

HR Strategic Work Plan 2022-2024



etbi

Education and Training
Boards Ireland

*Boird Oideachais agus
Oiliúna Éireann*

Introduction

HR Strategic Work Plan

This HR Strategic Work Plan is designed to support the implementation of the ETBI's Strategic Plan 2022-2024 as well as the organisation's vision, core values and mission.

HR will support ETBI's focus on excellence in all their endeavours; from developing best practices to developing leadership and communication skills, supporting the strategic growth of ETBI and the sector.

Our vision for the future is to invest in staff development to build professional capacity to lead and advance education, training, and youth work in Ireland.





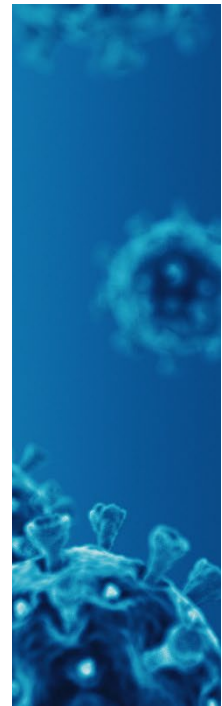
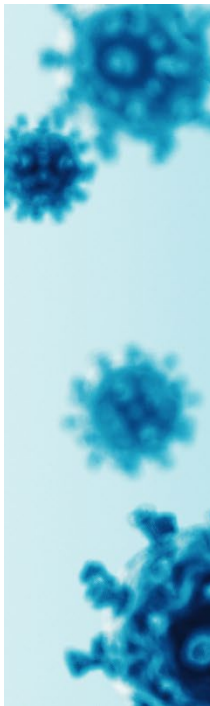
Role of HR

HR plays a critical role in attracting, recruiting, and retaining the highest possible calibre of staff to create a high performing and diverse workforce.

ETBI shapes strategic roles that significantly influence the job and the sector. These roles are challenging and supported by management. The ambition is for ETBI to be an employer of choice.

At the centre of this strategy are our core values of Excellence, Care, Equality, Community and Respect, enabled through a positive relationship between management and staff.

One of the biggest challenges in the past two years has been supporting staff and their wellbeing while working remotely during the COVID-19 pandemic. Subsequently, Health & Safety protocols were put in place for staff returning to work and a remote working policy was developed and implemented.



In November 2021, most of our people opted to continue remote work. Our remote working culture has evolved as part of ETBI's support structure, offering more flexible hours and allowing our people to deliver outcomes to the sector, providing an excellent service. ETBI has harnessed our values, our people, and our digital platform, be it in person or virtually, to build better relationships, leadership and communication supports. Our people will lead us into the future.

HR has an ambitious HR Strategic Plan for the next two years. We want to develop our people so that they can be proactive in their career development and to provide opportunities for advancement that drive the required changes in culture, leadership, talent management, performance, and personal development. This includes ways of working and structures that will benefit ETBI's strategic plan and enhanced collaboration with ETBs, the sector, forums, teams and among work colleagues.

Over the past year, HR have developed a number of HR policies to support the operations of ETBI. Our latest HR policies have seen the development of a Training & Development Policy. This included Performance Management Development Systems (PMDS) enabling staff to fulfil their full potential with training and development opportunities that are flexible, relevant, and accessible to each staff member.

In 2022 HR introduced the first PMDS into ETBI as a continuous cycle of appraisal meetings. The process supports the development of a high-performance culture, providing a clear link between individuals goals and organisational objectives. The formal meetings allow staff to set organisational and individual performance targets which are aligned with ETBI's Strategy Statement 2022-2024 objectives.

Over the next couple of months, HR will provide our people with guidance, support and training required to implement all the recently developed HR policies/practices.



ETBI will continue to add value to its members in supporting them and addressing key strategic priorities at sectoral level through the development and implementation of a T-Shaped Employee Model.

The T-Shaped Employee Model sets out to ensure our continued success and optimum contribution to knowledge sharing and supporting the growth and development of ETBI and progressing ETBI's Strategy Statement 2022-2024.

