

Inviting Staff Input on Vision & Future Strategies for the HR Dept.

We're about people ...

People are a university's most critical asset and, at its core, the Principal's Conversation has been all about people. The big picture challenges us to play a central role in maximizing the impact the Queen's community can have on society and the world.

What essential, critical roles should our HR department play in helping Queen's to achieve its academic mission and global purpose?

It may begin with **operations** — with services to client faculties, departments and units, with recruiting and retention, professional and organizational development, career planning, payroll and pensions, negotiating and administering employee collective agreements, data management, supporting managers, mental health and wellness training and awareness, and supporting new working arrangements.

Queen's HR also has a **strategic role** to play at the university in supporting future cultural reform, community engagement, internationalization, and core missions of research and teaching. Especially, we have a contribution to make as the university aims to entrench more deeply the principles of Equity, Diversity, Inclusion, and Indigeneity (EDII) – and a real sense of belonging at Queen's.

Playing a more ambitious role cannot come at the expense of day-to-day operational work — it must build on it. And to amplify our **capacity**, we must look for efficiencies, partnerships and ways to leverage our daily systems, processes and effectiveness.

Inviting your input on future priorities and strategies

As **thought starters**, the following page reports on some themes that have already been emerging in initial strategic planning discussions. Your perspectives and ideas will be important as we broaden and deepen our collective understanding of where we should go next.

To provide your input: <https://www.surveymonkey.com/r/QHR-Staff-Input>

Some starting points for the conversation ...

- How best might we help Queen's attract and leverage the "best and brightest" talent? But it's not just about recruiting the best talent — it's also about engaging, motivating and retaining them and ensuring the talent already here is engaged, motivated and productive.
- Some say our top strategic priority is to have the best job and person match and to ensure we're bringing the right people into the organization.
- Others are concerned about having "One Vision | One Team" at Queen's, with faculty, staff, student employees and partners working as one to achieve our goals.
- Many have focused on the idea of enhancing employee experiences across the life cycle of employment with Queen's, from first job posting to last pension. One of the most important factors involves helping managers come up with solutions to multi-dimensional challenges and opportunities.
- Some have used the term "magnet workplace" to describe the goal of making Queen's the most attractive place to work and pursue a career in our field.
This incorporates issues like EDII, employee well-being, mental health, professional and career development, and advancing our employment culture. Others suggest HR should seize opportunities to lead and reinvent the way we work, including flexible and remote work policies and arrangements for employees.
- Our future will no doubt involve a quest for efficiencies — for improving processes and systems and also ensuring proper alignment of resources to match the level of HR work demanded of the department.
- If the department is to deliver on its responsibilities, substantial advances in use of data and technology will be needed (e.g. distributed data entry, candidate tracking, job evaluation, university-wide time and attendance system).
- We have opportunities to tune up the organization. One area involves striking a strategic balance between embedded and central resources and developing a framework for future growth and seamless service delivery. In a similar vein, HR's organizational structure should be designed so that "form follows function" and flows from our vision for the department and university.

These are just a few of the ideas emerging in preliminary conversations about HR's next strategic plan. We welcome your ideas as a critical step in this early stage of the process so we'll be well positioned, effective and client-focused for the future.