

KPI Collection Template for VP, Administration

Department: Financial Affairs

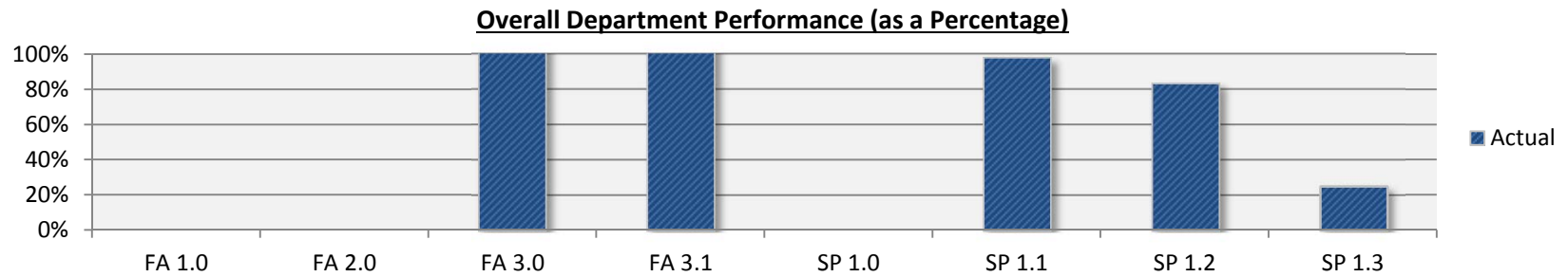
Mission: *We support and facilitate the financial affairs of the University and its communities with expertise and integrity.*

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Accounts Payable	<ul style="list-style-type: none"> Consistent Communication. Providing key results indicators that are important to the University community and that provide better awareness regarding achievable service levels within available resources. 	FA 1.0	Expense Report Processing Time (in Days) where the submission is in compliance with policy requirements. *	2	pending	N/A
Financial Services	<ul style="list-style-type: none"> Consistent Communication. Transition to self-service delivery Offer more user-friendly and convenience based self-service opportunities to the University students, Faculty, and staff community. 	FA 2.0	% of Student Payments Processed Electronically. <i>For this KPI, target is adjusted each quarter</i>	70%	pending	N/A
Treasury Operations	<ul style="list-style-type: none"> Meet policy benchmark returns over time using approved asset mix Consistent Communication FA12.2 (above) 	FA 3.0	Investment Pool Returns / Benchmark (10 Years)	6.3%	6.9%	N/A
		FA 3.1	Salary Pension Plan / Benchmark (10 years)	6.2%	7.3%	
		SP 1.0	Total# PO's per Quarter	TBD	869	N/A
		SP 1.1	Total P-Card Spend	\$6,000,000	\$5,865,293	
		SP 1.2	Number of RFx Posted on MERX	12	\$10	
		SP 1.3	Number of PO# based on RFx's Including Facility Services RFx's.	16	\$4	

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Strategic Procurement	<ul style="list-style-type: none"> Monitor Procurement activity in Mosaic to increase productivity via targets, set strategic goals & increase compliance. 		Total PO Spend current quarter		\$44,892,748	
			Total of all PO'S Over > \$10k		313	
			Total of PO'S Over \$50k < \$100k		39	
			Total of PO'S Over > \$100k		47	
			# of P-Card Transactions		13271	
			Avg P-Card Transaction		\$441.96	
			% of Transactions < 1000		90.29%	
			% of Transactions > 1000 and < 5000		8.66%	
			% of Transactions > 5000 and < 10000		0.96%	
			Total Cardholders		996	
			Average Transaction per Card Holder		13	
			Total Sole Source Pos		97	
			Total Spend Sole Source		\$7,825,133	
	S/S% of all PO's over \$10k <	25%	17.4%			

* Target has been updated post-Mosaic from 10 days



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Department: HR ELR and Office of Legal Services

