

2025 - 2030

People Plan

GEORGE
BROWN
POLYTECHNIC





Land Acknowledgment

George Brown Polytechnic is located on the traditional territory of the Mississaugas of the Credit First Nation and other Indigenous peoples who have lived here over time.

We are grateful to share this land as treaty people who learn, work, and live in the community with each other.

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Mission

We turn learning into opportunity.

Vision

To be a college renowned for its inclusion, excellence, relevance, impact, and leadership.

Mandate

“To offer a comprehensive program of career oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of [their] local and diverse communities.”

Source: Ontario Colleges of Applied Arts and Technology Act, 2002



Values

These values guide how we teach, learn, work and conduct research.



Learners and Learning

- We prioritize the needs, successes and wellbeing of our learners.
- We embrace innovation and curiosity to discover potential.



Accountability

- We take responsibility for our decisions.
- We act with integrity, respect and compassion.



Equity and Belonging

- We foster a culture of inclusion and respect.
- We honour Indigenous knowledge and practices.
- We advance anti-racism, anti-oppression, and accessibility.



Sustainability

- We strive to ensure that the social, environmental, and economic impacts of our actions benefit future generations.



Collaboration and Community

- We create supportive and cooperative spaces.
- We listen to and learn from each other.

Introduction

The People Plan drives employee-focused initiatives across the organization. It is a framework that connects George Brown Polytechnic's vision and strategic plan, identifying goals and outcomes that strengthen our employee experience and culture.

Shaped by consultation with employees, the People Plan belongs to everyone across the organization, including employees, faculty, and leaders, all of whom play a vital role in its success. Anchored by our shared values, the People Plan serves as our roadmap for building a culture of learning, belonging and growth at every stage of the George Brown employee journey. It reflects our commitment to equity, diversity, inclusion and Indigenization by addressing barriers in employment practices and ensuring that our workplace represents the communities we serve.

The People Plan Focuses on the Following Four Priorities

Priority 1

Enriched Employee Experience

We are dedicated to crafting an unparalleled employee experience that begins the moment you apply for a job and continues throughout your entire journey with us.

Priority 2

Great Leaders

At George Brown, every leader embodies a standard of positive behaviour and inclusive leadership, actively involving and engaging our teams.

This plan is about creating a culture where everyone can thrive, develop, and truly feel they belong.

Priority 3

Well-being, Belonging and Community

At George Brown, we're dedicated to fostering a holistic sense of well-being and community by uniting individuals.

Priority 4

Service Elevated, Technology Empowered

We aim to transform and modernize our people-related services by continuously enhancing processes, delivering employee-centred service experiences, and seamlessly integrating technology.

“Our employees are the heart of George Brown. You inspire learners to dream big and equip them with the skills and support to make those dreams a reality. With the People Plan, we aim to do the same for you, with a commitment to providing the tools, opportunities, and workplace culture that will help you grow your career with us.”

Susan Bowrah

Vice-President, People and Culture



Message from the Senior Vice-President, People Enablement and Experience

They say the only constant in life is change. It brings challenges, but also offers excellent opportunities to adapt and grow. Across the post-secondary education sector and at George Brown Polytechnic we continue to experience change, challenge, and transformation. I am proud to share George Brown's People Plan, our roadmap for supporting employees' evolving needs and priorities, helping us move forward together with confidence and optimism.

The People Plan outlines clear steps for building a workplace culture of innovation, growth, belonging, and well-being. It includes goals to enhance our recruitment and onboarding. The plan also focuses on developing bold and compassionate leaders and providing more opportunities for professional development and growth that are available to everyone. Developing seamless employee-centred services is also a key priority with a streamlined service-centre approach and integrated employee-facing systems. We will also explore opportunities to use artificial intelligence to enhance efficiency across HR processes to promote focus on people-centred work.

We considered many factors while developing the People Plan, including employee feedback across the organization, as well as external influences affecting the post-secondary education sector and their impacts on George Brown.

