

**EXCELLENCE, INNOVATION AND WELLNESS  
SILVER SUBMISSION – OFFICE OF THE PRESIDENT**

**INTRODUCTION**

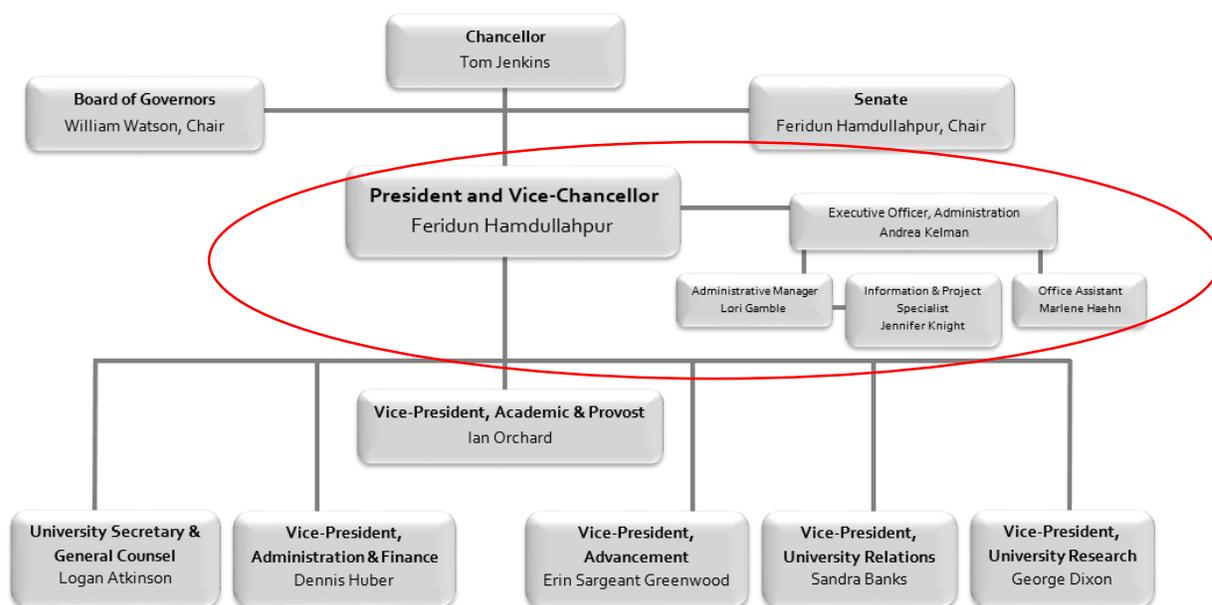
The Office of the President (“Office”) carries the ultimate responsibility and mandate to achieve the vision of the university – “to be recognized as one of the most innovative universities in the world.”

The organizational chart below highlights the staff in the Office along with the direct reports of the President. The Office works very closely with the President’s direct reports and those that work within their portfolios.



Number: 1  
Effective Date: 9 September 2015

**President and Executive Administration**



**PRIMARY OBJECTIVES – OFFICE OF THE PRESIDENT**

The Office of the President has three primary objectives:

- To provide the president with the support he or she requires to govern effectively. This requires a strong governance framework within the Office to manage the scores of decisions that have to be made, each with important consequences for the University of Waterloo.
- To provide the president with the support he or she requires to achieve the objectives set out annually along with specific objectives determined by the Board of Governors. In this instance, the main objective is the implementation of the [5 year Strategic Plan](#) – *A Distinguished Past – A Distinctive Future*
- To provide continuity within the Office as leadership changes. [Policy 50](#) sets out that the term of office of the president is normally six years, renewable for six years to a maximum of 12 years.

## **POSITION PROFILE – PRESIDENT AND VICE-CHANCELLOR**

The President and Vice-Chancellor is the chief executive officer of the university and has the responsibility for administering the affairs of the university on behalf of the Board of Governors. The President is expected to provide outstanding academic leadership within a vibrant and complex culture, maintain the intellectual independence and integrity of the university, and promote a visionary approach in all matters both internal and external.

A presidential nominating committee conducts consultations with the Waterloo community when seeking candidates as president and develops the position description for the next president. The following key responsibilities were outlined in the position profile created for the current President.

### **Relationship Management and Communication**

- Fostering respectful and cooperative relations between the university administration and its faculty, staff and students
- Engaging with faculty and students on campus in a visible and accessible manner
- Proactively cultivating relationships with the Ontario and federal governments to secure the resources necessary to full Waterloo's mission.
- Continuing to engage local business and political communities, and major donors in discussions concerning plans to further stimulate sustainable economic development and initiate partnerships to achieve shared goals.

### **Strategic Leadership**

- Evaluating resources and institutional strengths, setting ambitious goals, developing plans for realizing those goals and consistently communicating progress toward them to key constituents.
- Supporting academic growth and investment with best-in-class technology, infrastructure, and administrative upgrades, as required.
- Providing prudent fiscal management to ensure the university's resources are effectively maximized.
- Ensuring that the university is managed through the principles of focused objectives, transparency, accountability, and professionalism, with clear objectives and performance measurements.

### **Fundraising and Institutional Advancement**

- As the university's ambassador, position Waterloo's distinctive offerings to a broad audience, both nationally and internationally, creating a sense of ownership and shared destiny.
- Articulating a clear vision for Waterloo to inspire alumni, donors, and other friends of the university to contribute financial and other resources.
- Stewarding existing donor relationships while pursuing new and creative opportunities for additional support.

### **Academic Leadership**

- Promoting excellence in scholarship and teaching across the university, both within and across disciplines.

- Recruiting and retaining students and faculty.
- With the provost, strategically allocating resources across all disciplines to improve Waterloo's research capability and academic standing.
- Continuing to improve the student experience at the undergraduate and graduate level.
- Building Waterloo's national and international profile to further distinguish its strengths and compete for faculty, students, and resources in the global intellectual marketplace.

Throughout the term of the president, the Governance Committee of the Board of Governors meets twice a year with the president to review annual goals and objectives.

## **POSITION PROFILES – STAFF**

### **Executive Officer, Administration**

This position is responsible for financial oversight, human resources, and management of all administrative functions of the Office of the President. The Executive Officer is the President's chief source of counsel in the Office and provides strategic and operational advice and support to the President, senior administration, special advisors and other offices in terms of their functional relationship to the President (eg. Associate Provosts, Associate Vice-Presidents).

The Executive Officer plays a senior role in ensuring the implementation and integration of operational activities with broader institutional actions and strategic objectives. As the senior administrative staff member in the Office of the President, the Executive Officer provides continuity as leadership changes.

### **Administrative Manager**

The Administrative Manager is responsible for all day-to-day administrative and financial oversight of the President's Office. This position is responsible for providing senior administrative and project management services for the Office of the President. The Administrative Manager provides continuity in the absence of the Executive Officer and has discretion to make decisions that are in line with strategy and goals within the Office of the President. This position is accountable to work closely with stakeholders on a variety of enterprise-wide projects that require expertise in all areas of project execution, control and successful delivery. This position is responsible to lead the overall planning, management, and coordination and financial control of assigned projects, using project management skills to define deliverables, identify resource requirements, manage roles, provide customer satisfaction and ensure the quality of deliverables. This position is responsible for management of operating and special purpose accounts, financial reporting, paying invoices and reconciling expense accounts for the President and the Executive Officer and manages the Information and Project Specialist. This position is responsible for all scheduling of the president's calendar, logistics, briefing materials and international travel.

### **Information and Project Specialist**

This position, under the direction of the Administrative Officer, is responsible for the proper logging, delegation, distribution, filing and managing of all incoming and outgoing materials (in all forms) within the Office of the President through an automated workflow process. This position is responsible for monitoring and taking action of the President's primary public e-mail account. The position is responsible for the development and management of the custom records database systems and must

ensure that the system is kept up-to-date and upgraded when necessary. This position is responsible to track and bring-forward all action items assigned to members of the university community through the President's office and must systematically update Office of the President staff on deliverables of portfolios. The position provides comprehensive support to the Administrative Manager and Executive Officer in their administrative capacities. The incumbent must understand issues well in order to route appropriately.

### Office Assistant

This is a part-time position (2 days per week) and is responsible for:

- Maintaining current university-wide collateral for distribution in the Office of the President
- Preparing gifts for Presidential visitors/manages gift log
- General office duties (work requests, orders supplies, organizes office needs, confidential shredding etc.
- Preparing retirement letters
- Preparing certificates of greetings for new Presidents/Chancellors
- Assisting with special events/meetings of the office
- Coordinating large mailings
- Providing backup for office staff/filling in our gaps!

### STAKEHOLDERS

The President and Vice-Chancellor is one of our key stakeholders.

The Office also connects with all internal stakeholders at the University including senior administrators, deans, college heads, members' of the Board of Governors and Senate members, faculty, staff and students.

Externally, the Office of the President has frequent contact with Prime Ministers, Premiers and Cabinet Ministers, MPPs, MPs, Offices of Provincial and Federal Ministers, Ambassadors, international government officials, presidents of Canadian and international universities, corporate CEO's, donors to the university, alumni, post-secondary education agencies/councils, community organizations, parents, students, and members of the public. All of the above are considered "partners", "customers" or "stakeholders."

The public relations and personal rapport inherent in the Office requires a high level of confidentiality, sensitivity, mature judgment and tactfulness given the diverse nature of the University's environment with its broad spectrum of partners. Best-in-class stakeholder service/experience is paramount in the Office as all staff members are Ambassadors for the University of the Waterloo, and responsible to uphold the reputation of the University and that of the President.

The Office receives a large number of and diverse visitors, and manages inquiries, special requests and complaints about all aspects of the University's operations. These can come from members of the K-W community, government representatives, elected officials, international partners, agencies, corporations, donors, alumni, students, parents, staff, faculty, the general public and the media, etc. The issues are often of a highly sensitive or immediate nature and the manner in which they are

resolved reflect directly on the reputation of the University and on the President. Actions and decisions made by the Office and the President are highly scrutinized.

Since the President is perceived as the final authority on many policy issues, it is not unusual for individuals to begin a formal complaint at this level. In other cases, if issues have not been resolved to the stakeholder's satisfaction through other channels, the Office is contacted in hopes of a different outcome. Resolving these matters while maintaining accountability, fairness, and transparency is extremely important. The Office must have an in-depth knowledge of the University's processes, must know where to obtain the necessary information or guide the individual to the proper committee or university representative. It is the responsibility of the Office to manage these matters on behalf of the President by responding in a timely manner and ensuring best-in-class service.

### MISSION/VALUES – OFFICE OF THE PRESIDENT

The three statements below set out the mission and values of the Office of the President.

