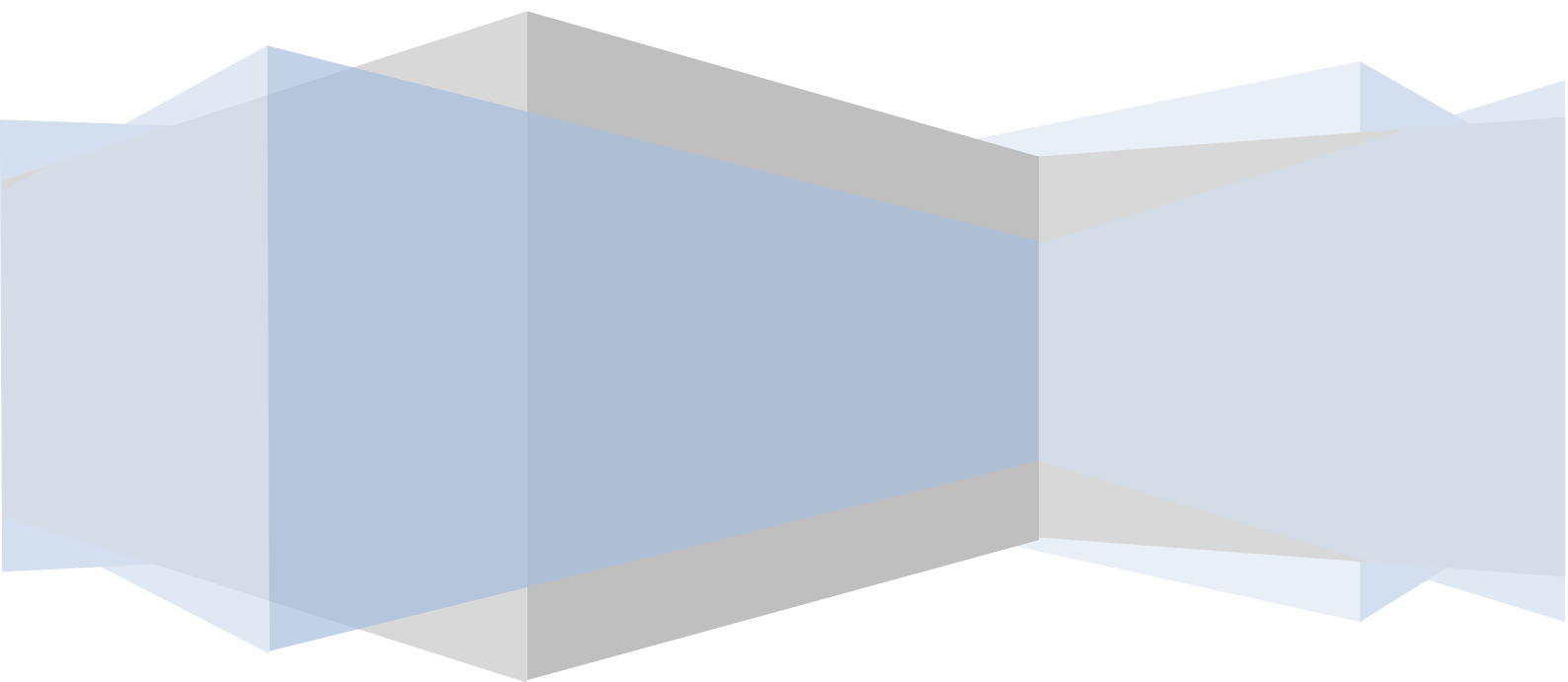


Dublin Institute of Technology – Human Resources

HUMAN RESOURCE STRATEGY

2011 to 2014



1. Introduction

1.1. Organisation of DIT

The White Paper on the organisation of DIT adopted by Governing Body on the 28th October 2009 envisages that Human Resources (HR);

“will be responsible for ensuring that the people who work in DIT are central to the realisation of its mission, vision and objectives and for the development and implementation of human resources strategy, policy and procedures consistent with this responsibility. This will include responsibility for the alignment of the HR strategy within the DIT Mission, Vision and Strategic Plan and for contribution to the organisational development agenda within DIT.”

1.2. DIT Strategic Plan 2011 – 2014

The DIT Strategic Plan 2011 -2014 identified two broad based HR objectives.

- *Ensure that the talent and abilities of DIT staff are recognised and developed to their full potential. (Reference People objective 9)*
- *Through strategic and tactical deployment/redeployment ensure that the individual and collective skills and abilities of our staff support the ongoing delivery of DIT objectives (Reference People objective 10)*

Aligned to this objective are three supporting actions:

- i. Determine the administrative support requirements to match areas of priority.
- ii. Discipline defined posts should become the norm for academic posts
- iii. Co-ordinate the development of manpower plan for each College Support Function.

