ➔ Clarity and understanding among the community on acceptable behaviours, and how to address unacceptable behaviour.
- ➔ A culture where everyone feels welcomed and appreciated.
- ➔ Data and clarity on what is important to employees.
- ➔ Clear and regular engagement with employees on key issues.
- ➔ Employees feel recognised and valued for what they do.



People Operations

Delivering effective and efficient services on time, every time.

As time is a precious resource that is in short supply, we need to ensure that we are all using our time doing what is most effective and efficient. We recognise the need to transform many of the current HR processes. We want it to be easy to do business with Human Resources, and that means that our processes and procedures need to be simple, easy to access and easy to use. If we are to deliver on this aspiration, we will need to invest in a programme of process improvement across all HR processes. We understand this will require significant investment and will take time.

We understand that a high performing HR team is a key component in ensuring the people management aspect of the University runs effectively. As a HR professional team, we will strive to give our best service at all times. We will continuously review our structures and performance to ensure that through our partnering and other engagements, we are supporting managers to deal with the people agenda.



Key Initiatives

- ➔ Review and prioritise key HR processes for improvement and transformation, and put in place a plan for delivery.
- ➔ Develop a suite of HR metrics which can be used for decision making at University, Faculty and Divisional level.
- ➔ Review and enhance our HR organisational structure, including that of the devolved HR Partner model and core functions of HR, to deliver a cohesive and professional service to our stakeholders.

Expected Outcomes

- ➔ Process efficiency and simplification across key processes
- ➔ Data informed strategic initiatives deployed to support the people agenda in each area.
- ➔ Stakeholders fully supported in delivering the people agenda by HR professionals at local level, and HR expertise from the centre.

