

2018-2023

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# Human Resources Operational Plan

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Lakehead  
UNIVERSITY

Human  
Resources

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# Welcome



**Lakehead University is a dynamic and highly learner-centred, research-intensive, regional comprehensive university serving large geographic regions in Northwestern Ontario and Simcoe County.**

Lakehead University's 2018-2023 Strategic Plan is built around five interrelated and interconnected Strategic Themes: academic excellence; social responsibility; local and global partnerships; entrepreneurship and innovation; and capacity development. Similarly, Lakehead's 2019-2024 Academic Plan is built around four Academic Priorities: high quality programs; innovative and impactful research, scholarship and creative activities; commitment to social responsibility; and Anishinaabe Miiikana Gichi Kendaasiwin. A number of interdependent Academic Strategies have been developed to support achievement of these Academic Priorities, including enhancing Lakehead's culture of teaching, research and learning excellence, advancing Truth and Reconciliation and championing inclusion. Each of these themes and priorities will help Lakehead achieve its vision and provide a total university experience, blending academic excellence and opportunity with a rich variety of social and recreational activities.

To achieve these goals, the Office of Human Resources (HR) aims to place an impactful long-term emphasis on service offerings centred on enhancing our processes, people, and organization to meet the evolving needs of the Lakehead community. Supporting a population of over 2,200 faculty and staff, represented by seven bargaining units and two non-unionized employee groups, brings increasing complexity and a requirement for HR to continually evolve its service offerings to meet new and changing client needs.

The Office of Human Resources supports the University's commitment to excellence through the provision of innovative and evidence-based HR programs and resources.

Whether you are seeking career opportunities, or have questions about policies, HR services, benefits or career development, our professionally trained HR team is here to support you throughout your employment experience with us.

Welcome from the Office of Human Resources, where our focus is making Lakehead University the best possible place to work.

## **ADAM SHAEN**

Associate Vice-President  
(Human Resources)

# Office of Human Resources Overview

Guided by a shared Mission and Vision, as identified in Lakehead's Strategic Plan, our HR team is highly capable and dedicated to the provision of service excellence for all those we serve in the Lakehead community.

Working collaboratively and cohesively together, the broader HR portfolio is organized into four main areas of specialization: Employee and Labour Relations; Human Resources and Organizational Development; Health, Safety and Wellness; and HR Orillia.



## Employee and Labour Relations (ER/LR)

Our priority is providing expertise and leadership with respect to the interpretation, application and administration of collective agreements, Human Resources related policies and employment legislation, management of grievances and investigations, as well as facilitation of dispute and conflict resolution services. Working with employees and labour partners, we strive to create a collaborative and productive environment where everyone can thrive.

## Human Resources and Organizational Development (HROD)

The Human Resources and Organizational Development team is your connection to both day-to-day HR operations as well as oversight of strategic HR programs, each focus being vital in delivering the best possible employment experience. Specifically, this team supports clients with their recruitment and onboarding needs, compensation and benefits administration and queries, processing payroll-related changes for existing and new employees, as well as creating new and exciting employee engagement strategies and strategic policy design.

## Health, Safety, and Wellness (H&S)

Health, Safety and Wellness oversees the effective and efficient operation of the University's health, safety, and wellness programs in accordance with established legislation and recognized best practices. Consultative services are provided with respect to health and safety matters including: Occupational Health & Safety (OHS) programs and risk assessments, WSIB claims management, sick and long-term disability management, workplace violence, biosafety, fire safety, and other related areas. Through employee-centred program design and new health and wellness plan development, this team is critical in empowering a healthy and productive workforce.

## Human Resources Orillia

As a vital component of the HR team, the Orillia campus has a one-stop on-site office, servicing all HR-related needs. As a distinctive office encompassing HR services from all areas of the broader portfolio tailored to the needs and environment of our Orillia campus, the Orillia HR Office is well equipped to support you should you have any questions relating to recruitment, compensation, benefits, policy interpretation, health and safety, or other employment-related needs.

# Mission, Vision, and Commitments

## Mission

To be an innovative comprehensive university that provides an education that is about how to think, not what to think.

## Vision

To provide a transformative university experience that is far from ordinary.

## Commitments

With the aim of providing the best possible employment experience for Lakehead faculty and staff, our team is committed to:

- Providing prompt, friendly and innovative HR service, best practices, direction, policy and procedure development and interpretation
- Working with all employees and labour partners to create and maintain a healthy, inclusive, engaged, and supportive workplace
- Continually evaluating and improving our service
- Centering everything we do around the people we serve





# Strategic Priorities

## Talent Management

Managing and developing our clients' needs and capabilities

- Review and enhance our performance evaluation systems based on leading practices and outcomes
- Work with organizational leaders to plan for workforce changes and succession
- Develop supports for new leaders to advance HR acumen
- Expand new employee orientation and on-boarding
- Develop and launch an employee experience survey framework
- Create a system and structure for capturing employee departure feedback

## HR Excellence

Improving the user experience through enabling efficiencies and service efficacy

- Advance utilization and maximization of HR systems (HRIS) to improve data integrity and user experience
- Modernize the HR website to improve user experience
- Digitalize HR procedures, striving for paperless processes
- Create HR metric tracking and reporting system
- Build internal HR expertise and capacity
- Define and formalize HR roles and responsibilities, creating climate of collaboration and accountability

## Healthy Workplace

Cultivating a positive, diverse, supportive, and healthy workplace

- Enrich collaborative and respectful relations with employees and labour partners
- Promote and facilitate timely and collaborative dispute resolution
- Expand Health and Safety related training
- Review and enhance employee accommodation processes based on leading practices
- Create and launch an employee wellness strategy and roadmap
- Support employee health and wellness through a strategic review of HR systems, processes, policies, and benefit plans

**YOUR VOICE MATTERS**

# We Want to Hear from You

**OCTOBER 1 - 22, 2019**

The success of the **Employee Experience Survey** depends on your participation.

- ✓ All responses are confidential. Individual responses will not be attributed to the respondent.
- ✓ All responses are gathered by Metrics@Work, and no individual results will be returned to Lakehead University.
- ✓ Complete the survey for a chance to win an iPad, among other great prizes.

**COMPLETE ONLINE**

You can complete the survey through the unique link emailed to you from **Metrics@Work**. Look for it in your inbox.

Lakehead University has partnered with Metrics@Work to design and deliver this survey.

 For more information about the Employee Experience Survey, visit [lakeheadu.ca/survey](http://lakeheadu.ca/survey)



**EXCEPTIONAL. UNCONVENTIONAL.**



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