



Human Resources

Putting people first

Strategic Plan 2016-2018



MISSION:

Putting People First: We contribute to Carleton's academic mission of teaching, researching and promoting community service by providing professional services that are effective, efficient and timely. Our mission is to provide integrated, innovative people-centered services that foster attraction, retention and development of an engaged, healthy and effective workforce supporting the strategic direction of the university.

VISION:

Working collaboratively and embracing new technologies and innovative ways of operating, we will provide best-in-class service to the Carleton community.

OVERVIEW OF HUMAN RESOURCES AT CARLETON:

Historically, HR had its roots in administration, filing, personnel and compliance. The role of HR is continually evolving and we intend to have a more impactful long-term focus on talent, process, people and organizational development, which ties directly to current and future organizational success. To support this transition, HR has been undergoing some significant changes in people and structure. We support over 5,000 faculty and staff committed to academic excellence and an exceptional student experience. With eight labour unions and three non-unionized employee groups across campus, the complexity of our community and the growing needs of the university require the Human Resources Department to further evolve its service delivery model to become a value-added strategic partner. HR is committed to employees through a focus on process improvement, customer service, talent management, employee/manager/leadership development, employee engagement and retention, health and wellness and strategic workforce planning.

The strategic priorities identified in this plan reflect the desire of the HR Department to advance its contribution to enhance the effective management and leadership of the university. These strategies are pivotal in supporting the university's delivery of Service Excellence Standards and achieving the priorities of the Integrated Strategic Plan.



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INSTITUTIONAL PRIORITIES:

Carleton University has a Strategic Integrated Plan (SIP) with our academic and research mission at its core, and it reflects the strong leadership of staff in professional services in supporting the successful pursuit of these endeavours. Carleton has benefitted significantly from partnership with external communities and organizations. Collaboration will continue to be a Carleton hallmark as we move ahead. True to our history, the Carleton University community believes that global prosperity can only be achieved through a foundation of sustainable communities. Equally important, Carleton will continue to be resilient. For us, resilience means overcoming obstacles and challenges to achieve new heights. As an institution, we have accomplished this at key points in our history. We will undoubtedly have to do so again, but we are ready for the challenge. Furthermore, the plan commits Carleton to work with others, locally and globally, to confront challenges and improve the state of our world.

Leadership, collaboration and resilience are the cornerstones of Carleton's Strategic Integrated Plan.

SIP THEMES:

THEME 1: Carleton University will be known nationally and internationally for its research and teaching in programs which respond to the needs of society today and anticipate the needs of the future.

THEME 2: Carleton University will be known as a university that promotes research excellence and connectedness. It will be recognized as a leader in research that focuses both on tangible outcomes and on the development of knowledge with longer-term impacts.

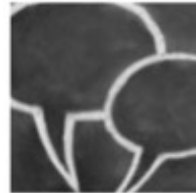
THEME 3: Carleton University will be nationally and internationally known for being student centred, linking its academic endeavours and student supports to empower students as productive and engaged citizens in an increasingly diverse world.

THEME 4: Carleton University will be known as a university that nurtures leadership, encourages innovation, recognizes achievement and embraces sustainability.

FINANCE AND ADMINISTRATION'S CORE VALUES:



Service Excellence
We meet customer needs through professional, responsive, reliable, and courteous service



Employee Engagement
We value, respect, recognize and support our employees



Inclusive Decision Making
We collaborate in making evidence-based, timely and effective decisions



Safe, Healthy, and Sustainable Environment
We foster a positive work environment



Continuous Improvement
We challenge the status quo with innovative work processes and practices



Accountability
We are accountable for what we do and how we do it



HR'S STRATEGIC RESPONSE:

PUTTING PEOPLE FIRST

The HR Strategic Plan aligns to support the Finance and Administration mandate, People Focused, Excellence Driven.

STRATEGIC DIRECTION OF UNIVERSITY

Innovative "People First"
Programs and Services

Regulatory &
Legislative Focus

Fiscal Reality &
Stewardship

Service Delivery
Framework

Collaborative
Relationships
& Practices

Beyond
Compliance

Capacity to
Sustain Delivery



THREE KEY PRIORITIES OF HR:

MODERNIZE THE CORE

- Enhance core services
- Manage routine processes effectively and efficiently
- Increase client self-service for fundamental HR functions
- Conduct regular project reviews
- Revise policies
- Work towards paperless processes
- Use the Human Resources Information System and faculty-staff Intranet to provide basic information for specific queries and reporting
- Log needs and increase co-ordination of HR services

FOCUS ON PEOPLE

- Transform the HR model - HR Partners (front facing), Shared Services (back office), Centres of Excellence
- Increase focus on Talent Management - performance management and succession planning
- Increase focus on organizational culture and employee engagement
- Develop management and leadership capabilities
- Support wellness through employee benefit plans
- Build and maintain strong client relationships
- Implement best-in-class HR practices

