

HUMAN RESOURCES
MULTI-YEAR STRATEGIC PLAN
2008 – 2012

Revised April 6, 2009

To Reflect Feedback From Planning Committees



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1. Executive Summary

Developing the HR Plan

The HR multi-year plan is primarily a vehicle to advance best-practice HR strategies (through comprehensive “people strategies”) in support of the Strategic Directions and change agenda of the University.

The 2003 – 2007 HR Plan

The first multi-year HR plan began to introduce best HR practices to the University by raising performance levels and professional depth in the HR Department; introducing the concept of a high performance culture supported by a Performance Framework (defining accountabilities and competencies); and working with leadership across the University to take a more strategic approach to important HR processes such as total compensation and rewards, recruitment, health and wellness, and diversity.

The primary focus of the first planning cycle (2003 – 2007) was to transform the HR Department. Prior to 2002 the HR Department was seen as an administrative and control function tangential to the core business in terms of transactional processes, but not seen as a valued partner in the overall management structure, nor one that was responsible or accountable for guiding the University to success in the domain of “people strategies.” The HR department was primarily seen as a cost centre, operating with an increasing deficit budget, and not appearing to add value to the University. Significant progress was made during the first planning cycle: the plan objectives were met and/or progress was made, resulting in the transformation of the HR Department to a strategic partner; value was added through strategic, principle-based leadership, guidance and support in bringing HR best practices to the University.

The Current Planning Cycle (2008 – 2012): A Comprehensive “People Strategy”

The focus of the second planning cycle (2008 – 2012) is to continue to bring best HR practices to the University to support the Strategic Directions and align with the themes for the Second Integrated Planning Cycle.

The HR Plan for 2008 – 2012 defines five University-wide, HR best-practice initiatives. These initiatives form a “comprehensive people strategy” (referred to by many organizations as a talent management strategy) which identifies the most effective approaches to recruiting and retaining talented employees to support a high-performing organization. A central theme of the best practice research continues to be that companies that have made the transformation from “good to great” have rigorous people strategies in place to ensure that people deliver on the strategic goals.

People strategies are institutional efforts to support people (leaders, faculty and staff) in contributing to their full potential, fully engaged (healthy and well), and aligned with the directions of the organization. This brings success to the people and the institution, resulting in a high-performance organization. This approach is critical to the long-term success of the University.

Each of the five strategic initiatives (recruit, align, develop, engage, and reward) are rooted in a high Performance Framework model, and are all based on the fundamental definition of high performance – where a high performer produces outcomes aligned with their accountabilities, and behaviours that consistently model the values of the organisation.

The five initiatives: **Recruit** is based on hiring the right people who have the ability to become or who are high performers. **Align** refers to the alignment of accountabilities with the Strategic Directions of the organization. **Develop** focuses on supporting growth in people’s effectiveness and competence

to do the right things. **Engage** is ensuring people are a fit in the right job and environments, are healthy and well, and emotionally committed to the success of the University. **Reward** is ensuring that the right rewards are in place to support the recruitment and retention of high performers.

These initiatives will be led by the HR Department, but will require significant consultation, partnership and support of University leaders and administrators.

University-wide Strategic Initiatives

Summary Table of Strategic Initiatives and Objectives

Strategic Initiatives and Objectives / Desired Outcomes (action items and measures follow)

Recruit – hiring the right people, who have the ability to become or who are high performers.

1. Positioning the University as an Employer of Choice
2. Sourcing and selection of highly successful faculty and staff
3. A representative and diverse workforce
4. Successful start-ups of new employees

Align – alignment of individual and unit accountabilities in the right directions with the right resources.

5. Clear accountabilities and competencies (based on Performance Framework)
6. Role clarity within and across work groups, colleges and units
7. Equitable and efficient resource allocation and reasonable work loads
8. Complement planning for long term people requirements

Develop – effectiveness of people; individuals, work groups, units and leaders to do the right things.

9. HR Consultant support for effective people strategies in colleges and units
10. Effective performance feedback
11. Support for career development of Faculty and Staff
12. Support for development of current and future leaders
13. Support for continuous improvement / quality of services and processes

Engage – ensuring people are a fit in the right jobs and environment, are healthy and well, and emotionally committed to the success of the University.