- We are committed to serve with **INTEGRITY** and **RESPECT**.
- We are committed to **INNOVATION** and **CONTINUOUS IMPROVEMENT** in all that we do.
- We are committed to build the **REPUTATION** of the University in all areas of our work.

We are very proud of our participative culture and as such developed an acronym to summarize how we accomplish our objectives:

- **T.E.A.M.** – Together **E**veryone **A**chieves **M**ore

### FUNDAMENTAL GUIDING PRINCIPLES

The Office of the President is further guided by four fundamental guiding principles:

1. **Identity** – the opportunity to understand how we fit in, and how we can be meaningfully involved in achieving institutional success. We call that institutional literacy. Understanding what the university is trying to achieve, who we serve, understanding stakeholders needs, and understanding what is going on in the PSE sector are all important components of Identity.

The Office supports the principle of Identity by:

- Wide sharing of information
- Accessible leadership
- Open forums ([Town Halls](#), [Minis Town Halls](#), [Monthly Community Updates – Daily Bulletin](#))
- Structured staff update meetings 3 times per week
- Engagement with campus stakeholders
- Gaining institutional knowledge beyond our office in order to support the President's goals and to support the strategic plan (visits to departments, research labs, meeting faculty members and support units to build relationships and understanding of the diverse internal ecosystem)

2. **Participation** – the opportunity to influence decisions and to exercise the responsibility to solve challenges. We all own the challenge, and the challenge is the success and reputation of the institution.

The Office supports the principle of Participation by:

- Employee ownership in policy and procedure documentation and implementation
- Employees who are experts in certain procedures are the owners (leadership is not the owner of the process – it is the staff member who is the expert, and who understands the practice the best)
- Culture of encouragement and continuous improvement (T.E.A.M.)
- There is no – “it’s not my job” attitude
- No fear of “asking questions” or challenging the status quo

3. **Equity** – it’s not just about compensation! We are accountable to one another “not just to our supervisor”. A willingness to take responsibility for actions, the right to be institutionally literate, to be involved, to be responsible and to become increasingly competent.

The Office supports the principle of Equity by:

- Goalsharing (Team Work Plan versus individual work plans)
- Tracking and reporting of performance and progress (Team Work Plan)
- Annual strategic planning process
- Sharing knowledge
- Sharing best practices (learning opportunities with other departments)

4. **Competence** – becoming increasingly effective and efficient in what we do. The ability to respond to the constant demand for improvement and change. Is there a better way?

The Office supports the principle of Competence by:

- Training, development
- Job enlargement
- Having the “right” tools to do the “job right”
- A willingness of all of us to help others become more competent

### **A HISTORY OF EXCELLENCE, INNOVATION AND WELLNESS**

The Office of the President was reorganized in 2011 when President Hamdullahpur’s term began. Some of our accomplishments in the areas of excellence, innovation and wellness in recent years include:

- Developed Mission, Values, Fundamental Guiding Principles for the Office
- Strategic Planning Process for Office
- Team based annual work plan for Office
- Recognizing the need to measure progress on our objectives, hired a resource in April 2015 to develop processes and collect and benchmark existing data in order to measure progress moving forward
- Tracking President’s time (help prioritize activities to achieve strategic objectives)

- Paperless filing system
- Linking briefing materials back to calendar entry (ease of retrieval and historical record)
- Strong governance framework – controlled documentation process for standard operating procedures – (more than a binder of information – an on-line “how-to” guide, training manual)
- Basecamp – project management software for collaborative development of communications materials for President (speeches, written communications)
- Social media campaign for the President
- Working calendar and President’s calendar
- Very specific service standards for Office Visitors - checklist
- Targeted digital signage for the Office – program to ensure relevant timely content
- Contact database management – tracking interaction with contacts, targeting messages, developing strategies to connect with and influence on particular topics of interest to stakeholders, advancement relations and interest in engagement with UW
- Tracking stakeholder experience/issues management – tracking correspondence into the Office (positive and negative by topic, by stakeholder to monitor emerging internal or external issues)
- Display case program – connecting with campus partners to showcase physical items of interest from departments, researchers, start-ups. The Office is interested in the broad spectrum of partners on campus. Partners are proud to be asked to display in the Office. This involves visiting departments and increased visibility of Office staff and sharing best practices.
- Wellness Initiatives
  - Sit/Stand work stations
  - Indoor winter walking program (3 sets of stairs, 3 minutes every hour)
  - On campus Well-Fit Classes
  - Healthy eating encouraged in the Office and healthy snacks for visitors

## **TERMINOLOGY**

The Office has addressed responses to the framework for the Excellence Canada Silver Standard from the perspective of the Office, and if appropriate, a response from the perspective of the University of Waterloo as a whole has also been included.

**SOP** - Standard Operating Procedures Manual which is a controlled documentation process for all of our major procedures and processes. Evidence of how the Office complies with the key drivers below has been documented by the number of the procedure (eg. SOP 3.1) and/or through reference documents to the procedures (eg. SOP REF 3.1.1). If appropriate, links to University policies, procedures or guidelines have also been cited as points of evidence.

**Stakeholders** – have been interpreted as our “partners” and were defined earlier in this document.

**OTP** – means Office of the President

**PVP** – group of President’s direct reports (Provost/VP Academic, VP Research, VP University Relations, VP Advancement, VP Finance & Administration, Secretary & General Counsel, Executive Officer)

**BOG** – Board of Governors

EC – Executive Council – all direct reports of the President and Vice-Presidents along with the Deans of the faculties

**LEADERSHIP AND GOVERNANCE**

**a) The senior leadership team endorses and supports the following operating principles:**

<b>Leadership Involvement</b>	
Leadership establishes unity of purposes and direction, and facilitates and supports the changes necessary for improvement.	
Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Offsite in July 2015 with <u>all</u> staff developed Mission, Values, Fundamental Guiding Principles</li> <li>• Office developed 2015-16 Work Plan in conjunction with the President’s 2015-16 Work Plan and UW Strategic Plan</li> <li>• Annual Work Plan is reviewed 2 times per year and adjustments made as required</li> <li>• President signs-off on OTP Work Plan</li> </ul>	<p><a href="#">OTP Retreat Agenda 2015</a>  <a href="#">OTP Retreat Notes and Accomplishment List 15-16</a>  <a href="#">SOP 3.1 Strategic Planning Procedure</a>  <a href="#">REF 3.1.1 Mission, Values, Fundamental Guiding Principles</a>  <a href="#">UW Strategic Plan – July 2013</a>  <a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p>
<ul style="list-style-type: none"> <li>• President prepares his Annual Work Plan in May of each year reflecting on the University Strategic Plan</li> <li>• Governance Committee approves President’s annual objectives</li> <li>• PVP – all members prepare individual Annual Work Plans reflecting on the President’s BOG approved objectives</li> <li>• President reviews and signs off on PVP annual work plans</li> <li>• President holds mid-year and annual reviews of work plans with direct reports</li> <li>• PVP group holds 3 off-sites per year to review strategic plan initiatives and revise work plans if required</li> <li>• EC holds annual strategic planning session in May of each year</li> <li>• BOG holds annual retreat in December of each year</li> </ul>	<p><a href="#">SOP 23.1 Presidential Board Reporting Procedure</a>    <a href="#">SOP 23.2 Vice-President Secretary Performance Review Procedure</a>    <a href="#">REF 4.1.4 PVP Key Dates</a></p>

**A primary focus on relevant stakeholder experience**

The primary aim of everyone in the Office of the President is to understand and meet the needs of its stakeholders.

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"><li>• Providing “best-in-class” customer experience is a primary objective of the Office and service standards are outlined in all procedures</li><li>• Calendar Management Procedure including connecting with campus initiatives, government relations strategy, community relations strategy, faculty engagement, student engagement, staff engagement. Correspondence Procedures Briefing Day Folder Procedures Contact Database Management Procedures, Office Procedures, Digital Signage Procedures, Display Case Procedure, Presidential Gift Procedure, International Agreements Procedure, Time Tracking Procedure, Research Management Procedure, President’s Email Management procedure, Food and Catering Procedures, Request for Participation Procedure, Travel Procedure</li> <li>• The President’s meetings/events are tracked to prioritize his time to support achievement of objectives. Time is broken down into categories and targets exist for each category. For example, the President has approx. 1300 meetings/events each fiscal year. Each one of those meetings involves one or more stakeholder(s). These meetings are in addition to the unexpected visitors, email inquiries or inquires through post.</li></ul>	<p><a href="#">SOP 4.1 Calendar Management Procedure</a> <a href="#">SOP 5.1 Certificate of Greetings Procedure</a> <a href="#">SOP 5.2 Compliment Card Procedure</a> <a href="#">SOP 5.3 Condolence Letter Procedure</a> <a href="#">SOP 5.4 Congratulations Letter Procedure</a> <a href="#">SOP 5.5 Retirement Letter Procedure</a> <a href="#">SOP 5.6 Outlook E-Mail/Mail Merge Procedure</a> <a href="#">SOP 5.7 General Correspondence Procedure</a> <a href="#">SOP 6.1 Briefing Day Folder Procedure</a> <a href="#">SOP 8.1 Contact Database Management Procedure</a> <a href="#">SOP 8.2 Foreign, Government and Dignitary Contacts</a> <a href="#">SOP 9.1 Office Visitor Procedures</a> <a href="#">SOP 10.1 Digital Signage Procedure</a> <a href="#">SOP 11.1 Display Case Procedure</a> <a href="#">SOP 12.1 Presidential Gift Procedure</a> <a href="#">SOP 13.1 International Agreement Procedures</a> <a href="#">SOP 15.1 Research Management Procedures</a> <a href="#">SOP 16.1 President’s Email Management Procedure</a> <a href="#">SOP 18.1 Food and Catering Procedures</a> <a href="#">SOP 19.1 Request for Participation Procedure</a> <a href="#">SOP 20.1 Travel Procedure for President</a></p> <p><a href="#">SOP 14.1 Time Tracking Procedures</a></p>

