

POSITION SUMMARY

QUEEN'S UNIVERSITY - GENERAL STAFF

POSITION TITLE:	Manager, Human Resources, Athletics & Recreation		
DEPARTMENT:	Athletics & Recreation		
POSITION NUMBER:	00504591		
GRADE:	9	EFFECTIVE DATE:	May 1, 2025

JOB SUMMARY:

Reporting to the Executive Director, Athletics & Recreation, with a functional (dotted line) accountability to the Senior Director, Client Services Team, the Manager, Human Resources (Manager) is responsible for developing and managing a full range of human resources services to support the vision and goals of A&R within the overall human resources strategy framework of the University. This position requires a strategic focus and an energetic, collaborative and pro-active approach to HR service delivery and organizational effectiveness.

The incumbent provides high quality hands-on support and expertise to senior leaders and managers in all human resources functional areas (full time, part-time and casual) including employee relations issues, total compensation, recruitment and selection, job evaluation, performance management and coordinating organizational development initiatives. The incumbent provides input to and assists with the monitoring of A&R's human resources budget and has lead responsibility to oversee all aspects of A&R casual staff employment policies, procedures and practices. This position has oversight over department wide education, training and onboarding inclusive of organizing monthly full-time staff I-EDIAA education sessions.

The Manager works in collaboration with the University's Central Human Resource department to ensure university-wide human resource strategies, policies and collective agreements are implemented consistently within A&R and to provide information and feedback to ensure university-wide policies and programs are meeting the needs of A&R.

KEY RESPONSIBILITIES:

- Promote a culture of inclusion that embodies A&R values, with a commitment to the university's equity, diversity, accessibility, and inclusion initiatives designed to foster an inclusive, supportive, and welcoming work environment for individuals with diverse backgrounds and identities.
- Working closely with the Executive Director, and the Senior Managers, contribute to the development and implementation of strategic human resources plans for A&R, supporting strategic recruitment and selection, compensation, employee relations, performance management, training, staff engagement, succession planning, organizational development, etc.
- Provides guidance and advice to A&R management on complex human resources issues. This includes employee relations, compensation, recruitment, staff development/training, legal compliance, etc. ensuring consistency with university human resources policies, procedures and legislative bodies. Working with Central HR, coordinates and facilitates return from leaves or return to work situations. Recommends HR processes, guides, manuals and resources for the department and conducts training sessions. Refers individual staff to Central HR for support.
- Assists with the development and monitoring of the A&R human resources budget; including assisting managers with budget preparation; performing monthly and quarterly financial reviews and highlighting deviations, reporting requirements; working closely with the Executive Director to meet department needs. Provides data and analysis for preparation of the annual budget and staffing strategy and contributes to ongoing budget and staffing decisions. Interprets and

manages financial and staffing implications of leaves and transfers to ensure salary allocations stay within budget.

- Assumes leadership for the A&R casual staff workforce, working closely with A&R staff to ensure that all university and department policies and procedures are consistently carried out.
- Conducts annual reviews on policies, processes, resources and systems (i.e. iworks) and makes recommendations for improvement, creates and updates all forms, contracts, salary grids, monitors rates of pay, prepares orientation materials and conducts education/training sessions, maintains records, has final review and signoff on all casual contracts and agreements. Delegates day-to-day administrative functions to support staff.
- Participates in the development and implementation of a new casual staff workforce model in collaboration with senior leaders.
- Manages the recruitment process on behalf of A&R including needs assessment, job evaluation, developing recruitment strategies, providing strategic support and advice during the selection process, compensation liaison with Central HR, short-listing, interviewing job candidates, completing reference checks, overseeing the offer process, appointment letter preparation and onboarding. Educates, trains and oversee others to lead and/or participate in the recruitment process. Exercises due diligence to promote and foster fair recruitment practices.
- Leads staff orientation and onboarding processes, training and skill development initiatives. Maintains the A&R Professional Development policy, procedures and approvals.
- Advocates the value of diversity to others, takes action to increase diversity in the workplace. In collaboration with the Executive Director, takes a leadership role in A&R EDII staff-based initiatives; contributes to developing strategies that will assist A&R in the diversification of staff teams; equity hiring processes, assists with departments DEAP tool assessment, updates and reporting, researches and secures education/development opportunities for professional staff, participates on EDII related committees.
- Provides input into the performance review process by providing recommendations on frameworks, guidance and coaching to managers, providing support with objective setting, assisting with performance development plans and implementing actions required under those plans.
- In consultation with Central Human Resources and Employee Labour Relations, assists with first-level grievance investigations and responds by providing advice and assistance regarding the grievance process; drafting rationale; researching; interpreting the collective agreement language and staff policies, past practice and potential risks to the university. Where requested, participates in the collective bargaining process and/or provides information regarding A&R needs into the process.
- Oversees the PeopleSoft HRIS system for A&R, ensuring accuracy of data and appropriate security access through regular audits. Develops training materials and resources for staff who are responsible for daily HR-related administrative responsibilities.
- Maintains HR contracts, records, files and data required for the department's effective operation in accordance with university standards.
- Attends meetings and works closely with the Central Human Resources team on policy implementation and best practices, ensuring consistency across A&R and with University human resources policies, procedures and collective agreement requirements.
- Acts on behalf of A&R, serving on committees, working groups and task forces as required, enhancing the image, increasing visibility and furthering the interests of Queen's A&R. Responds to inquiries and prepares and presents reports as necessary. Co-Chairs the Joint Health and Safety Committee and oversees compliance with all university health and safety regulations.
- Provides support as needed to the Executive Director, Directors, and other members of management team as assigned.
- Plans, prioritizes and manages the work of employee(s), providing strategic and tactical advice, guidance and coaching. Identifies the need for staff resources, participates on staffing committees, and makes effective recommendations regarding employee selection.

