



INTERNAL QUALITY REVIEW QUALITY IMPROVEMENT PLAN

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

Quality Improvement Plan

HR Department - February 2015

DOCUMENT CONTROL SHEET

Name of Unit	Human Resources Department					
Project Title	Internal Quality Review					
Document Title	Quality Improvement Plan					
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HR consolidate and reflect on the current achievements to date, to ensure that sufficient capacity is accessible for new projects as and when they become necessary	3.12	<p>The team has completed a Strategy review session to agree 2015 priorities. Conscious of some resource gaps driven by LOA and MLOA, some additional resource may be required.</p> <p>Director of HR to review HR structure with CEO/SMT to ensure it is 'fit for purpose' for future delivery needs.</p>	Barry Holmes	Finalise these gaps and identify potential solutions. This will also include cost and budget implications from October 2015.	Q2 2015	Solutions identified and implementation plan in place, including external benchmarking with HR structures in other comparable organisations	Achieved. The HRBP roles have been re-scoped and additional resources provided for in the HRBP and Resourcing areas.

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HR to continue to communicate the full range of services it provides to the wider staff body	3.13	HR to more effectively communicate the full breadth of the services provided across through the College Portal, Pulse feature	Barry Holmes	No issues	Commencing end Q1 2015	Monthly HR section in Pulse. Increased use of Portal to highlight HR services, for example introduction of section for new hires (see section 7.13)	Achieved
Project close out processes and post implementation reviews need to be put in place to critically assess the impact (and efficiency gains) on workloads, potential for savings in time and therefore, capacity to resource other activities	3.14	HR will work with IT PMO to identify Post Implementation review process, including communication of project outcomes	Deirdre Fahy	New IT Business Partner to develop this process in Q1 2016	End Q2 2016	Agreed process in place and in use following each identified project.	Pending

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RCSI HR may wish to consider the utility of developing Service Level Agreements (SLA) with end-users for a limited range of services (e.g. recruitment), to support the cost effective provision of HR services. Having identified and agreed the key metrics, RCSI HR could monitor performance against the service levels set out in the SLA and publish the results as KPIs	3.15	We considered the cost / benefit implications of introducing SLAs at this point. A very considerable amount of resources would be required in order to firstly establish reliable baseline figures manually based on historical information. The introduction of the e-recruitment module in August will result in reliable baseline figures on which to base SLAs becoming available in automated reports over the coming months as the system embeds and multiple roles are processed. The benefit of conducting a manual review of historical information would be insufficient to warrant the resource cost involved. Will revisit in 2016 when the HR metrics available from Core HRIS system are more mature.	Barry Holmes	N/A	Q4 2016	N/A	Achieved
A review of the process by which Casual Staff are engaged and the	3.16	We examined the arrangements by which casual staff is engaged. The types of roles for which casual staff are	Alma Brennan / Deirdre Fahy	N/A	Q2 2016	N/A	Examination of processes Complete.

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contractual arrangements that are in place in relation to same is recommended		<p>engaged are limited, and those roles are very limited in scope and interaction:</p> <ul style="list-style-type: none"> -invigilators duties are limited to invigilating exams and - Surface models' duties are limited to participating as an actor for a medical examination scenario when required. <p>Recruitment of casual staff is managed within the relevant department.</p> <p>Examiners are engaged on request and recommendation of a suitable tenured academic within the department which is seeking additional external examiner resources and are vetted as part of this process. Most RCSI examiners would engage in repeat service to the college each year.</p> <p>Garda vetting is not currently carried out for casual staff as they are not involved in any</p>					

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		<p>work or activity for RCSI which consists of having access to, or contact with, children or vulnerable adults. On foot of the QEO report we benchmarked this position, and there was no evidence that Garda vetting is considered necessary in similar circumstances.</p> <p>As part of payroll processing, personal details including PPS number and Date of Birth are collected for each casual staff member.</p>					
<p>To review the current learning and development offerings by HR and other providers within RCSI, to identify areas of duplication and thereby ensure the efficient use of limited resources.</p>	<p>4.11</p>	<p>L&D already works closely with all departments providing training to staff to ensure no duplication of effort e.g. Biostatistics, HPEC, Library, IT, Health and Safety, School of Postgrad studies. Any training opportunities available to staff are advertised in one central location on the staff portal (Upcoming Courses Page) regardless of who these are provided by.</p>	<p>Catriona Campbell</p>	<p>N/A</p>	<p>Ongoing</p>	<p>N/A</p>	<p>Complete</p>

