







**Engagement and Outreach**  
**5. Enhanced Campus Experience**

*Provide Occupational Health and Safety Expertise in the design of teaching and laboratory facilities in new and renovated spaces.*

Action/Strategy	Measurable/Milestone	Status
Ongoing provision of advice and guidance regarding safety requirements and considerations for updates to all campus buildings and construction projects (e.g., Markham campus) continues through to opening and operation of the building.	1. Advice is provided regarding the construction, pre-start reviews and pre-occupancy inspections of the new building 2. Input is provided into the development of health & safety protocols related to the operation of the building and teaching and laboratory facilities to ensure compliance with the Occupational H&S Act 3. Creating and providing relevant health and safety training to support faculty and staff	 On Track

**Engagement and Outreach**  
**6. Enhanced Community Engagement**

*Valuing People and Strengthening the Workplace: Ongoing effective implementation of strategies to promote employee engagement and well-being.*

Action/Strategy	Measurable/Milestone	Status
Implementation of the Integrated Mental Health Strategy	1. Key result areas and measures developed and assessed annually for each of the five strategic priorities.	 Discontinued
Develop a wellness program	1. Consult with University community and develop a business case for a wellness program/strategy	 On Track
Review, analyze and evaluate the EFAP (Employee and Family Assistance Program) and prepare RFP	1. Conduct review and analysis 2. Complete RFP process as per Procurement policies 3. Develop communication strategy on reintroduction of EFAP provider	 Completed
Continue to raise awareness of and leverage the services provided by EFAP	1. Review usage with provider post awareness initiatives	 On Track
Fully redevelop and implement the Disability Support Program for all faculty and staff	1. Develop training program in collaboration with community partners 2. Deliver management training and support mechanisms to address disability support, absence support and accommodation needs for employees and managers 3. Deliver training to Management and Unions on the proper completion of SAIRS, the importance of timely reporting and prevention of accident/illness	 Progressing






**Enabling the Plan**  
**7. Enabling the Plan**

## Integrated Resource Plan 2018-2019

### Human Resources

**PLANID:** 1132




***Resource Integration and Sustainability: Improve operational effectiveness and service delivery and continuous improvement initiatives to advance HRIS priorities in collaboration/consultation with stakeholders.***

Action/Strategy	Measurable/Milestone	Status
Develop a robust HRIM strategy	1. Provide accurate data to support reporting, ASP, DSP, Employee recognition and other HR initiatives 2. Enhance HR eReports to address community needs (e.g. Attendance reports, long service, sick leave etc.) 3. Upgrade base system 4. Develop a Sustainable System Maintenance Plan 5. Improved HR data integrity and accessibility 6. Enhancement of Manager and Employee Self Service capabilities 7. 3-5 year HCM roadmap presented to VPFA as part of the strategic funding request	 On Track
Plan, schedule and enact continuous improvements to business processes and enhanced services	1. SAS Full time Faculty file integration with HRMS 2. Employee and Manager Self-Service Enhancements 3. Full-time and part-time faculty reporting 4. Benefits, Pension and Payroll integration 5. Improved payroll and benefit processes affecting pension administration	 On Track
Continue TRT Phase 2 (Casual Employees)	1. Project scope and implementation developed 2. Business requirements developed through collaboration with pan-University stakeholders 3. Standardized job structure classifications for casual employees developed 4. Change Management strategy to support implementation developed 5. Automated workflows and approvals implemented 6. Successful implementation and adoption of time reporting for casual employees utilizing self-service 7. Enhanced reporting to support casual time requirements deployed	 On Track
Continue TRT Phase 2 (Casual Employees)	1. Project scope and implementation developed 2. Business requirements developed through collaboration with pan-University stakeholders 3. Standardized job structure classifications for casual employees developed 4. Change Management strategy to support implementation developed 5. Automated workflows and approvals implemented 6. Successful implementation and adoption of time reporting for casual employees utilizing self-service 7. Enhanced reporting to support casual time requirements deployed	 On Track
Source and implement the new Applicant Tracking (ATS) and Onboarding System	1. Identified preferred proponent that meets the mandatory and desirable requirements for process system and candidate experience 2. Recruitment process review conducted and efficiencies realized, 3. PeopleSoft Job/Position attributes integrated with ATS 4. Implement a process to build and maintain an accurate & current job description repository 5. Developed a process to integrate job documentation into PeopleSoft & converting existing job codes & PCNs to support the implementation of ATS 6. Process review of Employee onboarding conducted and provisioning improved 7. Hire and rehire ETFs eliminated for non-academic employees within project scope 8. Metrics and analytics reporting developed	 Progressing