<b>Co-operation, teamwork, and continuous learning</b>	
The Office nurtures and recognizes teamwork as a corner stone for developing win/win relationships	
Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Org. chart for OTP</li> <li>• TEAM mantra – <u>T</u>ogether <u>E</u>veryone <u>A</u>chieves <u>M</u>ore</li> <li>• Fundamental Guiding Principles – Identity, Participation, Equity, Competence</li> <li>• Participative culture/Encourage ideas</li> <li>• Open door policy</li> <li>• Staff hold update meetings 3 times per week</li> <li>• Staff formally meet weekly with President and on as needed basis</li> <li>• PVP group meets every Monday morning to review strategic priorities and operational issues</li> <li>• President chairs EC monthly</li> <li>• Provost chairs Deans Council/Deans Group monthly</li> </ul>	<p><a href="#">REF 2.1.1 Organizational Chart</a></p> <p><a href="#">REF 3.1.1 Mission, Values Fundamental Guiding Principles</a></p> <p><a href="#">REF 4.1.4 PVP Key Dates</a></p> <p><a href="#">REF 4.1.5 Executive Council Meeting Schedule</a></p> <p><a href="#">REF 4.1.6 Deans' Council Group Meeting Schedule</a></p>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>• Nature of the governance structure of the University requires teamwork (most policies/procedures are governed by committee)</li> <li>• Dual governance structure – BOG and Senate requires collegial teamwork to carry out the vision of the university</li> </ul>	<p><a href="https://uwaterloo.ca/secretariat-general-counsel/governance">https://uwaterloo.ca/secretariat-general-counsel/governance</a></p>

<b>A focus on excellence, innovation and wellness</b>	
The Office has a strategic approach to excellence, innovation and wellness.	
Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Annual work plan of OTP reflects UW strategic plan themes that include excellence, innovation and wellness</li> <li>• President signs off on OTP work plan</li> <li>• Specific UW strategic theme of Robust Employer-Employee Relationship focuses on wellness</li> <li>• All strategic objectives of OTP work plan focus on excellence and innovation</li> </ul>	<p><a href="#">SOP 3.1 Strategic Planning Process</a></p> <p><a href="#">REF 3.1.1 Mission, Values and Fundamental Guiding Principles</a></p> <p><a href="#">REF 3.1.3 OTP Work Plan 2015-16</a></p>

<p><b>University</b></p> <ul style="list-style-type: none"> <li>• See UW Strategic Plan – “to be recognized as one of the most innovative universities in the world”</li> <li>• 8 themes – Uniquely Entrepreneurial, Robust Employer-Employee Relationship, Transformational Research, Global Prominence and Internationalization, Vibrant Student Experience, Sound Value System, Experiential Education, Outstanding Academic Programming</li> </ul>	<p><a href="https://uwaterloo.ca/strategic-plan/">https://uwaterloo.ca/strategic-plan/</a></p> <p><a href="#">UW Strategic Plan Implementation Process</a></p>
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<p><b>A focus on continual improvement</b></p> <p>The Office is focused on continual improvement. No matter how much improvement has been accomplished, it is recognized that there are always practical and innovative ways of doing even better.</p>	
<p>Current Status</p>	<p>Evidence</p>
<p><b>OTP</b> (Examples of continual improvement)</p> <ul style="list-style-type: none"> <li>• At the beginning of the current President’s term (mid-2011), there were two staff members (one who was about to retire and who had all of the tribal knowledge), no documented operating procedures, outdated paper files, no central source for contacts, no strategic plan for the office, no strategic management of the President’s time, President not adequately briefed for meetings, no data available to manage achievement of objectives, and no Office training materials.</li> <li>• In 2012-13, reorganization of the Office to include two new staff members, physical office was renovated to improve ergonomics, and efficiencies for staff and to provide better stakeholder experiences. President’s website was revamped to improve ways for partners to contact and provide feedback to the Office, security of Office was reviewed and additional measures put in place (additional panic buttons, blue lights to alert danger), Presidential gift strategy put in place, began to move to paperless electronic filing system, implemented monthly update from President to internal community.</li> <li>• In 2013-14, moved to complete paperless electronic filing and briefing material system, began structure for contact database management, implemented project management software Basecamp for developing all Presidential external communications (speeches, written materials), implemented process to request President’s participation in events/speeches, developed annual performance management process for PVP group.</li> <li>• In 2014-15, implemented the use of two identical calendars – one called the “working calendar” (one place for all staff members to collaborate, provide notes to each other for briefing materials, logistics) and the other called the “President’s calendar” (only contains synthesized materials that the President requires), revamped OTP website, developed social media strategy for President, expanded involvement with external communications planning group to improve community based image, developed President’s SharePoint site for international travel planning with multiple departments (Advancement, Government Relations, Research, International), began tracking President’s time to balance objectives, expanded contact database management to categorize with interests for targeted messaging from OTP, developed written narrative updates from the President to BOG in advance of quarterly meetings, formalized agendas and materials for weekly PVP group meetings and formalized follow up system.</li> </ul>	

- In 2015-16, reorganization of OTP to improve efficiency in work processes, created new staff position to enable OTP to benchmark, track metrics to inform data driven decision making, developed strategic planning process for OTP, developed OTP work plan tied to UW strategic plan with objectives, measurements, timelines and risk identification, developed Mission, Values, Fundamental Guiding Principles, documented standard operating procedures using controlled methodology, developed priority meeting schedules for various partners - used for annual planning of President's time, developed metrics for measuring and balancing President's time to achieve objectives, implemented digital signage and display case in OTP to further support best-in-class visitor program, developed international agreements tracking for benchmarking and prioritizing engagement with Priority A partners, research management tracking for benchmarking and achieving targets for researcher engagement, began monthly updates to the BOG, improved Government Relations strategy for President engagement, improved campus engagement strategy for President, began tracking stakeholder experience by tracking complaints by nature and stakeholder, began tracking responses to targeted messages sent to contacts to inform further engagement and interest, focused on a health and wellness plan – participating in UW Well-Fit classes (staff and President), sit-stand workstations, indoor winter walking initiative and healthy eating support.

<b>Commitment to fact-based decision-making through the use of data and measurement</b>	
Decisions are made using actual data, not simply on the basis of instinct, authority or anecdote.	
Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• New staff position hired in April 2015 (Information &amp; Project Specialist)</li> <li>• Primary objective of position is to manage information flow, database systems, track actions, monitor data and targets and measure progress</li> <li>• Ex. President's time is tracked. Targets have been established for engagement with donors, media, government, campus, PSE councils, international partners, etc. Targets are based on President's annual priorities and strategic objectives</li> <li>• President and staff review results monthly and make adjustments as necessary</li> <li>• International Partners – procedure in place to prioritize partnerships based on strategic collaborations (A,B,C) – based on priority, partners receive various levels of engagement through the President's office (communications, visits, meetings) with a goal to increase number of Priority A partnerships</li> <li>• Researchers – procedure in place to track senior researcher status, engagement with President through luncheons, lab visits,</li> </ul>	<p><a href="#">REF 2.1.6 Position Description Information and Project Specialist</a></p> <p><a href="#">SOP 14.1 Tracking of President's Activities</a></p> <p><a href="#">SOP 13.1 International Agreement Procedures</a></p> <p><a href="#">SOP 15.1 Research Management Procedures</a></p>

<p>tracked to ensure President maintains engagement with faculty</p> <ul style="list-style-type: none"> <li>• Campus – procedure in place to connect the President with students, staff, faculty</li> <li>• Time spent on campus tracked</li> <li>• Government Relations – procedure in place to connect the President with priority government officials depending on strategic priorities – goal to increase revenue</li> <li>• Community Relations – priority plan for President’s engagement</li> <li>• Media engagement tracked–tell the Waterloo story improve reputation and recognition</li> <li>• Advancement engagement targets - goal to increase revenue</li> <li>• Contact database management – track responses from targeted messages to inform further engagement with contact – leads to advancement meetings, advocacy for UW and interest in further engagement with UW</li> <li>• President’s email management – track stakeholder experience (track positive and negative responses by topic and stakeholder – issues management</li> <li>• 2015-16 OTP Work plan contains various objectives with measurement</li> </ul>	<p><a href="#">REF 4.1.1 Connecting with Campus Priority Meeting Schedule</a></p> <p><a href="#">REF 4.1.2 Annual Government Priority Meeting Schedule</a></p> <p><a href="#">REF 4.1.20 Annual Community Relations Priority Meeting Event Schedule</a></p> <p><a href="#">SOP 8.1 Contact Database Management Procedure</a></p> <p><a href="#">SOP 8.2 Foreign, Government and Dignitary Contacts</a></p> <p><a href="#">SOP 16.1 President’s Email Management Procedure</a></p> <p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p>
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<p><b>Commitment to corporate social responsibility</b></p>	
<p>The Office recognizes its responsibility towards society, community and the environment.</p>	
<p>Current Status</p>	<p>Evidence</p>
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Participates in green initiatives (paperless filing system, recycling, videoconferencing capabilities, reducing water bottles – using water dispenser for meetings)</li> <li>• OTP participation in United Way (President and Provost’s office raise money for United Way annually through bake sales, BBQ’s, silent auctions, etc.)</li> <li>• OTP participation in Mental Health Awareness Day</li> <li>• Community Relations Strategy/Engagement Plan in place for President</li> </ul>	<p><a href="#">SOP 17.1 Procurement Procedures</a></p> <p><a href="https://uwaterloo.ca/united-way/">https://uwaterloo.ca/united-way/</a></p> <p><a href="https://uwaterloo.ca/associate-provost-students/mental-health-wellness-day">https://uwaterloo.ca/associate-provost-students/mental-health-wellness-day</a></p> <p><a href="#">REF 4.1.20 Annual Community Relations Priority Meeting Event Schedule</a></p>

<ul style="list-style-type: none"> <li>• OTP -2015 Community Impact Report</li> <li>• OTP -2013 Economic Impact Report</li> <li>• OTP -2015 Sustainability Report</li> <li>• OTP - State of the University Report</li> <li>• HeForShe Impact Champion – support the initiative, support the President’s Special Advisor, Women’s &amp; Gender Issues – OTP used contact database management procedure to target stakeholders interested in the initiative – led to engagement with Clerk of Privy Council, various corporate CEOs who continue to be engaged and support the initiative</li> </ul>	<p><a href="https://uwaterloo.ca/community-impact-report/">https://uwaterloo.ca/community-impact-report/</a></p> <p><a href="https://uwaterloo.ca/about/sites/ca.about/files/uploads/files/c003711_economic_impact_report_lr_v2.0_final-s.pdf">https://uwaterloo.ca/about/sites/ca.about/files/uploads/files/c003711_economic_impact_report_lr_v2.0_final-s.pdf</a></p> <p><a href="https://uwaterloo.ca/sustainability/sites/ca.sustainability/files/uploads/files/2014_sustainability_report.pdf">https://uwaterloo.ca/sustainability/sites/ca.sustainability/files/uploads/files/2014_sustainability_report.pdf</a></p> <p><a href="https://uwaterloo.ca/state-of-the-university/HeforShe_IMPACT_10x10x10_ _President_Office">https://uwaterloo.ca/state-of-the-university/HeforShe_IMPACT_10x10x10_ _President_Office</a></p>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>• Green initiatives with preferred suppliers (VIA Rail, Spicers for recycled paper, Xerox program, Enterprise rental car fuel efficient initiatives</li> </ul>	<p><a href="https://uwaterloo.ca/procurement/sustainable-procurement/suppliers">https://uwaterloo.ca/procurement/sustainable-procurement/suppliers</a></p>