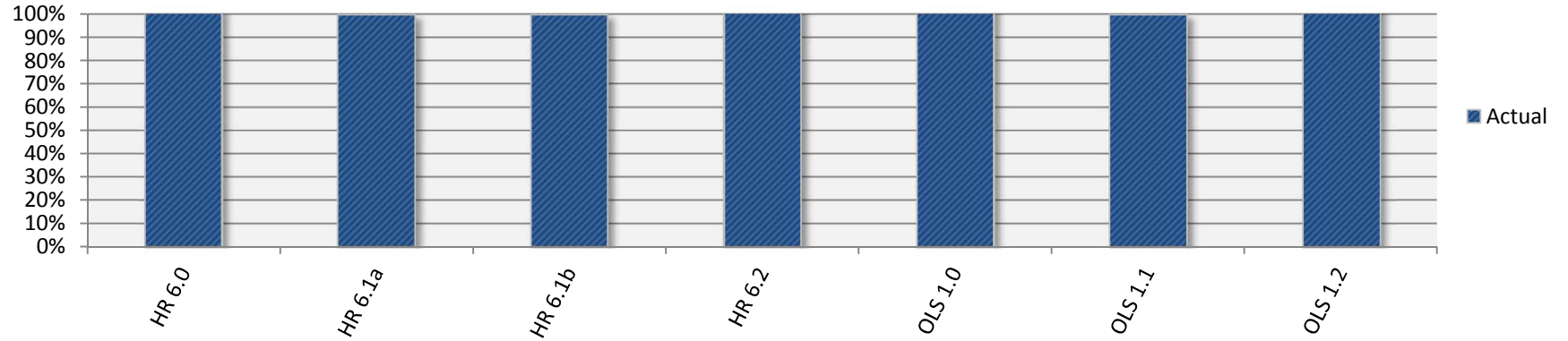
Mission: *We promote a positive, productive working and learning environment through the provision of expert, consultative human resource programs and services in support of the University’s mission. As trusted advisors, we facilitate a culture of engagement, encourage continuous improvement and foster collaborative relationships.*

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Employee/ Labour Relations	<ul style="list-style-type: none"> • Provide TMG with support, information, and training to enable Managers to confidently and effectively manage employee/labour relations issues in their departments • Facilitate and nurture effective labour relations with multiple bargaining agents on campus. 	HR 6.0	File turnaround time against reasonable outcome	97%	100%	N/A
		HR 6.1a	Knowledge transfer - # of education initiatives offered (ie: bargaining implementation, bargaining team orientation, HR LInC, Faculty meeting attendance, etc.) 8 open and 12 closed events per year	8	8	
		HR 6.1b		12	12	
		HR 6.2	Overall Satisfaction – through client feedback survey (reported Q4 only)	80%	94	
Office of Legal Services	<ul style="list-style-type: none"> • Provide efficient, reliable and professional legal advice and strategic guidance to University clients. • Understand the University’s mission and objectives through regular interaction with groups and individuals across Campus • Keep informed of legislation and case law that may impact the University. 	OLS 1.0	File turnaround time as against reasonable outcome	75%	100%	N/A
		OLS 1.1	Knowledge transfer - # of education initiatives offered, website material, templates, etc. (per year)	12	12	
		OLS 1.2	Overall Satisfaction – through client feedback survey (reported Q4 only)	75%	98	

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BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
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Overall Department Performance (as a Percentage)



KPI Collection Template for VP, Administration

Department: Human Resources (EOHSS)

