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« Let's give the best student and employee experience possible! »

- Caroline Roy-Egner, Associate Vice-President
Human Resources



A WORD FROM THE ASSOCIATE VICE- PRESIDENT

« IT ISN'T AN ACCIDENT THAT EMPLOYEES AT THE UNIVERSITY OF OTTAWA ARE BECOMING MORE AND MORE COMMITTED, PROUDER OF UOTTAWA AND DETERMINED TO ENSURE THE SUCCESS OF BOTH THE UNIVERSITY AND THEIR FACULTY OR SERVICE. »

The University of Ottawa offers a fulfilling, respectful and bilingual workplace where all employees can grow and give their best in support of the University's mission and strategic direction, to offer students the best university experience possible and ensure their success.

With this in mind, Human Resources has adapted its strategic direction for 2013-2016 to the main pillars of the University's Destination 20/20 strategic plan. The document you are reading is our strategic plan. We wish to share it with you, so you will know in concrete terms what steps Human Resources is taking to meet our goals.

We all have it within us to face the future, determined to make the University of Ottawa the best work environment possible.

Caroline Roy-Egner
Associate Vice-President, Human Resources

A positive employee experience leads to increased engagement on the part of employees, which leads to a better student experience.

HUMAN RESOURCES MISSION, VISION AND VALUES

MISSION

Human Resources supports the vision and mission of the University of Ottawa, which aims to offer University community members an unparalleled experience. In particular, Human Resources does the following:

- Provides quality and innovative HR services to attract, develop, motivate and retain diverse talent within a supportive work environment.
- Implements HR strategy, programs and practices that are aimed at promoting a spirit of service excellence, based on consultation with the uOttawa community.
- Encourages faculties and services to implement sound HR practices.
- Facilitates workplace relations that favour a culture of partnership.
- Encourages people to develop the necessary skills and confidence to offer the university community the best possible experience.
- Works with the University community to better identify and respond to its changing needs.

VISION

The Human Resources team plays the role of catalyst for the best possible employee experience.

VALUES

- Integrity and respect
- Diversity and inclusion
- Integration and network-building
- Innovation to achieve service excellence based on the needs of the University community

We all have it within us to face the future.

STRATEGIC FOCUS AND PRIORITIES (2013-2016)

Based on “360 degree” consultations with the University community, as well as the mission, vision and values of the University and of Human Resources, we have highlighted four areas of strategic focus.



EMPLOYEE EXPERIENCE

PRIORITIES TARGETING THE EMPLOYEE EXPERIENCE (BASED ON THE 2011 EMPLOYEE EXPERIENCE SURVEY):

- Overhauling and optimizing **orientation** programs for new academic and administrative staff.
- Developing and implementing a **wellness** strategy.
- Creating opportunities for **personal and professional development**, to meet the need for blended learning, including online training, mentoring, job shadowing and active learning.
- Creating a new **competency profile** and **leadership development** program.
- Implementing a **diversity** and **inclusion** strategy that includes compliance with new accessibility legislation.

PRIORITIES TO IMPROVE THE STUDENT EXPERIENCE:

- **Service culture:** Integrating the vision, charter and standards of service excellence into training and employee recognition programs. As well, implementing various change management programs (for long-term culture change).
- **Bilingualism:** Maintaining second language proficiency testing when hiring, and the professional development program for frontline staff.
- **Integrated approach:** Finalizing drafts of generic job descriptions, evaluating frontline positions, identifying the core competencies necessary for outstanding service and integrating competencies in performance and development management.

Offering a fulfilling and respectful workplace where all employees can grow and give their best in support of the University's mission and strategic direction. A positive employee experience leads to increased engagement on the part of employees, which leads to a better student experience.



SERVICE EXCELLENCE

PRIORITIES:

- Implementing **client feedback** programs to improve services (for example, comment cards or customer relationship management (CRM) tools).
- Increasing **consultation** and **collaboration** with different client groups and advisory committees (HR, professional development, HR/pay, etc.).
- Implementing **training** and programs to provide support and develop **standards**, to encourage a service culture.
- **Simplifying** and **modernizing** processes, programs and tools (in areas such as classification, hiring, job descriptions, performance management, etc.).

Offering managers and employees professional, courteous and efficient service and leading the way in creating a service culture.



CULTURE OF PERFORMANCE AND ACCOUNTABILITY

Developing a culture of performance and accountability to help employees meet the Destination 20/20 goals.



PRIORITIES:

- Implementing the next phases in the new **Performance Management and Development Program** (using Halogen), and continually improving the program.
- Offering managers and employees **continuing education** and **guidance**.
- Implementing a **succession planning** process, based on performance and leader development, as well as recruitment and retention strategies.
- Planning a **learning** and **career development** strategy based on employees' own career development plans.
- Support **manager training** to encourage managers to be accountable and to increase their knowledge and skills in managing staff (for example, reference checking, selection and hiring process, labour relations, conflict management, hiring and orientation).

COMMUNICATION

PRIORITIES:

- Updating and simplifying the **HR website** (a new website better oriented to users' needs).
- Implementing new strategies and **communication tools** (HRinfoRH newsletter, hiring guide).
- Analyzing the feasibility of an **employee portal**.
- Developing new strategies to **listen** to the University community and obtain **feedback** from it to improve communication processes and strategies.

Ensuring communication with employees to help them succeed and provide them with a positive work experience.



FOR MORE INFORMATION

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