

INDIGENIZATION RESPECT VISION INTEGRITY **EMPOWERING** TRUST WELL-BEING SERVICE **OUR** EXCELLENCE VALUES EXCECPTIONAL **PEOPLE** INTEGRITY COLLABORATION DIVERSITY HONEST

Human Resources Strategic Plan

2022-2025





A Message from the Associate Vice-Principal, Human Resources

On behalf of our dedicated team of human resource professionals, I am proud to present our four-year strategic plan. This plan represents our commitment to the Queen's community - our people - who are at the center of everything we do. Our people drive us forward - they push boundaries, question processes, and strive for excellence.

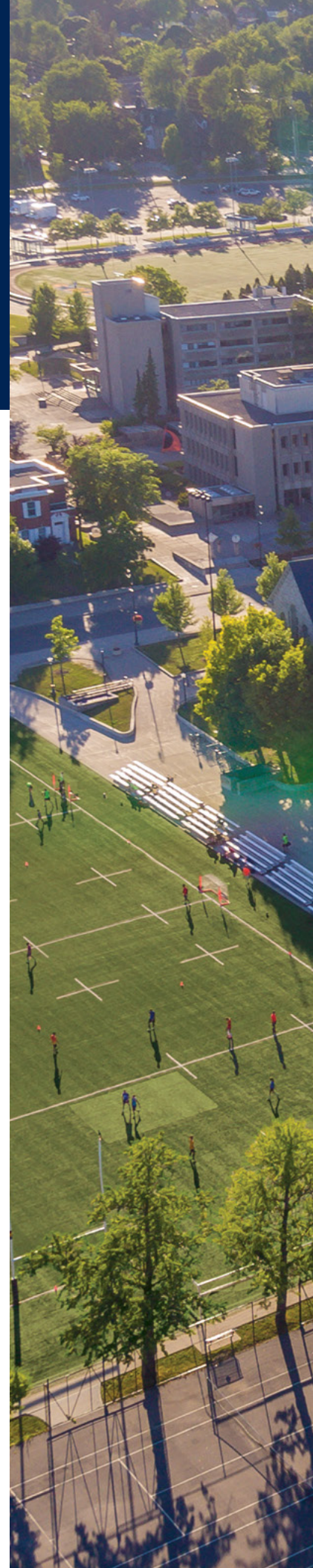
Our people are the future.