14. Fully integrated, best practice health and wellness programs
15. Healthy, positive and productive work and learning environments
16. A safe work and learning environment

Reward – the right rewards to support the recruitment and retention of high performers.

17. Strategic total reward systems (non-monetary and monetary)
18. Fiscal responsibility and financial stewardship



Adapted from
Jim Collins' *Built to Last*

Summary

When reading the HR Plan, it is important to note that the plan is not just an operational plan for the HR Department. The HR Plan sets out five “strategic University-wide initiatives”. The “strategic initiatives” are supported by “supporting initiatives” which include specific objectives for communications, labour relations, and cross campus collaborations. Certain aspects of the HR Plan are more operational and specific to the HR Department. These are in the “operating and resource plan” which includes customer service, structure, complement, space, systems, and finances.

2. Introduction

Human Resources Planning – Supporting the University’s Strategic Directions

The HR multi-year plan is primarily a vehicle to support the Strategic Directions and change agenda of the University, aligning with the themes for the Second Integrated Planning Cycle, by advancing and supporting best-practice human resource approaches (through comprehensive “people strategies”) across the organization.

People strategies, also referred to in HR best practice as “talent management strategies,” are institutional efforts to support people (leaders, faculty and staff) in contributing to their full potential, fully engaged (healthy and well), and aligned with the directions of the organization. This brings success to the people and the institution, resulting in a high-performance organization and contributing to a culture of success.

The First Multi-year HR Plan (2003 – 2007)

The first multi-year HR plan began to introduce best HR practices to the University. Prior to 2002 the HR Department was seen as an administrative and control function tangential to the core business in terms of transactional processes, but not seen as a valued partner in the overall management structure, nor one that was responsible or accountable for contributing to a culture of success in the domain of “people strategies.” The HR Department was primarily seen as a cost centre, operating with an increasing deficit budget situation, and not appearing to add value to the University.

The primary focus of the first planning cycle (2003 – 2007) was on transforming the HR Department to raise professional skills and performance levels while simultaneously pursuing a number of institution-wide human resources strategies; for example, introducing the concept of a high performance organization; developing a Performance Framework (defining accountabilities and competencies); and working with leadership across the University to take a more strategic approach to important HR practices such as total compensation and rewards, recruitment, health and wellness, and diversity.

Significant progress was made during the first planning cycle: resulting in the transformation of the HR Department to a strategic partner; adding value through strategic, principle-based leadership, guidance and support in bringing HR best practices to the University. Progress was made against every objective in the first plan and the awareness of the need for comprehensive people strategies in the organization has grown as a result.

Developing the Second Multi-year HR Plan (2008 – 2012)

The focus of the second planning cycle (2008 – 2012) is to continue to bring best HR practices to the University to support the Strategic Directions. The HR Plan for 2008 – 2012 defines five University-wide, HR best-practice initiatives. These initiatives form a “comprehensive people strategy” (referred to by many organizations as a *talent management strategy*) to support the success of the University. These initiatives will be led by the HR Department, but require significant consultation, partnership and support of University leaders, and administrators.

In developing the HR multi-year plan, a number of inputs were considered: an analysis of the Integrated Planning Themes, trends and risks; best HR practices; a critical assessment of the

progress against the first HR Plan; a SWOT analysis; a demographic analysis of the human resources of the University with comparisons to the external environment; results of the 2005 and 2006 Employee Opinion Surveys; trend and outcomes data from workplace assessments and client work; an assessment of cultural readiness for change, and input from senior administrators, clients and stakeholders. This information and input was discussed at multiple interactive HR staff retreats to develop the second multi-year HR Plan.

When reading the HR Plan, it is important to note that the plan is not just an operational plan for the HR Department. The HR Plan sets out five “strategic University-wide initiatives”. The “strategic initiatives” are supported by “supporting initiatives” which include specific objectives for communications, labour relations, and cross campus collaborations. Certain aspects of the HR Plan are more operational and specific to the HR Department. These are in the “operating and resource plan” which includes customer service, structure, complement, space, systems, and finances.

Review of the Planning Themes

The Integrated Planning Themes (February 1, 2007) provide areas of strategic focus for the second integrated planning period.