<p><b>Commitment to good governance, including enterprise risk management, and financial controls</b>  There is a commitment to: accountability, fairness and transparency in the university’s relationships with customers; identifying and mitigating enterprise risks; and ensure the viability of the university.</p>	
<p>Current Status</p>	<p>Evidence</p>
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• SOP manual supports good governance through standard documentation process which includes the purpose, scope, responsibilities, procedure, reference documents and definitions for each procedure</li> <li>• Issues management - OTP receives a large volume of inquiries, complaints, visitors. Staff are required to triage concerns, to engage subject matter experts to resolve all matters in a fair and transparent manner while managing risks associated with the issue. OTP tracks all inquiries that are received</li> </ul>	<p><a href="#">SOP 1.1 Master Document Process</a></p> <p><a href="#">SOP 16.1 President’s Email Management Procedure</a></p>

<p>either through email, in-person or post to ensure accountability and fairness – tracking through to resolution. Emails are also tracked with respect to nature of issue, stakeholder and reviewed to look for emerging trends either by nature or stakeholder</p> <ul style="list-style-type: none"> <li>• Risk Management – OTP work plan outlines risks to achievement of initiatives</li> <li>• Financial Controls – OTP reviews monthly financial statement details, reconciles department purchasing card monthly, manages use of department Watcard, reconciles President’s AMEX card in accordance with guidelines, prepares annual accountability report with respect to expenses for the President which is reviewed by the Audit Committee (President’s expenses are audited so complete tracking of all expenses is required)</li> </ul>	<p><a href="#">Policy 11</a> <a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p> <p><a href="#">SOP 25.1 Financial Procedures</a></p>
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**b) In the decision-making process, the university considers the wide-spread impact of decisions on students, employees and other customers. Impacts include quality, safety, health and societal issues.**

<p>When making decisions, leadership and staff are careful to ensure that excellence and wellness issues are factored in as part of their decision-making criteria.</p>	
Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• The Office is small and must rely on strong relationships with internal and external partners/experts when seeking advice and making decisions on issues. The Office works very closely with the direct reports of the President and others within each VP portfolio.</li> <li>• The President consults with OTP staff when making decisions along with consulting the PVP group, Executive Council, Deans’ Council, the BOG and Senate. The President has frequent meetings with all partners when making decisions about specific plans or initiatives. In addition, there are various governance policies and procedures in place</li> </ul>	<p><a href="#">REF 2.1.9 (slides 16-22) President’s Office Overview Presentation</a></p> <p><a href="#">REF 4.1.1 Connecting with Campus Priority Meeting Schedule</a>  <a href="#">REF 4.1.2 Annual Government Priority Meeting Schedule</a>  <a href="#">REF 4.1.3 Senior Administration 1:1 Schedule</a>  <a href="#">REF 4.1.4 PVP Key Dates</a>  <a href="#">REF 4.1.5 Executive Council Meeting Schedule</a>  <a href="#">REF 4.1.6 Dean’s Council Deans’ Group Schedule</a></p>

<p>to ensure that decision making is made with appropriate input, expertise and advice.</p>	<p><a href="#">REF 4.1.7 Board of Governors Schedule of Meetings</a>  <a href="#">REF 4.1.8 Audit &amp; Risk Committee Schedule</a>  <a href="#">REF 4.1.9 Building &amp; Properties Committee Schedule of Meetings</a>  <a href="#">REF 4.1.10 Finance &amp; Investment Committee – Schedule of Meetings</a>  <a href="#">REF 4.1.11 Governance Committee – Schedule of Meetings</a>  <a href="#">REF 4.1.12 Senate – Schedule of Meetings</a>  <a href="#">REF 4.1.13 Senate Executive Committee Schedule of Meetings</a>  <a href="#">REF 4.1.14 Senate Finance Committee – Schedule of Meetings</a>  <a href="#">REF 4.1.15 Senate Honorary Degrees Committee – Schedule of Meetings</a>  <a href="#">REF 4.1.16 Senate Long Range Planning – Schedule of Meetings</a>  <a href="#">REF 4.1.17 Council of Ontario Universities – Schedule of Meetings</a>  <a href="#">REF 4.1.18 Universities Canada – Schedule of Meetings</a>  <a href="#">REF 4.1.19 U15 – Schedule of Meetings</a>  <a href="#">REF 4.1.20 Annual Community Relations Priority Meetings Events</a></p>
<ul style="list-style-type: none"> <li>• The Executive Officer consults with office staff when making decisions about the office needs, processes, the President’s time, participation in events, etc.</li> <li>• The OTP’s Mission Statement indicates that, we are committed to serve with Integrity and Respect. One of our fundamental guiding principles is participation which is the opportunity to influence decisions and to exercise the responsibility to solve challenges.</li> <li>• The President has approx. 1300 scheduled meeting/events per year. A lot of those meetings serve as input to or feedback on decisions. (ie. Committee meetings, 1:1 meetings with direct reports, donor meetings, faculty, staff meetings, government, international, community meetings)</li> <li>• Development of the OTP SOP Manual involved significant employee involvement and consultation, along with the development of the Mission, Values, Fundamental Guiding Principles and Annual</li> </ul>	<p><a href="#">SOP 3.1 Strategic Planning Procedure</a>  <a href="#">REF 3.1.1 Mission, Values and Fundamental Guiding Principles</a></p> <p><a href="#">SOP 4.1 Calendar Management Procedure</a>  <a href="#">SOP 14.1 Tracking of President’s Activities</a></p> <p><a href="#">SOP: 1.1 Master Document Process</a></p>

<p>Work Plan. All SOP's have an owner that is more often than not, not the leader of the office but the expert in the procedure</p> <ul style="list-style-type: none"> <li>• Staff members are eligible to participate on university committees and Staff Association subcommittees and act as departmental representatives (ex. External Communications Planning Group, Presidential Trip Planning, Advancement initiatives, Safety Committee.</li> <li>• OTP addresses ergonomic and safety issues when planning renovations or purchasing new furniture (eg. new office design, new desks/chairs, panic buttons, sit-stand workstations)</li> </ul>	
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c) **There is a method to review and ensure compliance with relevant provincial and national legislation, regulations and standards, including human rights, privacy, health and safety, disability, accessibility, employment standards etc.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• OTP protects the privacy of its partners. All files are saved on secure UW server and protected R drive. Only President and OTP staff have access to this folder</li> <li>• Records retention procedure in place</li> <li>• Sensitive appointments in the President's calendar are marked private – only OTP staff can access</li> <li>• OTP leadership ensures that mandatory training requirements are met</li> <li>• Safety Procedures are in place for OTP</li> <li>• Annual performance appraisals provide an opportunity for managers and employees to set mutual goals, review health and safety concerns, and plan for training and professional development</li> </ul>	<p><a href="#">SOP 7.1 Electronic Filing Procedures</a></p> <p><a href="#">SOP 7.2 Records Retention Procedure</a></p> <p><a href="#">SOP 4.1 Calendar Management Procedure</a></p> <p><a href="#">SOP 21.1 Safety and Security Plan Procedure</a></p> <p><a href="https://uwaterloo.ca/human-resources/support-managers/compensation">https://uwaterloo.ca/human-resources/support-managers/compensation</a></p>

**d) Governance framework policies applicable to the OTP’s mandate and goals have been established, and such policies have been communicated across all areas.**

Current Status	Evidence
<p>OTP</p> <ul style="list-style-type: none"> <li>• Governance framework for the Office is the SOP Manual</li> <li>• Comprehensive standard operating procedure manual has been developed using controlled type methodology. There are 26 standard operating procedures that contain over 170 reference documents and links to relevant UW policies</li> <li>• SOP Manual is available on-line to all OTP staff, whether working in the office or remotely</li> <li>• OTP Goals outlined in Annual Work Plan and Strategic Planning Process for the Office in place</li> <li>• New Employees receive President’s Office Overview Presentation</li> <li>• OTP staff sign off on declaration of confidentiality on an annual basis</li> <li>• Information Security - All files are stored electronically on R: drive – only OTP staff have access</li>   <li>• Physical Safety - Safety &amp; Security Plan in place for OTP</li> <li>• Financial Security - OTP financial details are reviewed monthly and reconciled with back-up support for each transaction (this is not required – however the OTP wants to ensure transparency and accountability for all transactions)</li> <li>• President’s AMEX account is reconciled monthly.</li> <li>• President’s expenses are audited</li> <li>• Signing authority established for OTP accounts</li> <li>• President reviews and signs off on all direct report expense reports</li> <li>• President’s annual review process in place which includes mid-year performance review of work plan.</li> </ul>	<p><a href="#">SOP 1.1 Master Document Process</a></p> <p><a href="#">REF 1.1.1 List of Master Procedures and Reference Documents</a></p> <p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a>  <a href="#">SOP 3.1 Strategic Planning Procedure</a></p> <p><a href="#">REF 2.1.9 President’s Office Overview Presentation</a></p> <p><a href="#">REF 2.1.8 Declaration of Confidentiality</a></p> <p><a href="#">SOP 7.1 Electronic Filing Procedures</a>  <a href="#">SOP 7.2 Records Retention Procedures</a>  <a href="#">Policy 8 Information Security</a>  <a href="#">Policy 12 Records Retention</a></p> <p><a href="#">SOP 21.1 Safety and Security Plan Procedure</a></p> <p><a href="#">SOP 25.1 Financial Procedures</a></p> <p><a href="#">SOP 23.1 Presidential Board Reporting Procedure</a></p>

<ul style="list-style-type: none"> <li>• President conducts mid-year and annual performance assessments in accordance with procedure with direct reports</li> </ul>	<a href="#">SOP 23.2 Vice President Secretary Performance Review Procedure</a>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>• Governance framework for the University is prescribed Composition of Board designated in UW Act</li> <li>• Policies and Procedures for UW managed by the Secretariat and available publicly</li> <li>• President delegates his authority in periods of absence</li> <li>• Secretariat completes skills/gaps analysis of Board members when vacancies arise</li> <li>• Board completes annual self-assessment</li> <li>• Internal audit plan (issues raised to PVP)</li> <li>• Risk Management Policy (Strategic Plan assessed with respect to risk)</li> </ul>	<p><a href="https://uwaterloo.ca/secretariat-general-counsel/governance/university-waterloo-act">https://uwaterloo.ca/secretariat-general-counsel/governance/university-waterloo-act</a></p> <p><a href="#">SOP 22.1 Delegation of Authority Procedure</a></p> <p><a href="#">Policy 11 – University Risk Management</a>  <a href="#">UW Strategic Plan – Risk Management Plan 2015</a></p>

