

5. Working in Partnership

Support and 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:

As Project Co-Sponsor of the Identify Access Management (IAM) Committee, provide oversight and project level direction of the end to end IAM implementation.

Measures/Metrics/Milestones:

- a) Participate in the documentation of requirements and use cases that will be used for the IAM acquisition process.
- b) Participate in the discovery and definition of the data sources, roles and IAM scenarios for identities leveraging the CRM, NextGen SIS and Data Definition and Management workstreams.
- c) Participate in the NRFP process for a solution and solution integrator for the initial phases of the IAM roadmap.
- d) Identify changes required to the University policies.

Evaluation Status:

On Track

Successfully support the SSRP as a member of the IAM Steering Committee. Ensuring all targets are met for IAM implementation.

- Development of the IAM vision road map
- Design an IAM architecture within the Higher Education Context
- Document use case requirements that will be used for the IAM acquisition process.
- Discovering and defining the data sources, roles and IAM scenarios for identities leveraging the CRM, NextGen SIS and Data Definition and Management workstreams.
- Conducting the NRFP process for a solution and solution integrator for the initial phases of the IAM roadmap.
- Implementing a modern IAM solution foundation to support the SSRP solutions, directory services and access management.
- Identify changes required to the University policies.

On Track

As a member of the SSRP Steering Committee, the AVP HR will provide oversight and program level direction on the overall program.

Provide HR support to the SSRP in the development/renewal of the student system, the roadmap and the suite of solutions which will assist the University in meeting the UAP, IT Strategy and mitigate the 11 York risks.

On Track

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1296

Serve as change management and learning/process improvement champions for the human side of SSRP business process change and implementation

Support the development of a SSRP learning and development strategy to align with York's learning & organizational development strategy, practices, and systems

Progressing

Provide instructional design consultation to support the SSRP training team in the development of training for users/trainers in local units

The AVP HR will oversee the mandate and responsibilities of the HR and Organizational Change Management Committees.

Provide pan-university change management and broad socialization leadership on living and working with the York brand

Progressing

Develop pilot "Living & working with the York Brand"
Create specific learning approaches for various employee audiences.
Begin roll out.

Support (the Director, OCM), enable and facilitate employee SSRP adoption and usage

TAD Director to serve on the OCM Committee to ensure successful the and strategic intersection with TAD services and support

Providing support to HRBP for SSRP to facilitate hiring/secondment of staff and develop the retained organization.

Provide advice on job design, job evaluation development and compensation with accelerated turnaround.

6. Living Well Together

Advance York's strategic priority of a culture of service excellence.

Action/Strategy:

As the HR Stream co-sponsor, lead York's client satisfaction improvement strategies.

Measures/Metrics/Milestones:

Improve Cubane's Net Service Satisfaction scale by 10 points over 2017 baseline, measuring: "I can access reliable advice that is delivered as promised" by 2023.

Evaluation Status:

Progressing

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Deliver the envisioned streamlined technology enabled operational practices of the HR Roadmap.

Collaborate with HR Stakeholders to initiate and manage HR Technological Roadmap initiatives:

 Progressing

Year 1:

-Benefits Administration implementation

-Upgrade Psoft to most recent PUM release to provide foundational system functionality in support of the HR Technological Roadmap

-Enhance and deploy additional Employee Self Service functionality – Online Direct Deposit update.

-Provide support post

RFP award for replacement of Pension administration system.

-Expand Manager Dashboard reporting capabilities

Year 2:

-Deploy Online Benefit enrollment

-Initiate and manage ETF automation

-Track Retirees Benefits in HR PSoft system

-Automate time capture for casuals' outside scope of TRT2

-Company Directory

-Profile Management

Year 3:

-Performance Management

-Competencies

-Succession Planning

-Expand Manager Dashboard reporting capabilities

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Implement Cherwell incident management system with forms capability as interim solution prior to ETF automation initiative


Collaborate with UIT in the identification of modifications required to the Cherwell HRHelp desk enabling forms submission through the system.

- a) Prioritize, resource, and make applicable system changes.
- b) Develop and communicate updated and improved operating procedures
- c) Deploy ETF Forms submission through Cherwell HR Help desk to applicable stakeholders.