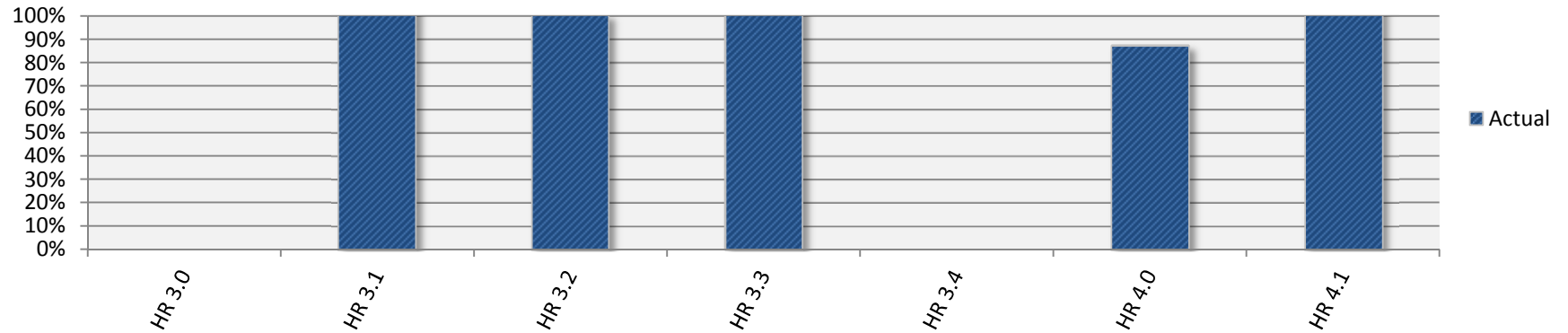
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BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
EOHSS	<i>o Foster the culture of safety throughout the entire organization; o To enhance the health/safety culture and meet mandatory health/safety training requirements. (RMM 300 Safety Orientation and Training); o Foster social awareness of importance of health and safety and IRS; o Maintain and enhance organizational health and safety acumen with both internal and external partners and strive to be community leader in HS. Predictive future planning for strategic initiatives that support the University mission/vision; o Provide advise and support to Joint Health and Safety Committees (JHSCs); o Providing guidance to researchers on compliance with all applicable HS legislation ; o Lab audits conducted by EOHSS team; o Improve programs and services for vulnerable workers;</i>	HR 3.0	Creation of new health and safety learning programs and enhancement of existing RMM programs	tbd	9	N/A
		HR 3.1	# of participants that have completed Health and Safety Training sessions / budget year	13000	26,104	
		HR 3.2	# of JHSC meetings attended (including Central JHSC) / budget year	150	151	
		HR 3.3	# of lab visits	10	21	
		HR 3.4	# of requests received	100%	N/A	

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BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Employee Health Services	<ul style="list-style-type: none"> To reduce employee lost time as a result of occupational injury or illness (WSIB) To promote employee wellness and encourage appropriate use of the Employee and Family Assistance Program (EFAP) 	HR 4.0	decrease in lost time (in days) performance year over year**	674	590	N/A
		HR 4.1	% of eligible employees using the Health Promotion, Support and Advisory Services of the EFAP Program	9.40%	13.90%	

Overall Department Performance (as a Percentage)



