



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

Fheabhsú Cáilíochta Quality Enhancement



QUALITY REVIEW

PEER REVIEW PANEL REPORT

DEPARTMENT OF HUMAN RESOURCES

May/June 2022

"By embedding a strong quality-enhancement ethos, we will use our quality processes to ensure a culture and experience of best practice in the delivery of our academic mission, demonstrating our commitment to continuous evolution and improvement"

(UCC's Strategic Plan 2017 – 2022, p.23)

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Peer Review Panel Members

Name	Position/Discipline	Institution
Mr John Fitzgerald	Director of Information Services and University Librarian	University College Cork
Professor Patrick Gibbons (Chair)	Jefferson Smurfit Professor of Strategic Management	University College Dublin
Mr David Giles (Student Reviewer)	College of Business and Law	University College Cork
Dr Karen Vandavelde	HR Director	Antwerp University
Ms Karen Terry Weymouth	HR Strategy Director	Warwick University
Review Coordinator		
<i>Ms Deirdre O'Brien</i>	<i>Quality Enhancement Unit</i>	<i>University College Cork</i>
IT and Logistics Coordinator		
<i>Ms Sheila Ronan</i>	<i>Quality Enhancement Unit</i>	<i>University College Cork</i>

Part 1 - Overall Analysis

1.1 Context

The Department of Human Resources at UCC is comprised of 50 members of staff and is subdivided into several sections.

HR Business is the central pillar for the provision of Human Resource expertise, support and advice to the University. It provides the primary point of contact for HR within the relevant College or Functional Area, providing strategic HR support to business units within the University and acting as the interface between the Colleges/Functional Area and the Department of Human Resources.

HR Central Services (HRCS) has responsibility for the management and administration of all Recruitment, the Professional and Technical Services Staff promotion schemes, Employment Contracts (excluding research contracts), Leave Management and the University Switchboard. HRCS supports the effective implementation of all UCC HR policies, practices and University initiatives relating to the employee life cycle.

Employee Relations deals with industrial relations issues/dispute resolution, University-wide issues, national agreements, redundancies, employment legislation, issues regarding terms and conditions and compliance.

HR Information Systems (HRIS) have responsibility for the management of the digital services that underpin the HR Strategy, consistent with the University strategic goals and objectives. HRIS ensure that the HR and Payroll processes, systems and data are maintained and further developed to provide UCC with the digital services required in a modern University. HRIS have overall responsibility for all University HR reporting to external bodies and the UCC community.

HR Pensions have responsibility for the management of all University Pension Schemes including the UCC Statutory Pension Scheme, the UCC Model Pension Scheme and the Single Public Sector Pension Scheme with a totality of active membership across all schemes in excess of 3,200 individuals. In addition to the management of benefits of active scheme members, the pensions team also manages benefits in respect of over 1,000 retired staff members and former University employees maintaining an entitlement to benefit under a UCC scheme.

The HR Strategy and Organisation Development function has responsibility for Human Resource strategic planning and for developing, implementing and evaluating University wide organisation development systems and initiatives. HR Strategy and Organisation Development is responsible for Academic Promotion, Academic Probation & Establishment, Sabbatical Research Leave and the University's Performance Management System.

Staff Wellbeing & Development covers a number of broad areas relating to staff wellbeing and development. They produce an annual schedule of development opportunities responding to training needs identified through the Performance and Development Review System, the University's Strategic and Annual Operational Plans and in response to national and international developments. Staff Wellbeing & Development provides development opportunities to all staff, irrespective of contract status or hours of work.

HR Research. Research staff comprise one third of the total cohort of staff in UCC. HR Research provides support in the following areas: Personal & Professional Development of Research Staff, UCC Career Management Structure for Research Staff, Recruitment, Contract Management and Salary Administration.

HR Tyndall. The HR team in Tyndall consists of the HR Manager, two HR Generalists, one Recruitment Specialist and three HR Administrators. The team provides the full range of HR support services from recruitment through to exit interviews for a complement of 400 highly skilled and qualified research and support staff and over 150 post graduate students.

