

# Georgian College scores top marks with pivotal work-from-home program

## Results



Gained credibility with best-practice tools and templates



Leveraged McLean & Company resources to launch a successful WFH program



Deployed high-value diagnostic surveys to guide HR strategy and priorities



Supported the CHRO's vision with dedicated Executive Services

*"I consider McLean & Company to be an important member of my leadership team. A traditional consultant/client relationship doesn't give that value."*

**Chief Human Resources Officer**  
Georgian College



**INDUSTRY**  
Higher Education

### MCLEAN & COMPANY SOLUTIONS

- [HR Stakeholder Management Survey](#)
- [HR Management & Governance Diagnostic](#)
- [Employee Engagement Program](#)
- [Executive Counselor Membership](#)

## HR leadership elevates and accelerates HR strategy with dedicated partner McLean & Company

Located in Ontario, Canada, Georgian College of Applied Arts and Technology offers more than 130 certificate, diploma, and degree programs to over 10,000 students across seven campuses.

The HR team at Georgian College supports the roughly 2,000 employees who work at the college, including faculty, administration, and support services. To help accomplish their goals, the team leverages its trusted partner, McLean & Company, an HR research firm that provides practical tools, diagnostic programs, and advisory services.

Georgian College's Chief Human Resources Officer (CHRO) had used the firm's services in the past, and he saw the value in its best-practice tools and research to accelerate HR initiatives. He explained, "McLean & Company gave me credibility because their tools were better than what we were using ourselves and made us look more professional. We were able to take the McLean research and operationalize all the important work that we had to do. Working with McLean & Company allowed us to accelerate what we were doing."

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## Gathering critical feedback to guide HR priorities

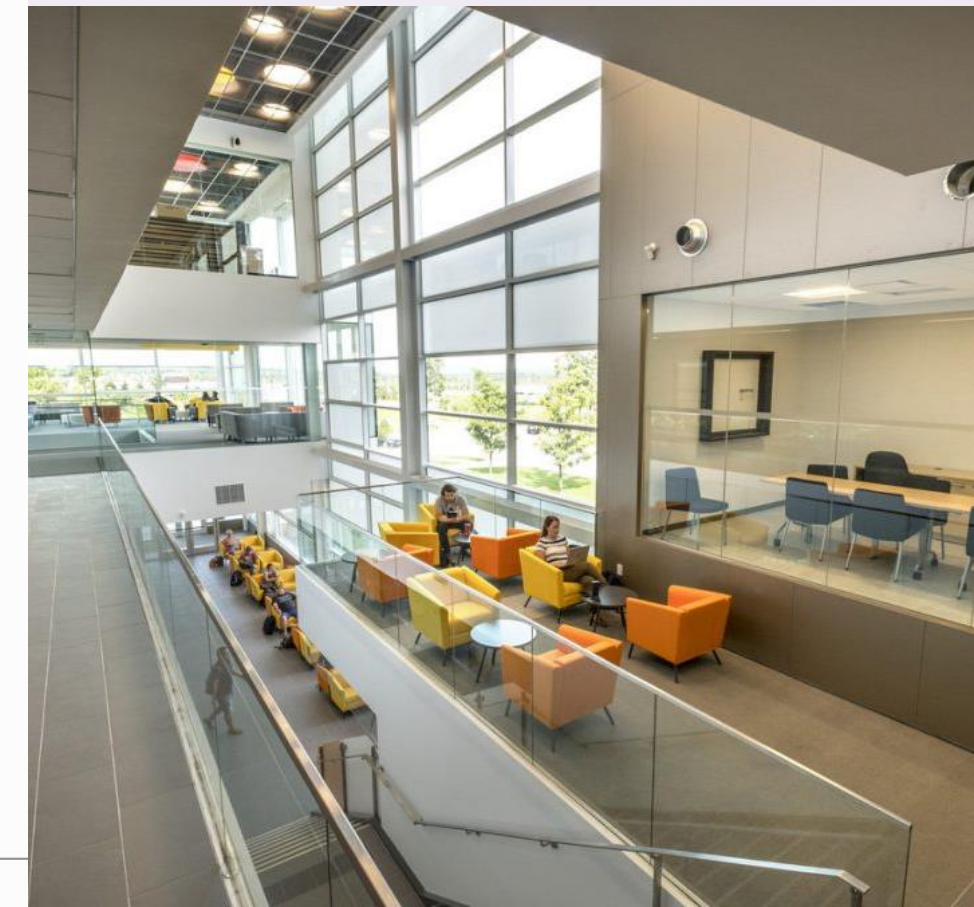
The CHRO at Georgian College quickly put McLean & Company tools into action, including high-value diagnostic programs such as the HR Stakeholder Management Survey (or partner survey), the HR Management & Diagnostic Survey, and the Employee Engagement Program. McLean's supportive survey team simplifies the process of collecting internal feedback and turning that information into actionable insight.