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<p>HR to continue to reflect on appropriate mechanisms to support the career development of those staff in grades not covered under the academic promotions</p>	<p>4.12</p>	<p>1. Both L&D and the Business Partners will continue to raise awareness of the variety of developmental opportunities available to staff in particular through on the job learning e.g. work shadowing, project work, mentoring and coaching (selves and others), 'acting up' to cover colleagues absences.</p> <p>2. Formal discussions take place as part of the Professional Development Planning process</p> <p>3. The College has implemented a pilot mentoring programme whereby senior members of staff are available to act as mentors on a regular 1-1 basis with a view to supporting the staff member to identify their career path</p> <p>4. We will consider how best to communicate a framework outlining career path options</p>	<p>Catriona Campbell / Barry Holmes</p>	<p>N/A</p>	<p>Q4 2016</p>	<p>1. As the information gathered in the Core HRIS system matures, information on staff movement /career development over time will be tracked, to identify trends and areas for improvement</p> <p>2. Mentoring programme in place</p> <p>3. Career paths framework developed</p>	<p>Complete</p>

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<p>Consideration should be given to the introduction of non-monetary forms of recognition for contributions above and beyond the 'call of duty'</p>	<p>4.13</p>	<p>We currently have 2 formal staff recognition programmes, the President's Award and the Dean's award.</p> <p>The President's Award recognises excellence in teaching, with nominations by students and awards presented by the President.</p> <p>The Dean's Award applies to Academic and Support staff, who are nominated by their colleagues for 'going the extra mile', with awards presented by the Dean of the Faculty of Medicine and Health Sciences.</p> <p>HR department will continue to monitor our recognition practices with a view to ensuring that staff are appropriately recognised in line with best practices both formal and informal.</p>	<p>Eilis Kernan</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>On-going</p>

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With a view to the sustainability of the Business Partner model, HR should explore ways to release additional resources to support this service and possibly extend it as appropriate	4.14	The HRD in conjunction with SMT has reviewed the HR Business Partner structure in operation and has re-aligned resources and introduced some additional resources in order to maintain and further extend this service	Barry Holmes/ Deirdre Fahy / Gary Brady		Q3 2015	Responsibilities transitioned as agreed.	Complete
Recruitment	5.2	On a macro level, the HR department believes that a strategic review of our overall recruitment processes would be of benefit, including but not limited to the items listed in 5.20 (a) to (d) and 5.21.	Deirdre Fahy	N/A	Q4 2015	Development and implementation of overall project plan. Review of effectiveness of changes during 2016	Underway
The e-recruitment system be developed in order to optimise the use of the functionality for the entire process, achieving further efficiency	5.2 (a)	RCSI recently completed an upgrade of the Core system to the latest version of available software. We are now engaging in a process post successful implementation of the upgraded software to enhance RCSI eRecruitment processes, and improving the	Project team	Joint responsibility for delivery of an enhanced recruitment and on boarding process using Core between the	Q2 2015	Comparison of time taken to set up new applicant prior to and post introduction of enhanced process	Complete

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benefits. There may also be value in benchmarking how other systems operate		automated links between the recruitment process and on boarding of successful applicants.		Recruitment and Operations teams			
The selection process be developed further to include the use of assessment and psychometric tools	5.2 (b)	Complete refreshed review of assessment tools to determine their usefulness and potential applicability as an assessment tool	Deirdre Fahy	Recruitment team has undertaken as a project within overall project.	Q4 2016	Assessed as part of the overall project outlined in 5.2 above. Benchmarked with processes used in other similar organisations	Underway.
The impact of the policy to initially advertise administrative posts internally be reconsidered in order to establish if the burden of the 'ripple effect' of such activity can be minimised.	5.2 (c)	We now commence external recruitment where we know that no suitable internal candidates exist	Barry Holmes	None	Implemented in January 2015	N/A	Complete