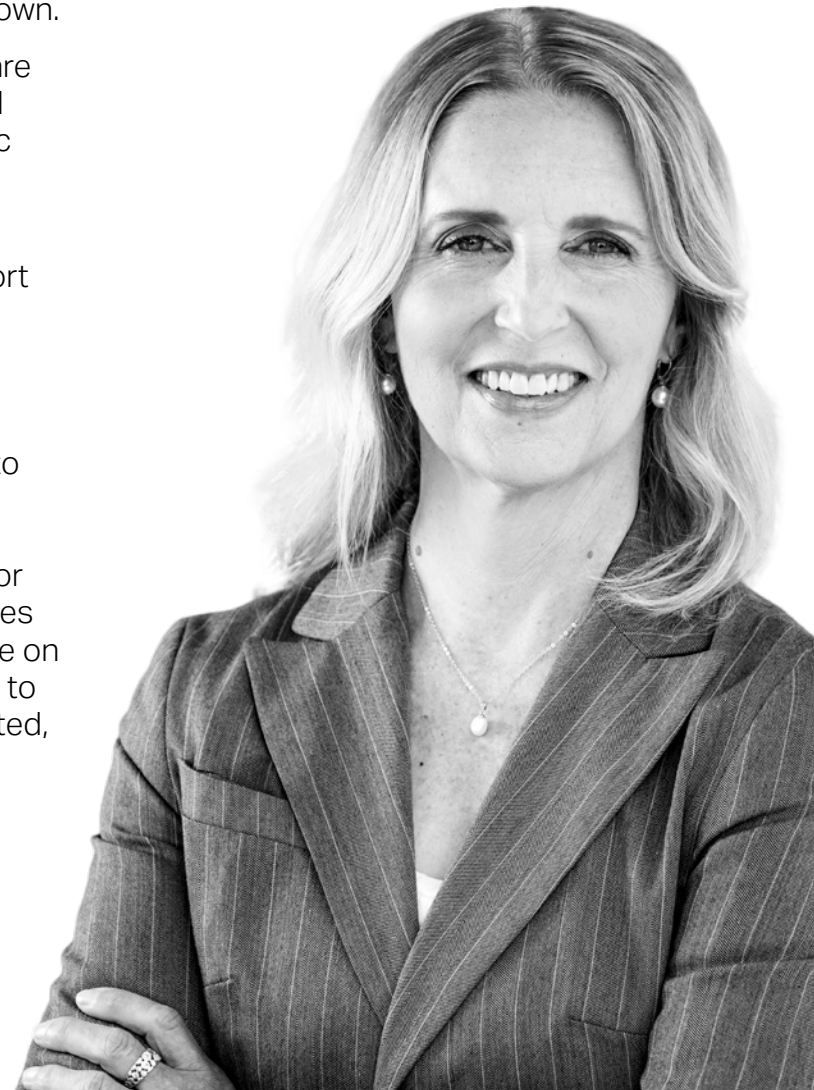
The People Plan's priorities and goals are rooted in our George Brown values and are aligned with our vision and strategic priorities. What does this look like in practice? It means:

- Access to the right tools and support when you need them
- Clarity and consistency in times of change
- Leaders who live our values
- Opportunities to develop the skills to grow a career at George Brown

The People Plan lays the groundwork for us to build a workplace where employees feel prepared and supported as we take on new challenges. It also outlines actions to ensure employees feel valued, connected, and proud to belong.

I look forward to working with you in realizing the goals of this exciting plan.

Leslie Quinlan
Senior Vice-President,
People Enablement and Experience



Priority 1: **Enriched Employee Experience**

We are dedicated to crafting an unparalleled employee experience that begins the moment you apply for a job and continues throughout your entire journey with us. We put our people at the centre of everything we do, where your potential is nurtured, and your unique strengths are celebrated.

