

<b>Our Customers</b>							
<b>Objective</b>	<b>Measure</b>	<b>Long Term Target</b>	<b>20/21 Target</b>	<b>20/21 Results</b>	<b>Initiatives</b>	<b>Accountability</b>	<b>Status</b>
C.1: Provide quality and responsive service.	Employee and Customer satisfaction rating.	All services at 8.5 or above.	8 or % of improved scores.		C.1.1. Review Service Excellence standards annually and their impact with customers.	F&A Leaders	
					C.1.2. Redefine service delivery model in the post-COVID 19 environment - looking for transformational change. (Conduct survey's focus groups)	F&A Leaders	
					C.1.3. Redine/develop and monitor KPI's per department.	F&A Leaders	
C.2: Provide a safe, healthy and respectful campus community.	Emergency Management Preparedness.	Build an effective Emergency Management Office and enhance the ability to respond to critical incidents on campus..	Training and awareness programs in place and BCPs updated. All-Hazards Building Warden Program implemented.		C.2.1. Continue training, program development an exercise to EMT/EPG and community education.	Director, University Safety	
<b>Stewardship of Resources</b>							
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F.1 : Provide effective stewardship of university resources.	Operating, Ancillaries, and Capital budgets achieved.	Multi-year financial plans in place.	Results on or below budget.		F.1.1. Manage financial performance on a regular basis and identify areas of concern.	F&A Leaders	
	Effectiveness of processes and systems.	Optimize systems capability and improve business processes.	Projects are managed within scope, schedule & budget. Variances are addressed via CR.		F.1.2. Invest in process improvements and systems integration - see I.1.4..	VP & AVP Financial Services	

	Annual Budget and Financial Reports.	Obtain GFOA certification for 2020-21 Budget	Obtain GFOA certification.		F.1.3. Annual Budget report that meet GFOA criteria.	VP & AVP Financial Services	
	Meeting campus space requirement needs.	Develop space metrics for space types. Benchmark against COU standards.	Comprehensive Space Management Review and Report		F.1.4. Complete space management study and plan. Ensure building are "pandemic ready" to provide a safe and productive return-to-work environment.	AVP FMP	
F.2 Manage risks that affect the university.	Effectiveness of policies and processes.		Policies and processes updated.		F.2.1. Implement Tri-Councils principle based account verification - explore use of Banner vs. FAST.	AVP Financial Services	
	Satisfactory Collective Agreements.		New Collective Agreements Signed.		F.2.2. Successfully complete Collective Bargaining with CUPE2424, CUPE910, CUPE3778 and OPSU.	HR	
	Program effectiveness.		Key program deliverables approved by appropriate gov-		F.2.3. Modernize the University's IT and Information Security Program (charter, supporting frameworks, policies, processes etc.).	AVP ITS/CIO	
	Capital Investments completion.		Nicol Building complete Spring 2021.		F.2.4. Deliver capital projects on time and budget re. Nicol Building, Engineering Student Design Centre, Building Modernization, Transportation Plan.	AVP FMP	
F.3: Promote environmental sustainability at the university.	Carbon neutrality.	Carbon neutrality by 2050.	Finalize Plan.		F.3.1. Adopt Carleton's Sustainability Plan and identify specific initiatives.	AVP FMP	
	Energy and waste reductions.	Reduce energy use by 20% from the base year 2012.	Reduce energy use by 20%.		F.3.2. Identify and implement specific Energy reduction initiatives.	AVP FMP	
	Success of Transportation and Parking strategy.		Implement Transportation and Parking Strategy.		F.3.3. Transportation and Parking Strategies: Implementing various projects - traffic flow change, new campus access points, additional parking.	AVP FMP and Director Campus Safety Services.	

