

## Higher Education Action Plan Reporting

### Department of Further and Higher Education, Research, Innovation and Science

#### Higher Education (HE) Progress Report – August 2023

This is a report on progress made in delivery of reforms outlined in the HE sectoral action plan developed in line with Building Momentum.

<b>PRIORITY 1. Build on the commitments and flexibilities to improve service delivery</b>			
<b>Building Momentum - 1.3.1, 1.3.2, 1.3.5</b>			
<b>Action</b>	<b>Outcome</b>	<b>Measure</b>	<b>Progress report update and achievements to end of August 2023</b>
Build on the experience and learnings of working through Covid 19 and continue to engage and negotiate to develop these new ways of working, that take advantage of the learnings from blended working and remote delivery.	Build on the experience and learnings of working through Covid 19 and continue to engage and negotiate to develop these new ways of working, that take advantage of the learnings from blended working and remote delivery.	Ongoing cooperation with the public service response to the Covid-19 crisis, including Emergency Remote Teaching. Sustains the spirit of public service agility and delivery demonstrated during the COVID-19 crisis.	Cooperation with the move back to in-person teaching continued throughout the academic year, while many of the practices adopted since March 2020, including online course delivery, and remote working have been continued where agreements exist re same. This optimises the student experience and the workplace environment. The retention of online learning opportunities has brought student benefits in terms of accessibility and flexibility.
Cooperation with meaningful negotiations on the implementation of a full-spectrum of online course delivery that reflects the equality of experience for students, including access to	Builds on the achievements of the online provision of third level education experienced during the Covid crisis and continued cooperation with regard to flexibilities and change to support effective responses to Covid 19.	Ongoing cooperation with the public service response to the Covid-19 crisis, including Emergency Remote Teaching. Sustains the spirit of public service agility and delivery demonstrated during the COVID-19 crisis.	There is continued cooperation with blended learning and remote delivery where agreements exist re same. Staff continue to cooperate with return to campus measures.

recorded lectures for a defined period of time.	Ensures a quality student learning experience.		
Following consultations, the implementation of blended learning polices and assessment methods across all appropriate programmes to allow online completion.	Builds on the achievements of the online provision of third level education experienced during the Covid crisis and continued cooperation with regard to flexibilities and change to support effective responses to Covid 19. Ensures a quality student learning experience.	Ongoing cooperation with the public service response to the Covid-19 crisis, including Emergency Remote Teaching. Sustains the spirit of public service agility and delivery demonstrated during the COVID-19 crisis.	Some programmes are being delivered in a hybrid manner across a number of HEIs where agreements exist re same.
The introduction of negotiated agile and flexible working policies that will support the Higher Education Institutions (HEIs) in delivering a new education model that equips graduates for the changing workplace.	Builds on the achievements of the online provision of third level education experienced during the Covid crisis and continued cooperation with regard to flexibilities and change to support effective responses to Covid 19. Ensures a quality student learning experience.	Ongoing cooperation with the public service response to the Covid-19 crisis, including Emergency Remote Teaching. Sustains the spirit of public service agility and delivery demonstrated during the COVID-19 crisis.	HEIs are developing/implementing remote working policies where agreements exist re same, in line with the Department of Public Expenditure Framework.
Agreement to introduce agreed enabling processes to reflect the developing digitisation of the workplace that graduates will be entering.	Builds on the achievements of the online provision of third level education experienced during the Covid crisis and continued cooperation with regard to flexibilities and change to support effective responses to Covid 19. Ensures a quality student learning experience.	Ongoing cooperation with the public service response to the Covid-19 crisis, including Emergency Remote Teaching. Sustains the spirit of public service agility and delivery demonstrated during the COVID-19 crisis.	The sector continues to embrace new technologies with a number of institutions undertaking various digitisation projects.