CHANGE THE HR BRAND

- Increase focus on operational excellence
- Establish trustworthy relationships with clients - become a strategic partner
- HR Partners bring HR programs and processes to clients, departments and faculties
- Build internal HR capacity in capabilities and resources
- Be credible advocates for great HR practice
- Create HR frameworks for centres of expertise



HUMAN RESOURCES CENTRES OF EXCELLENCE:

Carleton University's HR professionals are capable, committed and service oriented. We share a common HR mission and set of values as identified in the SIP: excellence, collaboration and partnerships, efficiency and sustainability, diversity and accessibility, accountability, leadership and resilience.

Our HR organization is structured into three main Centres of Excellence (COE) – Labour/Employee Relations, HR Partner Services and HR Talent Programs and Operations. These units are working together in a highly collaborative fashion to enable us to better serve all our clients, colleagues and the entire university community.

LABOUR/EMPLOYEE RELATIONS (LR/ER)

Our goal is to develop strategies that engage, motivate and develop positive labour and workplace relationships. The LR/ER team provides leadership and expertise in managing the collective bargaining process and employment-related matters, as well as proactively managing labour relations issues, the grievance process, investigations, arbitrations, compliance and civil and administrative proceedings. The team is focused on proactively and collaboratively working with all our stakeholders.

HR PARTNER (HRP) SERVICES

Our goal in this area is to deliver an integrated and cohesive set of services and process efficiencies to the university. Human resource business partners are front facing and have client groups within the organization. They are a main point of contact. They work closely with both the LR/ER and Talent Programs groups and act as a liaison for HR needs, including assisting with organizational changes, performance management, workforce planning, talent assessment and development, and succession planning. HR Partners and Labour Relations are both client facing. They will collaborate very closely and, along with the Talent Programs, be jointly responsible for the seamless delivery of human resource management services. They are our main conduit for rolling out new programs to our clients. The focus is on achieving high levels of client satisfaction. The HRPs will offer a broad range of HR client services and will integrate with the Labour Relations team as necessary to manage and resolve more in-depth LR issues should they evolve.

HR TALENT PROGRAMS & OPERATIONS

Our goal within Talent Programs and HR Operations is twofold. We consider both the operational management of day-to-day operations and our strategic management essential to meeting the needs of our employees, faculty and management, as well as predicting outcomes and ensuring Carleton University has enough of the most qualified human capital to reach its goals. Both of these facets are critical to HR Talent Programs and Operations. HR Talent Programs & Operations consists of three portfolios: Talent Programs, HR Systems and Operations, Payroll, Pension and Benefits.

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The primary function of Talent Programs is developing core programs delivered by our HR Partner Services team. These talent management programs reinforce HR's commitment to an exceptional employee experience. These programs include:

- Talent management, including performance management and development
- Recruitment and selection
- Organizational development and learning, including competency frameworks
- Compensation, job evaluation, rewards and recognition
- Employee engagement
- Succession planning

HR Systems and Operations and Payroll are focused on providing a set of integrated organizational HR processes designed to improve processes related to the lifecycle of staff and faculty. The core services include:

- Payroll delivery
- HR administrative services
- HR systems supports and metrics
- Project management
- Process improvement
- HR policy development and governance

The Pension and Benefits portfolio provides services to faculty and staff to ensure we offer comprehensive benefits that support health and wellness, as well as retirement planning tools. These services and tools include:

- One-on-one pension consultation
- Group RSP and other saving options
- Post-retirement benefits
- Pension seminars
- Wellness programs
- Employee Assistance Program support
- Support through life events



ACTION ITEMS:

Underlying the major strategies in each of the Human Resources Centres of Excellence are a number of “enabling” actions that need to be implemented to position ourselves going forward. They are part of the foundation upon which other work will be leveraged.

1. Program development – enhance professional development with a performance management program that includes improved talent acquisition processes and succession planning
2. Data management – determine what, where and how data is collected and managed to develop a strategy to consolidate and streamline.
3. Identify, collect, and analyze key metrics of workforce performance. Develop key performance measures, including engagement surveys, performance management, succession planning
4. Implement upgrades and enhancements to existing human resources systems that include:
 - Banner (HR and Payroll)
 - Halogen (Talent Management Suite)
 - Njoyn (Applicant Tracking System)
 - Seclon (Retirement Planning Tool)
 - Document Management
 - Time and Attendance Management
5. Review and streamline a number of HR practices, such as the hiring process and the processes/workflow between HR and other business units such as Payroll, Finance and Faculties.

IDENTIFYING PRIORITIES:

Of all the possible actions to enhance our workplace, several rise to the top as being critical in today’s environment. Our approach is to focus initially on these high-priority items.

