

Realize. We can **all** make a difference.

Human Resources Department Strategic Plan

2010 - 2014

University
of Regina

Human Resources
Department

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Executive Summary

The University of Regina's Strategic Plan 2009-2014, *mâmahohkamâtowin: Our Work, Our People, Our Communities* was launched in September 2009. The successful realization of University's Plan can only be accomplished with a strong sense of shared ownership amongst all members of the University community. To sustain the momentum and link the elements of the UR Plan to the strategic and operational plans of Academic, Administrative and Research Units and achieve the mission, vision and strategic goals of the institution, a planning framework was adopted by the University Leadership Team. The Planning Framework includes three components: the strategic component, the operational component and the performance management component.

The Human Resources Department embarked on a strategic planning process in late January 2010. Conroy Ross Partners designed and facilitated a series of sessions for the purposes of engaging the Human Resources team in strategic dialogue. An HR planning team was formed and one of the key segments of the planning was to ground the strategic plan with insight from key clients and stakeholders. All HR team members were involved in formulating the plan and articulating the preferred culture to support the team's success.

The consultations with a group of senior university leaders and several clients revealed positive service experiences, noted areas in which improvement is sought and shared the expectations and aspirations for Human Resources services. The following recurring themes emerged from our discussions and information gathering: high standards of excellence; valuable solutions that are directly connected to the institution's human resource challenges; and, solutions that are collaboratively developed to create a successful student experience. Clients helped to validate and prioritize the strategic objectives. Human Resources were able to build a shared understanding of the world as the leaders and clients see it.

The strategic objectives, expected outcomes, strategies and actions in the Human Resources Strategic Plan 2010-2014 are aligned with *mâmahohkamâtowin: Our Work, Our People, Our Communities* with the key focus on *Our People*.

Strategic Context

University of Regina Planning Framework

The University of Regina Planning Framework provides the strategic foundation for the work that the Human Resources Department does within the larger institutional context and reflects our uniqueness and contribution. The Planning Framework includes three components: the strategic, the operational and the performance management component. Human Resources (HR) has completed the strategic component: the broad based or 'big picture' elements that provide a foundation for the more specific operational plans that will follow and includes a vision, mission, values, strategic context, strategic goals and objectives. The HR strategic plan for the period 2010 to 2014 is also built on principles that will guide how we will do our work. These principles have been developed both internally with the Human Resources team and externally with our key stakeholders and clients.

The HR Strategic Plan 2010-2014 forms the foundational component of the planning process and drives the establishment of operational plans, and finally the allocation of resources. The key strategies and actions have been developed and will be included in an operational plan for each year. Appendix 1 provides an overview of the planning components and illustrates the relationship between these elements. Our strategic plan aligns with the University's Strategic Plan 2009-2014, *mâmahohkamâtowin: Our Work, Our People, Our Communities*. The Cree word *mâmahohkamâtowin* means "co-operation; working together towards common goals".

We believe that our vision, mission, values, strategic objectives, expected outcomes, strategies and actions support the realization of the UR Strategic Plan. Equally important to this achievement is the way that the Human Resources team carries out its work and *mâmahohkamâtowin* so aptly defines our vision for client service. Our consultations with senior leaders and our client consultations helped to validate and prioritise the strategic plan and objectives.

Strategic Planning Objectives

Conroy Ross Partners designed and facilitated a series of sessions for the purposes of engaging the Human Resources team in strategic dialogue. Key planning objectives:

- Engage HR leaders and team in formulating a strategic and operational plan that aligns with the U of R strategic plan
- Ground this strategic and operational plan with insight from HR customers and key stakeholders regarding their requirements
- Ensure appropriate engagement of HR team members in formulating the strategic and operational plan so that there is positive energy and commitment to its implementation
- Articulate 'preferred culture' to support HR team success and use this information in setting strategic objectives
- Architect an implementation governance structure to enable effective implementation of the plan's elements

Senior Leaders and Client Consultations

As part of the strategic planning process for HR, the planning team determined that client input would help to validate and prioritise the draft HR strategic plan and objectives. The planning team also thought it would initiate dialogue and generate buy-in with our clients and connect HR strongly to client service as a foundational starting point for our planning. We wanted to ask clients what they valued about HR, what we should do more of, what we should stop doing and determine if there was shared understanding regarding our desired “future state”.