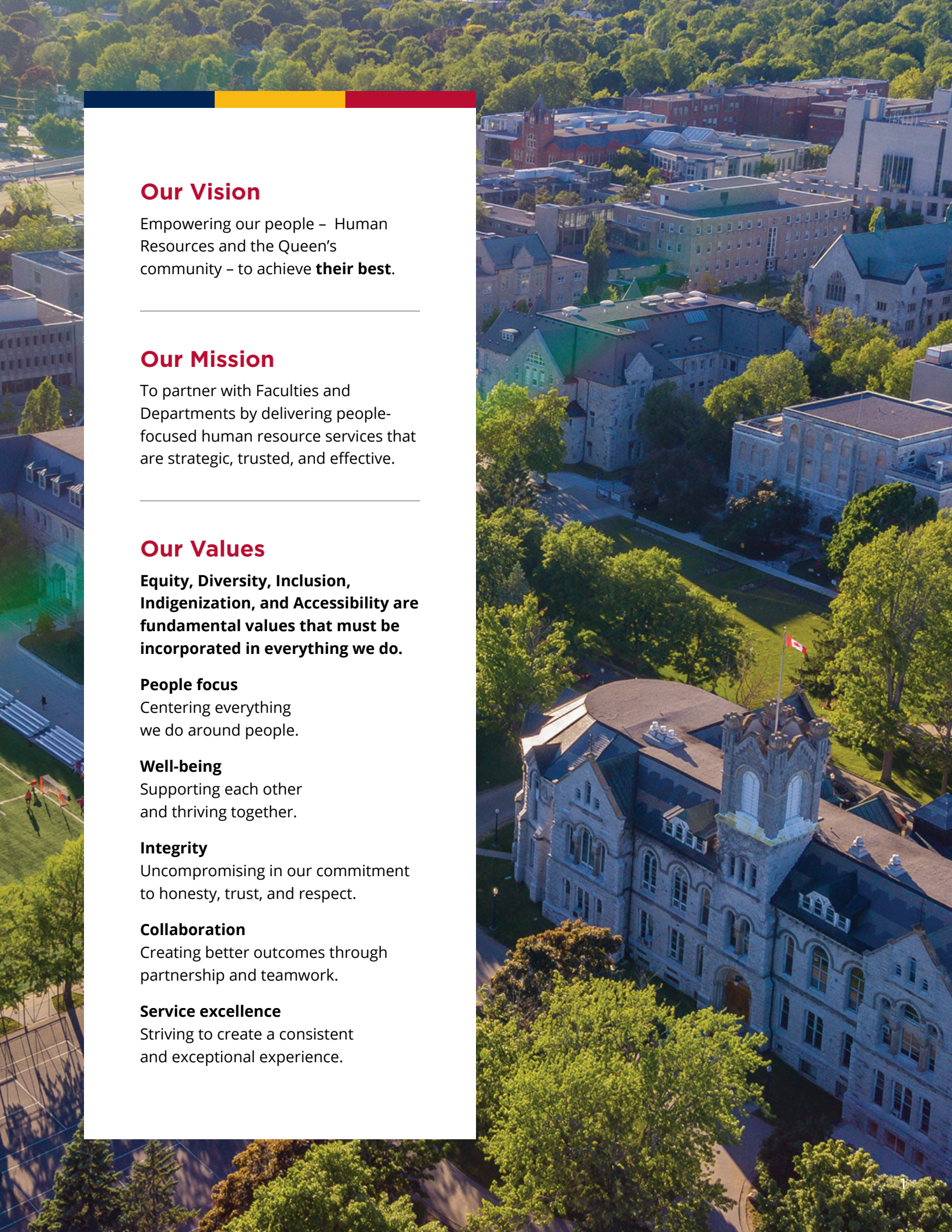
As we look to the future, we know change is needed to fulfil our mission and achieve our vision. Having a diverse and inclusive workforce strengthens our community and will be crucial in shaping this change. The next four years will be a transformative period for Human Resources as we refocus our efforts on what matters most. Employee well-being, leadership support, talent management, operational excellence, and workplace belonging are five strategic priorities that we will advance by 2025. To do this, we will look to our partners from across the university for their trusted support and valued collaboration. We will also look inwards to evaluate our own processes, practices, and policies to ensure they are properly aligned with the broader Queen's Strategy.

This plan was built upon ideas from our community. It serves as a roadmap for the years ahead and prioritizes areas that are critically important to our people. We look forward to fulfilling our mission, achieving our vision, and advancing our strategic priorities together with your support.

Steven Millan

Associate Vice-Principal,
Human Resources





Our Vision

Empowering our people – Human Resources and the Queen's community – to achieve **their best**.

Our Mission

To partner with Faculties and Departments by delivering people-focused human resource services that are strategic, trusted, and effective.

Our Values

Equity, Diversity, Inclusion, Indigenization, and Accessibility are fundamental values that must be incorporated in everything we do.

People focus

Centering everything we do around people.

Well-being

Supporting each other and thriving together.

Integrity

Uncompromising in our commitment to honesty, trust, and respect.

Collaboration

Creating better outcomes through partnership and teamwork.

Service excellence

Striving to create a consistent and exceptional experience.

Our Strategic Priorities

Nurture a culture where employee well-being is a priority in Human Resources and across the Queen's community

- Align Human Resources to support and focus on employee well-being, starting with the creation of a new Employee Wellness Services unit.
- Be a wellness leader for the university by actively developing and engaging in initiatives that contribute to a healthy and accessible workplace.
- Develop a strategy for workplace wellness and a model for measuring wellness.
- Partner with managers and senior leaders to ensure a consistent wellness lens is applied for themselves and their teams through tools, resources, and training.





