Memorandum

Office of the VP Administration and Finance
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TO:	Senate
FROM:	Michael Di Grappa, Vice-Principal (Administration and Finance)
SUBJECT:	Update on Workforce Planning
DATE:	September 20, 2012
DOCUMENT #:	D12-02
ACTION REQUIRED:	☒ INFORMATION ☐ APPROVAL/DECISION

ISSUE:	At the May 16, 2012 Senate meeting, the Principal told Senate that the Vice-Principal (Administration and Finance) would deliver an update on Workforce Planning initiatives at McGill.
BACKGROUND & RATIONALE:	The Vice-Principal Administration and Finance will update the members of Senate on the goals of the Workforce Planning Project, its progress to-date and future steps to be taken.
MOTION OR RESOLUTION FOR APPROVAL:	N/A
PRIOR CONSULTATION:	Deans M-Forum Employee Groups
NEXT STEPS:	N/A
APPENDICES:	N/A

Workforce Planning Update to Senate

September 20, 2012

Michael Di Grappa

V-P, Administration and Finance

McGill

Why?

- Building capacity to better serve the University community

- Ensuring our workforce is aligned with McGill's future needs

- Helping us to be more effective in our roles

WFP Objectives

To align our workforce capabilities with the University's overall objectives by:

- Supporting a value-added and client-focused approach to building our workforce

- Equipping Faculties & Administrative Units to develop staffing objectives & plans

- Building a highly effective work force

- Investing in staff development

- Ultimately, having the right talent at the right place to support the University's objectives

WFP at McGill

Launched on May 1st, 2012, Workforce Planning has two components:

- Comprehensive program to support unit heads and managers deal with staffing changes.

- A "1 for 2" attrition program on voluntary departures designed to reduce the size of administrative & support staff.

WFP Short Term Focus

Responding to immediate needs by providing support to managers dealing with staff changes:

- Customized "pilot projects" (training, coaching and project management)

- Building capacity within units through training and development and process management tools.

- Self-directed change management, using website tools and templates, and support of HR Advisors.

Examples of Pilots

Administrative re-organization of a Faculty (to be announced shortly)

- ✓ Project Management

- ✓ Training and Development

"Post Awards" research project

- ✓ Training (process improvement)

- ✓ Project Management

WFP Long Term Focus

Work with Faculties and administrative units to develop a Work Force Plan consistent with University priorities.

Such a plan would address:

- ✓ Current and anticipated skill gaps
- ✓ Staff training and development
- ✓ Succession planning
- ✓ Process and operational improvements