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Department: Human Resources

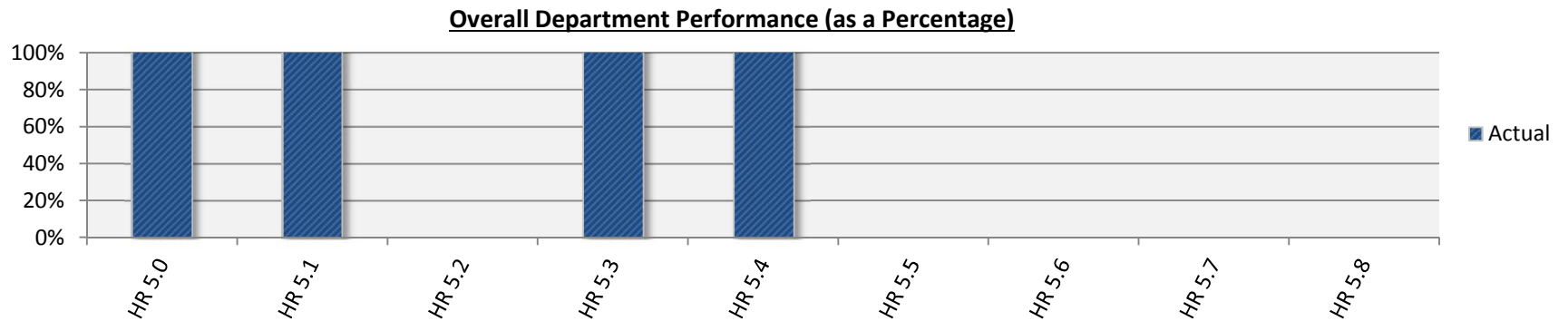
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BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Organizational & Employee Effectiveness	<i>Student/Learner Experience: Evolution of new and existing learning experiences which are meaningful and assist in cultivating the potential of our employees</i>	HR 5.0	Maintain or increase # of strategic initiatives/ programs YoY	53	71	n/a
		HR 5.1	% participants recognizing value in E&W events via satisfaction survey	80%	94%	n/a
		HR 5.2	Maintain or increase # of employees or families that register for E&W events YoY	tbd	9%	n/a
	<i>Community Involvement: Enhanced volunteer engagement and development in community based activities (internal and external offerings)</i>	HR 5.3	# of volunteers rating 4 or more in OD volunteer satisfaction survey	80%	100%	n/a
		HR 5.4	Maintain or increase avg. volunteer service term on OD committees YoY (in years)	2	2.5	n/a

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Organizational & Employee Effectiveness	Research: <i>Promote the use and development of OD best practices within areas of expertise to build organizational capability</i>	HR 5.5	% new OD strategies implemented	tbd	7	n/a
		HR 5.6	% new OD strategies in progress	tbd	9	n/a
	Internationalization: <i>Strive to build programs and initiatives which foster a diverse, inclusive and engaging workplace</i>	HR 5.7	# of new/ proactive program enhancement requests completed	tbd	18	n/a
		HR 5.8	# of alternative format offerings created	tbd	10	n/a

**Reference listings available outlining scope of programs and offerings*



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Department: Security Services

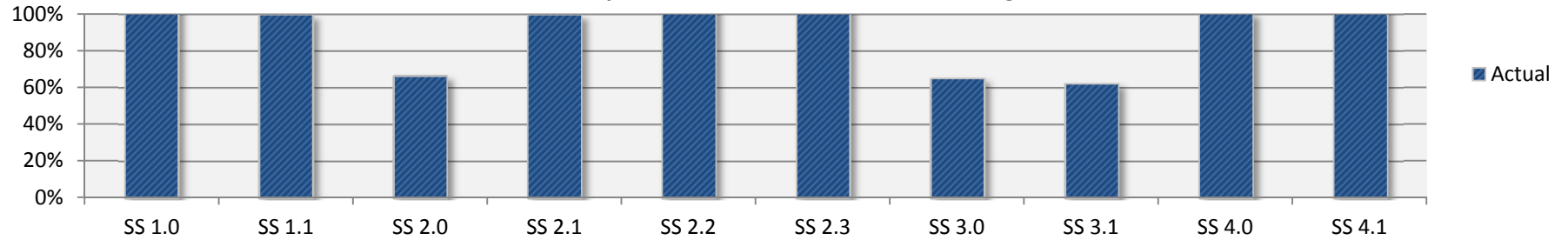
Mission: *To deliver service excellence on time and on budget to a satisfied customer. We are committed to providing a healthy, safe, supportive and inspiring physical environment conducive to learning, teaching, research, community partnering and the attraction and retention of quality students, faculty and staff.*