Over the duration of the HR Strategic Work Plan, ETBI intends to make considerable progress towards developing a bundle of skills that are task and industry specific, and technology focused that can be transformed into superior work performance.

Cross Functional Competencies

T SHAPED EMPLOYEE

Deep Expertise

HR will identify and develop competencies that are core and non-core through the T-Shaped Employee model. This model gives us an opportunity to re-evaluate and develop our competencies and chart our future direction over the next 5 years and beyond in a hybrid working environment. Our people will have the ability to collaborate across disciplines with expertise in areas that can be applied to other areas beyond their own area of work.

HR will review the competencies required at industry, organisation, and task level in ETBI through organised workshops with the Executive Leadership Team (ELT) and our people, in developing new and existing competences that will enable ETBI to meet the needs of the future. The creation of these competences involves a mixture of education, training, and informal modes of development.

Our Values

Core Values

In all that we do, we hold our core values of Excellence, Care, Equality and Community and Respect.

In delivering the HR Strategy we will:

- Deliver excellence in core people services.
- Be solution-focused, working in partnership with colleagues to instigate and deliver change that supports achievement of the objectives in the ETBI Strategic Plan 2022-2024 and beyond.



Create an environment which enables our staff to thrive

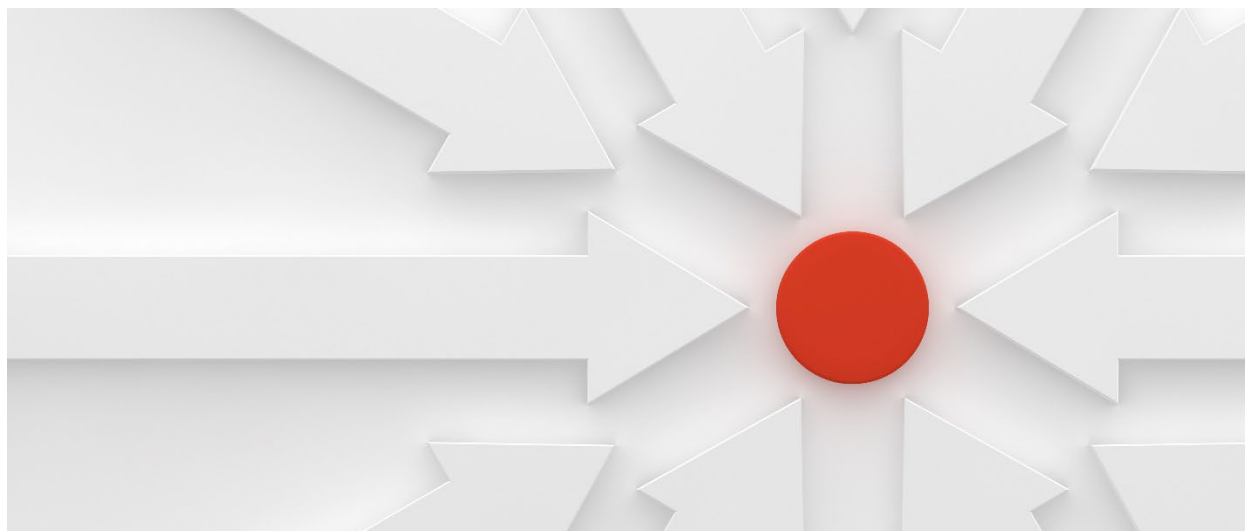
The ETBI strategy has three central pillars of People, Partnership and Potential. Goal 2 of the strategy is stated as “Invest in staff development to build professional capacity to lead and advance education, training, and youth work in Ireland”.

The focus of the HR strategy is to ensure that we create an environment which enables our staff to thrive and draws out the best in each, to achieve a motivated and highly engaged workforce.