 Completed

Explore replacement of current pension administration system by completing a RFI and then most likely an RFP

Transition to new pension administration system / firm depending upon outcome of RFI / RFP

 Completed

Develop strategic partnership with NOUS to drive strategic priorities.

Establish and communicate service level offering metrics to unit client group management teams.

Work in concert with TAD on the execution of Service Excellence training for Facilities Services staff.

Provide service level summary of activity at year end to unit client group leadership as a summary of HR activity and make recommendations for the year ahead.

 On Track

Enhance efficiency and user experience with YUSA1 Job Evaluation process.


Implement Online YUSA1 Job Evaluation Forms & Documents.

 Completed

Enhance client satisfaction and regulatory compliance with improved training delivery and records retention.


Converting in-class training to online "just in time" modules for Biosafety, Radiation Safety courses.

In partnership with TAD, improving training record accuracy through more effective use of technology.

 Completed

Enhance pension & benefits seminars for members to learn about the pension plan and their benefits coverage.

Minimum of 6 sessions
30 minute drop-in sessions
Via Zoom
Sessions will be specific to the affiliation.

 Completed

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Establish (with Nous) and deliver service excellence standards (metrics) and related learning in all L&OD programming

Embed and connect service excellence standards to core and leadership competencies in the IDP process

Infuse service excellence into employer brand through explicit recruiting, hiring and onboarding plans and processes

Specify and measure service excellence standards in all TAD operations

Review and consider intersections with organizational design and make recommendations that support improved service excellence

Measure and champion the explicit relationship between University priorities, employee learning and competency development, and unit/organizational performance

On Track

Review and reimagine performance management support strategies including implementation of remaining Components of New CPM Compensation Framework.

Roll-out new performance definition levels and application guidelines and create associated role-specific learning and development opportunities.

Enhance and scale performance focused learning and development elective programming for CPM leaders to all CPMs. Research best practices in leading performance management processes.

Articulate, present to stakeholders and roll-out an enhanced performance management strategy that values: coaching, real-time feedback and social learning.

Finalize, communicate and implement Performance Based Recognition Award Program

Finalize Salary Administration Guidelines and publish Compensation System Management Manual

Conduct a formal market review to assess and ensure continued market competitiveness of Step Structure Salary Grid

Completed

Establish and sustain the development of an equitable and effective succession planning strategy, stages and steps

Implement the socialization and awareness phase including identification of critical roles and assessment of talent and potential

Year 1: Design strategy
Establish a working committee

Year 2: Formalize and communicate to stakeholders

Year 3: Roll out the successor process

On Track

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Update and Implement new Disability Support Program

Finalize program content development through consultation. Update internal SOP, develop and implement communication and training plans. Establish metrics for success and continuous improvement.

Progressing

Advance HR Service Excellence through partnership with HR Leaders to create a project management environment for non-IT HR projects that defines plan priorities and develops internal HR accountability framework, tracks milestones, and reports on achievements.

Consult with HR leaders to define the objectives of a PM structure in HR.

On Track

Decide which projects will be tracked/fit the objectives.

Develop course of action required to achieve objectives.

Develop a project management approach.

Develop/decide on the tool.

Equity & Inclusion - HR partners on and supports inclusion initiatives across the University.

Action/Strategy:

In partnership with the Equity Officer & CHREI, unconscious bias training to be administered to all staff.

Measures/Metrics/Milestones:

Year 1 & 2: Deliver unconscious bias training to leaders.

Year 1 & 2: include unconscious bias training as part of new employee onboarding.

Evaluation Status:

On Track

Ensure all job documentation (job descriptions and job evaluation questionnaires) incorporate inclusive and bias free language; and that advice to clients is inclusive and bias free.

Research best practices for language focused on inclusion

On Track

Incorporate language focused on Inclusion in all job summaries and job postings (from respective client areas) as they are prepared for posting.

Ensure an inclusive practice of posting and selection of local agencies for targeted recruitment to ensure that we are reaching diverse communities.