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Research	<i>Research and provide information to the community on safety and security in an effort to decrease crimes of theft</i>	SS 1.0	Dedcrease % of reported thefts / Fiscal Year	10%	20%	N/A
		SS 1.1	# of theft prevention education to students	24	24	
Community Engagement	<i>Improve campus security by development of crime prevention programs to new facilities</i>	SS 2.0	# of crime prevention initiatives at off campus locations	12	8	N/A
		SS 2.1	# of visits to off campus locations by S/Constables	52	52	
	<i>Increase visibility and officer interaction with the community</i>	SS 2.2	# of training programs with the community	20	22	
		SS 2.3	# of "walk and parks" per officer	52	60	
Student Engagement	<i>Interact with students through community engagement</i>	SS 3.0	# of community engagement interactions with CIRP and Diverstiy Constables	115	75	N/A
		SS 3.1	# of Campus Fairs / fiscal year	8	5	

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Employee Engagement	<i>Continue to work with operational staff to enhance employee engagement through increase communication and collaboration</i>	SS 4.0	# of formal communications and forums held with staff	800	808	N/A
		SS 4.1	# of training hours / fiscal year	1300	1542	

Overall Department Performance (as a Percentage)



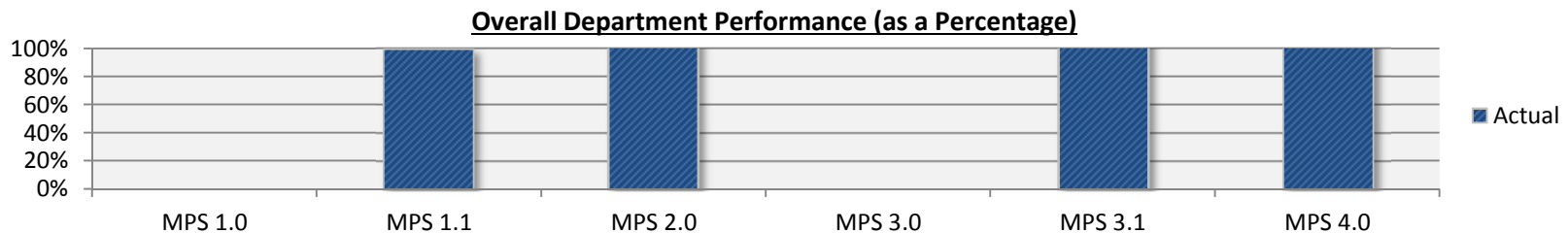
KPI Collection Template for VP, Administration

Department: Media Production Services

Mission: The mission of Media Production Services (MPS) is to understand and respond to the Community's visual, electronic, technological and print media needs with innovative and cost-effective solutions that contribute to the academic and research goals of McMaster University.

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
The Design Group	• Build brand awareness and increase customer loyalty through new strategic marketing initiatives.	MPS 1.0	% Increase in New Customers / Year	5%	***	N/A
		MPS 1.1	Marketing Initiatives / Year	8	8	
MPS Administration	• Exceed customer's service expectations and track through annual CS Satisfaction Survey (include quality, turnaround, CS measures).	MPS 2.0	% of Customer's Who Are Satisfied	90%	95%	N/A
The Print Group	• Optimize production to ensure Customer satisfaction with response times. • Measure efficiency and productivity to sustain competitive pricing.	MPS 3.0	% of Time Deadlines Met	95%	***	N/A
		MPS 3.1	# of Impressions / FTE	1,000,000	1,652,418	
MPS Overall	• Enhance the overall profitability of the business. (Note: 2% increase ~ = 12% increase given 10% declining market trend)	MPS 4.0	\$ Sales / FTE	\$175,000	199,955	N/A