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PeopleSoft Upgrade of HRIS to version 9.2	1. PeopleSoft upgrade completed with delivered new system functionality and required York customization. 2. Fitgap analysis completed to align old and new versions 3. Risk mitigation strategies completed to existing and critical system processes and procedures.		Completed
Implement Post Retirement Benefits administration in PeopleSoft	1. Reduction in FTE efforts in Pension and Benefits		Not On Track
Automation of YUSA job evaluation documentation and process	1. Obtain YUSA's agreement to explore automation of the job documentation and evaluation process 2. Develop concept document and business case jointly to submit to UIT Project Review Board 3. Develop process map for current and future state 4. UIT develop solution 5. Develop communication & implementation plan		Progressing

***Resource Integration and Sustainability: Prioritization of service delivery as part of a shared services model in the support of academic priorities and as aligned with the Institutional IRP.***

Action/Strategy	Measurable/Milestone		Status
Prioritize services provided by HR to facilitate efficiencies and enhance customer service to individual faculties and departments Robust business process review and re-engineering of HR services related to ATS	1. Identify priority HR services 2. Initiate process review and process mapping exercise of HR services 3. Participate and utilize Benchmarking metrics for HR 4. Evaluate HR position to determine priorities 5. Consult with institutional stakeholders 6. Communicate recommendations as to the optimal alignment of the University's HR resources with community partners for input and final review		Progressing




***Valuing People and Strengthening the Workplace: Compliance with compensation related legislation and response to provincial Consultations e.g. Pay Equity Act, BPSAA, BPSECA. Gender Wage Gap***

Action/Strategy	Measurable/Milestone		Status
Review Broader Public Sector Executive Compensation Directive and develop data for institutional response			Completed
Implement settlement obligations of Pay Equity Agreement with YUSA for the YUSA 2 unit			Completed
Review mandate of Gender Wage Gap initiative			Completed


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**Valuing People and Strengthening the Workplace: Development/implementation of HR strategic initiatives.**

Action/Strategy	Measurable/Milestone	Status
Facilitate discussions on a collaborative framework for HR services, with roles/responsibilities defined Develop consultation and communication strategies to advance HR policy/procedure standardization	1. Participate in institutional discussions on the development of high quality affordable administrative services to support academic priorities 2. Develop in-house expertise for rapid and accurate response to faculty/ department needs	 Progressing
Develop a long-term plan of how to establish and maintain the continuous flow of the targeted talent to the organization's talent acquisition process and how to edge out the competition looking for the same talent	1. Developed sourcing strategy with year-over-year priorities and associated metrics 2. Predict talent needs and define targeted talent 3. Develop Talent Management Strategy and include strategies for different types of talent 4. Define employment brand and align with the University brand to be developed 5. Utilize social media channels for talent acquisition and track results to determine efficacy of strategy over the short and longer terms 6. Refine current acquisition metrics to enhance evaluation of acquisition strategy	 On Track
Empower managers with appropriate career/skills development	1. Finalize training resources & provide acquisition toolkit for managers. 2. Facilitate training sessions as part of Manager U	 On Track

**Valuing People and Strengthening the Workplace: Effectively plan and execute key strategic labour relations initiatives.**