Senior Leaders were involved in our initial strategic planning session and were asked to provide their aspirations for Human Resources:

- Elimination/reduction of the staff/faculty divide, creating a ‘one team’ mentality
- Simplified, clear and easy interactions between faculty administration and HR
- Clear and complementary roles and responsibilities of HR and academic administration within a strong team atmosphere
- Strong and effective HR leadership capacity and competency within academic administration – enhanced through HR’s mentorship, engagement and provision of effective tools
- HR is seen by the academic units as operating with a high quality service-oriented organizational culture and is also seen as highly responsive to inquiries, often exceeding client expectations of service quality
- With the help of HR, the U of R becomes one of the best employers in Canada, with leading efforts to achieve high morale
- Deans see HR as a close business partner helping them deal effectively with employment related regulatory burden and other HR issues, and they appreciate the value of HR
- The University is made ready for change and HR plays a key role in leading change management within the University
- Faculty’s perceptions of external and legal obligations are balanced with their need for flexibility

Approximately eighty clients were invited to participate in a 90 minute interview and debrief process and forty clients participated in the consultation process. Once participants completed their interviews, they themed and verified their key ideas. Appendix 2 provides a summary of themes from the client consultations. Our clients shared positive service experiences:

- “First experience positive and elicited loyalty to organization, good first impression”
- “Good faith in both parties to do what’s best for the employee within the bounds of the Collective Agreement”
- “Immediate apparent willingness to listen to the concern ... taking the time to tailor the solution to the specifics ... offered alternative that were varied and effective”

And clients identified areas for improvement:

- Dealing with conflicting objectives/issues
- Need better understanding of HR’s role
- Work more effectively across the units within HR
- More and better collaboration

Service Vision

In February 2009, the Human Resources team participated in a Collaborative Café to build our shared vision of client service. Guided by our vision – “We are leaders and partners committed to providing and promoting excellence in human resource management in the University of Regina” - and driven by our values - Integrity, Diversity, Quality work life and Teamwork - we created our service vision.

Human Resources lead in ways that earn respect and trust in all our interactions. We embrace a respectful, collaborative approach to foster mutual success throughout the university community. We strive to achieve the university's strategic goals, utilizing standards for service excellence.

Our service vision reflects our Senior Leaders' aspirations and our client consultations gained during the strategic planning process. The culmination of our work has led to the development of a set of guiding principles by which all members of the Human Resources Department will live and conduct our work.

Guiding Principles

- HR is a responsive, reliable service partner
- We model collaboration - we collaborate as one team to create an exceptional student experience
- We work as one with the University community to build a workforce and environment that is recognized and admired across Canada
- We provide strong, effective human resource management and leadership
- We offer value-added service
- We are accountable for our performance to our clients and to each other
- We support learning and career development of our staff

Strategic Plan Overview

Our Mission, Our Vision, Our Values

The University of Regina's Department of Human Resources provides leadership to the University community by promoting the core values of integrity, diversity, quality of life and teamwork in our people practices. Our vision and mission supports the University's vision to be one of Canada's best comprehensive universities.

Our Vision (who we are)

We are leaders and partners committed to providing and promoting excellence in human resource management at the University of Regina.

Our Mission (what we do)

We are:

- **Leaders** in the development and facilitation of quality human resource practices and principles
- **Experts** in the provision of human resource services to the University community
- **Partners** with all levels of the University to enhance organizational capabilities

We value:

INTEGRITY

- Respecting ourselves and others
- Accounting for our actions
- Being honest and trustworthy

DIVERSITY

- Celebrating and respecting differences in the workplace

QUALITY WORK LIFE

- Communicating in an open and positive manner
- Recognizing and supporting the achievements of others
- Promoting a healthy and safe work and learning environment

TEAMWORK

- Encouraging learning, growth and new ideas
- Focusing on results
- Taking initiative
- Being a team player

As a university-wide service, Human Resources spearhead various programs and initiatives for the benefit of the University community. We work collaboratively with academic, administrative and research units and our work impacts faculty, staff and students employed at the university and students attending our institution. Our current services are organized in functional teams. A key strategy of the HR Strategic Plan is to ensure that the Human Resources Department is aligned to meet the evolving needs of our clients. We will assess the HR service delivery model as part of our planning.