The CHRO commented on the HR Stakeholder Management Survey, which provides detailed report

cards that measures the satisfaction of internal partners with HR services. He noted, "From a CHRO perspective, I think the Stakeholder Survey – actually asking your partners what they think of you – is one of the most important things you could do. It goes a long way to building support in an organization." He added, "Strategic HR is about prioritizing what you're going to work on. The McLean & Company Stakeholder Survey reports gave us a place to focus, so we could be strategic and identify where we need to make immediate improvements."

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## WFH takes center stage

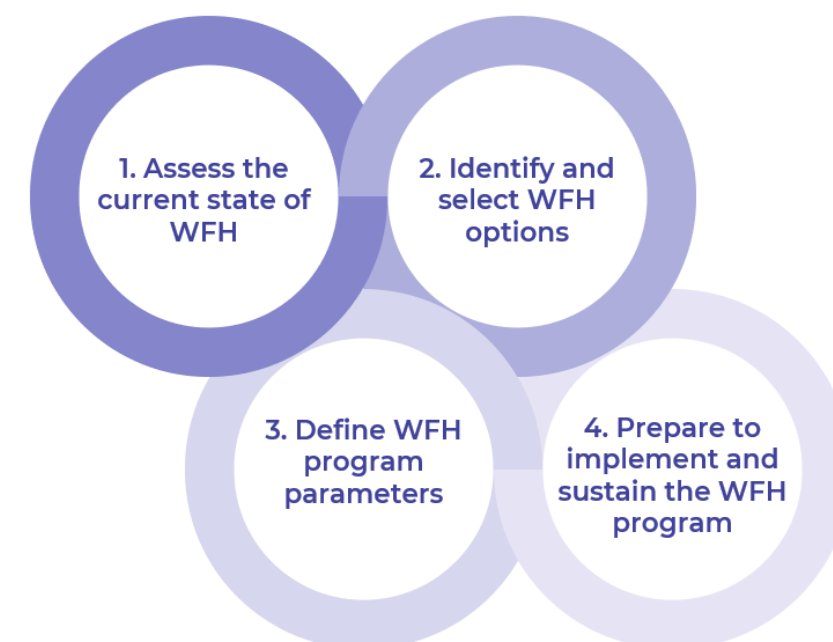
One important priority for the HR team was uncovered through the Employee Engagement survey, which measures the drivers of overall engagement. The results of the survey revealed employees' desire for flexible work options at Georgian. While college faculty had some work flexibility, support services and administrative employees had limited options. The union representing these employees was also advocating for different ways to deliver their services.

As fate would have it, no sooner had the HR team set up an advisory group to explore work-from-home (WFH) options at Georgian College than the COVID-19 pandemic struck. The college had no choice but to shift immediately to a WFH scenario for all eligible employees. Leveraging McLean & Company's research, the team set about determining what work could be done remotely by dividing the workforce into work

units, examining the key characteristics of each unit, and then further breaking work units down to the role level. Hybrid teams were established where work units didn't fall cleanly into fully remote or fully onsite work, and a system was put in place to track who was working onsite and who was remote. To support both employees and leaders while navigating the changes, the HR team trained leaders on the 3i model of engagement (inform, interact, involve) using McLean & Company programs.

The WFH program was a resounding success, meeting the needs of employees, unions, and even students. Since decisions were made at both the work unit and the individual level, all parties felt the process had been fair, and employee participation throughout also improved buy-in and outcomes.

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## A new normal with a trusted partner

As Georgian College has emerged from pandemic restrictions to a new way of working, the HR team are refocusing on new HR priorities such as recruitment and talent management. To support these initiatives, HR leadership is leaning on McLean & Company's Executive Services, which includes one-on-one guidance with an experienced Executive Advisor.

The CHRO explained, "One of the difficult parts about coming back from the pandemic is that everything has changed. The way we provide teaching to our students has changed. Who's here every day and who's not.

We're changing everything all at once. Carving out time to take a deep breath and talk to my Executive Advisor about what we need to do is just so helpful for me. I can move out of change management mode and start looking to the future."

Reflecting on his relationship with McLean & Company, the CHRO explained that he sees McLean as part of the HR team at Georgian: "I consider McLean & Company to be an important member of my leadership team. A traditional advisory/client relationship doesn't give that value."

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