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SMT reconsider the current policy / requirement for all posts to require a business case submission and approval at SMT	5.2 (d)	Process changed and agreed with Finance to refine the circumstances where a business case needs to be submitted	Barry Holmes	None	Implemented in December 2014	Review effectiveness of revised process with key stakeholders (HR/Finance/SMT) Q2 2015	Complete.
HR attendance at interviews be reviewed as a matter of urgency, so that consideration can be given to releasing resource to enable HR to add greater value in other areas of their service to the organisation	5.21 (a)	We now deliver a 'top and tailing' service to interview processes that don't require HR presence for the entire interview. This involves meeting the panel before the interviews, introducing the candidate at the start of the interview, and then checking in with the panel at the end of the interviews.	Mags Browne	None	Implemented in January 2015	Review effectiveness with key stakeholders Q2 2015	Complete
A formal interview training programme be provided to departments	5.21 (b)	A workshop for any staff involved in interviewing has been running in RCSI since 2013. This covers competency based	Catriona Campbell	No issue.	Q2 2016	Workshops continue. Guidance document issued to all panel	Complete Guidance document

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to facilitate a phased reduction of HR from the process. Everyone involved in interviewing within RCSI should receive mandatory formal interview training, to ensure a consistent approach and help RCSI meet its legal obligations regarding this activity. RCSI should retain a formal register of those trained		<p>interviewing techniques, unconscious interviewer bias and all legal obligations for Interviewers. We do not currently anticipate changing this approach due to operational considerations in relation to panel composition and capacity considerations.</p> <p>All interviewers will receive a guidance document covering main legal issues in advance of participation on an interview panel.</p> <p>An on-line training module will be developed, completion of which will be mandated for internal members of recruitment panels.</p>				members.	ready for use.
Clarify the purpose of the PDP initiative as a performance management system, or developmental, or both	5.22 (a)	<p>Additional structured communication of purpose of PDP will be included prominently in launch of new on-line system (date tbc)</p> <p>Clarification that both elements are covered when re-launch occurs</p>	Eilis Kernan	No issues	As per launch date (tbc)	Purpose of PDP clarified and included in communications and training package.	Complete.

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Consideration be given to the benefit of differentiating between various grades of staff from early career to senior staff	5.22 (b)	The differences between early career and experienced staff is taken into consideration in the level of objectives set, the inclusion of leadership competencies for all managers, and the individual nature of development plans. Four different forms exist, (Academic, Research, General and Manager) to reflect the diversity of roles in the College. In order to maintain and further develop a 'one team' ethos, it is our preference not to have different forms for different seniority levels within each group.	Eilis Kernan	N/A	N/A	N/A	On-going
Clarify if PDP applies to honorary appointments or if it is intended to be used for the purpose of promotions only	5.22 (c)	The main purpose of PDP is to enable the development and performance of our staff, in line with the goals of the college and their personal career aspirations. For those on honorary appointments, the college is not their principal paid employer and therefore this objective and process does not apply in the circumstances in our view.	Eilis Kernan	N/A	N/A	N/A	Complete

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The frequency of the PDP process and review meeting be revisited. The Review Group would recommend as a minimum, that PDP is an annual activity, but greater flexibility and discretion to determine the frequency of review meetings could be devolved to Schools/Departments	5.22 (d)	<p>There are 3 formal meetings as part of the PDP process – objective-setting, mid-year review and end of year review, in line with best practice, and there is no limit on the number of additional meetings that can be held. Regular, informal meetings are recommended as the manager or staff member deems appropriate.</p> <p>Removing the requirement for a mid-year review is not, in our view in line with best practice and could reduce the support and guidance available to staff members.</p> <p>Several weeks are allowed for managers and staff to hold the formal meetings, as best suits their local arrangements.</p>	Eilis Kernan	N/A	N/A	N/A	Complete – agreed no change to be made for now
For all those using PDP, an exemplar form should be made available	5.22 (e)	While examples can be provided in order to improve the overall quality of objective setting and feedback, it is our belief that the most effective means of achieving this	Eilis Kernan	TBD	Q4 2015	Workshops, on-line materials and 1-1 advice available to managers – all complete.	Complete

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		objective are to provide workshops for managers, on-line training materials and one to one advice.				Following the implementation of the on-line system, periodic audits of the quality of objectives and feedback can be conducted by HR and local management to support managers. This is made possible by the reporting tools available with on-line systems and would not be feasible to conduct as a manual exercise.	
In order to fully understand and clarify the issues with PDP, the use of representative focus groups may help	5.22 (f)	HR will hold focus groups with key stakeholder groups prior to finalising the configuration of on-line system. Non-technical aspects will form part of these focus groups.	Eilis Kernan	No issues	Date to be confirmed when on-line system available	Focus groups held and outputs taken into consideration in any review of the process or configuration of the	Complete