1.2 Methodology and Site Visit

To enable completion of Quality Reviews under the prevailing public health restrictions due to the COVID-19 pandemic, a model for conducting site visits virtually was developed in 2020 which ensured continuity in the operation and delivery of quality review and enhancement activities. In 2022 this model moved to a hybrid review comprising of a 2 day on-campus site visit and 2 half-day virtual meetings.

This review took place under the hybrid review process, spread out over 3 weeks during May/June 2022. During the site visit the Panel met with HR staff, senior members of UCC staff and relevant stakeholders. During the virtual meetings the Panel focused on writing the Report with a particular emphasis on the commendations and recommendations. The sequencing of meetings was organised

so as to ensure coherence and progression in the conduct of the review. The platform used for the virtual meetings was MS Teams.

The timetable for the site visit is included in Appendix B. The Panel brought together national and international peer reviewers. Internal reviewers provided knowledge of institutional and organisational structures with the external Panel members contributing their peer expertise. The student Panel member brought valuable insights and perspectives on student issues. At the end of the site visit, the Panel presented its initial findings, both commendations and recommendations, to the staff of HR.

To support the Peer Review Panel and facilitate effective engagement throughout the site visit, additional guidance and support was provided by staff of the Quality Enhancement Unit (QEU) in UCC. This included technical support, as well as briefing and advisory support prior to and throughout the review. Review coordination was provided throughout by a Review Co-ordinator from QEU to facilitate the review process and to support the Peer Review Panel in formulating and agreeing the final Panel Report. The Report was compiled collaboratively, and the entire Panel contributed to the production of the final Report.

The Panel appreciated the direct assistance provided by the QEU in supporting their meetings, note-taking and ensuring the logistics of the meetings ran smoothly during and after the site visit. In addition, the timetable afforded appropriate time to engage with the broad variety of stakeholders. The Panel also considers that the interval between the site visit and the subsequent virtual meetings afforded an appropriate time for Panel members to reflect on and consider their commendations and recommendations.

1.3 Objectives of Quality Review

The overarching objectives of quality review at UCC are to enable units, through evidence-based self-evaluation, to:

1. Reflect on and promote the strategic enhancement of their activities (enhancement dimension);
2. Evaluate the effectiveness of their processes, in line with the University's mission and strategy (assurance dimension).

Thus, peer review goes beyond quality assurance to also embrace continuous quality enhancement. The Peer Review Panel's Report reflects these objectives in the recommendations and commendations outlined to support HR in reviewing its strategic priorities and optimising its activities.

1.4 Overall Analysis of Self-Evaluation Process

1.4.1 Self-Evaluation Report (SER)

The self-evaluation report was clearly written and presented. It provided an appropriate balance of factual representation, profiling activity and reflection, evaluating activity, for the Panel to understand the context and the operations of the HR function. The Recommendations for Enhancement are appropriate; however, they tend to be internally focussed and might speak to community/institutional impact more broadly.

1.4.2 SWOT Analysis

The SWOT analysis was externally facilitated, as appropriate. This was further enhanced with systematic data collection from stakeholder groups. The analysis and implications drawn from these inputs were clearly communicated in the SER.

1.4.3 Benchmarking

The ability to conduct the benchmarking exercise in as comprehensive a manner as HR would have wished was limited due to the effects of the COVID-19 pandemic. In particular this restricted the ability to engage in site visits that undoubtedly limited the learning and transfer of practice that could have occurred. In future, and as part of this Review, we recommend that benchmarking occur for certain activities (e.g., Recruitment). An ongoing challenge in this context is to identify what could be called “best-in-class” institutions to benchmark against, acknowledging that it is unlikely that a single institution will represent “optimal” practice, so a variety of institutions and other organisations (outside the third level sector) might provide useful benchmarks.

1.4.4 Developments since last review

The Panel found that the main recommendations from the last review have been operationalised by the Department of HR.

1.4.5 Case Study of Good Practice

The Recruitment process was the subject of the HR Case Study of Good Practice *‘The move to online recruitment practices as a result of COVID-19 and associated learnings to inform the “next normal”’*.