**e) There is clear accountability and cascading of responsibility for excellence, innovation and wellness.**

<p>There is evidence of a clear cascade of responsibility throughout the management structure.</p>	
<p><b>Current Status</b></p> <p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• OTP organizational chart details responsibilities</li> <li>• President’s website clearly sets out the responsibilities of the Office staff</li> <li>• Clear position descriptions in the Office</li> </ul> <ul style="list-style-type: none"> <li>• Standard Operating Procedures have assigned owners who are responsible for the documentation and updating.</li> <li>• One-up managers are responsible to sign off on any changes to the procedures.</li> <li>• All OTP staff are required to review the manual and sign off that they have reviewed and accepted the requirements and their commitment to ensuring their provision.</li> </ul>	<p><b>Evidence</b></p> <p><a href="#">REF 2.1.1 Organizational Chart</a>  <a href="#">SOP 2.1 Organizational Structure</a>  <a href="#">REF 2.1.2 President’s Office Directory - website</a></p> <p><a href="#">Policy 50 – The President</a>  <a href="#">REF 2.1.4 Position Description – Executive Officer, Administration</a>  <a href="#">REF 2.1.5 Administrative Manager</a>  <a href="#">REF 2.1.6 Information and Project Specialist</a>  <a href="#">REF 2.1.7 Office Assistant</a></p> <p><a href="#">SOP 1.1 Master Document Process</a></p>

<ul style="list-style-type: none"> <li>• All OTP staff participate in the annual performance assessment which reflects their participation and achievements along with their contributions to the success of the team’s annual work plan along with individual contributions to success.</li> <li>• OTP work plan is developed after review of the President’s work plan for the upcoming year.</li> <li>• President’s direct reports responsibilities are clearly outlined in their portfolios and annual work plans (See Org Chart and President’s Office Overview which outlines how the Office interacts with the various portfolios</li> <li>• President’s compensation and performance - PVP Annual Work Plan Process highlights how the President’s annual work plan as approved by the Board cascades to the VP’s who develop their work plans to support the President’s objectives and strategic plan implementation. The President and his direct reports’ performance reviews follow this process although all senior executive wages are frozen in accordance with the Broader Public Sector Accountability Directive</li> </ul>	<p><a href="https://uwaterloo.ca/human-resources/support-managers/compensation">https://uwaterloo.ca/human-resources/support-managers/compensation</a></p> <p><a href="#">SOP 3.1 Strategic Planning Procedure</a></p> <p><a href="#">REF 2.1.9 (slides 16-22) President’s Office Overview Presentation</a></p> <p><a href="#">SOP 23.1 Presidential Board Reporting Procedure</a>  <a href="#">SOP 23.2 Vice President Secretary Performance Review Process</a></p>
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**f) Indicators of effectiveness for both personal and organizational leadership have been established and measured.**

Current Status	Evidence
<p><b>OTP:</b></p> <ul style="list-style-type: none"> <li>• All OTP staff participate in the annual performance assessment which reflects their individual participation and achievements along with their contributions to the success of the team’s annual work plan.</li> <li>• OTP work plan is developed after review of the President’s work plan for the upcoming year. OTP work plan is reviewed/signed-off by the President twice per year</li> <li>• PVP Annual Work Plan Process highlights how the President’s annual work plan as approved by the Board cascades to the VP’s who develop their work plans to support the President’s objectives and strategic plan implementation. Direct reports meet with</li> </ul>	<p><a href="https://uwaterloo.ca/human-resources/support-managers/compensation">https://uwaterloo.ca/human-resources/support-managers/compensation</a></p> <p><a href="#">SOP 23.1 Presidential Board Reporting Procedure</a></p> <p><a href="#">SOP 23.2 Vice President/Secretary Performance Review Procedure</a></p>

<p>the President twice a year to review progress to their work plan. In addition the President assesses leadership qualities as defined in the review process. The President prepares an assessment of all direct reports and submits to the Governance Committee annually for their review.</p> <ul style="list-style-type: none"> <li>• The President submits a mid-year report to the Governance Committee on his progress on his work plan and approved initiatives. In May, a final update is prepared and submitted to the Governance Committee for their review. Feedback is given directly to the President through the Governance Committee.</li> </ul>	
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**STRATEGY AND PLANNING**

a) **There is a vision, mission and/or values statement that has had input from key stakeholders. These statements are communicated broadly.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• In July 2015, all OTP staff met to develop the Office mission, values and fundamental guiding principles. These statements are clearly evident and proudly displayed in various areas of the Office</li> <li>• As part of the annual planning process, the mission, vision, values and fundamental guiding principles are reviewed to ensure continued relevance</li> </ul>	<p><a href="#">SOP 3.1 Strategic Planning Procedure</a>  <a href="#">REF 3.1.1 Mission, Values and Fundamental Guiding Principles</a></p>
<p><b>University Vision</b></p> <ul style="list-style-type: none"> <li>• <b>To be recognized as one of the most innovation universities in the world</b></li> <li>• Example of stakeholder engagement in the development of vision. In Sept. 2011, the President embarked on a <i>mid-cycle review</i> of the existing Sixth Decade Plan. Over four months and in over 40 consultation meetings with over 60 groups of students, faculty, staff and alumni (collecting input from more than 3400 people) including an online survey, four key questions were explored.</li> </ul>	<p><a href="https://uwaterloo.ca/strategic-plan/sites/ca.strategic-plan/files/uploads/files/Mid%20Cycle%20Review%20Final%20Report_07Feb2013_0.pdf">https://uwaterloo.ca/strategic-plan/sites/ca.strategic-plan/files/uploads/files/Mid%20Cycle%20Review%20Final%20Report_07Feb2013_0.pdf</a></p>

<ul style="list-style-type: none"> <li>○ What would we see if we were one of the globally recognized and respected universities?</li> <li>○ What might hold us back from getting there?</li> <li>○ What recommendations do you have?</li> <li>○ What priorities do we need to focus on?</li> <li>○ Feedback generated a renewed vision. There was broad consultation in this process. See link to MCR report</li> <li>● Communication of the vision is evident in UW’s collateral materials or messaging that is developed (ie. Strategic Plan documents, State of the University Annual Report, Annual Research Report, Community Impact Report, Economic Impact Report, etc.)</li> </ul>	
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**b) A university-wide Strategic Plan has been developed and implemented with input from all stakeholders.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>● Referencing the UW Strategic Plan approved by the BOG in 2013 and the UW Strategic Plan Update 2015, the OTP developed their Annual Work Plan 2015-16</li> </ul>	<p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p>
<p><b>University – How the UW Strategic Plan was developed:</b></p> <ul style="list-style-type: none"> <li>● From the final report of the Mid-Cycle review, 8 themes emerged which resulted in the Strategic Plan. The Plan was shared broadly with all stakeholders across the university before being submitted to the Board and approved in July 2013.</li> <li>● Theme leads were assigned to direct the progress of each theme along with a small group of UW stakeholders</li> </ul>	<p><a href="https://uwaterloo.ca/strategic-plan/">https://uwaterloo.ca/strategic-plan/</a></p> <p><a href="#">UW Strategic Plan Implementation Process</a></p>

c) **Flowing out of the Strategic Plan, a balanced set of key priorities and measurable goals have been developed that relate to excellence, innovation and wellness, as reflected in various plans.**

Established with input from key stakeholders. Determined for operating budget development and for inclusion in the University’s operating plans. Communicated across the university to build awareness	
Current Status	Evidence
<p>University</p> <ul style="list-style-type: none"> <li>• Once the Strategic Plan was approved in 2013, theme groups held Mini Town Hall meetings for any stakeholder who wished to attend in order to influence the development of the objectives Throughout 2013-14, objectives were developed and benchmark data gathered to support future measurement of progress. A progress report was presented to the Board in October 2014 which outlined the objectives and the benchmark data that would be used to measure progress</li> <li>• (In early 2015, theme groups presented plans including financial resource requirements for the achievement of the objectives set to the Strategic Plan Steering Committee (PVP group)</li> <li>• Throughout 2014-15, theme groups worked towards their objectives and provided an update on progress to the BOG in October 2015. 2014-15 was the first year where targets could be measured as compared to the benchmark data established in 2013-14.</li> <li>• Various methods are used to build awareness of the Strategic plan progress across the university</li> <li>• Formal Annual updates to the BOG (Oct)</li> <li>• Strategic Plan Theme leads update the Strategic Plan Steering Committee (PVP group) including financial resource requirements (Jan)</li> <li>• Mini town halls to update campus on specific initiatives (throughout the year)</li> <li>• Annual Town Hall for all faculty, staff, students to update progress (Nov)</li> <li>• BOG is updated on Strategic Plan implementation and risk assessment at <u>each</u> quarterly BOG meeting</li> </ul>	<p><a href="#">UW Strategic Plan Implementation Process</a></p> <p><a href="#">UW Strategic Plan Progress Update – 2014</a></p> <p><a href="#">UW Strategic Plan Faculty Updates - 2014</a></p> <p><a href="#">UW Strategic Plan Progress Update – 2015</a></p> <p><a href="#">UW Strategic Plan Faculty Updates - 2015</a></p> <p><a href="#">Mini Town Hall Sessions   Strategic plan</a></p> <p><a href="#">President's Town Hall   President Office</a></p> <p><a href="#">SOP 23.1 Presidential Board Reporting Procedure</a></p>

<ul style="list-style-type: none"> <li>• IAP/Provost/President meet bi-weekly to review Strategic Plan implementation progress</li> <li>• Public website to drill down to metrics of all objectives</li> </ul>	<a href="#">Home   Strategic plan</a>
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d) **Baseline indicators to measure performance against goals have been established in plans (or sections of plans) and are monitored regularly through methods such as a “Balanced Scorecard”.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Annual work plan contains baseline indicators.</li> <li>• Annual Work plan is reviewed twice per year with the team and with the President</li> <li>• President’s time is monitored monthly and tracked against engagement targets</li> <li>• Financial Statements monitored monthly</li> <li>• Stakeholder experience monitored monthly – complaints by nature, stakeholder</li> <li>• Priority A International Partnerships – tracked annually</li> <li>• Researcher Engagement – tracked annually</li> <li>• Speaking Engagements - track internal requests by faculty and support departments – monitor balance and look for opportunities where the President may want to increase engagement with specific faculties or departments</li> <li>• Fundraising – track quarterly by VP Advancement and shared with Office – annual targets established</li> </ul>	<p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p> <p><a href="#">SOP 14.1 Tracking of President’s Activities</a></p> <p><a href="#">SOP 25.1 Financial Procedures</a></p> <p><a href="#">SOP 16.1 President’s Email Management</a>  <a href="#">SOP 13.1 International Agreement Procedures</a></p> <p><a href="#">SOP 15.1 Research Management Procedure</a></p> <p><a href="#">SOP 14.1 Tracking of President’s Activities</a></p>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>• Extensive Strategic Plan implementation details, targets etc. on UW public site and further details on UW secure site</li> </ul>	<p><a href="https://uwaterloo.ca/strategic-plan/in-action/">https://uwaterloo.ca/strategic-plan/in-action/</a></p>