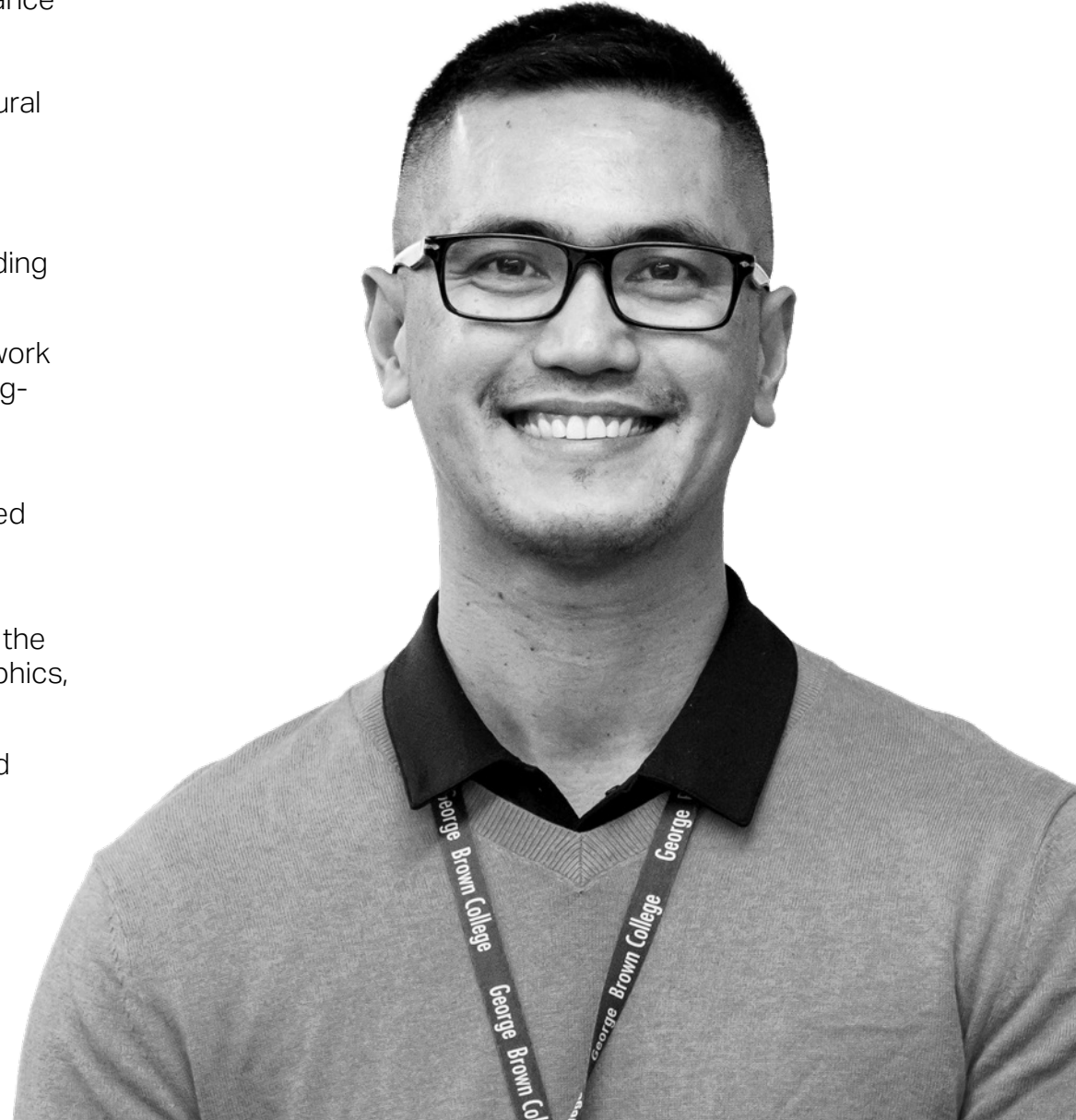


Goal 1: Onboarding

Our goal at George Brown Polytechnic is for you to start strong and keep growing. We will make it easy to get started with us and provide an onboarding experience that helps you succeed.

Objectives

1. Assess and update onboarding materials, ensuring relevance and alignment with our values and expectations. Identify outdated or irrelevant content and review steps and interactions from a positive new hire experience and cultural viewpoint.
2. Foster a welcoming environment and facilitate seamless integration of new employees to their teams by having people managers consistently provide a positive onboarding experience.
3. Introduce a structured 30-60-90-day onboarding framework that extends support beyond the first week, fostering long-term engagement and connection.
4. Develop onboarding toolkits and guidance for people managers to help them deliver a consistent, values-aligned onboarding experience with clear expectations and best practices.
5. Create a smooth, user-friendly interactive experience for the new hire that takes into consideration different demographics, cultural backgrounds, and accessibility requirements.
6. Equip employees with knowledge about Public Safety and Emergency Management resources to foster well-being and support institutional outlook of safety as a shared responsibility.



Goal 2: Talent Acquisition

Our goal is to hire the right candidates by optimizing role creation and job evaluation, improving and diversifying our sourcing strategies, and ensuring a smooth candidate experience. This not only enhances our efficiency but also boosts diversity across the organization.

