# business plan

## DELIVERING PROFESSIONAL, EMPLOYEE-FOCUSED SERVICES WITH INTEGRITY.

UNIVERSITY OF
**WATERLOO**

uwaterloo.ca/human-resources

# Human Resources 2018/2019

## business plan

WHILE THE HR VISION AND MISSION ARE LONG-TERM IN NATURE, THE HR OBJECTIVES AND HR STRATEGIES FORM THE TEAM'S FOCUS FOR 2018/2019.

### HR VISION 20/20

HR is recognized as a valued strategic partner to our clients by providing relevant, best in class, innovative services that support the goal of becoming a destination of choice for talented and engaged employees.

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### HR MISSION

Delivering professional, employee-focused services with integrity.

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### HR OBJECTIVES

› Improve overall HR satisfaction scores by 20 per cent

› Increase "HR top of mind presence" with leaders by 50 per cent for all initiatives that impact the employee experience

› Implement robust employer-employee relationship theme initiatives

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### HR STRATEGIES

› Ensure ease of access to all HR information, help available and services offered

› Focus efforts on programs and initiatives that add value to our client

› Develop service standards that focus on quick, accurate responses to inquiries

› Strengthen HR leadership and business partner relationships with clients

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# HR GOALS

## HR Operational Goals

| | START | TARGET COMPLETION |
|---|---|---|
| **Workday Implementation – Phase 1** Launch Workday employee and manager self-service, payroll, compensation, benefits, absence management, time tracking, reporting and analytics | Q1/2017 | Q1/2019 |
| **Job Description Consistency** Offer training to managers on accountability-based job descriptions to improve overall consistency of documents | Q2/2018 | Q4/2018 |
| **HR Service Standards** Create standards that HR will follow to provide an improved client experience | Q1/2018 | Q4/2018 |
| **HR Communication Strategy** Improve consistency of communications from HR to the rest of the Waterloo campus, unify voice and explore new communication vehicles including developing an effective social media strategy | Q1/2018 | Q4/2018 |
| **Manager Onboarding Program** Partner with OHD to develop an onboarding program for new managers | Q2/2018 | Q4/2018 |
| **HR Website** Improve the user experience through a more client-focused HR website | Q2/2018 | Q4/2018 |
| **Evidence Based Analytics** Build out infrastructure of the analytics and reporting platforms to improve data access and insights | Q2/2018 | Q4/2018 |
| **Change Management Strategy** Certify HR partners and leaders on change management practices in order to better support clients | Q2/2018 | Q4/2018 |
| **Recognition Events** Pilot revised 25 Year Dinner event and new Retiree Reception, assess feedback and determine approach going forward | Q3/2017 | Q3/2018 |

## Compliance and Campus-Wide Initiatives

| | START | TARGET COMPLETION |
|---|---|---|
| **Excellence Canada** Support the University in achieving Gold certification and integrating Excellence Canada's Excellence, Innovation and Wellness (EIW) Standard | Q1/2017 | Q4/2019 |
| **Lean** Execute the 2018 Lean pilot strategy and objectives, review learnings and define long term strategy for continuous improvement | Q1/2018 | Q4/2018 |
| **Multi-Year Accessibility Plan** Publish initial five-year plan document, commence institution-wide engagement and identify projects required to meet plan objectives | Q1/2018 | Q4/2019 |
| **Legislative Changes** Improve management understanding of the changes to the new Employment Standards Act | Q3/2018 | Q4/2018 |
| **Engagement Survey** Conduct campus-wide engagement survey to obtain feedback on the employee experience at the University | Q2/2018 | Q2/2019 |

## Committee Driven Initiatives with Significant HR Support

| | START | TARGET COMPLETION |
|---|---|---|
| **Holistic Benefits Review** Work with Pension & Benefits Committee to assess competitiveness of existing arrangements, identify opportunities for improvement and support required RFPs | Q3/2017 | Q4/2020 |
| **Enhancement to Healthcare Plan** Work with the Pension & Benefits Committee to develop and implement enhancements aligned with the salary agreements with stakeholder groups | Q1/2018 | Q2/2019 |
| **Performance Appraisal System Review** Work with the PACSC to conduct a full and comprehensive performance appraisal system review | Q4/2018 | Q4/2019 |
| **Staff Salary Gender Equity Review** Work with the PACSC to review whether there is gender inequity in staff salaries as a result of salary administration practices | Q4/2018 | Q4/2019 |

# Workday Implementation: Key Activities

| Activity | START | TARGET COMPLETION |
|---|---|---|
| **Design and Configuration**<br>Configure, implement and test Phase 1 of the Workday portfolio | Q1/2017 | Q1/2019 |
| **User Acceptance Testing**<br>Engage with the campus community to gather feedback around Workday functionality before the final version is built | Q2/2018 | Q3/2018 |
| **Build Support Material**<br>Develop tool kits, videos and documentation to support training for campus | Q2/2018 | Q1/2019 |
| **Payroll Parallel Testing**<br>Test payroll in Workday to ensure accuracy and compliance at go-live | Q3/2018 | Q3/2018 |
| **Campus Training**<br>Educate users and ensure they are prepared to use Workday | Q3/2018 | Q2/2019 |
| **Campus Change Management**<br>Implement change management strategies to support campus adoption and long term sustainability of Workday and supporting processes | Q3/2018 | Q2/2019 |
| **Campus Go-Live**<br>Launch Workday employee and manager self-service, payroll, compensation, benefits, absence management, time tracking, reporting and analytics | Q4/2018 | Q1/2019 |
| **Post Go-Live Support**<br>Provide on-going support to campus to ensure widespread adoption and a smooth transition to Workday | Q4/2018 | Q2/2019 |

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