**e) Enterprise risk have been identified**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Annual work plan contains risk assessment with each objective</li> <li>• Financial risk - Signing authorization levels in place, expenses closely monitored due to audit requirement</li> <li>• Information risk - employee mobile devices are password protected as are computers, OTP files stored securely on R: President</li> <li>• Access to data is based on roles and responsibilities – eg. Executive Officer only has access to President’s personal email account and WatIAM credentials. Certain staff outside the President’s office have access to the President’s calendar.</li> <li>• OTP has a safety and security plan</li> <li>• Capital Asset Inventory is completed annually by Executive Officer</li> </ul>	<p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p> <p><a href="#">SOP 25.1 Financial Procedures</a></p> <p><a href="#">SOP: 21.1 Safety and Security Plan Procedure</a></p> <p><a href="https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-74">https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-74</a></p>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>• Risk Management Policy/Guidelines in place</li> <li>• Strat Plan Risk Assessment</li> <li>• Financial risk assessment – Audit and Risk Committee, Internal Audit (Deloitte), Financial Statement Auditors (E&amp;Y)</li> <li>• HR Risk Assessment– Employee base risk and Succession Planning – meets with PVP group to update twice per year</li> <li>• Legal Risk – Secretariat advises PVP of risks and updates BOG</li> <li>• Health &amp; Safety Annual Audit</li> </ul>	<p><a href="#">Policy 11 – University Risk Management Policy Risk Management Reporting Guideline</a></p> <p><a href="#">UW Strategic Plan Risk Management Plan - 2015</a></p>

**f) The university uses a variety of methods to communicate its various policies and plans.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Standard Operating Procedure Manual</li> <li>• New Employee Orientation presentation</li> </ul>	<p><a href="#">SOP 1.1 Master Document Process</a></p> <p><a href="#">REF 2.1.9 President’s Office Overview Presentation</a></p>

<ul style="list-style-type: none"> <li>• OTP staff hold offsite meeting in summer to celebrate successes, identify road blocks, provide team building opportunities, blue sky thinking</li> <li>• Staff update meetings 3 times per week</li> <li>• Formal update meetings with President once per week and as required</li> <li>• Regular email communications and instant messaging between all levels of staff/instant messaging used between staff members including President</li> <li>• R: President drive: all staff have access to information</li> <li>• Employee input is sought frequently on issues management, events, technical matters, innovation ideas</li> <li>• OTP maintains an “open-door policy” culture</li> <li>• President issues monthly community updates to all staff, faculty, students on President’s website</li> <li>• President leads annual Town Hall meetings which are simultaneously live streamed including social media interaction</li> <li>• President attends mini town halls throughout the year</li> <li>• President’s quarterly report to the BOG is publicly available to anyone through the Secretariat’s website (click on link in agenda item 10a attached Report of the President)</li> </ul>	<p><a href="#">OTP Retreat Agenda</a>  <a href="#">OTP Accomplishments 2015-16</a></p> <p><a href="#">Daily Bulletin article: A postcard from the President   President Office</a></p> <p><a href="#">President's Town Hall   President Office</a></p> <p><a href="#">Mini Town Hall Sessions   Strategic plan</a></p> <p><a href="https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/20151027agbog_open_package_1.pdf">https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/20151027agbog_open_package_1.pdf</a></p>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>• Policies, procedures and guidelines are on the UW site – easily searchable</li> </ul>	<p><a href="#">Policies, procedures &amp; guidelines   Secretariat</a></p>

**SERVICE EXCELLENCE**

a) **Linked to the Strategic Plan, planning is in place that defines service excellence, with a plan of how to deliver and measure the service.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Providing “best-in-class” customer experience is a primary objective of the Office</li> <li>• Examples of the elements of our service plan and their measurement are detailed in our</li> </ul>	<p><a href="#">REF 3.1.3 OTP Annual Work Plan – 2015-16</a>  See Standard Operating Procedures below:</p> <p><a href="#">SOP 4.1 Calendar Management Procedures</a></p>

<p>SOP Manual and in our annual work plan which tie to the UW Strategic Plan</p> <ul style="list-style-type: none"> <li>• OTP has identified its various partners and modelled standard operating procedures to provide “best-in-class” customer experiences specific to our various partners. The needs of the various partners are frequently monitored and procedures or services are adjusted accordingly</li> </ul>	<p><a href="#">REF 4.1.1 Connecting with Campus Meeting Schedule</a></p> <p><a href="#">REF 4.1.2 Annual Government Priority Meeting Schedule</a></p> <p><a href="#">REF 4.1.20 Annual Community Relations Priority Meeting Event Schedule</a></p> <p><a href="#">SOP 5.1 Certificate of Greetings Procedure</a></p> <p><a href="#">SOP 5.2 Compliment Card Procedure</a></p> <p><a href="#">SOP 5.3 Condolence Letter Procedure</a></p> <p><a href="#">SOP 5.4 Congratulations Letter Procedure</a></p> <p><a href="#">SOP 5.5 Retirement Letter Procedure</a></p> <p><a href="#">SOP 5.7 General Correspondence Procedure</a></p> <p><a href="#">SOP 6.1 Briefing Day Folder Procedure</a></p> <p><a href="#">SOP 8.1 Contact Database Management Procedure</a></p> <p><a href="#">SOP 9.1 Office Visitor Procedure</a></p> <p><a href="#">SOP 10.1 Flat Screen Visibull Procedure</a></p> <p><a href="#">SOP 11.1 Display Case Procedure</a></p> <p><a href="#">SOP 12.1 Presidential Gift Usage</a></p> <p><a href="#">SOP 13.1 International Agreement Procedures</a></p> <p><a href="#">SOP 14.1 Time Tracking Procedures</a></p> <p><a href="#">SOP 15.1 Research Management Procedures</a></p> <p><a href="#">SOP 16.1 President’s Email Management Procedure</a></p> <p><a href="#">SOP 18.1 Food and Catering Procedures</a></p> <p><a href="#">SOP 19.1 Request for Participation Procedure</a></p> <p><a href="#">SOP 20.1 Travel Procedure for President</a></p> <p><a href="#">SOP 23.1 Presidential Board Reporting Procedure</a></p>
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**b) A service excellence policy exists and has been communicated clearly and consistently to students, employees, and other stakeholders, as appropriate.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• SOP contains service excellence procedures throughout the manual. It is available in hard copy and electronically on the shared R drive for OTP staff</li> <li>• New Employees review and sign off on the manual and their understanding of the content and the expectation to follow the procedures</li> </ul>	<p>We do not have one service excellence policy. Our stakeholders are so diverse. There are service excellence standards in all of our procedures.</p> <p><a href="#">See REF: 1.1.1 List of Master Procedures and Reference Documents</a></p> <p><a href="#">SOP 1.1 Master Document Process</a></p>

<ul style="list-style-type: none"> <li>Any changes to procedures are initiated by the owner of the procedure and are approved by the one-up manager</li> <li>New Employees receive a presentation on the various policies as part of orientation</li> </ul>	<a href="#">REF 2.1.9 President’s Office Overview Presentation</a>
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**c) Employees understand the importance of contributing to positive stakeholder service.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>Staff understand that it is imperative to contribute to positive stakeholder service as all service reflects on the reputation of the University and of the President</li> <li>In order for OTP to provide “best-in-class” stakeholder service, it is imperative that we maintain and foster relationships with our partners based on collegiality trust, integrity and respect. It is these relationships that help the Office achieve objectives. Just about all work accomplished is achieved through partnerships.</li> <li>OTP commitments demonstrate this: We are committed to serve with Integrity and Respect. We are committed to Innovation and Continuous Improvement in all that we do. We are committed to build the Reputation of the University in all areas of our work</li> <li>Mission, Values prominently displayed and clearly demonstrate the importance to the Office</li> <li>Detailed procedures in SOP Manual for dealing with various stakeholders demonstrate the importance</li> </ul>	<p><a href="#">REF 2.1.9 (slides 16-22) President’s Office Overview Presentation</a></p> <p><a href="#">REF 3.1.1 Mission, Values and Fundamental Guiding Principles</a></p> <p><a href="#">REF 1.1.1 List of Master Procedures and Reference Documents</a></p>

**d) Stakeholder requirements are identified, analyzed and communicated to employees.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>Detailed standard operating procedures demonstrate various stakeholder requirements</li> <li>Contact database clearly categorizes stakeholder interests and requirements and is used for targeted messaging, tracking</li> </ul>	<p><a href="#">REF 1.1.1 List of Master Procedures and Reference Documents</a></p> <p><a href="#">SOP 8.1 Contact Database Management Procedure</a></p>

responses and building relationships for various purposes: government relations, community relations, fundraising, etc.	
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**e) Service standards exist at key contact points and are integrated into team or individual performance plans.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>Office website clearly sets out who to contact for various services</li> <li>Key stakeholder contact points exist in many forms, either through in-person meetings, unexpected guests, emails, post mail, telephone calls. There are clear accountabilities in our various procedures with respect to who the key contact point is for various procedures and who is the key contact for ownership of procedures. How our staff achieve these service standards are very much a part of individual performance reviews along with our team work plan.</li> <li>All OTP staff are key contact points for many of these procedure.</li> <li>All OTP staff understand the service standards for these various forms of contact with stakeholders which are documented in the standard operating procedure manual.</li> <li>Specific service standards also exist for the President</li> </ul>	<p><a href="#">REF 2.1.2 President’s Office Directory - website</a></p> <p><a href="#">SOP 5.1 Certificate of Greetings Procedure</a>  <a href="#">SOP 5.2 Compliment Card Procedure</a>  <a href="#">SOP 5.3 Condolence Letter Procedure</a>  <a href="#">SOP 5.4 Congratulations Letter Procedure</a>  <a href="#">SOP 5.5 Retirement Letter Procedure</a>  <a href="#">SOP 5.6 Outlook E-Mail/Mail Merge Procedure</a>  <a href="#">SOP 5.7 General Correspondence Procedures</a>  <a href="#">SOP 8.1 Contact Database Management Procedure</a>  <a href="#">SOP 8.2 Foreign, Government and Dignitary Contacts</a>  <a href="#">SOP 9.1 Office Visitor Procedure</a>  <a href="#">SOP 10.1 Flat Screen/Visibull Procedure</a>  <a href="#">SOP 11.1 Display Case Procedure</a>  <a href="#">SOP 12.1 President Gift Procedure</a>  <a href="#">SOP 13.1 International Agreement Procedures</a>  <a href="#">SOP 15.1 Research Management Procedures</a>  <a href="#">SOP 16.1 President’s Email Management Procedure</a></p> <p><a href="#">SOP 4.1 Calendar Management Procedures</a>  <a href="#">SOP 6.1 Briefing Day Folder Procedures</a>  <a href="#">SOP 14.1 Tracking of President’s Activities</a>  <a href="#">SOP 20.1 Travel Procedure for President</a>  <a href="#">SOP 26.1 Use of Personal Information – President Feridun Hamdullahpur</a></p>