HR Strategic Priorities

To achieve this, we will:

1. Attract, develop, and retain the very best people, nurturing talent, offering equal opportunity to professional development and career progression.
2. Foster a values-based culture focused on equality, diversity and inclusion and positive staff engagement.
3. Focus on staff welfare and wellbeing where ETBI prioritises the health and wellbeing of its staff as part of core business. Managing our staff's personal wellbeing is therefore important if they are to be effective employees at work in the office or while working remotely.
4. Provide excellent HR, Professional Development and Health and Safety support across all functional areas to enable the effective operation of ETBI.
5. To build critical skills and competencies in all our people and grow talent and deliver effective performance within the organisation and the sector.



Strategic Priority 1

Attract, develop, and retain the very best people, nurturing talent, offering equal opportunity to professional development and career progression.

Key objectives:

- ETBI is an employer of choice.
- Consistently implement a strategic recruitment process.
- Diversity matters - Fostering a culture of diversity and inclusion in all hiring practices
- Review staff recruitment, induction and integrated policies and processes.
- Provide details to external applicants on our recruitment process and ETBI benefits on the ETBI website.
- Deliver ETBI's Performance Management Development System (PMDS) in 2022, aligned to support delivery of management objectives, setting clear performance standards, invoking effective personal development discussions, and providing opportunity for career development/enrichment or training support.
- Continue to support staff undertaking third level qualifications.
- Revised Induction programme - Including digital onboarding booklet/details on the HR Portal.

Actions:

- HR will ensure that our recruitment and selection processes provide high quality and diverse candidates. We will achieve this by:
- Ensuring recruitment advertising is effective, focused, provides value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant.
 - Developing the external HR web page to promote ETBI's brand, stressing the benefits of working at ETBI and showing ETBI's profile as a leading employer, locally and nationally.
 - Ensuring that interview panels are appropriately trained, for example in unconscious bias training and competency interviews, and that all who are involved in recruitment follow correct processes in conducting recruitment interviews.
 - Development of a Recruitment Policy for external publication on our website.
 - Induction Programme - Onboarding. including online resources
 - Publish induction programme on the HR Portal
 - Buddying/mentoring/coaching - system/policy in place.
 - Training for Managers and Staff on PMDS, including Zoho People.
 - Leading Remote Teams and Thriving - Training with LOETB & Grow Remote - Offered to all staff.

Indicative measures of success:

- Longitudinal analysis of Recruitment Statistics
 - Number of internal promotions
 - Lower turnover rates
 - Gender/roles
- 20% of staff supported for third level qualifications (including funding and study leave).
- External HR web page published and maintained
- Longitudinal analysis of staff engagement surveys
- Revised Induction programme for remote working including buddying process and digital induction pack.
- The implementation of a new PMDS process from Jan 2022 including training for all staff - 80/100% of Staff/ Management engagement with PMDS through Zoho People.
- 20% of staff completing the Leading Remote Teams and Thriving by 2022 Q2

Strategic Priority 2

Foster a values-based culture focused on Equality, Diversity, and Inclusivity (EDI).

Key objectives:

- Deliver initiatives through which the current and future culture of ETBI can be better understood, articulating change initiatives, and supporting implementation to help achieve the desired change.
- Raise the profile of equality, diversity, and inclusion as an important part of our future culture through delivery of innovative initiatives and achievement and retention.
- Ensure that equality and diversity is embedded in key policies and frameworks, in fulfilment of ETBI's duties under the 2010 Equality Act.

Actions:

- Set up an Equality, Diversity & Inclusion committee to.
- Develop and monitor policies and practices in relation to equality, diversity, and inclusion in ETBI. Cultural awareness and embracing individuality and difference within the organisational culture and conduct.
- Raise awareness and inspire engagement of staff in this work and encourage active participation in EDI initiatives.
- Identify key EDI issues/challenges faced by ETBI in this area and propose policies and/or actions to address issues identified.
- Gender decoder used for all job descriptions to ensure no gender bias (Matfield Gender Decoder).
- Roll out of the Dignity at Work Policy.

Indicative measures of success:

- Increased diversity profile of staff promoted into all directorate areas.
- Staff trained in best practice in EDI and the Dignity at Work Policy.
- Enhance awareness of EDI.