Consider accessibility in slips and falls prevention programming

Examine falls prevention program from an inclusive lens and consult with accessibility partners

Progressing

Undertake a review of HR policies/procedures/programs to amend or incorporate inclusive language.

Year 1:
Review with an intersectional lens.

Progressing

Compare to inclusive best practices.

Present to HRLT/stakeholders.

Year 2-5: ensure all policies, procedures and programs, forms & documents are audited & updated accordingly.

Implement & communicate where needed.

All new HR policies, procedures and programs incorporate an EDI lens.

Enhance data capture in the HR system to support diversity statistical reporting

Collaborate with HR stakeholders in the definition and documentation of diversity statistical reporting requirements.
Assess and identify system modifications needed to support reporting requirements
Prioritize, resource, and implement system changes required to support reporting capabilities
Implement and deploy diversity statistical reporting to applicable stakeholders

On Track

Support and sustain a culture of learning and engagement that emphasizes and measures EDI principles

Make EDI (frameworks) an explicit part of all L&OD content, delivery and operations by:

On Track

training all instructional staff on EDI, creating marquee EDI content in all programs, courses and series; and, measuring “a sense of belonging” in all evaluation tools to determine benchmark

Embed and make EDI a central feature of talent acquisition processes and York’s employer brand

Conduct an EDI audit of sourcing and advertising practices to determine gaps or opportunities for best practice. Identify key deliverables for implementation.

Progressing

Renew/conceptualize the York employer brand strategy: procure new key messages and related graphics. Write and share with stakeholders a strategic communications plan that bolsters York’s employer brand as an equitable employer

Build capacity for advancement and succession that prioritizes EDI principles by intersecting with the work of succession planning. Identify “pushes” in YUHire or other to encourage employee application to new, advanced opportunities. Embed within strategic communications plan.

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HR reviews, instills, and models the practices of inclusion in day-to-day HR operations and client services.

Action/Strategy:

Encouraging an inclusive culture by facilitating discussions to inform HR practices

Measures/Metrics/Milestones:

Year 1 -
 "Call it Out" historical Indigenous course
 Indigenous Learning Series - Foundational Courses
 Participate in CHREI courses
 Year 2 -
 Race, Racism, and Equity: Making Black Lives Matter in the Workplace by Karlyn Percil
 BlackNorth Systemic Racism Presentation
 Navigating race in the Canadian Workplaces by CCDI
 "Continuing the Conversation" - HRLT bi-weekly discussion
 Planning & developing a strategy for Years 3-5

Evaluation Status:

On Track

Embedding the principles of EDI into all recruitment practices for HR Services' client groups

All postings are reviewed for targeted recruitment to ensure we are reaching a diverse pool
 Ensure interview practices include a commitment to inclusion; interview questions, diverse interview panel, etc.

On Track

Culture of Well-Being - 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.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Socialize, measure and advance a “sense of belonging” as a feature of the York employee engagement process including frequent pulse checks

Employee engagement measuring sense of belonging will improve by 10% over 2021 baseline measurement.

Progressing

Commit resources to addressing and delivering against key learnings in pulse-check and survey results (briefing local units, implementation plan, etc.)

Connect, diversify and embed well-being learning into all L&OD programming and increase stand-alone well-being learning

Increase and articulate the relationship between a culture of well-being, the York brand and the employee experience

Draft and roll-out a Remote Work Arrangements Policy and Agreements for non-academic employees in CPM and YUSA.

- Research best practices
- Draft Policy
- Draft applicable Agreements
- Develop roll-out and implementation plan
- Develop a change management plan
- Develop a tracking matrix
- Develop program evaluation
- Roll-out the program
- Roll-out the change management plan
- Implement the program

On Track

Development of a 5-year culture of well-being plan

Conduct a current state analysis of culture of well-being

Progressing

Enhance Internal Responsibility System: (1) continue transformation of JHSCs, (2) creation and implementation of Area HSO Program (3) leadership competency

Develop and implement a hazard reporting program

Develop and a pan-university Contractor Safety Program

Develop a strategy to prevent slips and falls on campus

Develop mid and long-term strategy and plan to address priority areas

Implementation of the Contractor Safety Program