**f) Mechanisms are in place for stakeholders to: provide input on their requirements, seek assistance, and give feedback on measures that are relevant to them.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>The OTP website clearly outlines who to contact in the office for various services.</li> </ul>	<p><a href="#">SOP 2.1 Organizational Structure</a>  <a href="#">REF 2.1.1 Organizational Chart</a>  <a href="#">REF 2.1.2 President’s Office Directory</a></p>

<ul style="list-style-type: none"> <li>• All full-time OTP staff members have Blackberry mobile devices and are accessible to the President 24/7</li> <li>• The OTP is quite often the place stakeholders turn to when their issues have not been resolved to their satisfaction. Quite often they feel that the President can reverse decisions or help them avoid procedures</li> <li>• Stakeholders can telephone, email, drop into the office, try to schedule meetings with the President. It is the responsibility of the OTP staff to deal with stakeholder issues on <u>behalf</u> of the President</li> <li>• Correspondence is managed through a particular process</li> </ul> <ul style="list-style-type: none"> <li>• Office visitors are managed through a particular process</li> <li>• Public President’s email account is managed through a particular process. Complaints are tracked by nature and stakeholder and reviewed for trends, issues management</li> </ul>	<p><a href="#">SOP 9.1 Office Visitor Procedures</a>  <a href="#">SOP 16.1 President’s Email Management Procedure</a></p> <p><a href="#">SOP 5.1 Certificate of Greetings Procedures</a>  <a href="#">SOP 5.2 Compliment Card Procedure</a>  <a href="#">SOP 5.3 Condolence Letter Procedure</a>  <a href="#">SOP 5.4 Congratulations Letter Procedure</a>  <a href="#">SOP 5.5 Retirement Letter Procedure</a>  <a href="#">SOP 5.6 Outlook E-Mail/Mail Merge Procedure</a>  <a href="#">SOP 5.7 General Correspondence Procedure</a></p> <p><a href="#">SOP 9.1 Office Visitor Procedures</a></p> <p><a href="#">SOP 16.1 President’s Email Management Procedure</a>  (Part of this process is for staff to expedite resolution by engaging subject matter experts and tracking resolution)</p>
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**g) Baseline feedback measures have been identified. Results have been collected, and used to inform planning and innovation.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• There is a formal tracking and follow up system for all correspondence that comes into the OTP</li> <li>• There is a formal tracking system for sending congrats, thank you notes, retirement letters, condolence letters, certificates of greetings, presidential gifts</li> </ul>	<p><a href="#">SOP 16.1 President’s Email Management Procedure</a></p> <p><a href="#">SOP 5.1 Certificate of Greetings Procedure</a>  <a href="#">SOP 5.2 Compliment Card Procedure</a>  <a href="#">SOP 5.3 Condolence Letter Procedure</a>  <a href="#">SOP 5.4 Congratulations Letter Procedure</a>  <a href="#">SOP 5.5 Retirement Letter Procedure</a>  <a href="#">SOP 5.6 Outlook E-Mail/Merge Procedure</a>  <a href="#">SOP 5.7 General Correspondence Procedure</a>  <a href="#">SOP 12.1 Presidential Gift Procedure</a></p>

<ul style="list-style-type: none"> <li>• There is a formal tracking system for contact database management and tracking interactions with contacts.</li> <li>• There is a formal tracking system for international agreement tracking.</li> <li>• There is a formal process for researcher engagement.</li> <li>• There is a formal tracking process for requesting the participation of the President in an event/speaking and tracking the engagement by faculty</li> <li>• There is a formal process to ensure the President connects with on and off campus stakeholders</li> <li>• There is a formal tracking process for the President’s time with monthly targets</li> </ul>	<p><a href="#">SOP 8.1 Contact Database Management Procedure</a></p> <p><a href="#">SOP 13.1 International Agreement Procedure</a></p> <p><a href="#">SOP 15.1 Research Management Procedure</a></p> <p><a href="#">SOP 19.1 Request for Participation Procedure</a></p> <p><a href="#">SOP 4.1 Calendar Management Procedure</a> (and all Reference Documents REF 4.1.1 – REF 4.1.20)</p> <p><a href="#">SOP 14.1 Tracking of President’s Activities</a></p>
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**PEOPLE ENGAGEMENT**

a) **A strategic Human Resources Plan and a Wellness Plan, which includes mental health, are in place and clearly link to the overall Strategic Plan and related operational plans.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Human resources plan included: reorganization of office to improve efficiency of calendar management, hired a resource to manage data, benchmark data, establish processes to track metrics</li> <li>• Enrolled a staff member in the mentorship program – leadership development</li> <li>• Wellness Plan embedded in Annual Work Plan includes: (staff members attend Well-fit classes on campus, sit-stand work stations, improved ergonomics, encourage interval walking schedules inside during the winter months (walking for 3-5 minutes every hour – three sets of stairs).</li> <li>• OTP staff are aware of basic ergonomic practices and may call upon the Safety Office to assist in setting up workstations, etc.</li> <li>• OTP participates in mental health awareness day</li> </ul>	<p><a href="#">REF 3.1.3 OTP Annual Work Plan – 2015-16</a></p>

<ul style="list-style-type: none"> <li>• Voice of the Employee Strategy – open door policy, annual retreat to celebrate successes, discuss challenges and roadblocks, ideas for improvement, participative culture</li> <li>• Annual Work Plan links operational objectives to UW strategic objectives – Robust Employer-Employee Relationship in particular</li> </ul>	<p><a href="#">OTP Retreat Agenda</a>  <a href="#">OTP Accomplishments – 2015-16</a></p> <p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p>
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**b) The leaders actively promote a culture of work/life balance.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• President encourages attendance of Well-fit classes</li> <li>• OTP staff encourage healthy eating</li> <li>• All full-time staff members have blackberry mobile devices. As a result, work schedules are accommodated when appointments are required (flex time)</li> <li>• Periodic staff appreciation luncheons</li> </ul>	

**c) Human Resources policies have been developed and are available to all employees for easy access. Human Resources policies should address relevant human rights legislation and issues to protect against harassment and discrimination in the workplace, as well as inclusion and diversity.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• HR policies easily accessible online</li> <li>• Self-serve HR portal for payroll, pension, benefits submissions</li> <li>• All staff scheduled for Principles of Inclusivity Training – Jan 20/16</li> </ul>	

**d) There is a system in place for recruitment, selection and on-boarding of employees.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• OTP complies with standard HR recruitment process as well as our own specific exercise when interviewing candidates. Using critical soft-skill phrases defined by the OTP, candidates prioritize their top 10 strengths (out of 20) with examples (“the paper slip game”). Helps determine if the qualities we are looking for are the strengths of candidates. The OTP has to be a high</li> </ul>	<p>OTP has an assigned HR specialist to assist in recruitment (Sandra Hayes) and payroll (Denise Kettle)</p> <p>Attributes: Builds Relationships/Trust/Integrity, Incredibly tech and computer savvy, Strong sense of service in helping others, No job too big or small, Curious, Ambassador, Detail oriented communicator, Creative problem solver, Uses utmost diplomacy and discretion, Connects the</p>

<p>performing small team. The soft-skill match is critical.</p> <ul style="list-style-type: none"> <li>New employees receive all employee orientation, receive the overview presentation of the Office, and are required to review and acknowledge understanding and agree to follow the SOP procedures.</li> </ul>	<p>dots, Judgment – resolves issues before they arise, Ability to sort through the noise, Excellent juggler, Sense of humour, Follow procedures and policies, Independent – let me do my job, Resilient, Flexible, Adaptable, Attention to detail, There must be a better way, Strong analytical/research skills</p> <p><a href="#">REF 2.1.9 President’s Office Overview Presentation</a></p>
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**e) There is a system in place for the management of employee performance and retention, based on shared knowledge of roles and responsibilities as outlined in current position descriptions.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>All staff have position descriptions including the President whose position falls under Policy 50</li> <li>Performance management reviews are held annually with all staff and follow the University Procedure</li> <li>Annual review template covers areas of health, wellness, safety, training requirements, etc.</li> <li>The OTP Annual Work Plan is a tool that is also used during the individual performance assessments – contributions to team achievements</li> </ul>	<p><a href="#">SOP 2.1 Organizational Structure</a>  <a href="#">REF 2.1.1 Organizational Chart</a>  <a href="#">REF 2.1.4 Position Description Executive Officer, Administration</a>  <a href="#">REF 2.1.5 Position Description Administrative Manager</a>  <a href="#">REF 2.1.6 Position Description Information and Project Specialist</a>  <a href="#">REF 2.1.7 Position Description Office Assistant Policy 50</a></p> <p><a href="https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-50">https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-50</a>  <a href="https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/staff_performance_appraisal_form_-_guidelines_for_completion.pdf">https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/staff_performance_appraisal_form_-_guidelines_for_completion.pdf</a></p> <p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p>

- f) **Training and development requirements are determined with employee input, and employees are assisted in acquiring and implementing new skills. Improving leadership, management and supervisory interpersonal skills and abilities is a high priority.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Detailed procedures for Office Equipment Technical Information</li> <li>• OTP has dedicated development and training funds</li> <li>• Administrative Manager enrolled in University mentor/mentee program – leadership development program</li> <li>• Part of Annual work plan includes staff visiting various departments, schools, campuses within UW to expand institutional literacy, build relationships, share best practices</li> <li>• Staff are eligible to sign up for professional development course or on-line courses through the University</li> <li>• Policy 18 entitles staff members to up to five days of training annually for career and professional development</li> <li>• University waives tuition fees for employees (up to 2 courses/term)</li> </ul>	<p><a href="#">SOP 24.1 Office Equipment Technical Procedures</a>  <a href="#">SOP 24.2 Shipping Courier Procedure</a></p>