The COVID-19 pandemic posed unprecedented challenges for in-person interviews and Central Services redesigned the recruitment process and shifted to online interviews with immediate effect in March 2020. Existing processes, practices, policies and procedures were reviewed, at a pace that one could not have envisioned prior to the onset of the pandemic. Indeed, many of the most important learnings stemmed not from entirely new ideas but rather from the intensity of the pandemic and the speed at which HR had to change and adapt. Those attending from HR spoke to the Panel on the lessons learnt during COVID-19 and the implications and ramifications for the recruitment processes.

The Panel welcomed the HR Case Study and noted that recruitment represents a significant investment and risk for the University and requires rigorous and robust procedures to be followed. The Panel addressed recruitment in its first recommendation below and further to this, it could be instructive for UCC to look at good practices in other academic institutions operating in similar circumstances in terms of resources, size and recruiting power. Recruitment & Selection is a complex process that requires a balancing act between various concerns (time, money, quality, to name but a few). UCC could examine in particular (1) how the workload and responsibility are shared amongst stakeholders (e.g., planning, logistics, composition of selection committees, reporting: which is done centrally, which is done at School/Central Admin level); (2) to what extent University Regulations enhance or hinder efficiency; and finally (3) what is the relative weight of the candidate experience versus organisational needs versus compliance in defining the process.

While not every alternative approach would suit UCC, an examination of the alternatives may help to prioritise which elements of the current process would benefit most from change. In addition, such analysis will provide valuable arguments necessary to ensure buy-in of stakeholders within the University for the proposed changes.

1.5 Facilities

The Panel undertook a tour of all the HR facilities, currently split across three separate locations. It might be useful, in due time, to consider how these can be rationalised to a single location.

Part 2 – Findings of the Panel

2.1 HR Overview

The Panel was impressed with the calibre of staff in HR; staff are very committed, both to HR and to the University and conscious of the ambassadorial element of their roles. There appeared to be a constructive action-orientated work environment in place, and it was clear that, during the COVID-19 pandemic in particular, staff maintained a very high level of service throughout despite the pressures. The fulsome and cooperative engagement of HR staff with the process was appreciated by the Panel. The external stakeholders were very positive and it is clear that HR has a positive professional perception externally.

All sections of HR came in for praise during the meetings with internal and external stakeholders. Wellbeing and Development was singled out for particular approval along with the HR Business Partners, HR Research and Tyndall. If criticism was expressed, it was aimed at a process rather than at staff and indeed it was clear that the staff of HR are held in high regard across the University.

Stakeholders in the University were anxious to make their views on the recruitment process known to the Panel. There was consensus across all stakeholder groups that the recruitment process, a University process laid down in regulations, is neither agile nor fit for purpose despite the best efforts of the staff involved. The Panel considers the recruitment process to be a significant risk for the University and have recommended that the University review the recruitment process as a matter of urgency.

Human Resources operates in a challenging sectoral environment which is fast changing and requires a lot of adaptability and agility. It also occupies a position where competing stakeholders vie for dominance, and it can be difficult to accommodate all expectations. It was clear to the Panel that HR is a unit that is populated with enthusiastic, professional people, but feeling quite beleaguered, under-appreciated and under-valued by the wider University for their contribution. The Panel has recommended that a People Strategy be developed by the University to ensure direction on the purpose of HR and the expectations of the University of HR. Based on the recommendations of this Panel, HR will need to undergo a significant transformation while maintaining business as usual. The University may need to consider whether it requires additional resourcing in order to fulfil all these expectations.

The Panel developed a sense that the level of collaboration and quality of working relationships across the University Management Team and among other senior managers, with respect to HR issues, needs to be developed and strengthened.

2.1 Commendations

1. The HR staff are dedicated, enthusiastic, professional and committed to the highest standards and the mission of the University.
2. There is a positive work climate in HR.
3. University IR issues are generally handled well.
4. HR has demonstrated great flexibility and delivered good service during the pandemic.

5. There is a strong commitment of the University to EDI and staff well-being recognised by both internal and external stakeholders.
6. Strong training and development programmes were mentioned across many interviews.
7. Stakeholders appreciate the effective delivery of the revived academic promotion programme.
8. The view that good “people management” is an imperative for the University, as well as the realisation that it transcends the HR Department, is shared by all stakeholders.
9. The HR Business Partner (HRBP) role and their performance is commended and appreciated by stakeholder groups.
10. The HR teams dedicated to research (HR Research and Tyndall) were cited as effective and supportive, with particular mention of the effectiveness of the Odyssey programme.