Functional Teams

Employment & Organizational Development

The team works with managers to ensure that the organization's leadership, structure, relationships, learning, diversity agenda, and recruitment align with the University's mission. Consultants partner with their clients to identify objectives and design organizational interventions that enhance the ability of people to reach those goals. Consultants provide proactive, collaborative and consultative service to the University community to support a spirit of engagement and build a culture of recognition. Services are delivered on a portfolio basis to academic, administrative and research units. The team has stewardship responsibility for quality of information, data and processes relating to the University of Regina's human resource information system (BannerHR). Members of the team process appointments and changes to employment information, generate employment related reports, maintain human resource data within a record retention system, interpret and administer collective agreements and HR policies, as appropriate.

*Recruitment Strategies * Employment Services * Employee Orientation * Aboriginal & Diversity Workforce Development * Learning & Development * Organizational Design * Performance Management * HR Workforce Planning * Strategic Planning Facilitation * Team Building * Human resource information * Human resource processing * Reporting*

Employee Relations

The team is responsible for the planning, collective bargaining and implementation support for collective agreements. Team members provide consultative and collaborative services to managers, and work with unions to enhance employee relations at the University. The team provides compensation services to support recruitment, retention and fair, equitable and competitive compensation for the University's faculty and staff, administers and maintains the classification plans.

*Labour relations * Collective bargaining * Classification/Job Evaluation * Compensation*

Health, Safety & Environment

The team works with faculty, staff, managers and students to promote and support a healthy and safe work and study environment for the University community. The team educates guides and advises managers, faculty, staff and students with respect to their roles and responsibilities for health and safety and to ensure the University meets or exceed regulatory requirements. Members of the team provide leadership to the University's emergency planning and the promotion of health and wellness initiatives.

*Safety and prevention programs * Emergency management * Workplace health promotion * Ergonomics*

Benefits & Pensions

The team is responsible for the overall effective and efficient administration of the benefit and pension plans within the operating guidelines for the plans. Team members provide client services to staff covered by the U of R pension and benefit plans. The team provides advice and support to managers, faculty and staff with respect to stay-at-work and return-to-work strategies. Members of the team are responsible for the administration of the extended health, dental, group life insurance and salary continuance plans, appropriate management confidential medical information.

*Pension * Benefits * Workers' Compensation Board reporting * Stay-at-work & return-to-work * Employee & family assistance program*

Harassment, Discrimination Prevention & Conflict Resolution

The Office provides expertise and leadership as a champion of a respectful work and learning environment and in the administration of related policy, procedure and programs. Ensuring ongoing compliance and legislative requirements, the Office serves the University and the campus community as a resource for the prevention of harassment and discrimination and the resolution of conflict, concerns and complaints of harassment.

*Communication & education * Conflict coaching * Consultation & resolution * Complaint investigation*

Payroll and Information Systems

The team has the stewardship responsibility for quality of information, data and processes relating to payroll and the human resource information system (BannerHR). Members of the team process the payroll, generate pay related reports, maintain human resource data within a record retention system, interpret and administer collective agreements and HR policies, as appropriate. The team is responsible for the maintenance, training, and administration of the system.

*Human resource information * Pay information * Reporting * Training and support for BannerHR * Employee self service*

Strategic Objectives

The Human Resources Department Strategic Plan 2010-2014 strategic objectives, expected outcomes, strategies and actions in the Human Resources Strategic Plan 2010-2014 are aligned with *mâdawohkamâtowin: Our Work, Our People, Our Communities* with the key focus on *Our People*. Appendix 3 shows the linkages and contributions that the HR Strategic Plan makes toward the University's Plan.

Our People

(note: adapted from the University of Regina Strategic Plan)

University of Regina known for positive, open employee relations; faculty, staff and students grow, excel, and are recognized.