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						system	
The inconsistency of the connection of performance-related pay (PRP) to PDP being applicable for only some staff should be reviewed.	5.22 (g)	This arises due to the historical legacy pay arrangements across the college. HR department will aim to reduce and eventually eliminate any inconsistencies over time, by linking PDP performance assessment and PRP in cases where PRP arises.	Eilis Kernan	N/A	On-going	Gradual increase in cases where any PRP that may be payable is linked to PDP	On-going
HR to continue to reflect on appropriate mechanisms to support the career development of professional services/support staff	5.23	1. HR will continue to raise awareness of and promote the variety of developmental opportunities available to staff. These range from formalised training programmes, further qualifications through the staff development scheme, online learning and on the job training as outlined in response 4.12	Catriona Campbell	None	Q2 2016	As per 4.12	Complete
The Review Group recommend that HR should make explicit how it will support and interact with HR	5.24	The view of the HR department is that two separate but related approaches are required here. 1. In the case of Malaysia, HR matters are	Gary Brady	None	Ongoing and Q2 for issuing clarification.	On-going dialogue with colleagues in the Perdana Programme Office to identify any HR	Complete

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departments in RCSI's overseas sites		<p>handled locally, with any requirements of HR in Dublin channelled through the programme office. Such requests arise where RCSI HR support is required to meet the needs of the CCOSS agreement (recruitment for lead positions, secondment requirements)</p> <p>2. In the case of Bahrain, the existing HR department is supported more directly and the nature of the support will be categorised for clarity.</p>				<p>support required.</p> <p>On-going communication with HR colleagues in Bahrain to ensure clarity of responsibilities.</p> <p>Categorisation of supports provided issued</p>	
HR to collate data on the nature of the questions being asked via telephone enquiries, with a view to enhancing the service to staff via the e-portal system	5.25	<p>Within HR we have a policy of ensuring a telephone is answered within three rings; this ensures that all phone calls to HR are responded to even in instances where the intended recipient of the phone call is not present. We have received favourable feedback on this policy.</p> <p>With regard to the nature of the questions received via telephone enquiries, HR has recently completed an internal group survey</p>	Alma Brennan	No issues	Completed Jan 2015	Internal review held and portal materials updated	Complete

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		<p>via the weekly HR meeting on the types of questions asked via telephone enquiry. Following this, a review of the policies and procedures populated on the RCSI staff portal was completed and required policies were updated as required.</p> <p>Where we see continued repeated queries from employees we will provide updates on the portal or other targeted communications as appropriate to the nature of the queries</p>					
<p>In the interests of efficiency and transparency /equity RCSI HR consider a more consistent use of Workload Models across the institution</p>	<p>5.26</p>	<p>HR has conducted a benchmarking exercise with NUIG as they had reportedly implemented a Workload modelling tool – it is at its early days of implementation and we plan to follow up in Q1 2016</p>	<p>Barry Holmes</p>	<p>Not Yet</p>	<p>Q1 2016</p>	<p>N/A</p>	<p>Complete for 2015</p>
<p>HR should continue to enhance arrangements</p>	<p>6.14</p>	<p>HR to more effectively communicate the full breadth of the services provided across</p>	<p>Barry Holmes</p>	<p>No issues</p>	<p>Completed</p>	<p>Regular HR articles in Pulse.</p>	<p>Complete</p>

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to better understand and improve all relevant business processes, by working in partnership with other relevant service providers and stakeholders to improve the value added by the range of HR systems.		through the College Portal, Pulse feature HR team members will continue to develop their overall understanding of the organisation through regular and in-depth engagement with all relevant other service providers and stakeholders.				Increased use of portal for HR communications.	
HR to consider facilitating the involvement of staff external to HR at HR weekly meetings, as a means of developing improved cross-functional communication	6.15	HR have agreed to invite an external department member from another party to the weekly HR meeting on a monthly basis	Barry Holmes	No issues	Commence Q1 2015	Attendance of staff from other departments at weekly meeting on a monthly basis	Complete
Further efforts should be made to ensure a	7.12	HR will compile an ' Induction Checklist' for Heads of Department to ensure that they	Sarah Jane Judge		Q1 2015	Induction checklist issued	Complete