- g) **Human resources, wellness and Voice of the Employee indicators are developed, measured and communicated.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• OTP Annual retreat discusses human resource, wellness and voice of the employee indicators</li> <li>• Most recent retreat in July 2015 discussed co-worker cohesion, engagement, satisfaction, security, healthy work environment, stress, culture</li> <li>• Staff bring forward any concerns that arise in between retreats – no fear culture</li> <li>• OTP shares an accomplishment document which all employees are free to add to throughout the year. This is used for performance assessments, for celebration, discussion at annual retreats and for future planning.</li> </ul>	<p><a href="#">OTP Retreat Agenda</a></p> <p><a href="#">OTP Accomplishments 2015-16</a></p>

**h) Management provides various avenues for employees to provide feedback, and to put forward innovative ideas and suggestions for improvement.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Update meetings 3 times per week all staff</li> <li>• Annual Retreat held in the summer which includes “blue sky” thinking and suggestions for improvement</li> <li>• Open door policy</li> <li>• Participative culture – staff always looking for ways to improve efficiency in processes</li> <li>• President encourages innovative thinking</li> </ul>	

**PROCESS AND PROJECT MANAGEMENT**

**a) Key processes and projects have been identified**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• See Standard Operating Procedure Manual for key processes (26 Key Procedures with over 170 Reference Documents)</li> <li>• Key projects are identified in Annual Work Plan</li> </ul>	<p><a href="#">REF 1.1.1 List of Master Documents and Reference Document</a></p> <p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p>

**b) A standardized method is in place for project management.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• See Strategic Planning Procedure and Annual Work Plan – this is the method for identifying and managing projects tied to the strategic goals and priorities of the University</li> <li>• Standard Operating Procedures are used when managing projects (ie. Visit of an Ambassador, International Agreement, Donor Visit, targeted messages to certain stakeholders, speech development for President/basecamp)</li> </ul>	<p><a href="#">SOP 3.1 Strategic Planning Procedure</a></p> <p><a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a></p> <p><a href="#">REF 1.1.1 List of Master Procedures and Reference Documents</a></p>

c) **Key work processes and/or procedures, including process ownership, are documented using a consistent methodology across the university, and are easily accessible by all employees.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Standard Operating Procedure Manual follows a controlled type of documentation methodology</li> <li>• There are templates to be used for consistency</li> <li>• All procedures have an owner who is the expert in that procedure</li> <li>• All procedures are signed off by the owner and manager</li> <li>• Using a numerical system, a master list of procedures and reference documents is carefully maintained including revision dates and numbers to ensure the most current documents are followed</li> <li>• Standard Operating Procedure Manual is available on the shared R: President drive for all OTP staff to access</li> <li>• Reference documents are linked within the procedures for easy access</li> <li>• University policies are linked to the procedures as well ensuring the most up-to-date information is accessed</li> </ul>	<p><a href="#">SOP 1.1 Master Document Process</a></p> <p><a href="#">REF 1.1.2 Standard Operating Procedure Template</a></p> <p><a href="#">REF 1.1.3 Standard Reference Document Template</a></p> <p><a href="#">REF 1.1.4 Standard Reference Document Template Landscape</a></p> <p><a href="#">REF 1.1.1 List of Master Documents and Reference Documents</a></p>

d) **Training for process and project management and related tools is planned and/or underway for involved employees.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• All staff have been involved in the development of the operating manual. All staff have reviewed the procedures. Any new staff are required to review and sign off on the procedures</li> <li>• Each procedure has an owner who is responsible to monitor the effectiveness of the procedure and look for opportunities for improvement</li> <li>• All staff are encouraged to constantly look for ways to improve procedures but all requested changes go through the owner. The owner is responsible to update the procedure and advise staff of any changes</li> </ul>	

<ul style="list-style-type: none"> <li>Office Equipment Use and Technical Procedures are accessible</li> </ul>	<a href="#">SOP 24.1 Office Equipment Technical Procedures</a> <a href="#">SOP 24.2 Shipping Courier Procedures</a>
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**e) Key measures have been identified and data is actively being collected and used to measure and monitor key process stability.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>Each SOP document includes the purpose, scope, responsibilities, steps required to perform the procedure (who, what, when, where, why, how) including process flowcharts, reference documents (resources required or helpful in performing the procedure) and any definitions including frequently used terms or acronyms.</li> <li>Most procedures track data which is used to inform decision-making. These results are shared with OTP and the President through meetings, charts, graphs, etc. This data is used to assess performance improvements and achievement of objectives in the Annual Work Plan.</li> </ul>	<p> <a href="#">SOP 1.1 Master Document Process</a>  <a href="#">REF 1.1.1 List of Master Procedures and Reference Documents</a>  <a href="#">REF 1.1.2 Standard Operating Procedure Template</a>  <a href="#">REF 1.1.3 Standard Reference Document Template</a>  <a href="#">REF 1.1.4 Standard Reference Document Template</a> </p> <p> <a href="#">REF 3.1.3 OTP Annual Work Plan 2015-16</a> </p>

**f) Key internal stakeholders across all levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>All staff were involved in the development of the procedures. All staff reviewed the initial procedures before they were signed off and given an official implementation date. The owner of the procedure is directly involved in any changes in work processes.</li> </ul>	<p> <a href="#">SOP 1.1 Master Document Process</a> </p>

**g) Key processes are assessed for their impact on the physical safety and mental health of all stakeholders, e.g. students, employees, partners, supplies and other stakeholders.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>All procedures are fully documented, understood and monitored. All staff sign off that they have read, understand and are committed to ensuring their provision.</li> </ul>	<p> <a href="#">SOP 1.1 Master Document Process</a> </p>

<ul style="list-style-type: none"> <li>• All staff are involved in the development of any new procedure or process.</li> <li>• Discussions are held when new technologies, or work systems are planned (eg. sit stand work stations, flat screen, display program)</li> </ul>	
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## **PARTNERS AND SUPPLIERS**

There is very little that the Office of the President does that it does not do in partnership. We are a small office of 3 full time staff, one part-time staff member and the President. Partnership and collegial relationships with our internal stakeholders built on trust and respect are critical to all of the service that the Office provides.

### **a) Key partners and suppliers have been identified.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Internal Partners - See the New Employee Orientation presentation that outlines how the OTP interacts with the various VP portfolios and those that support the portfolio.</li> <li>• The OTP partners with a broad spectrum of partners within various internal departments to achieve success. The OTP interacts with faculty, staff and students on a daily basis as well.</li> <li>• External Partners <ul style="list-style-type: none"> <li>• Financial partners (government, research agencies, donors, corporations, co-op employers)</li> <li>• Non-financial partners (Community organizations, PSE Councils/agencies, international diplomats, international universities, alumni)</li> </ul> </li> <li>• Contact Database Management procedure categorizes President's contacts/partners by type of partner and by their interests (over 2,000). This database is extensive and is used to target messaging, tracking interactions etc.</li> <li>• Suppliers - Vendors</li> </ul>	<p><a href="#">REF 2.1.9 (slides 16-22) President's Office Overview Presentation</a></p> <p><a href="#">SOP 4.1 Calendar Management Procedure</a> REF 4.1.1 – 4.1.20</p> <p><a href="#">SOP 8.1 Contact Database Management Procedure</a></p> <p><a href="#">SOP 8.2 Foreign, Government and Dignitary Contacts</a></p> <p><a href="#">SOP 17.1 Procurement Procedures</a></p>

**b) A policy (or policies) is in place that includes different forms of partner and supplier relationships.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>SOP's are in place for dealing with various partners.</li> <li>There are clear procurement procedures set out in university policy and in the OTP procurement procedure.</li> <li>There are clear financial management procedures for the OTP (P-card Amex, Watcard, etc)</li> </ul>	<p>This is evidence in just about every procedure in the manual. (ie, international partners, research partners, campus partners, government partners, community partners, correspondence procedures, office visitors, signage, gifts, internal researchers etc. etc.)</p> <p><a href="#">SOP 17.1 Procurement Procedures</a></p> <p><a href="#">SOP 25.1 Financial Procedures</a></p>

**c) Appropriate information and criteria is used to select capable financial and non-financial partners and suppliers.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>OTP has created internal documentation necessary for the tracking and compliance with partners and supplier selection, agreements and ongoing relationships</li> </ul>	<p>See various Standard Operating Procedures</p>
<p><b>University</b></p> <ul style="list-style-type: none"> <li>Ex. Detailed procedure in place for requesting new international partnerships and agreements</li> <li>Procurement selects suppliers and contractors based on procurement and contracts procedures</li> </ul>	<p><a href="https://uwaterloo.ca/international/partnerships/guidelines-international-partnerships-and-agreements">https://uwaterloo.ca/international/partnerships/guidelines-international-partnerships-and-agreements</a></p> <p><a href="https://uwaterloo.ca/procurement/">https://uwaterloo.ca/procurement/</a></p>

**d) The university establishes and maintains co-operative working relationships with key partners and suppliers, and responds to feedback effectively.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>See Section a) Partners and Suppliers above</li> </ul>	

e) **Prior to procurement and whenever possible, employees are involved in assessing the impacts of products or services that impact on their health, safety and/or productivity.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Examples</li> <li>• Sit-stand workstations – employees requested them and had input into their procurement</li> <li>• Flat screen – employees had input into the purchase</li> <li>• Visibull software used to manage digital signage – employees had input into the decision</li> <li>• Computers/printers – employees are involved in the procurement</li> <li>• Office supplies – all staff involved in advising the office assistant of their needs (specific items for their use)</li> <li>• Catering decisions</li> </ul>	

f) **Baseline partner and supplier performance measures are identified and collected.**

Current Status	Evidence
<p><b>OTP</b></p> <ul style="list-style-type: none"> <li>• Baseline partner performance measures are in place throughout the standard operating procedures. There are many examples.</li> <li>• Contact database management procedure identifies partners pertinent details, contact with the President is collected, targeted messaging opportunities are identified</li> <li>• President’s Time Tracking</li> <li>• President’s Email Management Tracking</li> <li>• International Agreement Tracking</li> <li>• Researcher Engagement Tracking</li> <li>• Connecting with Campus, Government, Community Tracking</li> <li>• Financial Expenditure Tracking</li> <li>• Supplier performance measures – OTP uses UW preferred supplies. The University has agreements and performance measures for those suppliers (Rogers, Scotiabank, AMEX, Corporate Express, Frederick’s Travel)</li> </ul>	<p>See various standard operating procedures</p>