Open, harmonious relations among administration, faculty and staff are essential to our success. In the interests of the communities we serve, the various employee groups, faculty and staff need to work together to foster positive employee relations. HR needs to create opportunities for employees to transition into our University, provide education and leadership development that will allow faculty, staff and students to excel in their careers and be recognized for their successes.

Promote a healthy, productive university with work-study-life balance.

We will take measurable steps to enhance those aspects of campus life that promote a healthy work-study-life balance for all who work and study at our University. HR will collaborate with clients to develop recruitment strategies, provide education to enrich people's careers, and develop and support a culture that promotes a healthy lifestyle.

Continue to build a friendly, diverse, safe, welcoming and inclusive campus.

Much of the University's success depends not just on our sense of being individually valued, but also on our daily experience of a workplace that is friendly, and fosters a culture that promotes and supports diversity and inclusivity. HR needs to facilitate change, educate faculty, staff and students to create a better understanding and awareness of diversity, and a respectful work and learning environment through the engagement of all.

The Human Resources Department is doing the right things in the right way to meet its client needs.

Our administrative processes must serve and respect our core mission of teaching, research, and public service. We will therefore routinely review our administrative processes, policies, and practices to ensure they are efficient, meet our requirements, and do not unnecessarily hinder the productivity of faculty and staff. HR needs to do the right things in the right way to meet its client needs and remain a prudent steward of the University resources for which we are held accountable. HR needs to utilize

technology to maximize client outcomes and ensure that continuous improvement is a way of life in HR. We must align our resources to meet the evolving needs of the University.

The Human Resources Department provides a diverse array of programs services. A significant number of our activities are considered operational and the remainder of are strategic in nature. It is important to note that all of the operational work has a strategic component and supports our four strategic objectives. However, these services are not necessarily listed in the actions below; for example, supporting managers in the staffing process, setting up a new employee, payroll services, classifying a position, inspecting a workplace, emergency planning, facilitating team development, administering the payroll, stay-at-work and return-to-work services, providing conflict resolutions services, just to list a few.

Summary of Strategic Objectives, Expected Outcomes, Strategies & Actions

- ❖ **University of Regina known for positive, open employee relations; faculty, staff and students grow, excel, and are recognized.**

Expected Outcomes (“How” we know we achieved our objectives)

1. Recognized as among best employers in Canada
2. Transition into university is seamless for new employees
3. Welcoming environment
4. Enhanced reputation as a leading competitor for recruitment
5. Enhanced operational performance at all levels

Strategy	Actions
Develop an education program on successfully integrating new faculty and staff into their new roles	<ol style="list-style-type: none"> 1. Develop an Education Plan for managers to support employees 2. Unit strategic plans measure and address engagement of employees
Develop a continuous, comprehensive orientation program for new and existing faculty and staff	<ol style="list-style-type: none"> 1. Develop and implement university-wide employee orientation program
Introduce a ‘recognition driven’ culture	<ol style="list-style-type: none"> 1. Research criteria to be ‘top employer’ in Canada 2. Research effective approaches to fostering recognition of employees 3. Develop and implement a range of programs and initiatives to support the academic, administrative and research units (e.g. recognition and positive feedback education for managers; coaching fundamentals for managers; implement ‘appreciation and understanding’ initiatives)
Develop a leadership plan	<ol style="list-style-type: none"> 1. Review the leadership development initiative framework, update and finalize for implementation 2. Evaluate the professional development needs of various groups of management and supervisors and develop appropriate education and learning model and prioritize delivery
Collaborate with clients to develop and support a contemporary working environment	<ol style="list-style-type: none"> 1. Implement classification/compensation systems 2. Educate management on the collective agreements 3. Negotiate and implement collective agreements for all employee groups 4. Evaluate benefit programs and develop appropriate changes and implement

❖ **Promote a healthy, productive university with work-study-life balance.**

Expected Outcomes (“How” we know we achieved our objectives)

1. Enhanced reputation as a leading competitor for recruitment
2. Heightened reputation as a leader in wellness initiatives
3. Improved satisfaction with work and/or studies
4. Reduced injury, illness and incidents leading to reduced absenteeism

