Integrated Resource Plan 2020-2021

DIVISION: Division of VP Equity, People & Culture

UNIT: Division of VP Equity, People & Culture

PLAN ID: 1339

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2. Knowledge for the Future

Responding to the "Increasing the Representation of Black Faculty Members at York" Report

Action/Strategy:	Measures/Metrics/Milestones:
Developing an implementation strategy to increase representation of Black faculty members across the organization	Targets are identified (e.g. min 6 Black Faculty positions announced in June 2020) Provost's Office and Deans, YUFA are consulted and engaged Targets are achieved by 2023 Supports for Black Faculty are developed as part of the strategy Metrics are defined and continue to measure recruitment and retention of Black faculty members Progress is reported back to the authors of the Report and key stakeholders regularly
Develop Implementation Plan for the Recommendations in the Report	Implementation of Recommendations will include: Barriers to success are identified by 2021 and minimized by 2023 Measures of success are identified by 2021 Affirmative Action process is reviewed and updated by 2022 Enhancement of retention of faculty members from underrepresented groups, with supports and measures identified

Supporting the Implementation of the Report "Decolonizing Research Administration: A Guide to Moving Forward"

Action/Strategy:	Measures/Metrics/Milestones:
Work with VPRI to begin implementation of recommendations in the report	

3. From Access to Success

Support & Contribute to Systems improvement, including the advancement of York's strategic priority to implement the Student System Renewal Program over the next four years.

Action/Strategy:	Measures/Metrics/Milestones:

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Provide Human Resource leadership for the Student System Renewal Project (SSRP)	As a member of the SSRP Steering Committee, the AVP HR will provide oversight and program level direction on the overall program.
	As Project Co-Sponsor of the Identify Access Management (IAM) Committee, the AVP HR will provide oversight and project level direction of the end to end IAM implementation.
	In addition, the AVP HR will oversee the mandate and responsibilities of the HR and Organizational Change Management Committees.
Support & Contribute to the development of student & employee census	A Comprehensive survey that reflects community is developed and implemented; key measures are identified to monitor success

5. Working in Partnership

Champion and Support Indigenous Initiatives

Action/Strategy:	**Measures/Metrics/Milestones:**
Support York's Indigenous Council Advocate & case built for development of a senior Indigenous administrative role	Indigenous Council is supported by VPEPC in achievement of their priorities and initiatives Case is made, position is approved, funded by 2021

Students with disabilities in experiential education are supported

Action/Strategy:	**Measures/Metrics/Milestones:**
Work with Bona Fida Academic Requirements Committee to identify best practices to remove barriers for students with disabilities in participating in Experiential Education opportunities across University Faculties including professional programs (Nursing, Law, Social Work, Engineering) that either have an EE graduation requirement (often governed by an external accreditation body) or participation is strongly encouraged	Resource guide Developed (2022) Materials that support Faculties and Course Directors to identify learning outcomes and bona fide academic requirements necessary to successfully complete an Experiential Education opportunity are developed (2022) Once completed this would allow prospective students to fully understand the course requirements and whether they can complete degree requirements

6. Living Well Together

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Culture of Well-Being is cultivated across the organization

Action/Strategy:	**Measures/Metrics/Milestones:**
HR promotes, stewards and strives for continuous improvement in York's culture of well-being over the next five years through principles that guide and reinforce a healthy workplace, employee engagement and organizational commitment	Staff engagement will improve by 10% from the 2021 baseline measurement
Continue to support the learning and development of all employees and students towards a culture of well-being	Workshops & training opportunities on key issues delivered in a cohesive, coordinated way across the institution Training to include: Anti-oppression Unconscious Bias Freedom of Expression Conflict Resolution Wellness/Health & Safety Workshops are evaluated and content revised on an ongoing basis
Effective Labour Relations in place	Fully Developed Labour Relations Strategy that encompasses work of Faculty & Employee Relations in place by 2021. Strategy Implemented in full by 2023 Full review of all collective agreements to identify opportunities for improved language in support of effective relationships completed by 2023

Cultivation of a campus community that creates a sense of belonging, and is equitable, diverse and inclusive

Action/Strategy:	**Measures/Metrics/Milestones:**
Institutional EDI Strategy Developed & Delivered	Strategy developed and approved by end of 2021 Metrics put in place to measure change Support for unit-specific EDI plans (e.g. consulting, provision of advice, creation of a repository of unit plans, creation and sharing of tools, etc.) are in place by 2021 Report back to community at years 3 & 5