Objectives

1. Broaden sourcing to specialized job boards and platforms that cater to diverse candidates and support anti-racism, ensuring visibility among different demographic groups. All recruitment practices reflect equity principles.
2. Progress our Employer Value Proposition definition, brand messaging, and development.
3. Simplify the application process for internal and external candidates, making it simple and inclusive for all applicants.
4. Develop a hiring strategy for the increased representation of Indigenous, Black and other equity-deserving groups with key partners and in consultation with under-represented communities. (Anti-Racism Action Plan goal)
5. Optimize and streamline role creation and job evaluation processes.
6. Provide anti-bias training, tools, and resources to the Talent and Acquisition team and hiring managers to guard against bias in the hiring process and to support more equitable hiring practices. (Anti-Racism Action Plan goal)
7. Implement a feedback mechanism to gather insights from candidates about their recruitment experience to drive continuous improvement and inclusivity.



Goal 3: Career Mobility and Individual Development

Our goal is to foster employee-driven growth by offering dynamic learning opportunities that enable our team members to realize their full potential, thereby contributing meaningfully to the organization and our students.

Objectives

1. Establish a system for employees to create personalized development plans. These plans should align with their career aspirations, skills, and the needs of the organization, promoting individual growth and skill enhancement.
2. Identify and address barriers to access for learning and development opportunities, ensuring all employees—across roles, locations, and identities—can participate meaningfully.
3. Broaden our learning offerings, such as organizing internal workshops, seminars, and knowledge-sharing sessions.
4. Equip leaders with tools and processes to have effective development conversations with employees, supported by training sessions to enhance leadership skills to have these discussions.

Goal 4: Change Enablement Supports

Together, we champion positive change. By embracing and supporting change, our collective goal is to navigate the evolving landscape with agility and resilience, ensuring every team member not only adapts but thrives in our dynamic environment.

Objectives

1. Define the vision, purpose, and key functions of a Change Office to align with institutional goals and ensure it provides the necessary framework and support changes.
2. Create a roadmap that outlines the phased approach to building the change practice, including milestones for development and implementation.
3. Develop foundational processes and tools tailored to the organization's needs, such as change impact assessments, communication plans, and training frameworks.
4. Involve employees in shaping change by embedding feedback and co-design opportunities where possible, fostering a sense of ownership and shared purpose.
5. Build organizational change capability by equipping leaders and teams with the mindset, tools, and resources to lead and navigate change with empathy and effectiveness.
6. Incorporate employee experience perspectives into change impact assessments to proactively address how changes may affect culture, workflows, or team dynamics.
7. Ensure alignment with George Brown's overarching strategic objectives and values while enhancing the institution's capacity for effective change adoption.

Goal 5: Strengthen Organizational Sustainability and Workforce Alignment

Our goal is to ensure our workforce remains sustainable, responsive, and aligned with George Brown's transition toward a polytechnic future — through coordinated planning, effective employee and labour relations, and clear guidance that supports employees and leaders through change.

Objectives

1. Align workforce planning and implementation with academic and operational priorities to ensure the right people and capabilities are in place to support our polytechnic direction.
2. Provide clear consultation, tools, and support for leaders to navigate workforce transitions and team adjustments confidently and fairly.
3. Ensure employment practices, communications, and payroll systems accurately reflect collective agreements, changes in legislation and evolving organizational structures.
4. Coordinate planning and decision-making across functions to ensure people practices are consistent, timely, and values-aligned.
5. Maintain strong employee and labour relations that enable the effective implementation of workforce decisions within collective agreements.



Priority 2: **Great Leaders**

At George Brown, every leader embodies a standard of positive behaviour and inclusive leadership, actively involving and engaging our teams. Upholding inclusive leadership isn't just a strength; it's the essence of who we are, creating a vibrant environment where everyone thrives and feels truly valued.



Goal 1: Leadership Abilities and Behaviours

Our goal is to develop leaders who model inclusive leadership, communicate effectively, and make values-aligned decisions that foster collaboration, belonging, and innovation.

Objectives

1. Clearly articulate the behaviours and practices that exemplify a great leader at George Brown and establish a model with clear expectations and accountability.
2. Develop behaviour descriptions aligned to the evaluation profile, values, and anti-racism and equity, diversity, inclusion, and Indigenization (EDI) practices.
3. Ensure leaders model and champion the behaviours.

Goal 2: Talent Identification, Development, and Succession Planning Model

Our goal is to implement a comprehensive talent identification, development, and succession planning model, ensuring a robust pipeline of skilled and diverse leaders and fostering organizational resilience and long-term success.