Strategic Priority 3

Focus on staff welfare and wellbeing where ETBI prioritises the health and wellbeing of its staff as part of core business. Managing our staff's personal wellbeing is therefore important if they are to be effective employees at work in the office or while working remotely.

Key objectives:

- Increase staff's awareness of stress and provide them with supports, training, including our legal obligations.
- Provide a safe and healthy working environment for staff supported /promoting health, safety, and wellbeing in the workplace.
- 9-month review of the Hybrid working policy, to look at the balance between working from home and the office.
- Review/Revisit safe return to the office for staff as the climate changes.
- Meet our legal obligations as employers.

Actions:

- Ongoing work with the Wellbeing Committee & Health Safety Committee
- Carry out Positive Work Action Plan.
- Ensuring that ETBI is carrying out all our legal obligations.
- Wellness initiatives - including Health & Wellness Policy, Virtual tea breaks and staff. campaigns, keeping in touch (KIT) initiative, Internal HR Portal updated & regular Staff meetings.
- Manage and monitor risks.
- Quarterly email updates to staff on the EAS.
- Physical Workspace - Ergonomics Assessment carried out.
- Suite of H &S Courses delivered.

Indicative measures of success:

- Items on the Positive work Action Plan implemented/Completed by 2022 Q3.
- All staff have completed an ergonomics assessment by 2022 Q2.
- 2nd Positive Work Survey carried out in 2022 Q4.
- Hybrid Working Policy reviewed with Staff and ELT.

Strategic Priority 4

Provide excellence in HR, Professional Development services across all functional areas to enable the effective operation of ETBI.

Key objectives:

- Deliver excellent HR services through the ZOHO People system
- Provide HR Support to the Executive Leadership Team
- Review of HR Policies to reflect changes in legislation and best practice.
- HR Policies support for staff/managers

Actions:

- Staff/Managers trained on the Zoho People system
- Move all staff members personnel details, T&A, PMDS, leave to new system. Set up the correct parameters, reporting structures, bank holidays, leave, All ETBI staff records including seconded staff, up to date.
- HR Portal up to date.
- Training/resources available to all managers/staff on the implementation of HR policies. (On the job training delivered on 1/2 HR Policies per month).

Indicative measures of success:

- All records up to date and correct in the Zoho People system.
- All staff trained and resources available on the HR Portal on using Zoho People.
- Staff trained on all HR Policies over the next 1.5 years.
- Internal Communication platform (HR Portal/System) updated regularly.

Strategic Priority 5

To build critical skills and competencies in all our people and grow talent and deliver effective performance within the organisation and the sector.

Key objectives:

- Focus on developing a bundle of critical skills and competencies that prioritises relationships, networks and builds talent and change capacity at individual, team, and system levels.
- Developing distinguished competencies that are core and non-core through the T-Shaped Employee Model over the next 5 years that nurtures a culture of effective people practice and performance.
- Building competencies skills in ETBI so if key personnel leave, ETBI 's capabilities will continue to be delivered at the same high level in the organisation.
- Developing training programmes in roles of responsibility to develop core competences through a mixture of education, training, and informal modes of development.

Actions:

- Development of the T-Shape Employee Model with the Executive Leadership Team (ELT) and our people through.
- Brainstorming focus groups.
- Staff meetings
- Analysing and interpreting the results.
- Training programmes will be developed in house and externally, ETBI will use the following training platforms to deliver training
 - LinkedIn Learning
 - Learning Management System (LMS) in Zoho People

Indicative measures of success:

- Managers will have the ability to develop succession planning for functional areas including identifying future managers and leaders. Including ongoing cultural improvement, particularly regarding behaviour, knowledge, ethics, creativity, innovation, and connectedness.
- Delivery of ETBI's Strategy Statement 2022-2024 and creating value for stakeholders. To be measured through feedback in an annual survey.
- On-going monthly reviews with ELT on competencies/best practices/ reflective management/ management issues.