Strategy	Actions
Collaborate with clients to develop recruitment/marketing strategies for faculty and staff	<ol style="list-style-type: none"> 1. Design new employer brand to align with university brand 2. Implement E-Recruit web-based staffing technologies 3. Revise recruitment education and roll-out to managers 4. Research and develop employment supports
Develop a campus-wide healthy lifestyles vision	<ol style="list-style-type: none"> 1. Create partnerships with internal and external resources to achieve the wellness initiatives 2. Develop metrics in order to monitor, evaluate and achieve work-study-life balance 3. Develop environmental programs to support research and educate faculty and students
Collaborate with clients to develop and support a culture that promotes a healthy lifestyle	<ol style="list-style-type: none"> 1. Identify key needs and expectations 2. Develop communication plan to promote the benefits of a healthy lifestyle to support a work-study-life balance 3. Develop and implement a variety of policies and initiatives (e.g. smoking cessation, heart health, healthy food choices, family care, physical health programs)
Provide education to faculty and staff to enrich their careers	<ol style="list-style-type: none"> 1. Develop and implement a Succession Management Plan 2. Develop and implement a Mentorship Program 3. Assess learning needs for staff and determine appropriate delivery options

❖ **Continue to build a friendly, diverse, safe, welcoming and inclusive campus.**

Expected Outcomes (“How” we know we achieved our objectives)

1. Our workforce more closely reflects and is representative of our community
2. Our working environment is inclusive of all employees
3. There is a greater awareness and understanding of diversity in our working environment

Strategy	Actions
In a collaborative manner, develop and foster a culture that promotes and supports diversity and full participation of all groups from our diverse community	<ol style="list-style-type: none"> 1. Assess current reality based on available workforce statistics, engagement survey, other benchmark data 2. Develop a vision and strategy 3. Identify employee engagement measures that reflect inclusivity/diversity 4. Define action plan for positive change to address gaps 5. Identify and educate targeted groups 6. Educate managers and employee groups on disability and accommodation 7. Respectful work and learning environment education implemented for faculty, staff and students 8. Aboriginal awareness for faculty and staff 9. Health, safety and environment education for faculty, staff and students 10. Review all university policies and practices through diversity lens 11. Embed diversity principles into HR policies and practices

❖ **The Human Resources Department is doing the right things in the right way to meet its client needs.**

Expected Outcomes (“How” we know we achieved our objectives)

1. Increased “integrative” planning, development and implementation
2. Enhanced service levels that meet or exceed client expectations
3. HR resources shifted to new and emerging priorities
4. Processes in place to ensure data integrity
5. HR team members respond in a caring and helpful manner to inquiries
6. Accurate information is easy to access, understand and disseminate
7. People know and understand what services HR provides and who to contact

Strategy	Actions
Develop an information management strategy to support workforce planning	<ol style="list-style-type: none"> 1. Develop a workforce planning framework including roles and responsibilities 2. Define data requirements 3. Refine current data and expand information 4. Facilitate workforce planning with academic, administrative and research units
Utilize technology to maximize client outcomes	<ol style="list-style-type: none"> 1. Implement E-Recruit web-based staffing technologies 2. Enhance the use of self-service where appropriate and feasible 3. Enhance functionality and usability of HR website 4. Implement web-based chemical inventory system
Continuous improvement is a way of life in HR	<ol style="list-style-type: none"> 1. Continuous improvement for client and team satisfaction and success in HR, Administrative and Payroll Services 2. Research 'best practice' approaches and adopt approaches where feasible; train HR staff in new approaches 3. Implement changes to support BannerHR 4. Develop plans to raise the awareness of the responsibility of each functional area within HR 5. Establish continuous improvement cycle on all core HR programs/processes 6. Implement post-project evaluation sessions 7. HR promotes and supports professional development for all HR employees 8. Establish service performance measures 9. Implement client feedback/surveys regarding HR services 10. Establish regular forums with clients to discuss HR performance and clarify needs and expectations 11. Establish HR unit 'effectiveness audit' 12. Develop HR services performance report card 13. Support the administrative review process facilitating change
Human Resources is aligned to meet the evolving needs of our clients	<ol style="list-style-type: none"> 1. Assess HR service delivery model options 2. Establish HR service level standards 3. Define goals for HR to collaborate more internally 4. Provide education to HR team members to succeed and develop expertise in ways that will serve the clients