<b>PRIORITY 2. Business, operational, policy changes to meet strategic objectives</b>			
<b>Building Momentum – 1.2.1</b>			
<b>Action</b>	<b>Outcome</b>	<b>Measure</b>	<b>Progress report update and achievements to end of August 2023</b>
Cooperate with the implementation of measures to ensure efficiencies, cost savings and values for money in relation to service delivery, in recognition of ongoing employment controls and resource constraints.	Creates internal efficiencies to deliver an improved service to students.	Measures implemented to increase internal efficiencies.	The sector is continuing to take measures to ensure cost savings and other efficiencies are achieved to deliver an improved service to students.
Continued co-operation, engagement and support of all employees with the established processes and agreements in the establishment of the Technological University sector and the integration of administrative processes across multi-campus.	Ensures the successful merging of the IOTs into Technological Universities and secures the future efficient and effective operation of the new TUs.	Cooperation with the changes and work practices due to the establishment of new organisations.	Co-operation with the establishment of the Technological Universities is ongoing and the integration of processes continues.
Where required, support the HEI's in the development of enhanced organisation design to facilitate strategic objectives and engage appropriately with the concept.	Creates internal efficiencies to deliver an improved service to students.	Measures implemented to increase internal efficiencies.	There has been satisfactory engagement and co-operation where required in order to facilitate strategic objectives.
Cooperate with engagement on the reform of student services to ensure a person-centred, holistic approach to student development, entailing greater flexibility in the delivery of such services in the multi-campus environment of HEIs.	Creates internal efficiencies to deliver an improved service to students.	Measures implemented to increase internal efficiencies.	The reform of student services has had satisfactory co-operation.
Where applicable, cooperate and engage on the use of unsupervised tutors and	Creates internal efficiencies to deliver an improved service to students.	Measures implemented to increase internal efficiencies.	Where applicable, there has been ongoing co-operation in the HEIs.

demonstrators where appropriately required noting the terms of the PCW.

**PRIORITY 3. Increased flexibility in the resourcing model to deliver better services**

**Building Momentum – 1.5.3, 1.5.4,**

Action	Outcome	Measure	Progress report update and achievements to end of August 2023
<p>To engage in meaningful consultations to negotiate:</p> <ul style="list-style-type: none"> <li>* an <b>agreed Multi-Disciplinary Teams and a flexible workforce model</b>, including flexibility around traditional organisation of teams/grade/attendance demarcations;</li> <li>* <b>revised allocation of responsibilities</b> across Faculties and Support units for digital innovation to match HEI strategic ambitions;</li> <li>* the <b>re-assignment of appropriate duties</b> as a result of rationalisation and harmonisation of system unification;</li> <li>* where duties are aligned as part of the development of TU's and <b>the reassignment of employees to other duties</b> at an appropriate level elsewhere on the same campus.</li> </ul>	<p>Improved Service Delivery for Students</p>	<p>Measures implemented to support greater movement of staff between business units</p>	<p>Measures to improve service delivery for students is ongoing and the parties continue to engage and cooperate with these measures.</p>

**PRIORITY 4. Engagement with new and emerging technology**

**Building Momentum – 1.4.1**

<b>Action</b>	<b>Outcome</b>	<b>Measure</b>	<b>Progress report update and achievements to end of August 2023</b>
Cooperate with engagement on new technologies, unified IT systems, Management Information Systems and undergo the relevant training required.	Using technology to create efficiencies and synergies to streamline operations with the use of shared services, allowing organisations to focus on core business.	Supporting the HEIS to meet the challenges of implementing unified and shared IT systems	There has been a number of initiatives across the sector on new technologies with ongoing engagement and cooperation.
Acceptance of pay cycle adjustments – e.g. from weekly to fortnightly to facilitate process efficiency except where existing referrals are in current IR processes.	Using technology to create efficiencies and synergies to streamline operations with the use of shared services, allowing organisations to focus on core business.	Supporting the HEIS to meet the challenges of implementing unified and shared IT systems	The parties have continued to use the appropriate IR mechanisms to address any issues relative to IR processes.
Where applicable, acceptance of the move from physical to electronic payslips as part of an improved service delivery model.	Using technology to create efficiencies and synergies to streamline operations with the use of shared services, allowing organisations to focus on core business.	Supporting the HEIS to meet the challenges of implementing unified and shared IT systems	Where applicable there has been cooperation in the HEIs.



Signature \_\_\_\_\_

Jim Breslin

Secretary General

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