Foster operational excellence through continuous improvement and innovation

- Identify and implement process and technology changes to improve and address challenges in our systems.
- Focus on data integrity and quality to provide greater insight and timely analysis, leading to better data-driven decision making.
- Offer more self-service options to empower managers and employees to access resources, tools, and services.
- Reduce bottlenecks and improve workflow, processes, and practices to support managers and employees with the information, advice, tools, training, and resources they need.
- Regularly review existing programs, processes, and practices to ensure continuous improvement, innovation, and alignment to fulfil the broader Queen's strategy.



Empower leaders to achieve their professional, strategic, and operational goals

- Partner with managers and senior leaders to develop people plans that ensure they have the right talent at the right time to meet their strategic and operational goals.
- Coach managers to become transformative leaders in the Queen's community by delivering organizational learning and development opportunities such as mentoring and career planning programs.
- Provide strategic advice to managers and senior leaders on our most important resource - our people - while emphasizing the importance of community and belonging at Queen's.



Re-envision our talent management practices with a people-first approach

- Actively engage employees at all stages of their time at Queen's starting with onboarding and continuing through retirement.
- Review and improve the hiring process to create a consistently exceptional and inclusive experience for all candidates.
- Advance recruitment practices and take proactive measures to further build and develop a diverse and inclusive workforce.
- Develop a clear, concise, and consistent service approach to help employees connect with Queen's and the community.
- Embrace and adapt to changing workforce expectations to attract and retain the best people.

Cultivate a diverse, equitable, and inclusive workplace environment

- Champion and promote a workplace where everyone possesses a strong sense of belonging and is empowered to thrive.
- Foster a culture of kindness and compassion that supports a more inclusive workplace environment.
- Advance equitable employment practices and strive for a more diverse community across the university.
- Ensure policies, programs, procedures, and resources support and promote equity, diversity, inclusion, and indigenization principles.



Our Team

Client Services Team

The Client Services Team is the first point of contact for employees and managers seeking professional human resource advice and services. They partner with faculties and departments to meet their professional, strategic, and operational goals in collaboration with other experts in Human Resources. The team includes Human Resources professionals that are embedded in shared services and faculties across the university.

Employee and Labour Relations

The Employee and Labour Relations team works collaboratively with Human Resources colleagues, managers, unions, and other key partners to enhance the relationship between the university and its employees while also working to minimize risk and workplace conflict. This team provides subject matter expertise on all areas of employee and labour relations including collective bargaining, issue resolution, and best practices for managing employees aligned with the university's values.

Employee Wellness Services

The Employee Wellness Services team enhances the work experience of employees by fostering a sustainable, accessible, positive, and kind work environment. This team assists employees with return to work and accommodation, engages and educates in wellness initiatives and holistic wellbeing, and inspires collaborative work across the university in support of employees and their families.

Human Resources Management Systems

The Human Resources Management Systems team implements and oversees systems in human resources, ensuring ongoing performance and

functionality while providing critical technical support across the department. This team also supports process and system improvements, and leverages data to help inform better decision-making.

Organizational Development and Learning

The Organizational Development and Learning team partners with departments and faculties to help them grow, develop their people, and reach their strategic objectives. This team contributes to a learning culture at Queen's by providing comprehensive and customized programs and workshops, leadership development, and organizational design services that elevate people, and teams, to be their very best.

Pension Services

The Pension Services team is responsible for delivering accurate and timely services, data, and advice to Queen's employees, retirees, and administrative partners on behalf of the University Pension Plan of Ontario (UPP). This team works collaboratively with others across the university to ensure employees have the information they need to make informed decisions when planning for retirement.

Total Compensation

The Total Compensation team provides strategic advice and oversight on compensation at Queen's including key areas such as insured benefits, staff job evaluation, and salary programs. This team offers expertise by researching, analyzing, and designing programs to address the university's evolving needs in attracting, retaining, and rewarding employees.

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