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.

Strategy/Action	Measure/Milestone		
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	✅	Completed

Engagement and Outreach
6. Enhanced Community Engagement

Valuing People and Strengthening the Workplace: Valuing People and Strengthening the Workplace: To foster a culture of employee well-being. Through investment in HSEWB infrastructure, create and sustain a culture which integrates well-being into all of Yo

Strategy/Action	Measure/Milestone		
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	❌	Discontinued

Development and implementation of a health and safety strategy which encompasses occupational and non-occupational health, safety and well-being in alignment with the UAP, Mental Health Strategy and Community Safety Strategy	1. Strategy developed 2. Champions Identified 3. Hiring HSEWB staff to support well-being (prevention) and psychology health and safety in the workplace (CSA Z1003 psychological health and safety standard), 2020	🟢	On Track
Continue to raise awareness of and leverage the services provided by EFAP	1. Review usage with provider post awareness initiatives	✅	Completed
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	🔴	Not On Track

Enabling the Plan
7. Enabling the Plan

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

Strategy/Action	**Measure/Milestone**		
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	✅	Completed
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)	✅	Completed
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	🔴	Not On Track

| New CPM Compensation Framework development implementation | 1. Complete RFP process, hire and engage consultant | ✓ Completed |

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

13. Develop FAQs & scenarios for posting to Manager Resources

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Assess & evaluate an expanded staff recognition program for all employees

1. Develop a new Service Recognition Program that defines 5-year eligibility parameters for casuals and part-time employees.

● Not On Track

2. Implement a process and supporting system

3. Communication & roll-out

As the Functional Lead for HR Transformation at York, working together with the transformation team and shared services, lead the process reviews underway and advance a shared vision of HR service excellence in the adoption a York HR service delivery model	1. Engage in broad community consultation toward the implementation of a HR Service Delivery model 2. Hire Director HR Services by Nov, 2019 to provide pan-university operational oversight of HR Services 3. Provide HR leadership & subject matter expertise to the Service Transformation Steering Committee 4. Co-chair HR service transformation team as the HR functional lead	🟢	On Track
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	🟡	Progressing
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	❌	Discontinued

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 OHSA 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	❌	Discontinued
Together with the VP, EPC and AVP, LR establish the inaugural Equity, People and Culture Division within York University.	Aligned to VPEPC 2019-20 objectives.	✅	Completed
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	❌	Discontinued
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	🟡	Progressing

Plan, schedule and enact continuous improvements to business processes and enhanced services	1. SAS Full time Faculty file integration with HRMS	✅	Completed
	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		
Continue TRT Phase 2 (Casual Employees)	1. Project scope and implementation developed	🟡	Progressing
	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		

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	✅	Completed
	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 in scope non-academic employee groups		
	8. Metrics and analytics reporting developed		
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	🟡	Progressing
	2. Develop concept document and business case jointly to submit to UIT Project Review Board		
	3. Develop process map for current path of all job-e documents to move towards changing them to online word forms and AODA compliant		
	4. UIT develop solution		
	5. Develop communication & implementation plan		