

Human Resources & Organizational Development

Operational Plan 2011 – 2015

2011 Objectives

I. Statement of Vision for Division/Department

The Division of Human Resources & Organizational Development is a key partner in the leadership and management of human resources at North Island College. We strive to provide excellent service; continually improving through collaborative partnerships with our employees, union representatives and service providers. We share in the creation of a work place that is dedicated to the education of others while inspiring personal growth through learning and employee engagement.

Our values include: Service Excellence, Collaboration, Learning and Growth.

II. Statement of Historical Context (optional)

The Division of Human Resources operates within a complex and dynamic framework of policy and mandates established and communicated by the Senior Leadership Team, the Senior Educational Team, The Board of Governors, The Board's Human Resources & Governance Committee, the Post Secondary Employers' Association (PSEA), and the Public Sector Employers Council (PSEC). All mandates co-exist with the College's Strategic Plan and are achieved within the College's budget. The Division facilitates best practice by maintaining standards and balancing the expectations of the internal and external communities.

III. Planning Related to Strategic Directions

Through consultation, collaboration, and communication, Human Resources will provide short and long term planning related to enhancing service through technology while providing just-in-time consulting for emerging issues. We will continue to:

- Provide high quality professional HR expertise, consulting with experts when needed;
- Collaborate, consult communicate and form strategic internal and external partnerships;
- Foster, support and sustain relationships;
- Align human resource activities to the College's educational strategies and culture;
- Use transparent systems while ensuring confidentiality and regularly evaluate and seek feedback on our provision of services;
- Identify and respond to concerns.

Strategic Direction #6: Employee Engagement

Human Resources: To integrate the College's Values into all aspects of hiring, performance management and professional development.

Focus: To recruit, develop and retain high performing employees in a competitive labour market where skills shortages are predicted, North Island College will maximize how its Administrators are trained to maximize and value their human resource capacity

| Division Objectives: | Year One Strategies 2011 |
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| The Division of Human Resources & Organizational Development will be enhanced through the increased use of technology and a greater attention to the College's values and stated competencies. | Human Resources will train and orient administrators in critical aspects of Recruitment including: Training members of Selection Committees to use and become more effective in interpreting responses arising from the use of Behavioural Interviewing ensuring that the College's values and competencies are linked to recruitment. |
| | Human Resources will enhance the utilization of PeopleAdmin by implementing metrics associated with recruitment and retention management focusing on values and competencies. |
| Human Resources will ensure that its Disability Management Program continues to be a safety net for employees who are disabled, with professional and appropriate return to work plans. | Human Resources will work with Employees, Union Representatives and Administrators on a case-by-case basis moving from an absentee and disability management process to an abilities management process. |

LABOUR RELATIONS MANAGEMENT

Labour Relations: Maintenance of relationships with North Island College Faculty Association and the Canadian Union of Public Employees, Local 3479 and National Services. Implement shared leadership and involvement in decision making that represents the best interests of employees and the College.

| Division Objectives: | Year One Strategies |
|-----------------------------|---|
| Collective Bargaining | Complete Bargaining with: North Island College Faculty Association CUPE, Local 3479 |
| | Upon completion provide orientation workshops on revised parts of the Collective Agreement. |
| | Provide ongoing orientation and advice for Administrators on interpretation of the Collective Agreements. |
| | Provide Workshops for all Administrators: Managing human resources within the collective agreement. Use different speakers to provide expertise and experience from different viewpoints. |

PERFORMANCE MANAGEMENT:

| Division Objectives: | Year One Strategies |
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| Implement, reinforce and maintain performance management programs that provide timely feedback to employees linking performance management and professional/career development. | Human Resources will implement PerformanceObjects providing support to administrators and employees to maximize the program. <ul style="list-style-type: none">- All probationary employees will be performance managed through reviews prior to the end of their probation.- Administrators will accept and value the role of Performance Management for providing timely feedback and opportunity for monitoring and improvement of performance. |
| | Human Resources will implement and evaluate PerformanceObjects to automate performance review of faculty. |

TRAINING AND DEVELOPMENT, LEADERSHIP DEVELOPMENT

| Division Objectives | Year One Strategies |
|---|---|
| Expand training opportunities for employees through an institutional learning model that links training to skill development, career paths, and strategic directions. | Human Resources will implement NIC Branded Training Program based on a combination of classroom, self-directed learning (on-line) and blended learning. |
| | Human Resources will introduce a Leadership Development Program in conjunction with stakeholders aimed at internal audiences such as: <ul style="list-style-type: none"> • Senior Leadership Team • Senior Educational Team • Department Chairs/Coordinators • Emerging Leaders If successful, NIC will consider offering a Leadership Development Program to other Colleges. |
| | Human Resources will contribute to Student Success Initiatives by introducing educational administrators, faculty and students to OneSmartWorld: Smart for Life program / Smarter Meetings. |

ENHANCING EFFICIENCY THROUGH THE USE OF TECHNOLOGY:

| Division/Dept. objectives | Year One Strategies |
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| Human Resources will take advantage of advances in technology to enhance services, and improve efficiencies. | Human Resources will monitor PeopleAdmin, PerformanceObjects, and use of Datatel Colleague to manage leaves. |
| | Human Resources will work with Business Applications and Payroll Services to ensure that the HR/Payroll Processes including the Employee Appointment Requisition is simplified and implemented with acceptable decision making controls. |
| | Human Resources will implement a Blended Delivery Training Program. |
| | Human Resources will implement a college-wide Succession Plan. |