1.3. Framework for Ownership and Implementation of Human Resources Strategy (April 2010)

In April 2010 the Institute adopted as policy the “Framework for ownership and implementation of Human Resources Strategy” which established that underpinning HR Strategy for DIT are the following principles:

- The management of DIT’s human resources, i.e. the staff is ultimately the responsibility of each line manager.
- A core role of HR is to ensure that DIT management has available to it the necessary expertise, advice and skill set to make appropriate and informed decisions on Human Resources matters and to support managers in the decisions they take.
- HR will also ensure that appropriate policies, protocols and procedures reflective of best practice are in place to assist and guide managers in the recruitment, deployment, development and management of staff.
- HR will lead the development of an appropriate HR Strategy for DIT aligned to the overall strategic objectives of DIT.
- The conduct of negotiations with trade unions representing staff in DIT, liaising with the Higher Education Authority, the Department of Education & Skills, and Department of Finance and representing the Institute on employee relations matters will be managed through HR in consultation with appropriate line management and the Human Resources Committee of DIT.
- HR is ultimately responsible for ensuring that HR information systems contain accurate data and are fit for purpose.
- HR is ultimately responsible for ensuring that current and retired staff are in receipt of appropriate pay, benefits and conditions.
- Within an agreed overall HR Policy Framework, HR will ensure that managers and staff in DIT can realise their full potential as employees in an environment free of unnecessary bureaucracy.
- HR will support the development of staff through the provision of training and development opportunities.

2. Strategy

The Strategy that follows has been developed by HR, and embodies the Institute's vision and strategic plan. It also reflects the principles outlined in the "*Framework for Ownership and Implementation*".

2.1. Vision Statement

To become recognised and valued for providing a professional, supportive, timely and pro-active human resources service in response to the needs of the Institute's Management and Staff.

2.2. Mission

To support the Institute in achieving its Mission by providing a quality service, through our role in attracting, retaining, developing and motivating staff of the highest calibre.

2.3. Human Resources Value Statement

The following principles will underpin all of our activities:-

2.3.1. **Service Orientation:** We will provide the highest level of service to the Institute, its staff and the public by:

- The provision of accurate, timely and consistent advice and information
- A caring, friendly, approachable, and supportive response
- Implementing policies and procedures fairly and consistently, equally and impartially

2.3.2. **Communications:** All communications emanating from the HR Department and on the HR website will be of the highest quality and easily accessible

- Policies and Procedures will be clear, easy to understand and relevant
- There will be clear lines of reporting, responsibility, and accountability.

- 2.3.3. **Technology:** In delivery of an efficient and effective service, and in designing future processes, HR will seek to take full advantage of current technology.
- 2.3.4. **Inclusiveness:** We will provide both leadership and support in encouraging DIT to become an inclusive community where each individual is treated with respect and where diversity is acknowledged and valued.
- 2.3.5. **Excellence.** We will strive for excellence and pursue and measure quality in the development and implementation of human resources practices.
- 2.3.6. **Transparency and Confidentiality:** We will encourage the sharing of information, where appropriate, while at the same time respecting and maintaining confidentiality.
- 2.3.7. **Personal and Professional Integrity:** HR staff will behave in accordance with the highest ethical and legal standards and are committed to conscientious and productive performance.
- 2.3.8. **Personal and Professional Development:** HR are committed to the continuing personal and professional development and growth of all DIT staff.
- 2.3.9. **Personal and Professional Development:** HR staff are committed to their own continuing professional development and growth.
- 2.3.10. **HR staff are committed to behaving with courtesy and respect at all times.**

Recognising that HR is a support service to the core functions of the Institute of learning, engagement and research, we have developed and published a Customer Services Charter (<http://www.dit.ie/services/hr/>) which sets out our commitment to provide the highest level of service to the Institute, its staff and the public.

The Charter sets out the commitment of HR staff to the following principles in the delivery of HR service:

- ✓ Equality of treatment
- ✓ Consistency of advice
- ✓ Consultation

2.4. HR Plans and Objectives in Support of DIT Strategic Plan

The HR Team through the Performance Management Development Process identified a range of key objectives to be achieved over the lifetime of the Institute's current Strategic Plan. The list of the objectives is as follows:

Ensure that the talents and ability of our staff are recognised and developed to their fullest possible potential

Through strategic and tactical deployment /redeployment ensure that the individual and collective skills and abilities of our staff support the ongoing delivery of DIT objectives

Support and contribute to the objectives set out in the Institutes NQAI Review

Enhance Support to line managers to manage people

Development of a Competency Framework for administrative staff and Heads of Schools

Enhance DIT's national position through appropriate designation, mergers and collaborations

Ensure that HR Policies and Practices reflect, reinforce and support the Institute objectives

Maximise the use of technology in order to streamline business processes

Measure HR Department performance in supporting the ongoing delivery of Institute objectives

To ensure compliance with the Public Service Agreement

***DIT Human Resources Department January
2012***