### *The Way We Work*

Objective	Measure	Long Term Target	20/21 Target	20/21 Results	Initiatives	Accountability	Status
I.1: Utilize effective strategic, operational	Excellence, Innovation, and Wellness (EIW)	Achieve Excellence Canada Platinum level.	Platinum level readiness.		I.1.1.Prepare for Excellence, Innovation and Wellness Platinum level certification.	F&A Leaders	

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and governance planning to support Carleton SIP and F&A strategies.	Alignment of strategies.		Review F&A Strategy.		I.1.2. Align F&A Division strategies with the SIP; The Next Chapter.	F&A Leaders	
	Alignment of strategies.		Digital Strategy is approved by ISEC.		I.1.3. Lead the development of a university-wide digital strategy in line with the SIP.	AVP ITS/CIO & Director OQI	
I.2: Continuously improve our processes and services in an efficient and effective manner.	Successful completion of COVID-19 related initiatives.	Campus Readiness post - COVID19.	Projects are managed within scope, schedule & budget. Variances are addressed via CR.		1.2.1 FMP: Ensure that building are re-designed to ensure safe occupancy as directed by the Public Health Authorities.	VP AVP FMP AVP HR AVP ITS/CIO	
	Satisfaction level of flexible work practices.		Develop flexible work practice policies and		1.2.2 HR: Develop flexible work practice policies and support.	AVP HR	
	Distance learning goal reached.		Investments made.		1.2.3 - Invest in network and equipment to support distance learning goals (IT infrastructure modernization projects).	AVP ITS/CIO	
	Effectiveness of processes and systems.	Optimize systems capability and improve business processes.	Projects are managed within scope, schedule & budget. Variances are addressed via CR.		I.2.4. Systems Integration and Process Improvement Projects: i) HR Payroll, ii) FMP Archibus and Maximo, iii) Research Accounting (FAST), Research Romeo.	AVP ITS/CIO Director OQI AVP HR AVP FMP AVP FS AVP CSS	
	Managing Lean projects - working remotely.	Future of Work.	Continuous Process Improvement		I.2.5. Adapting Learning approach to remote working environment.	Director OQI	
	Adoption rate of process management framework.	Future of Work.	Launch pilot within F&A.		I.2.6. Developing new Process Management Framework.	Director OQI	

***Our Employees***

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L.1: Provide a healthy, respectful workplace and supportive	Recognized as a leader in Healthy Workplace.	Order of Excellence Achieved.	Readiness for Order of Excellence.		L.1.1. Application for HWP Order of Excellence.	AVP HR/Director OQI	

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environment.	Seen as a leader in Mental Health work environments.	Order of Excellence Achieved.	Readiness for Mental Health at Work Platinum Level Certification		L.1.2. Application for Mental Health at Work Platinum Level Certification.	AVP HR/Director OQI	
L.2: Build an engaged and productive workforce.	Aligned with University strategy.	Successful SIP.	Human Resources Strategy		L.2.1. Develop Human Resource Strategy.	AVP HR	
	Employee Satisfaction.	Successful F&A Strategy.	Determine an effective survey tool.		L.2.2. Evaluate Employee Survey Tools.	AVP HR	
	Employees feel that they are trained for the current and potential positions.	Successful F&A Strategy.	Roll out Identifying and Fostering Talent initiative.		L.2.3. Roll out Identify and Foster Talent initiative.	AVP HR, Director OQI	
	Employees feel that they are given opportunities for feedback and career development.	Successful F&A Strategy.	Extensive consultation to develop framework.		L.2.4. Develop and implement new Employee Development Framework.	AVP HR, Director OQI	
	Carleton University Recognized as one of the Top 100 Employer's in Canada.	Achieve Top 100 Employer's recognition.	Achieve Top 25 in Region of Ottawa.		L.2.5. Achieve Top 100 Employer in Canada.	AVP HR	

***Vision: Working collaboratively, embracing new technologies and innovative ways of operating, we will provide best-in-class service to the Carleton Community***

***Mission: We contribute to Carleton's academic mission of teaching, research, and community service by providing professional services that are effective, efficient, and timely.***

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