Conclusion

The Human Resources Strategic Plan 2010-2014 supports the realization of the University of Regina Strategic Plan. It responds to the aspirations and requirements of our clients and key stakeholders. The plan is the first component of the planning framework; the development of an annual operational plan and metrics to measure the expected outcomes will be the next phase in our planning. Human Resources must continue to engage its clients throughout the operational phases of the plan and deliver our services under the set of guiding principles. The annual operational plan will prioritize the actions and corresponding resource requirements.

Planning Framework Components and Associated Elements

Figure 1.1 provides an overview of the planning framework components and the elements contained within each.

Figure 1.1
Planning Framework Components & Associated Elements

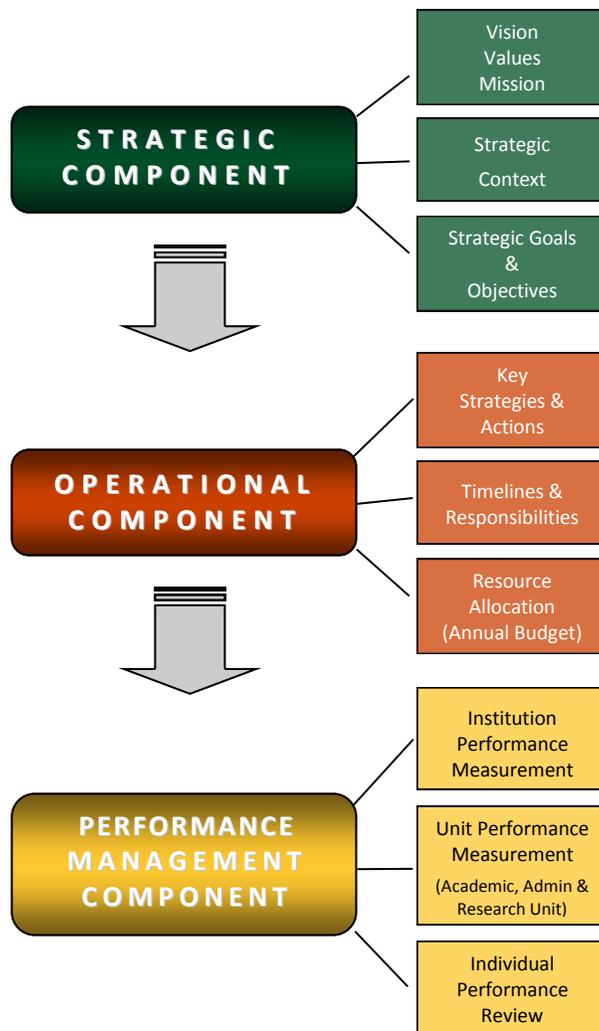


Figure 1.2
Relationship Between the Elements of the Planning Process



The Human Resources planning process will result in the following components:

- A **strategic plan** for the period 2010 to 2014 that incorporates the current UR vision, mission, and values (these elements can be further delineated to reflect a Unit’s unique identity and contribution within the larger context), relevant UR Plan strategic goals/objectives, and Unit specific strategic goals
- An **operational plan** for each year within that period that details key strategies and actions required to achieve UR Plan and Unit specific strategic goals/objectives and provides the foundation for the annual budget submission
- A **performance management component** that consists of:
 - a *Unit Performance Measurement System* that will be used to measure the achievement of Unit goals and objectives, and
 - an *Individual Performance Review System* that will be used to measure the performance of all out-of-scope (OOS) staff members. This will be linked to the achievement of Unit goals, objectives and key strategies.