Objectives

1. Enhance our performance and goal-setting process and provide training for its effective implementation.
2. Develop clear career progression paths with specific criteria for promotion and advancement.
3. Establish a succession framework to identify and nurture potential leaders.
4. Pair high-potential employees with mentors from senior management for guidance and skill development.



Goal 3: George Brown-specific Leadership Development Program and Curriculum

Our goal is to design and implement a dynamic leadership development program and curriculum, equipping our leaders with cutting-edge skills, communication expertise, emotional intelligence, and decision-making abilities while demonstrating strong change leadership to drive innovation, collaboration, and sustainable success.

Objectives

1. Conduct a comprehensive needs analysis to understand the specific leadership skills and qualities needed within the organization.
2. Align the leadership program to George Brown values and integrate across the curriculum.
3. Develop a detailed framework and curriculum outline, including modules, learning objectives, teaching methods, and assessment criteria that match the work in Goals 1 and 2 and support the actions in our Indigenous Education Strategy and Anti-Racism Action Plan.
4. Foster a strong sense of community among leaders by creating spaces that support capability development, peer-to-peer learning, and meaningful relationship-building.
5. Implement a pilot phase (cohort-based) leadership development program where selected modules are tested and refined with small groups of participants.



Priority 3: **Well-being, Belonging and Community**

At George Brown, we're dedicated to fostering a holistic sense of well-being and community by uniting individuals. We're not just building a workplace; we're crafting a haven where every member feels valued, safe, and truly at home. Join us in creating a nurturing environment where everyone can flourish, thrive, and find their sense of belonging — because here, we don't just work; we inspire and uplift one another, making every day extraordinary.



Goal 1: Employee Health, Well-being, and Safety

Our goal is to create a holistic well-being framework that encompasses psychological safety, physical safety, and employee wellness.

Objectives

1. Create an environment free from physical and psychological hazards thereby preventing occupational illness/injury.
2. Promote 13 workplace factors that affect psychological health and safety.
3. Review and provide clarity and communications on policies, procedures, and resources available as supports for employees' physical and psychological health and safety.
4. Encourage leaders to intentionally create opportunities for employees to share, learn, connect, and communicate across teams.
5. Provide support, training and tools for admin, faculty and support staff to navigate challenges in psychological health, including stress reduction, mental health support, etc.
6. Create and provide "Employee Life" resources similar to those aligned to "Student Life."
7. Promote Public Safety and Emergency Management (PSEM) resources and foster a collaborative approach with other George Brown teams for managing potential threats to safety, and to offer wrap-around support for impacted parties.



Goal 2: Accessibility

Our goal is to create an inclusive and accessible environment for all, developing and implementing a comprehensive accessibility plan that removes barriers, promotes equal opportunities, and ensures seamless access to facilities, information, and services for individuals of all abilities.

Objectives

1. Remove physical, psychological, and administrative barriers where possible and in alignment with Accessibility for Ontarians with Disabilities Act (AODA) requirements.
2. Utilize universal design standards where our employee-based facilitations and team meetings can be accessed, understood, and used by all employees.
3. Conduct an accessibility review of recruitment and learning and development processes and supports.
4. Support the actions and delivery of George Brown's Multi-Year Accessibility Plan.

Goal 3: Belonging

Our goal is to foster a strong sense of community and belonging across the organization by implementing initiatives that celebrate diversity, promote inclusivity, and encourage meaningful connections among employees, ensuring everyone feels valued, respected, and an integral part of our collective success.

Objectives

1. Determine how psychosocial factors can drive a deeper sense of belonging.
2. Create space and resources that employees can call their own.
3. Support and facilitate opportunities for cross-departmental connections and communication.
4. Increase the number of social and community connections and opportunities to celebrate and build a sense of community.



Priority 4: **Service Elevated, Technology Empowered**

We aim to transform and modernize our people-related services by continuously enhancing processes, delivering employee-centred service experiences, and seamlessly integrating technology. At the same time, we strive to foster a culture where innovation flourishes and data-driven decision-making guides every action.



Goal 1: Service Centre-Approach

Our goal is to establish a streamlined, employee-centric and efficient service centre approach, providing employees with seamless access to internal support and tools, enhancing their experience, productivity, and satisfaction within the organization.