2.2 Recommendations

1. Recruitment represents a significant investment and risk for the University and requires rigorous and robust procedures to be followed. However, stakeholders were very exercised about the recruitment process, particularly the elapsed time between hiring need and commencement of employment. The size of Interview Boards, the amount of re-work completed at HR, the number of references required in advance of interview, the lack of communication throughout the process were all identified by HR and stakeholders alike as issues of concern, among many others. Undue delay in this process creates both an operational risk because positions remain unfilled and a lack of competitiveness in the employment market.

The Panel recommends that the recruitment process be reviewed by a Working Group chaired by the Deputy President, comprising HR, OCLA, EDI, the academic community and change management experts and concluded within 6 months of receipt of the Panel Report. Substantial recommendations have been made under UCC22 Pillar 4 in addressing recruitment process redesign. These should be reviewed by the Working Group in the first instance.

As part of this review, the recruitment process should be externally benchmarked and redesigned, including its regulatory basis, with a view to revising the process to ensure speedier recruitment while not compromising its legitimacy and integrity. Ensuring clarity of roles and responsibilities (Central HR/HR Business Partners/hiring managers et. al.) at all stages of the process will be critical. The Panel categorises this recommendation as urgent, given the current strategy of Cluster hiring, which is a more complicated and therefore riskier activity.

2. The Panel recommends that a “People Strategy” be developed and owned by UMT, identifying and agreeing core values and related behaviours, clarifying the purpose of HR and the expectations of the University around people management. This purpose should clearly identify the balance between the compliance vs developmental roles that HR functions are expected to play. This should be completed concurrently with the new UCC Strategic Plan.

To deliver this People Strategy, HR under the leadership of the HR Director should, within 6 months of the adoption of UCC's Strategic Plan, develop a HR Vision and Strategy based on broad consultation with key stakeholders.

The HR Vision and Strategy should include the following:

- a. Key performance indicators agreed with UMT;
 - b. Initiatives to support any proposed cultural transformation, to embed the values and behaviours of the institution;
 - c. Service level agreements (SLAs) with key stakeholders, particularly the four colleges, the main research institutes and professional services;
 - d. The acknowledgement that workforce planning should be enhanced throughout UCC and while supported by HR, is a critical line managerial function;
 - e. The enhanced use of technology to improve processes, enhance security, improve management information and track SLAs.
 - f. An implementation plan for managerial training (see recommendation 4 below).
 - g. Clear and consistent policies for those UCC staff on CID, part-time and hourly contracts (see recommendation 6 below).
3. The Panel recommends that the HR Operating Model/Organisation Design be reviewed. The combination of centralised HR services and Business partners is designed to ensure consistency in delivering HR service centrally and tailored advice locally. The Panel recommends that the role of the HRBPs and their relationship with HR be reviewed to ensure client service and the deployment of HR policies and initiatives are both delivered in the optimal manner.
- This review should be led by HR in consultation with client Units and would form part of the implementation plan for the HR Vision and Strategy and therefore be addressed in the HR Vision and Strategy.
4. Given the fact that "people" management is a managerial responsibility as opposed to a HR responsibility, the Panel recommends that all people managers receive regular formal managerial training in areas such as goal setting, feedback, performance management/development, EDI, critical conversations and compliance with HR standards, etc.
- This recommendation should be endorsed by UMT and incrementally developed and delivered by HR. In advance of delivery, HR should develop an implementation plan as part of the HR Vision and Strategy.
5. Feedback from stakeholders was that the system of promotions for administrative staff is not fit for purpose since it ignores the leadership role of line managers in the development as well as the appraisal of staff. The Panel recommends that the assessment process and criteria should be reviewed by HR in consultation with senior management, staff and unions within a year of receipt of the Panel Report to ensure fitness for purpose. If relevant Government Departmental approval is required for this review it should be sought. This review should

consider how a personal development conversation with line managers, feedback from line managers and candidate prior achievement, among other things, could inform the process and provide appropriate recognition and reward.