Appendix 2

Summary of Themes from Client Consultations

Themes	Actions
Consultative, collaborative	<ul style="list-style-type: none"> ▪ Collaborative process ▪ Value expertise other units have and utilize to provide services ▪ Working together to find the best outcomes ▪ Working together with the unions ▪ Facilitated meaningful discussion between parties ▪ Establish a culture of engaging with others ▪ Define collaboration
Improvements for the Future (2014)	<ul style="list-style-type: none"> ▪ Reduced number of touches in payroll processing ▪ Professional, engaging, transparent hiring process ▪ More and better use of technology ▪ Exceptional preparation of support materials and research ▪ Already exceptional service; “blood and guts” of HR, supportive to staff ▪ Appreciate continued improvement to payroll process ▪ Make faculty performance review face-to-face ▪ Continued outreach, building relationship in safe environment
Leadership	<ul style="list-style-type: none"> ▪ More forward thinking ▪ Influences employees ▪ Influences students ▪ Effective guidance and advice balanced with institutional needs ▪ Focus on the long-term
Communication	<ul style="list-style-type: none"> ▪ Open communication, 2-way ▪ Timely and open communications ▪ Willing to listen to concerns ▪ Continue with effective communications ▪ Solicit client input when developing policies
Service	<ul style="list-style-type: none"> ▪ Positive experience ▪ Acknowledgement, recognition ▪ Approachable ▪ Face-to-face, open and accessible ▪ Establish relationships with clients ▪ Responsiveness ▪ Keep up the current level of good work engaging clients ▪ Takes initiative ▪ Accuracy

Appendix 3

Contributions to the University Strategic Plan

Goal	Objective	Actions	Existing or Planned
A1 Excellence	A1.2	Lead employee engagement strategy	<i>Planned</i>
		Faculties of Business Administration and Kinesiology & Health Studies to deliver employee engagement survey and results	<i>Existing</i>
		Implementation of classification systems, pay and benefit changes	<i>Existing</i>
		Exit Interview process	<i>Existing</i>
		Develop and implement university-wide employee orientation program	<i>Existing</i>
		Design new employer brand to align with university brand	<i>Planned</i>
		Revise recruitment education and roll-out to managers	<i>Planned</i>
		Research and develop employment supports	<i>Planned</i>
		Evaluate benefit programs and develop appropriate changes and implement	<i>Existing</i>
		Research criteria to be 'top employer' in Canada	<i>Planned</i>
A2 Liberal arts and science			
A3 Program alignment	A3.2	Support for academic program review – change management, administrative functions	<i>Planned</i>
A4 Research	A4.1	Develop program to support research activities that involve use of hazardous biological agents	<i>Existing</i>
A5 Sustainability	A5.2	Develop environmental programs to support research and educate faculty and students (radiation safety, chemical safety and biosafety)	<i>Existing</i>

Appendix 3 (cont.)

Goal	Objective	Actions	Existing or Planned
B1 First Nations/Métis			
B2 Transition and accessibility			
B3 University experience	B3.2	Respect work and learning environment education implemented for students	<i>Planned</i>
		Health, safety and environment education for students	<i>Existing</i>
		Encourage and support the recruitment of students during their time as student and upon graduation	<i>Existing</i>
B4 Efficiency and productivity	B4.1	Support the administrative review process facilitating change	<i>Planned</i>
		Implement changes to support BannerHR	<i>Planned</i>
		Continuous improvement for client and team satisfaction and success in Human Resources, Administrative and Payroll Services	<i>Existing</i>
		Develop a workforce planning framework including roles and responsibilities	<i>Planned</i>
		Define data requirements, refine current data and expand information	<i>Planned</i>
		Facilitate workforce planning with academic, administrative and research units	<i>Planned</i>
	B4.2	Implement E-Recruit web-based staffing technologies	<i>Existing</i>
		Implement web-based chemical inventory system	<i>Existing</i>
		Enhance the use of self-service where appropriate and feasible	<i>Planned</i>

Appendix 3 (cont.)