Priority has/will be given to improving key processes (such as job evaluation and an online casual job system) and key functional improvements (such as staffing), as well as ensuring that we have the right HR organizational structure in place and that this structure is backed by strong professional HR capabilities.

Priority will also be given to many of our day-to-day HR processes to make sure they are easy, fast, effective and transparent. Sometimes small changes can lead to significant improvements.

HR will continue to lead, build and manage the employee and labour relations requirements of the institution. We will increasingly use data and metrics to monitor and improve HR performance and optimally invest in technology. We will continue to focus on process improvement and service excellence while we strive to understand and meet the needs of our key clients and stakeholders.

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KEY OPPORTUNITIES:

While we are looking for creative and innovative ways to implement simple, cost effective solutions that will make a difference in our ability to attract, retain and engage our people, the most significant challenge is how to implement these strategies and programs within existing resource levels. As Carleton experiences growth and development in other areas of the community, the complexity of coordinating and delivering programs and services increases.

STRATEGIC DIRECTION GOING FORWARD:

Carleton is successful at creating an engaging place to work. Having the strategic plan for HR sets the direction to build on the fundamentals.

As we move forward, HR will continue to:

- Modernize and build out HR capabilities
- Focus on process improvement and client service
- Enhance use of technology, data, and metrics
- Strengthen employee engagement
- Build the talent recruitment & development programs
- Support manager effectiveness

Modernize
the Core

Focus on
the People

Change
the Brand



OUR SERVICE EXCELLENCE STANDARDS:

WE CARE

- We work in an accessible, safe and supportive environment that is welcoming to all who visit HR.
- We care about integrating our services and programs into the Carleton community. We offer programs and services, which are valued, relevant and timely for our clients.
- We take pride in the accomplishments of our colleagues and clients and support their endeavours through our professionalism.
- We keep current with the best HR practices to provide a valued set of “people first” programs and services.
- We welcome and value feedback from our clients and initiate regular communication to ensure we deliver client-centered exceptional services.
- We are engaged in actively promoting a healthy workplace, continuous learning and service excellence for all.

WE ARE PROFESSIONAL

- We take pride in being members of the Carleton community and promote university values in our work and interactions.
- We learn from our colleagues, stay current with policies and best practices and share that knowledge for the benefit of our clients and each other.
- We encourage professional development for all in order to continuously educate ourselves and build our resources to adapt to times of ongoing change.
- We offer the highest standard of professional services, built on a foundation of trust and mutual respect for meeting the ongoing needs of clients.

WE ARE RESPONSIVE, RELIABLE AND COURTEOUS

- We are active listeners, confirming our understanding of the issue before responding to inquiries.
- We keep the Carleton community informed in a timely manner of human resources programs and services.
- We appreciate and respect the time of others.
- We respond consistently and accurately in a timely manner and follow up to ensure client satisfaction.
- We welcome our clients and offer assistance in an open, friendly and courteous manner.
- We are innovative in meeting the evolving needs of the Carleton community and welcome feedback for consistent improvement.
- We hold ourselves accountable, readily address client issues when they arise and facilitate client referrals in a professional and confidential manner.

PERSONALIZED

- We value the diversity and individuality of clients accessing our programs and services.
- We view every contact with clients as an opportunity to build and maintain positive relationships.
- We are approachable, we are welcoming and we listen without judgment.

HUMAN RESOURCES SCORECARD

KEY INITIATIVES

Integrated Strategic Plan Theme 4: Carleton University will be known as a university that nurtures leadership, encourages innovation, recognizes achievement and embraces sustainability.

Our Customers

- Continue development of C4 legal framework; Coherent, Congruent, Comprehensive, Cost
- Bargaining Skills Training for Academic Management in preparation for contract renewal negotiations for Contract Instructors/Teaching Assistants
- Understand the core HR fundamental challenges of internal clients through one-on-one interactions (introduction of HR Partners role)
- Modernize the HR website to enhance user experience for internal and external clients (self-service, easy navigation on core HR fundamentals, dedicated management portal)
- Socialize and support directly university executive and internal clients by releasing engagement survey results

Stewardship of Resources

- Assess feasibility/viability with our union partners as to opportunities and mechanisms to streamline and promote early grievance resolution, improve efficiencies and reduce backlog
- Develop a systems architecture to support our overall HR strategy
- Enhance HR metrics and key performance indicators

The Way We Work

- Launch grad job requisition system
- Launch new process for job evaluation
- Reboot time management project
- Full launch of Professional Development Process/Halogen
- Complete job data gathering and analysis as key stage of CUPE 2424 Job Evaluation project
- Launch new HR policies

Our Employees

- Review engagement survey results with team and launch action plan
- Team building and planning offsite
- Continue to champion and drive a Statutory Compliance strategy





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