6. The Panel recommends that UMT, as part of its People Strategy, develops a clearer vision for those UCC staff on CID, part-time and hourly contracts. Their contribution to the mission of the University requires recognition, they deserve clarity about role and contractual obligations and their ongoing contribution should be enhanced with opportunities for growth and development.

This vision should then be operationalised in the HR Vision and Strategy, in conjunction with OCLA and EDI, with a suite of clear and consistent policies. If such policies exist, they should be communicated more extensively.

The Panel also recommends that the HRIS records for all part-time and occasional staff of UCC should be managed by HR in the same proper and comprehensive manner as all other cohorts of staff.

7. The Panel recommends that the HR Director, in consultation with his team, review the communications within the HR Department. Communication needs to be enhanced within HR to further:
 - a. Enable exchange of knowledge, expertise and insights;
 - b. Ensure the entire HR function is kept up to date with HR developments and direction;
 - c. Reduce the potential for siloed thinking;
 - d. Enhance the sense of community and teamwork;
 - e. Improve the capacity of HR to be agile in response to urgent priorities affecting distinct teams and services within HR.
8. The Panel recommends that an internal HR Working Group is established within a year of receipt of the Panel Report, tasked with ensuring that HR's initiatives are more consistently communicated across UCC, and that HR's achievements are acknowledged and recognised.

Appendix A – Peer Review Panel Profiles

Mr John Fitzgerald	John FitzGerald is a graduate of University College Cork, University College Dublin and the University of Wales at Aberystwyth. He was awarded the Italian Government/Council of Europe Scholarship for 1986, based at the European University Institute, Florence. John's career as a professional librarian commenced in Trinity College Dublin Library. This was followed by positions in the private sector as an R&D librarian and as a documentation specialist in the electronics manufacturing and pharmaceutical sectors. He has worked as a Project Manager in the software industry in the UK, and as a full-time researcher in the Department of Library and Information Studies (now SILS), University College Dublin. John was appointed University Librarian at University College Cork in 1995, having joined UCC in 1990 as Head of Library Automation. In 2010, he was appointed inaugural Director of Information Services and University Librarian, assuming overall responsibility for the University's IT Services, Audio Visual Media Services, and Cork University Press, in addition to the Library. He has successfully overseen the integration of these services into one cohesive unit. He has been heavily involved in national and international library and IT activities. He has served as Chairman of the Consortium of National and University Libraries of Ireland, Chairman of the Irish Universities Association Librarians' Group, Chairman of the Cork Archives Institute, and as Board Member and Chairman of the Audit Committee of HEAnet Ltd, Ireland's education and research data provider. John is currently the Irish Universities Association representative on the European Universities Association Expert Group on Open Science. He represents University College Cork on a range of local, national and international committees and regularly acts as a reviewer, evaluator, and observer of EU-funded R&D projects on behalf of the European Commission in the areas of Digital Culture and Cultural Heritage. He has overseen successful completion of many large capital IT and buildings projects at UCC. As a member of the University Management Team at UCC, he is also active in institutional strategic planning and fund-raising for development projects associated with the sustainability of the Cork University Press and enhancement of library buildings and collections. John acts as commissioning editor for the Cork University Press <i>Atlas</i> Series and as executive producer of a growing number of UCC-sponsored film documentaries.
Professor Patrick Gibbons (Chair)	Patrick is the Jefferson Smurfit Professor of Strategic Management at UCD. Formerly, he was Vice-President of Staff and Administrative Systems at UCD, a member of UCD's Governing Authority, Associate Dean at the UCD Business School and a Department Head of Management. He previously worked at Universities in Asia and the U.S.