Goal	Objective	Actions	Existing or Planned
	B4.2 (cont)	Enhance functionality and usability of HR website	<i>Planned</i>
		Research 'best practice' approaches and adopt approaches where feasible; train HR staff in new approaches	<i>Planned</i>
		Develop plans to raise the awareness of the responsibility of each functional area within HR	<i>Planned</i>
		Establish continuous improvement cycle on all core HR programs/processes	<i>Planned</i>
		Implement post-project evaluation sessions	<i>Planned</i>
		HR promotes and supports professional development for all HR employees	<i>Planned</i>
		Establish service performance measures	<i>Planned</i>
		Implement client feedback/surveys regarding HR services	<i>Planned</i>
		Establish regular forums with clients to discuss HR performance and clarify needs and expectations	<i>Planned</i>
		Establish HR unit "effectiveness audit"	<i>Planned</i>
		Develop HR services performance report card	<i>Planned</i>
	B4.3	Assess HR service delivery model options	<i>Planned</i>
		Establish HR service level standards	<i>Planned</i>
		Define goals for HR to collaborate more internally	<i>Planned</i>
		Provide education to HR team members to succeed and develop expertise in ways that will serve the clients	<i>Planned</i>

Appendix 3 (cont.)

Goal	Objective	Actions	Existing or Planned
B5 Employee relations	B5.1	Negotiate and Implement collective bargaining agreements for all employee groups	<i>Existing</i>
		Educate management on the collective agreements	<i>Planned</i>
		Review the leadership development initiative framework, update and finalize for implementation	<i>Existing</i>
		Evaluate the professional development needs of various groups of management and supervisors and develop appropriate education and learning model and prioritize delivery	<i>Planned</i>
		Research effective approaches to foster recognition of employees	<i>Planned</i>
		Develop a range of programs and initiatives to support the academic, administrative and research units (e.g. recognition and positive feedback education for manager; coaching fundamentals for managers; implement 'appreciation and understanding' initiatives)	<i>Planned</i>
		Develop an Education Plan for managers to support employees (integrating new faculty and staff into their new roles)	<i>Planned</i>
		Unit strategic plans measure and address engagement of employees	<i>Planned</i>
	B5.2	Lead employee engagement strategy	<i>Existing</i>
		University-wide faculty and staff orientation	<i>Existing</i>
		Develop and implement a Succession Management Plan	<i>Planned</i>
		Develop and implement a Mentorship Program	<i>Planned</i>
		Assess learning needs for staff and determine appropriate delivery options	<i>Planned</i>

Appendix 3 (cont.)

Goal	Objective	Actions	Existing or Planned
B6 Diversity	B6.1	Respectful work and learning environment education implemented for faculty and staff	<i>Existing</i>
	B6.2	Create partnerships with internal and external resources to achieve the wellness initiatives	<i>Planned</i>
		Develop metrics in order to monitor, evaluate and achieve work-study-life balance	<i>Planned</i>
		Develop environmental programs to support research and educate faculty and students	<i>Existing</i>
		Identify key needs and expectation (to support a culture that promotes a healthy lifestyle)	<i>Planned</i>
		Develop communication plan to promote the benefits of a healthy lifestyle to support a work-study-life balance	<i>Planned</i>
		Develop and implement a variety of policies and initiatives (e.g. smoking cessation, heart health, health food choices, family care, physical health programs)	<i>Existing</i>
	B6.5	Assess current reality based on available workforce statistics, engagement survey, other benchmark data	<i>Planned</i>
		Develop a vision and strategy	<i>Planned</i>
		Identify employee engagement measure that reflect inclusivity/diversity	<i>Existing</i>
		Define action plan for positive change to address gaps	<i>Planned</i>
		Identify and education targeted groups	<i>Planned</i>
		Educate managers and employee groups on disability and accommodation	<i>Existing</i>

Appendix 3 (cont.)

Goal	Objective	Actions	Existing or Planned
	B6.5 (cont.)	Aboriginal Awareness for faculty and staff	<i>Existing</i>
		Health, safety and environment education for faculty and staff	<i>Existing</i>
		Review all university policies and practices through the diversity lens	<i>Planned</i>
		Embed diversity principles into HR policies and practices	<i>Existing</i>
C1 Profile and presence		Recruitment/marketing strategies that support the recruitment of faculty and staff with new employer brand	<i>Existing</i>
C2 Collaboration		Collaborate with our partners to provide advice and support in HR management services	<i>Existing</i>
C3 Partnerships			<i>Existing</i>