



Presentation to Management Forum

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McGill

Agenda



Strategic Reframing Initiative



Community Satisfaction Initiative



Your Thoughts



Closing Comments

SRI: What and Why

- University-wide initiative launched 18 months ago
- Goals: increase efficiencies; manage costs; grow revenues; stay competitive at the international level

- 5 priority areas:

Performance

Research/innovation

Philanthropy

Cost efficiencies

Enrolment mix



- Fall 2010: Working groups identified ***priority projects***
- Spring 2011: executive sponsors assigned to projects
- VP (A & F) and Provost overseeing the majority of these projects

SRI Project: Workforce Planning

Objective: enhance processes, develop/support people, build an effective organization

Process:

- Identifying knowledge gaps
- Developing managerial skills and competencies
- Re-organizing as necessary to achieve staffing efficiencies (Bill 100)



Next steps:

- HR will develop tools and resources to put program in place, beginning May 1, 2012
- Communicate goals and plan to engage community at the local level

SRI Project: Integrated Talent Management for Managerial and Professional Staff

Objective: introduce best practices in recruitment, on-boarding, development and retention of employees

- Long-term focus on developing employee talent
- New technology will track recruitment, promotions, performance evaluation, and personal development
- Life-cycle approach to employee development from recruitment to retirement



SRI Projects: Procurement & Financial Services

- Several initiatives to streamline processes:
 - New single supplier for cell phones (Bell Canada)
 - Travel Management program
 - Managing inventory control
- Space Management:
 - Assessment of space utilization (including leased / owned assets)
- Financial Services:
 - New process for invoicing and payment of University bills



SRI Project: Energy

Focus is on identifying energy savings measures



Initiatives:

- Energy Management Information System
- Lighting retrofit
- Energy audit of all buildings
- Building re-commissioning

SRI Project: Integrated Budget Process

Objective: Improve budget planning cycle; strengthen communications between central budget office and individual units; implement for next budget cycle (FY13-14)

Top priorities:

1. better tools, training and support for Faculty Financial Officers (FFO)
2. improved financial reports for units
3. consistent & regularized budget calendar

Current status and next steps:

- FFOs surveyed
- new reports are being developed
- An external consultant will be engaged



SRI: Pension and Benefits

Objective: reduce funding shortfalls; ensure that pension plan & benefits package are sustainable on a long term basis



Changes will be phased in over several years

- Board of Governors adopted modifications to McGill University Pension Plan (MUPP) in May, 2011:
 - Discontinue employer contributions after 65
 - Modification of employee pension plan contributions
 - Pension deficit cost-sharing for Plan A members
- Modification of cost-sharing for post-retirement benefits

SRI – Other Portfolios

POP = “Project on a Page”



VP A&F	VP RIR	VP DAR	Provost
<ul style="list-style-type: none">• Energy: 1 POP• Administrative Services: 2 POPs• Human Resources: 6 POPs• Budget processes: 1 POP	<ul style="list-style-type: none">• Research services and support: 3 POPs• Corporations/ Foundations support: 1 POPs	<ul style="list-style-type: none">• Philanthropy: 2 POPs• Alumni and volunteers – 1 POPs	<ul style="list-style-type: none">• Academic: 3 POPs• Continuing Education: 1 POP• Enrolment Mix: 1 POP• Philanthropy: 2 POPs• Budgeting 2 POPs

SRI: Summary

- Implementation underway for many projects, pace slowed during labour disruption
- Focus of A&F projects has been on:
 - process improvement
 - enhanced services to the internal community
 - organizational change and renewal
- need to more broadly engage the community
- solicit feedback on what works well and where there are gaps
- will actively seek ideas/input from our community in next phase



Community Satisfaction

A&F delivers services to the University community

- HR, University Services, IT, Financial Services, Procurement, Risk Management

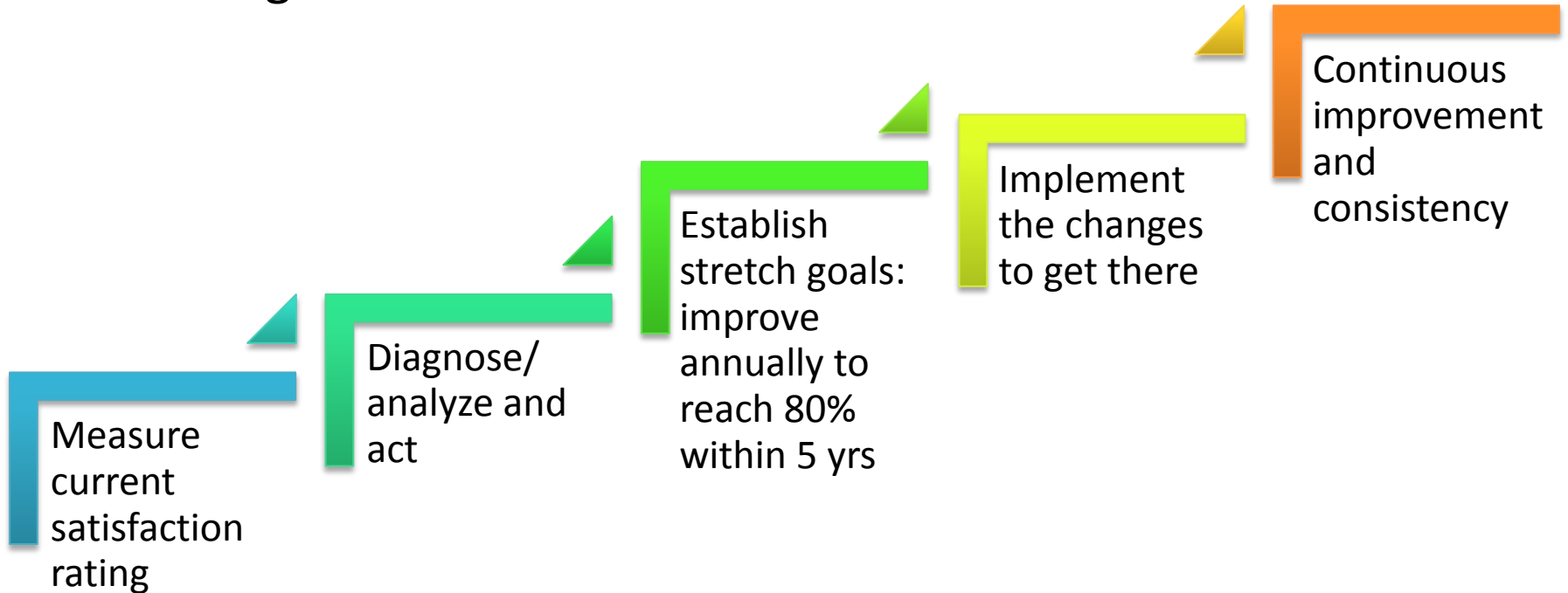
We support the core mission

Goal to provide best-in-class services

- Improve overall efficiency, cost effectively while striving to be:
- **Relevant, responsive, flexible and adaptable to changing priorities**

Community Satisfaction

How we get to best-in-class



Community Satisfaction: Your Role

Tell us where we need to improve

What are we doing right?

How do we engage you?



Concluding Thoughts, Comments, Questions...