*** Data will be available after print management system is fully implemented and integrated with PeopleSoft.



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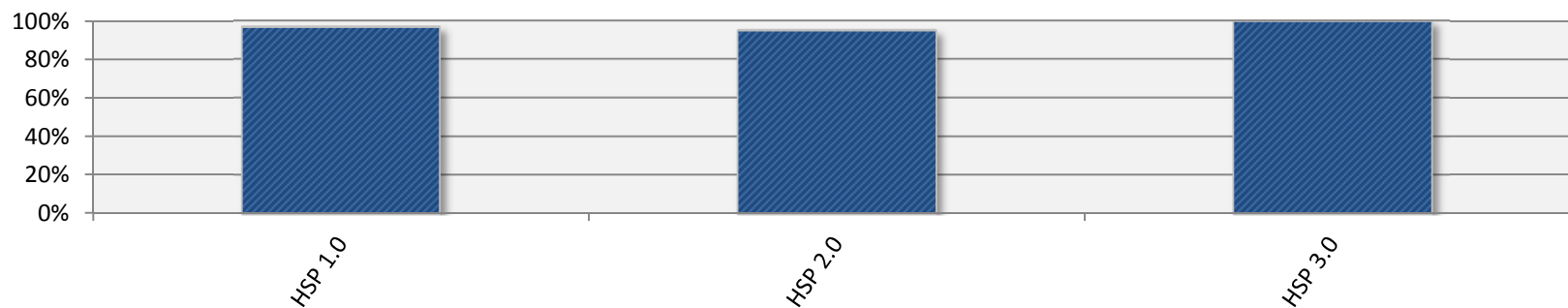
Department: Hospitality Services

Mission: *We are a team of dedicated professionals committed to enhancing the campus life experience by supporting the University vision and by fostering a culture of inclusivity and respect. Ensuring the quality and value of our services, we provide the McMaster community with an evolving variety of world cuisine options while striving to create a positive work environment.*

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (YTD reconciled to annual targets)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Revenue	• Meeting Budget Revenue Target	HSP 1.0	Meeting Revenue Target	\$ 22,405,445	\$ 21,748,291	N/A
Operational	• Meeting Budget Labour Target	HSP 2.0	Total Labour \$ (admin excluded)	\$ 8,341,037	\$ 7,942,914	N/A
Financial	• Maximize University Contribution	HSP 3.0	Total Contribution \$	\$ 976,845	\$ 976,845	N/A

*** Financial KPI is based on 4.5% of 2013/14 audited statement revenue and a quarterly breakdown of 8.5%, 28.5%, 31.5% and 31.5%)

Overall Department Performance (as a Percentage)



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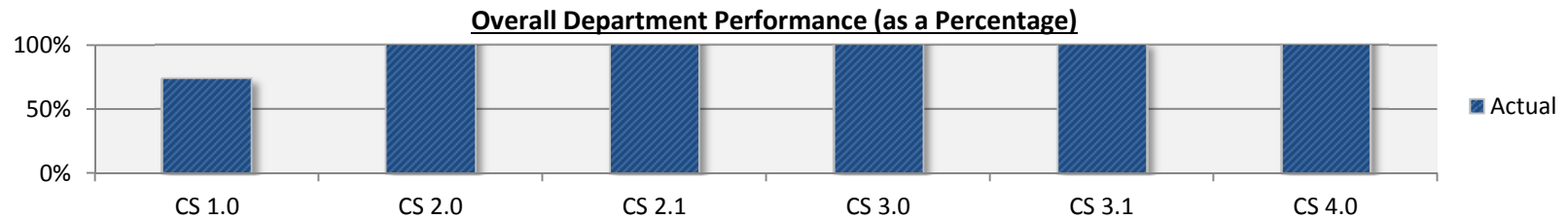
Department: Campus Store

Mission: *To contribute to the student experience assisting and supporting the learning process and the academic needs of students while generating income for the University's operating budget.*

