

Human Resources Strategic Plan



UNIVERSITY OF
TORONTO
MISSISSAUGA

HR Review

- ▶ Assess the satisfaction of clients with the services received from the UTM Human Resource Services team
- ▶ 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

HR Review - 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

Strategic Objectives

- ▶ Client Service
- ▶ Diversity & Inclusion
- ▶ Staff Engagement
- ▶ Efficiency

Client Service

- ▶ Operational walkthroughs
- ▶ Meet with every new leader and Chair
- ▶ HR portfolio contacts
- ▶ Improved strategic planning
- ▶ Greater focus on UTM specific needs
- ▶ Proactive approach (i.e. check in meetings)

Diversity & Inclusion

- ▶ Partnerships with Equity & Diversity office
- ▶ Partnerships with C&C
- ▶ HR lead initiatives
- ▶ Development and engagement of leaders
- ▶ Partnerships with the community

Staff Engagement

- ▶ Launch of new staff awards and recognition program
- ▶ Staff appreciation events
- ▶ Creation of on-boarding toolkits (Management, Chair, Staff)
- ▶ LLC at UTM

Efficiency

- ▶ Implementation of Service Now and Success Factors
- ▶ Standardized HR processes and checklists
- ▶ JDX
- ▶ Updating HR Website

Questions?