- Manages performance by establishing performance standards, reviewing and evaluating performance and conducting formal performance reviews on an ongoing basis.
- Assesses staff training and development needs, and ensures that employee(s) receive training required to improve and sustain successful performance.
- Investigates, addresses and resolves employee/labour relations issues, including disciplinary matters. Educates A&R staff on the Harassment and Discrimination Policy and Procedures and ensure that A&R is compliant with the policy, refers complaints as appropriate. Makes decisions or effective recommendations on matters involving possible discipline, discharge and probationary termination.

REQUIRED QUALIFICATIONS:

- Consideration will be given to an equivalent combination of education and experience.
- University degree specializing in human resources, business or other relevant field. Additional HR certification, such as CHRP is an asset.
- A minimum of five years' experience in a mid-to-senior human resources management position, particularly in a unionized environment, combined with supervisory experience
- Sound knowledge of principles, best practices and techniques of human resources administration, including labour relations, job evaluation and recruitment procedures, and understanding of applicable employment legislation.
- Knowledge of current employment and labour legislation and application. Knowledge of Queen's Human Resources policies and procedures.
- Satisfactory Criminal Records Check and Vulnerable Sector Check required.
- Familiarity and success working with HR PeopleSoft, and other HR programs is an asset.
- Knowledge and understanding of the sport culture and environment is an asset.
- General knowledge and understanding of the sport culture/environment and its impact on the student experience and the role that physical activity, wellness and sport have in healthy communities is an asset.

SPECIAL SKILLS:

- Respects diversity and demonstrates commitment to fostering a diverse and inclusive work environment where there is mutual respect and collaboration.
- Excellent communication (verbal and written) skills as well as presentation and interpersonal skills in order to interact with individuals at every level and from many different perspectives, demonstrating a high degree of tact and diplomacy.
- Ability to exercise discretion and know when to involve others in decision-making. Capable of maintaining strict confidentiality with an ability to recognize and handle sensitive information in an appropriate manner.
- Proven ability to develop effective relationships and gain credibility across all levels of employee groups.
- Effective facilitation and conflict resolution skills combined with investigative, research, analytical and problem-solving abilities with a proactive approach to human resources issues.
- Client service orientation and an ability to deal with individuals in a professional, respectful manner with the ability to work independently or collaboratively on a team.
- Ability to implement current approaches, best practices and linkages to business in relation to specific HR programs/disciplines, support the diagnosis and resolution of complex employee relations and operational issues.
- Strong collaborative and consensus building skills.
- Excellent organizational, planning and time-management skills.
- Adaptability to respond to changing A&R operational needs related to human resources demands, including the ability, to influence and motivate individuals and teams to achieve objectives.
- Understanding of unionized environments and familiarity with collective agreements and ability to interpret and administer collective agreements.

- Proficient computer skills, including Windows operating systems and Microsoft Office Suite.

DECISION MAKING:

- Recommends human resources strategies that support the A&R strategic framework and goals.
- Provides advice, recommendations, and training required to support A&R with a variety of issues including personnel issues, strategy, and policies.
- Identifies the need for changes, and recommend appropriate organizational structure and staffing levels across A&R.
- Facilitates decision making process, leveraging all identified participants and stakeholders in addressing or mediating workplace disputes.
- Recommends best alternatives within a range of solutions to a given problem, identifying potential risks and benefits of each. Distinguishes between circumstances in which decisions can be made independently and those where consultation is needed.
- Interprets university policy and collective agreement language for a diverse client base based on situation analysis and policy interpretation tailored to the circumstances, understanding impact of possible future precedent.
- Assesses and makes recommendations on the application of collective agreements, university and department policies and procedures.
- Prioritize time and duties to ensure work coming from multiple sources is completed within the required deadlines.
- Make human resource management decisions based on the results achieved through consensus building sessions, which have a direct impact on how requirements and deliverables are established, including recommending training and professional development, performance evaluation processes and management plans.
- Determine the content of correspondence, reports, and proposals, including the development of procedures.
- Determines the best approach to meeting A&R recruiting needs. This includes providing advice on the interview process and recruitment strategies. Make hiring recommendations.
- Determines whether documentation provided by departments meets established criteria in matters relating to staff.
- Decides on nature of agenda topics and background information for meetings.
- Determines when to consult with the Director, Executive Director, A&R or Central Human Resource's
- Evaluates job candidates and makes effective recommendations on suitable hires, acts as equity advisor.
- Makes decisions and/or effective recommendations regarding transfers and promotions.
- Evaluates employee performance and decides on appropriate training or coaching to address lack of proficiency in carrying out responsibilities, or remedial action for staff disciplinary situations.
- Assesses investigation outcome of grievances and/or or harassment and discrimination and makes effective recommendations on appropriate course of action or next steps on grievances.
- Makes effective recommendations on level of discipline up to discharge and probationary termination.

MANAGEMENT POSITIONS ONLY:

For the positions that are direct reports, answer the following questions:

1. You have the right to hire or you make the effective recommendation to do so

☒ YES

☐ NO

2. You have the right to dismiss/discharge or you make the effective recommendation to do so

☒ YES

☐ NO

3. You are responsible for handling disciplinary matters including issuing written warnings

☒ YES

☐ NO

4. You are responsible for conducting performance appraisals

☒ YES

☐ NO

SIGNATURES:

Date

Incumbent

Department Head/Director or Designate