Integrated Resource Plan 2021-2022

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

YORK U

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:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
As Project Co-Sponsor of the Identify Access Management (IAM) Committee, provide oversight and project level direction of the end to end IAM implementation.	a) Participate in the documentation of requirements and use cases that will be used for the IAM acquisition process. Complete - Sue 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. Ongoing - Sue c) Participate in the NRFP process for a solution and solution integrator for the initial phases of the IAM roadmap. Complete - Sue d) Identify changes required to the University policies. Actively working	● On Track

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

Successfully support the SSRP as a member of the IAM Steering Committee. Ensuring all targets are met for IAM implementation.	Conducting the NRFP process for a solution and solution integrator for the initial phases of the IAM roadmap. (completed) Development of the IAM vision road map (completed) Design an IAM architecture within the Higher Education Context (completed) Document use case requirements that will be used for the IAM acquisition process. (In progress) Discovering and defining the data sources, roles and IAM scenarios for identities leveraging the CRM, NextGen SIS and Data Definition and Management workstreams. (In progress) Implementing a modern IAM solution foundation to support the SSRP solutions, directory services and access management. (In progress) Identify changes required to the University policies. (In progress)	🟢 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
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 Provide instructional design consultation to support the SSRP training team in the development of training for users/trainers in local units	🟢 On Track

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

The AVP HR provides functional oversight of human resources including organizational change for the SSRP.	Provide pan-university change management and broad socialization leadership on living and working with the York brand (completed)	🟢 On Track
	Develop pilot "Living & working with the York Brand" Create specific learning approaches for various employee audiences. Begin roll out. (completed)	
	Support (the Director, OCM), enable and facilitate employee SSRP adoption and usage (On track)	
	TAD Director to serve on the OCM Committee to ensure successful the and strategic intersection with TAD services and support (On track)	
	Providing support to HRBP for SSRP to facilitate hiring/secondment of staff and develop the retained organization. (Ongoing)	
	Provide advice on job design, job evaluation development and compensation with accelerated turnaround. (Ongoing)	

6. Living Well Together

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

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
As the HR Stream co-sponsor, lead York's client satisfaction improvement strategies.	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.	🟢 On Track

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

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

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

Year 1:
-Benefits Administration implementation (postponed)

-Upgrade Psoft to most recent PUM release to provide foundational system functionality in support of the HR Technological Roadmap (implemented November 2021)

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

-Expand Manager Dashboard reporting capabilities

Year 2:
-Deploy Online Benefit enrollment

-Initiate and manage ETF automation (moving to USC)

-Track Retirees Benefits in HR PSoft system

-Automate time capture for unaffiliated casuals(moving to USC)

-Company Directory

-Profile Management

Year 3:
-Performance Management

-Competencies

-Succession Planning

-Expand Manager Dashboard reporting capabilities

Progressing

Integrated Resource Plan 2021-2022

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

YORK U

Develop strategic partnership with NOUS to drive strategic priorities.	Establish and communicate service level offering metrics to unit client group management teams. (Initial phase completed)	🟢	On Track
	Work in concert with TAD on the execution of Service Excellence training for Facilities Services staff. (completed)		
	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.		
Establish (with Nous) and deliver service excellence standards (metrics) and related learning in all L&OD programming	Specify and measure service excellence standards in all TAD operations (completed)	🟢	On Track
Embed and connect service excellence standards to core and leadership competencies in the IDP process	Review and consider intersections with organizational design and make recommendations that support improved service excellence		
Infuse service excellence into employer brand through explicit recruiting, hiring and onboarding plans and processes	Measure and champion the explicit relationship between University priorities, employee learning and competency development, and unit/organizational performance (completed)		
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.	✅	Completed
	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		

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

YORK U

PLAN ID: 1381

Fulfil the compensation governance mandate of the Board of Governors, Governance and Human Resources Committee. CPM compensation to be market evaluated every three years.	1. Complete a market exceptionality review for market exceptional functions. 2. Conduct a formal market review to assess and ensure continued market competitiveness of Step Structure Salary Grid	🟡 Progressing
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 Strategy completed & communicated to key stakeholders. Year 2: Formalize and communicate to stakeholders Year 3: Roll out the successor process	🟡 Progressing
Update and Implement new Disability Support Program	Complete consultation with stakeholders. (completed) Finalize program content development and reviews. Update internal SOP. Develop and implement communication and training plans. Program roll out. Establish metrics for success and continuous improvement.	🔴 Not On Track
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. 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.	❌ Discontinued

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

YORK U

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

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
In partnership with the Equity Officer & CHREI, unconscious bias training to be administered to all staff.	Year 1 & 2: Deliver unconscious bias training to leaders. Year 1 & 2: include unconscious bias training as part of new employee onboarding.	🔴 Not 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 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. (Ongoing)	🟢 On Track
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 for inclusive language.	✅ Completed
Implement inclusive best practices to all HR policies/procedures/programs to incorporate an EDI lens.	Year 2: Development of an Equity Audit Tool. Year 3-5: Apply the Equity Audit Tool: a. Ensure all policies, procedures and programs, forms & documents are audited & updated accordingly. b. Implement & communicate where needed. c. All new HR policies, procedures and programs developed with inclusive best practices in mind, incorporating an EDI lens.	🟢 On Track

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

YORK U

PLAN ID: 1381

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: 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	Completed
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. 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.	Progressing

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

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**

June 2022

8

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

Encouraging an inclusive culture by facilitating discussions to inform HR practices	Year 1 - "Call it Out" historical Indigenous course Indigenous Learning Series - Foundational Courses Participate in CHREI courses Year 2 - Indigenous Culture Show & Tell 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	🟡 Progressing
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:**

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

YORK U

Socialize, measure and advance a "sense of belonging" as a feature of the York employee engagement process including frequent pulse checks	Employee Engagement Survey (EES) measuring sense of belonging will improve by 10% over 2021 baseline measurement. 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 (completed & ongoing) Increase and articulate the relationship between a culture of well-being, the York brand and the employee experience (Introduced in all learning programs & ongoing)	🔴 Not On Track
Draft and roll-out a Transitional Remote Work Arrangements Policy and Agreements for non-academic employees in CPM and YUSA.	Year 1: Research best practices Draft Policy Draft applicable Agreements Develop roll-out and implementation plan Develop a change management plan Develop a tracking matrix (completed) Year 2: Develop program evaluation (ongoing) Roll-out the program Roll-out the change management plan Implement the program (completed)	✅ Completed

DIVISION: Division of VP Equity, People & Culture

UNIT: Human Resources

PLAN ID: 1381

Co-lead the development of a 5-year culture of well-being plan	Conduct a current state analysis of culture of well-being Part of university pan-strategy	🟡 Progressing
	Enhance Internal Responsibility System: (1) continue transformation of JHSCs, completed (2) creation and implementation of Area HSO Program, completed Oct 2020 (3) leadership competency, pan-strategy	
	Develop and implement a hazard reporting program (completed)	
	Implement psychological health and safety standard Part of university pan-strategy	