Objectives

1. Examine the opportunities for seamless integration of all employee-facing systems in partnership with the Information Technology team
2. Train employees on how to use the new centralized system and design it from the employee experience perspective.
3. Support a foundation of equity through the launch of centralized systems, processes, and technologies.
4. Identify and prioritize needs and opportunities to support the shared service operation.

Goal 2: Just-in-Time Self-Service

Our goal is to empower employees with intuitive and robust self-service tools that enable timely access to information, streamline people-related tasks, and promote autonomy, efficiency, and engagement across the organization.

Objectives

1. Implement a user-friendly process and digital tools that enable employees to easily search for information and access self-service resources. This initiative supports efficiency, autonomy, and a more seamless employee experience by reducing reliance on manual support and improving access to timely, relevant information.
2. Develop a comprehensive knowledge base and self-service tools accessible through a service centre.
3. Analyze support request data to identify common issues and trends. Use this data to proactively address recurring problems and improve internal processes.



Goal 3: Technology and Integration of Systems

Our goal is to select and seamlessly integrate various people systems, leveraging technology to enhance efficiency, accuracy, and accessibility. This goal supports the optimization of HR processes, strengthens data management, and ensures a unified, streamlined experience for both employees and the organization.

Objectives

1. Develop a holistic employee journey map to visualize key touchpoints across the employee lifecycle. Identify bottlenecks and areas of poor experience, and derive targeted improvement priorities to enhance engagement, streamline processes, and support a more seamless and satisfying employee experience.
2. Outline needs and a work plan to develop accurate system data and reporting to facilitate data-based decision-making.
3. Explore opportunities to leverage AI technologies across HR processes to enhance operational efficiency, improve data accuracy, and promote focus on human-centred activities and initiatives. Ensure these solutions align with organizational needs, support equity, and enhance future readiness.



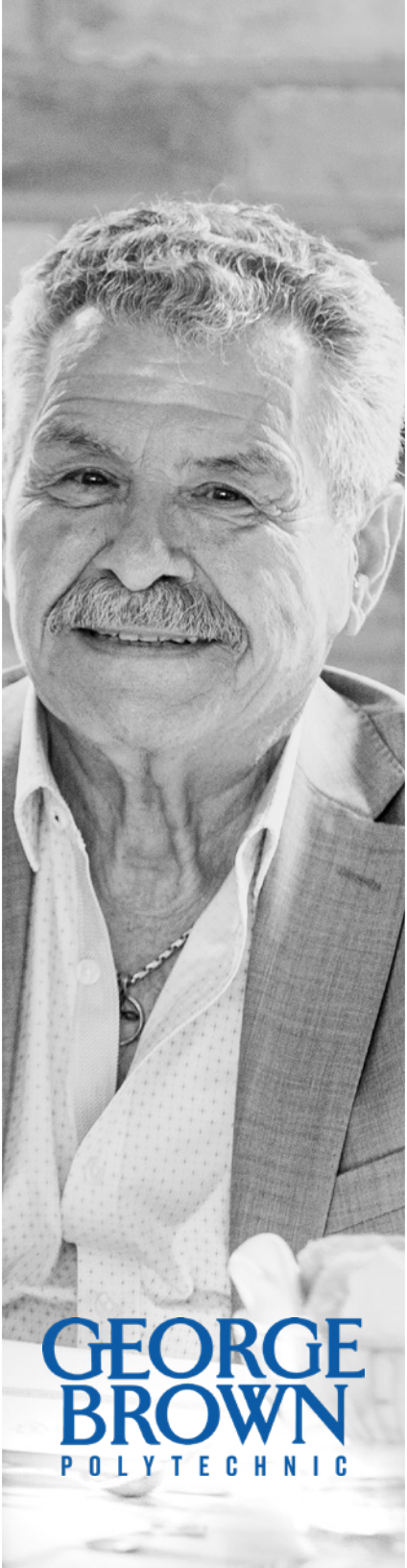
Working Together to Put our Plan in Action

"Our shared values and commitment to building inclusive and accessible learning and working environments underpin everything in the People Plan.

It is our shared plan, so I encourage you to take the opportunity to familiarize yourself with it. Find out how you can bring it to life, because we all play a vital role in its success. A great work culture happens when everyone is committed and engaged. We are all key players in building a workplace where we feel valued, connected, and aligned by a shared purpose."

Dr. Gervan Fearon
President, George Brown Polytechnic





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