

Human Resources at UTM

March 2018 Update

Susan Senese, Interim Chief Administrative Officer

Agenda:

1. HR Technology Initiatives
2. Update - UTM Director of Human Resources
3. UTM HR Review
4. ODLC Review

HR Technology Initiatives

HR Technology Plan for the University

- HR Reporting and Analytics Centre of Excellence
- Launch new Document Management Sites for HR Division
- Launch AskHR Service Desk (ServiceNow for HR)
- ESS/ MSS Leave Requests
- ESS/MSS On-line Benefits Enrolment
- Roll-out Kronos Time and Attendance Software
- Incident Management and Workplace Safety Software
- Consistent Job Description and Posting
- Recognition Program Application – True Blue
- Academic Administrative Appointment Process
- Research and Study Leave Calculator
- Staff Learning Module

UTM - HR Update

- **UTM Director of Human Resources**

- Lynda Collins Retirement January 2018
- Interim Support - Erin Jackson, Chief Human Resources Officer, Division of HR & Equity
- New HR Director Search
 - Focus Groups
 - September 2018 start

HR Review

Erin Jackson, Chief HR Officer

UTM HR Review - Purpose

- Assess the satisfaction of clients with the services received from the UTM Human Resource Services team, in the light of the new UTM Vision Statement
- Advise the Vice-President, HR & Equity and the Chief Administrative Officer, UTM on the strengths and challenges existing within the current HR structure
- Provide insight as to the competencies across the HR team - areas of strength as well as development - as well as any adjustments required in order to support a strategic and service-first HR function for UTM

Process Overview

- A variety of mechanisms to obtain information from stakeholders were used for this review:
 - 32 hours of **in-person interviews** (with cross-section of **administrative** and **academic** clients)
 - **Electronic survey** to sample population of faculty and staff (response rate: **80%**)
- The review included an analysis of the job descriptions for each position within UTM HR, as well as the structure and general activities of the office in comparison to other DHROs

Highlights & Themes

- Consultations with faculty and staff at UTM identified both concerns and successes:
 - A perception that the availability of HR resources has not kept pace with UTM's growth
 - HR is generally **accessible, and responsive**, though a heavy emphasis on frustrating, paper-based documentation was perceived as slowing processes
 - Both central and divisional HR staff are seen as **barriers** to accomplishing business objectives
 - HR is not viewed as functioning at a strategic level as a full business partner
 - Interest in having a dedicated **Labour Relations presence on-site**
 - Improvements are required in HR's **understanding of equity and diversity issues**
 - Need for local and University-wide programs and systems to **support existing and emerging managers**, with a particular emphasis on new academic managers

Recommendations: Compensation

1. Where there is a perception of inequity between job ratings at UTM and elsewhere, the development of a list by UTM HR and an independent analysis of comparators across tri-campus roles would help to inform an appropriate action plan and central response to these concerns.
2. Initiate a discussion with UTM HR and Compensation regarding efficiencies that could be implemented within the existing HR structure to speed up the SESU and PM job evaluation processes.
3. Provide training to managers on the processes that support job evaluation, so that the various steps and timelines are transparent and roles and responsibilities are clearly articulated
4. Provide training to managers on job design and confirm expectations that the suite of services provided by HR includes support to their clients in this regard
5. As part of job rating meetings, in order to ensure that their clients are well-served and that the operational needs of UTM are met, HR staff at UTM must develop a compelling narrative as part of an ongoing commitment to who UTM is as the western campus of our tri-campus University.

Recommendations: Recruitment

1. Review recruitment processes and protocols with HR staff and how this fits in the context of interviewing (and hiring) the most qualified candidate.
2. Consult Integrated Recruitment on strategies to market UTM as an employer of choice and to better leverage existing channels used by other HR Divisional Offices.
3. Structure additional outreach efforts (e.g., job fairs) and targeted outreach during the recruitment process to improve representation rates of applicants from designated groups.
4. Provide proactive and customized support to clients, including obtaining a clearer understanding of duties and required qualifications for positions and anticipating next steps (e.g., developing rationales for declined internal USW candidates)
5. Provide training to managers on recruitment best practices, empowering them to lead recruitments independently, thereby also increasing capacity for HR staff to focus on more strategic HR services for their clients.

Recommendations: Partnerships / Client Relations

1. Discuss business needs with clients and work creatively and collaboratively to find solutions that are consistent with University policies and collective agreements (e.g., reorganizing, eliminating or creating roles).
2. Provide context and information when providing explanations to clients where the client's desired outcome is not possible, instead of just saying "no". HR staff need to explore all reasonable alternatives.
3. Provide training, as required, for HR staff on best practices with respect to reorganizations and change management and with respect to organizational change (USW) specifically.

Recommendations: Labour Relations

1. Clarify the delineation of duties between HR and LR – where it is appropriate for HR to handle LR issues independently and when to involve Central LR (note that there may be some training required for HR in this regard).
2. Further to in-depth training of HR staff on roles and responsibilities related to LR, monitor LR issues and their resolution over a period of 6 months to 1 year, in order to decide if further support may be needed (e.g., dedicated LR presence on campus).

Recommendations: Training & Development

1. Develop 'bread and butter' suite of training sessions for managers, to be piloted at UTM, including regularly offered training focussed on job design, attendance management, equitable recruitment, managing within a unionized environment, etc.
2. Led by Central HR, develop a training plan and development program for HR staff, including job evaluation, coaching/discipline, and org/job design. This may also include a more formal development program, including 360 Reviews and coaching.

Recommendations: HR Structure & Culture

1. Analyze workload to determine whether sufficient resources exist within the unit, and whether those resources are allocated appropriately between teams.
2. Develop in-depth training programs for UTM HR staff to bring their overall skill set closer to those found in other Divisional HR offices.
3. Ensure that HR staff at UTM understand where it is appropriate for them to handle requests independently, and where they should be consulting more broadly.

Questions & Discussion....

ODLC Review

Erin Jackson, Chief HR Officer

ODLC Review mandate

- The mandate of the Organizational Development and Learning Centre Review Committee is to gather input on employee satisfaction with the current services delivered, to conduct a needs assessment and to document the approaches being taken by peer institutions. The Committee will provide a report with recommendations to the VP, HR & Equity.

Findings: Operational & Programming

Operational

- Need for annual or multi-year Strategic/Operational planning
- Need to develop established Key Performance Indicators (KPI's)
- Course capacity is underutilized - participation at 25% of target groups (C/PM/USW)
- Need for increased consultation in ODLC Curriculum planning
- Extensive reliance on external consultants for course delivery

Programming

- Career Development – lack career pathways and training for senior leadership
- Accessibility & Support – programming needs to be more accessible, tri-campus
- Technology – Modern, personalized and measurable

Recommendations

Short Term:

- Ensure continuous learning and staff development is identified as a top priority for the University
- Offer diverse learning delivery methods

Long Term:

- Develop an organizational staff competency-model that is aligned with the University's strategic vision and business/operational requirements.
- Develop a career development program that supports all employee groups in their career growth
- Implement an enterprise-wide learning management system
- Broaden senior leadership development.
- Develop an emerging leaders program.

First steps....

- Project Framework
 - Senior Advisory Council
- Recruit for new Director
 - Consultation on Competencies