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<p>consistent approach to staff induction.</p> <p>Also, HR to revisit the induction process to review the particular needs of different categories of staff - e.g. research; clinicians; technical staff - to provide more bespoke induction material. This might also include the introduction of cultural training for staff who may have engagements with international learners and/or who may be teaching in overseas locations.</p>		<p>are aware of the various aspects of the Induction Process at RCSI. This will be disseminated to all Department Heads.</p> <p>In order to ensure the particular needs of different categories of staff - e.g. research; clinicians; technical staff are accounted for in the induction process, a representative from the Office of Innovation and Research now attends the Induction Day and provides an overview of the research function of RCSI. This provides inductees from the research function with key information that they might need. Furthermore, attendees to the induction day from the research function will now be provided with a copy of the RCSI Researcher's Handbook thus ensuring that bespoke information is provided to these attendees.</p> <p>A separate induction process takes place for Clinical Educators (CLATs).</p>				to Department Heads.	

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		<p>Technical staff (for example laboratory technicians), receive additional induction training on Health and Safety matters from the Estate Department.</p> <p>Regarding the introduction of cultural training for staff who may have engagements with international learners and/or who may be teaching in overseas locations, cultural awareness training was provided in 2014 and is scheduled also for 2015.</p>					
<p>Consideration should be given to phasing the distribution of information to new staff, e.g. the pension documentation cannot be processed for at least 6 months. Consideration should also be given to</p>	<p>7.13</p>	<p>It is the view of the HR team that there is a balance to be struck here between the amount of information and form-filling required for those joining the college, and the optimisation of the resources in HR to focus on the most critical and impactful services. Most of the new hire information and documentation is completed prior to, or at, time of hire, e.g. bank details etc.</p>	<p>Ellis Kernan</p>	<p>No issues</p>	<p>Q3 2015</p>	<p>Portal materials for new hires easily identifiable on staff portal.</p> <p>Guidelines for Buddy system issued to Department Heads</p>	<p>Complete</p>

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<p>providing some of this information via the staff portal</p>		<p>Phasing this information would create a time-consuming administrative burden for HR staff in chasing up forms and information. Pensions documents now need to be processed immediately for new hires as membership is now mandatory therefore the distribution of this documentation cannot be phased.</p> <p>In time, the optimisation of the Core HRIS system will automate a number of these tasks, reducing the burden for both the new hire and HR department.</p> <p>We recognise the amount of information for new hires is extensive, and we will investigate having a section on the portal for 'recent joiners' with FAQs etc. to help assimilation of the information.</p> <p>We will also include a recommendation for hiring departments to allocate a 'buddy' for each new hire to support them in their early</p>					

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		days of employment.					
Regarding the appointment of Research staff, the various RCSI systems and processes supporting these appointments do not consistently link-up – HR should take a pro-active lead to resolve this interface issue	7.14	<p>Assessment of responsibilities in the management and administration associated with research appointments is required, with a view to identifying a streamlined process in Q3.</p> <p>Communication process to outline associated changes in Q3.</p> <p>Introduce new process in relation to administration of researchers in Q4.</p>	Deirdre Fahy	No issue	Q2 2016	Revised and streamlined process in place in Q4	Pending
The Review Group suggest that some consideration be given to enhancing the privacy of the internal meeting room within the HR office.	7.16	HR have engaged with the Estates team to re-seal the HR meeting room and also ensure that HR have priority access to the 3 rd Floor Boardroom	Barry Holmes	No Issues	Q4 2015	Improved sound proofing in HR meeting room. Priority access for HR to 3 rd floor boardroom in place	In progress

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The Review Group suggest that HR might consider including an HR section in the institutional <i>Pulse</i> publication to provide an additional source of communication to the wider RCSI community and/or develop a more targeted method of communicating key HR information to specific staff groups.	8.8	HR will prepare an article for the internal publication <i>Pulse</i> in Q1 2015, and contribute regular HR section to <i>Pulse</i> as outlined in section 3.13	Barry Holmes	TBD	Q1 2015	Q1 article and other regular articles published	Complete