Mr David Giles (Student Reviewer)	David Giles is a third year Law and Business student at UCC from West Cork. During the 2020/21 academic year, David was the college representative for Business and Law on the Students' Union - a college of over 5,500 students. This involved electing a network of 100+ class reps and voicing their views at the highest level of academic and strategic decision making within the college. He is a previous EU youth delegate and recognised as the All-Ireland Youth volunteer of the Year. David contributes to student life in UCC substantially, as a writer for the student newspaper, <i>the UCC Express</i>, and as the current Chairperson of the Free Legal Advice Centre. He also sits on the Governance subcommittee of the Board of Community Creations (the parent company of Spunout.ie and 50808) as the youth representative.
Dr Karen Vandeveld	Karen Vandeveld is an expert in HR management as well as research policy. In August 2018 she became Head of HR at Antwerp University. Before, she was a research policy advisor at Ghent University from 2006 to 2018. At Antwerp University, Karen oversees the implementation of HR policies as well as the operational processes linked to these, including recruitment & selection, career development, appraisal & rewards systems and academic leadership. She represents Antwerp University in the HR Working group of the Flemish Rectors' Conference (VLIR), in the Research Policy working group & Academic Careers working group of YERUN, and in the formal national negotiation committee of the government, union representatives and institutions. Many of Karen's initiatives are to be situated at the intersection of research policies and HR policies, in particular in support of researchers' careers. She has taken on the role of Advisor or Expert in a number of working groups for the Flemish Council for Science and Innovation, the Flemish Royal Academy of Science and the Arts, the OECD (Careers of Doctorate Holders project), the European Commission (DG RTD) and a number of consultancy-led projects related to research policy, HR and researchers' careers. She holds an MA Degree from Ghent University (1996) and a PhD Degree in Arts (2001) from the National University of Ireland, Galway.
Ms Karen Terry Weymouth	Karen joined Warwick as HR Strategy Director in January 2020. In addition to leading on our People strategy, Karen is responsible for Talent & Recruitment, Reward & Recognition, Academic Processes (academic career pathways), Organisation Design and staff Equality, Diversity & Inclusion. Shortly after joining, in response to the pandemic, Karen set up and led the first University wide voluntary leavers scheme, which generated £10+m cost savings. Prior to moving to the University of Warwick, Karen joined BT Group HR in 2010 as Change Director, having spent three years building an internal

	change consultancy within Openreach, the BT division that owns telephone wires and exchanges which connect nearly all homes and businesses in the UK to the national broadband and telephone network. Whilst with BT Group HR, Karen led a pan-BT organisation design and culture change initiative -‘Space to Lead’- building clear leadership accountabilities and empowerment by implementing a simplified organisation structure; led a programme to develop a 10-year understanding of strategic workforce demand and supply challenges based on technological and social trends and future skills availability; and transformed BT’s Internal Communications to build a pan-BT function and the communications capability required to support BT’s transformation and growth agenda. Prior to joining BT, Karen was a management consultant, working for EY and Capgemini Consulting, leading transformational change with large, complex organisations including Kellogg’s, Motorola, DWP and HMRC. Both at BT and as a consultant, she’s built strong internal and external relationships, working with senior leaders as a trusted advisor and coach on all aspects of organisational change. She has been a member of the judging panel of the Business Culture Awards for the last four years. Karen is motivated by making a difference and passionate about developing capability, delivering a great employee experience and building high performance teams.
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Appendix B – Peer Review Panel Timetable

Prior to site visit – online meeting

Tuesday 10 May 2022	
11.30 – 13.00	Briefing by Director of Quality Enhancement, Quality Enhancement Manager, Review Co-ordinator and QE Advisor. Panel discussion – initial thoughts on SER.

Site Visit to UCC – first week

Monday 16 May 2022	
During the day	Panel members arrive in Cork
19.00	Dinner for members of the Panel and Director of Quality

Tuesday 17 May 2022		
09.00 – 10.00	Private meeting of Panel <i>Panel agree issues to be explored in forthcoming meetings.</i>	
10.00 – 10.45	Meeting with Director, Human Resources <i>Discussion regarding developments to date and strategic priorities of HR</i>	
10.45 – 11.10	Private meeting of the Panel (coffee break)	
11.10 – 11.15	Panel move to venue for next meeting	
11.15 – 12.15	HR Management Team Central Services Manager Staff Wellbeing & Development Manager Pensions Manager Strategy & Organisational Manager Tyndall Research Manager HR Information Systems Manager Deputy Director of HR and Employee Relations Manager	HR Business Managers Central Services College of Arts, Celtic Studies & Social Sciences College of Medicine & Health College of Science, Engineering & Food Science College of Business & Law Central Services
12.15 – 12.30	Panel return to Tower Room 2	
12.30 – 13.15	Meeting with College Heads Head, College of Science, Engineering and Food Science Head, College of Business and Law Head, College of Medicine and Health Head, College of Arts, Celtic Studies and Social Sciences	