Action/Strategy	Measurable/Milestone	Status
Ongoing collective bargaining preparation and negotiations as per expiration dates of collective agreements with CUPE 1356, CUPE 1356-1, IUOE, CUPE 1356-2, YUSA 1 and YUSA 2	1. Undertake review and consultation in order to establish strategies and mandates for collective bargaining 2. Communication of collective agreement changes to HR units and broader community partners	 On Track

**Valuing People and Strengthening the Workplace: Establish an integrated approach to health, safety and well-being.**

Action/Strategy	Measurable/Milestone	Status
Focus on collaboration and efficient use of resources to support an enhanced health and safety service model for the university community Enhance compliance using technology, e.g. automated training upload, e-learning, e-claims	1. Enhance the University's internal responsibility system through the area Health & Safety Officers and JHSCs. 2. Review H&S training and education needs 3. Deliver H&S training through e-learning, where appropriate, and ensure timely records available for management information needs 4. Implementation of a HSEWB Communication Strategy in April, 2019	 On Track
Enhance health and safety compliance Promote a climate of health and safety awareness with community partners and ensure compliance with all appropriate legislation	1. Reinforce compliance requirements for the OHS Training Regulation 2. Develop a robust workplace inspection program, including ongoing supervisor and worker inspections, as well as planned preventive maintenance inspections, JHSC inspections, and HSEWB inspections	 On Track


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Re-vamp York's Joint Health & Safety Committee Structure

1. Provide training and support to the JHSCs to foster their success and contributions to the Internal Responsibility System (IRS)

 On Track

***Valuing People and Strengthening the Workplace: Ongoing effective implementation of strategies to promote employee engagement.***

Action/Strategy	Measurable/Milestone	Status
Advance the University's capacity to engage, retain and optimize the value of employees.	1. Implement Onboarding Strategy as part of the ATS 2. Conduct process review to streamline HR processes related to the acquisition process 3. Develop and implement Service Model for Talent Acquisition and Development	 On Track
Transition Human Resources content on yulink as a reliable source of Human Resources information for York employees	1. Implement new HR external website in two stage process - pre and post implementation of Applicant Tracking System (ATS)	 On Track
Develop competency framework to develop an institutional framework to support hiring, development, performance development and succession planning	1. Develop criteria for a robust institutional succession planning framework towards opportunities for advancement	 On Track
Sustain Organizational Development interventions that contribute to a healthy, effective and productive organization	1. Provide support and assistance to leaders in developing and improving individual, team, department and organizational effectiveness 2. Provide leaders and managers with workforce planning training and education	 On Track
Development and implementation of a new Performance Management Plan for CPM staff	1. Consult with community to identify SWOT re current PDP 2. Create a draft PDP model 3. Share with focus group to refine model 4. Finalize model, communicate process and timelines and roll out to the community	 Completed
New CPM Compensation Framework development implementation	1. Complete RFP process, hire and engage consultant 2. Establish subcommittee and kickoff 3. Conduct current state review 4. Conduct focus group meetings; collect & report on feedback 5. Develop preliminary compensation philosophy 6. Conduct market review 7. Present results to steering committee & VPFA 8. Develop various pay structure models and present options, impacts and cost analyses to VPFA 9. Develop salary administration & implementation guidelines; present to VPFA 10. Based on input/feedback from P&VP, prepare final recommendation report to include pay structure, implementation & salary administration guidelines 11. Develop communications for roll out 12. Implementation Revise new proposed pay structure to reflect 2019 ranges Update employee data to reflect population changes since September 30, 2018 and actual base pay at August 2019 Identify employees above maximum red circle Conduct exercise to place eligible employees on next closest base pay step and process	 On Track

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Assess & evaluate an expanded staff recognition program for all employees

- 1. Determine 5-year eligibility parameters for academic employees/casuals/part-time
- 2. Implement a process and supporting system
- 3. Communication & roll-out



On Track