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Framework to Address Anti-Black Racism Developed & Delivered	Framework developed and approved by end of 2020
	Metrics put in place to measure change in 2021
	Report back to community at years 3 & 5
Indigenous Framework Review & Renewal	Full review of the Framework in 2022 (5 years from acceptance of Framework)
	Update provided in 2022 to the community
Human Resources & Labour Relations each reviews, instills, and models the practices of inclusion in day-to-day operations and client service.	Employee engagement measuring sense of belonging will improve by 10% over 2021 baseline measurement. EDI Principles embedded throughout the employment lifecycle over the next five years inclusive of a review of HR Standard Operating Procedures and contributions of all functional units within Human Resources. All Collective Agreements are reviewed with an EDI lens by 2023
Deliver unconscious bias training to leaders, including hiring managers in non-academic roles	Unconscious bias training will be delivered to all organizational leaders by fiscal year end 2021/22 and included as part of staff onboarding.
Undertake review of relevant policies with a critical EDI lens to address systemic barriers	Policies for review are identified by 2021 and include at a minimum: Affirmative Action Policy Harassment & Racism Policy Workplace Harassment Policy
	Plan developed for policy review, including timelines and consultations in 2021
	Policies are reviewed, changes made as appropriate and approved by 2025
Data collection on key metrics to better understand employment equity and campus composition (student, staff & faculty), enabling strategy formation and program development	Employee census improved/implemented
	Recruitment, Retention, Advancement metrics identified for key groups, patterns identified and strategies for improvement articulated with programs developed to address systemic barriers and inequities (such as mentoring, coaching)
	Work with Division of Students to support better understanding of student equity issues
Community of Practice for those working in EDI at York	CoP Developed
	Supports Identified that are required to help the CoP thrive and are appropriately resources

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A campus climate is developed to foster dialogue, respect, kindness, empathy, and open-mindedness to diverse points of view

Action/Strategy:	**Measures/Metrics/Milestones:**
A campus climate is developed to foster dialogue, respect, kindness, empathy, and open-mindedness to diverse points of view	Implementation Group Formed in 2020
	Quarterly Reports on Progress to President, Reports back to community as appropriate
	Recommendations Implemented, such as policy revision, education efforts to campus community
	Review of success of implementation completed in 2024

Development of the Division of Equity, People & Culture

Action/Strategy:	**Measures/Metrics/Milestones:**
Develop organizational plans for the Division	Organization chart developed for 3-5 year growth by end of 2020
	Positions developed & hired; funding proposals developed as required
	Divisional strategy developed, implemented and monitored
	Review of Mandate of CHREI & development of recommendations by mid 2021
Communications strategy for the Office of the VP developed and implemented	Website developed by 2021
	Identity of the Office of the VP EPC developed, and cultivated through social media and online outlets
	Communications strategy/plan developed for the Divisional Office
Benchmark progress on the development of the division and report back to community	Creation of key metrics for benchmarking by 2021
	Reporting schedule developed by end of 2021
	Reports delivered on time with identification of areas to celebrate and where work continues to be needed (regular to 2025)

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Development of Labour Relations as a unit	Budget tree developed/implemented to reflect new structure of unit by end of 2020
	Hiring of new positions complete by 2021
	Team development plan developed & accomplished by 2021
	Strategic Plan for LR developed & implemented by 2021

Advance York's strategic priority of

Service Excellence

Action/Strategy:

In partnership with NOUS, implement a people-centric service delivery model that drives improved client satisfaction with HR services.

Measures/Metrics/Milestones:

Cubane's Net Service Satisfaction scale measuring "I can access reliable advice that is delivered as promised" will improve by 10-15 points over the Fall 2017 baseline measurement by 2023.

Deliver the envisioned streamlined technology enabled operational practices of the HR Roadmap by fiscal year-end 2023

Markham Centre Campus (MCC)

Action/Strategy:

As a cornerstone of the MCC shared services plan, lead the non-academic workforce plan in support of the 3-year Integrated Operational Readiness Project Timeline.

Measures/Metrics/Milestones:

7. Answering the Call

Building a more equitable, diverse and inclusive community (SDG 5, 10, 16)

Action/Strategy:

Measures/Metrics/Milestones:

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EDI Strategy Development & Implementation (SDG 5, 10, 16)

Strategy developed and approved by end of 2021

Metrics put in place to measure change

Support for unit-specific EDI plans (e.g. consulting, provision of advice, creation of a repository of unit plans, creation and sharing of tools, etc.) are in place by 2021

Report back to community at years 3 & 5

Framework to Address Anti-Black Racism (SDG 5, 10, 16)

Framework developed and approved by end of 2020

Metrics put in place to measure change in 2021

Report back to community at years 3 & 5

Indigenous Framework Review & Support the work of Indigenous Council (SDG 5, 10, 16)

Full review of the Framework in 2022 (5 years from acceptance of Framework)

Update provided in 2022 to the community

Relationships and infrastructure built to support the work of Indigenous Council

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Implementation of Cromwell Report Recommendations & the Initiative on open and respectful dialogue working group recommendations

Implementation Group Formed in 2020

Quarterly Reports on Progress to President, Reports back to community as appropriate

Recommendations Implemented, such as policy revision, education efforts to campus community

Review of success of implementation completed in 2024

Undertake review of relevant policies with a critical EDI lens to address systemic barriers (SDG 5, 10, 16)

Policies for review are identified by 2021 and include at a minimum:
Affirmative Action Policy
Harassment & Racism Policy
Workplace Harassment Policy

Plan developed for policy review, including timelines and consultations in 202

Policies are reviewed, changes made as appropriate and approved by 2025

January 2021