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Sales per FTE Student	<ul style="list-style-type: none"> Measure retail performance based on sales per FTE Student 	CS 1.0	Sales per FTE Student (Annually)	\$756	\$560.00	\$713 Annually
Inventory Management	Campus Store - Increase ability to respond to marketplace changes and shifts in customer demand while reducing overhead costs and minimizing the opportunity for product obsolescence.	CS 2.0	Inventory Turns	4.3	7.0	5.8
	Scientific Stores - Increase ability to respond to marketplace changes and shifts in customer demand while reducing overhead costs and minimizing the opportunity for product obsolescence.	CS 2.1	Inventory Turns	4.0	4.6	N/A
Average \$ per transaction	Campus Store - Increase the average dollars sold per transaction.	CS 3.0	Dollars per transaction	\$81.23	\$74.18	N/A
	Scientific Stores - Increase the average dollars sold per transaction.	CS 3.1	Dollars per transaction	\$64.21	\$68.89	

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BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Average units per transaction	<i>Campus Store - Encourage add on sales to maximize the number of units sold per transaction.</i>	CS 4.0	Units per transaction	2.28	2.32	N/A
	<i>Scientific Stores - Encourage add on sales to maximize the number of units sold per transaction.</i>	CS 4.1	Units per transaction	26.30	29.41	



KPI Collection Template for VP, Administration

Department: Parking Services

Mission: *Security & Parking Services strive to provide our University Community and visitors, with safe and well maintained parking and transiting infrastructure. We are dedicated to courteous and helpful customer service through information resources, polite and knowledgeable staff, and convenient parking facilities. We encourage voluntary compliance.*

BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Infrastructure and Business	PS 1.0 • Increase in online sales	PS 1.0	Increase online sales by 30%	1956	2295	N/A
	PS 1.1 Undergrad ratio	PS 1.1	Number of Parking Spaces for Undergrad Student Population	1:17	1:15	
	PS 1.2 Going cashless Conduct a customer survey B. Using the survey results determine which machines will not longer take cash	PS 1.2	Survey stakeholders and reduce the number of machines that accept cash payment by 6	6	8	
Financial	PS 2.0 Increase the recovery of outstanding parking fines.	PS 2.0	% of recovery rate of revenue/ Fiscal Year	45%	52%	N/A
	PS 2.1, 2.2 To ensure optimal use of facilities in order to maximiz revenue	PS 2.1	Vistor Sales/ Quarter	\$509,000	\$591,258	
		PS 2.2	Permit Sales/ Quarter	\$528,000	\$489,764	
Training and Development	<ul style="list-style-type: none"> Provide professional development opportunities for Parking staff to allow for growth in their abilities. Equip Parking Services Staff with the appropriate training so they are able to do their job safely in accordance with the standards of the Universit.y 	PS 3.0	# of F/T & P/T Professional Development Courses / Fiscal year	28	10	N/A
		PS 3.1	% of Required Health & Safety Training Completed / Fiscal Year	100%	100%	

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BUSINESS AREA	STRATEGIC OBJECTIVES	KPI CODE	KPI (By Quarter unless indicated differently)	TARGET	ACTUAL TO-DATE	G6 BENCHMARK (if Applicable)
Engagement	Engagement with the external and internal community	PS 4.0	# of special events on campus	150	225	N/A
		PS 4.0a	# of FWI events on campus	6	8	
	PS 4.1 To meet the AODA terms and standards for accessible parking	PS 4.1	4% of total number of parking spaces 13 to 100 or 3% of parking spaces plus one, between 101 - 200 or two percent plus 2 parking spaces between 201 - 1000	114	92	
Sustainability	PS 5.0 City Bike rack partnership and bike racks on campus	PS 5.0	Support program with transfer from bike rack purchase program.	\$11,000	11,000	N/A
	PS 5.1 Promote Carpooling by marketing carpool program with new initiatives: closer proximity parking in prime lots, student carpool in Lot M and discount voucher program	PS 5.1	% Increase the number of carpool permits per quarter	2%	14%	
	PS 5.2 Number of Carpooling spaces	PS 5.2	Increase carpooling spaces by 25% from 18 to 21	16.00	15.00	

Overall Department Performance (as a Percentage)