13.15 – 14.00	Lunch		
	Tour of HR facilities – Food Science Building		
14.00 – 15.00	Tour of HR facilities – Food Science Building Panel members: Pat Gibbons and David Giles	Tour of HR facilities – Tyndall Institute Panel members: Karen Vandevelde and John Fitzgerald	Tour of HR facilities – Sheraton Court Panel member: Karen Terry Weymouth
15.00 – 16.30	Meeting with staff of Human Resources <i>Discuss issues such as communications, staffing, structures and staff development.</i>		
16.30 – 17.15	Private meeting of the Panel		
19.00	Dinner for members of the Panel.		

Wednesday 18 May 2022	
09.00 – 09.30	Convening of the Panel – preparation for the day ahead
09.30 – 10.15	Meeting with President (<i>reporting line manager</i>)
10.15 – 10.30	Private meeting of the Panel
10.30 – 11.15	Meeting with University Management Team Deputy President and Registrar UCC Civic and Community Engagement Officer (<i>deputising for Vice President for External Relations</i>) Corporate Secretary Vice President for Learning and Teaching Director, Buildings and Estates
11.15 – 11.45	Private meeting of the Panel (coffee break)
11.45 – 12.15	Meeting with Bursar
12.15 – 12.30	Private meeting of the Panel
12.30 – 13.10	Meeting with College Managers College Manager, Science, Engineering and Food Science College Manager, Arts, Celtic Studies, Social Sciences Manager, School of Law (<i>deputising for College Manager, Business and Law</i>)
13.10 – 14.00	Lunch break (meeting with Central Services Manager)

14.00 – 14.40	Meeting with Union Representatives, IFUT – 5 x representatives SIPTU – 4 x representatives	
14.45 – 15.30	<i>UCC Stakeholders</i> Finance Office Office Manager, President's Office Director, Equality, Diversity and Inclusion Director of Recruitment and Admissions School Manager, School of Education Retired Staff Association	<i>UCC Stakeholders</i> Staff Ombudsman Head, School of Applied Psychology Head, Management and Marketing Director of Research Support & Policy Dean, School of Law
15.30 – 16.00	Private meeting of the Panel (coffee break)	
16.00 – 16.30	Meeting re Case Study of Good Practice	
16.30 – 17.15	UCC Stakeholders Representative from Oral Health Services Research Centre Head of UCC Skills Centre Representative from Department of Government and Politics School Manager, School of Pharmacy Head, School of Clinical Therapies Head of Digital Information	
19.00	Informal dinner for members of the Panel	

Online Meetings – second week

Wednesday 1 June 2022	
09.00 – 09.15	Convening of the Panel – preparation for the day ahead
09.15 – 10.00	Meeting with External Stakeholders Senior HR Partner, Royal College of Surgeons in Ireland HR Manager, Munster Technological University, Cork Regional Director, Ibec Chief Medical Officer, Cognate Health Chartered Psychologist, Vitae Consulting Representative from Willis Towers Watson Associate Director HR & EDI, Irish Universities Association Representative from Cornmarket
10.00 – 11.00	Panel meeting to draft the recommendations and commendations
11.00 – 11.30	Break for Panel
11.30 – 13.00	Panel meeting to draft the recommendations and commendations

Friday 3 June 2022	
09.00 – 10.30	Meeting of Panel to finalise recommendations and commendations
10.30 – 11.15	Meeting with Director, Human Resources <i>Clarification and discussions of main findings by Panel</i>
11.15 – 11.45	Break for Panel
11.45 – 12.30	Panel meeting to discuss feedback from Director/consider the closing presentation
12.30 – 13.00	Closing presentation <i>Closing presentation to all staff, to be made by the Chair or other member(s) of Panel as agreed, summarising the principal findings of the Panel. This presentation is <u>not</u> for discussion at this time.</i>
13.00 – 13.30	Panel – wrap up meeting