The environmental trends and risks described in the Integrated Planning Themes point to the relevance of a comprehensive and integrated people strategy for the University, supported by the HR Plan. The specific trends and risks relevant to HR planning are:

- the competitive nature of higher education;
- the demographic trends specific to Saskatchewan;
- the potential for faculty shortages in key programs (and staff in critical positions);
- the attraction and inherent pull of booming economies in Western Canada;
- the need for emergency preparedness;
- the importance of Aboriginal partnerships;
- key issues of leadership and succession planning.

The themes most relevant to the development of the HR Plan are:

Theme	Implications for HR
Enhance the Student Experience	Increased faculty/staff engagement supports increased student engagement
Accelerate Research Momentum	Commitment to appropriate governance (including structure and scope) supports research momentum
Foster an Engaged University	Increased professional partnerships and learning relationships in leading HR practices enhances engagement in the community
Enhance Aboriginal Programming and Scholarship	Increased support for recruitment and retention of Aboriginal faculty and staff supports Aboriginal student success
Champion Faculty Recruitment and Retention	Commitment to best practice recruitment and retention strategies (centralized and decentralized) is critical to the University’s long term success

Build a Culture of Success

Service – improved levels of consultation and openness, benchmarked against best practices

Quality – commitment to environments where people are engaged and aligned

Sustainability – commitment to a culture of environmental responsibility

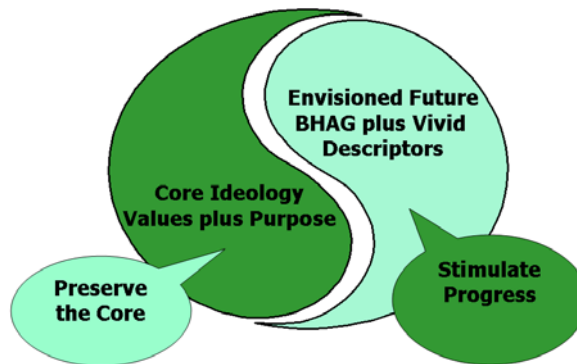
Stewardship – effective and efficient use of physical and financial assets

Alignment of Best Practices

A comprehensive review of best practices was undertaken as part of the HR planning process in early 2003 and was heavily relied on in the first planning cycle to support the transformation of the HR function. That review remains highly relevant in 2008 and was supplemented by further best practice research in preparation for this round of planning. HR best practices measures such as Canada's Top 100 Employers Survey, Conference Board benchmarking and research, and other inputs were also considered.

A central theme in the best practice literature continues to be that companies that have made successful transformations from "good to great" have rigorous people strategies in place to support people in the organization in delivering on the strategic goals. Highly successful companies continue to develop comprehensive people strategies (talent management) – to align HR practices and processes with organizational needs to build and sustain a high-performing workforce.

The Paradox – "Built to Last"



The 2003 – 2007 HR Plan described a critical assessment of the HR function against best human resources practices. The conclusion was that a *“fundamental reconceptualization of the human resources function within the University is urgently required for the institution to succeed in the new planning and operating environment.”* The plan further stated that *“the University can draw on the experience of successful high performance organizations that have transformed their human resources departments.... Once an administrative function tangential to the core ‘business,’ human resources has become a valued partner in the overall management structure, responsible and accountable for guiding the organization to success in the domain of people strategies.”* The plan set out a number of priority objectives which required renewal of the HR Department in accordance with best practices to support the University's Strategic Directions. The continual review and development of best practices and professional skill development (for HR professionals and leaders in the HR Department and across the organization) will continue into the next planning cycle.

Creating Values, Purpose and Vision for A Comprehensive People Strategy

In preparation for developing the next multi-year plan, HR explored the concepts described by Jim Collins in his books *Built to Last*, and *Good to Great*, which describe the characteristics of great and long lasting organizations.

Collins believes the most enduring and successful organizations **preserve a “core ideology”** (values plus purpose) which sustains them over the long run – **while simultaneously envisioning a bold future** which stimulates constant change and progress through a “big hairy audacious goal” (BHAG). This, he believes, is fundamental to a well conceived vision.

This paradox was used as a basis for consultation in the development of the vision for the HR plan, fostering discussion about the things that should never change versus the things that should be constantly renewed. “When we are clear about what should never change, it is easier to stimulate change and progress in everything else” (from HR Staff Retreat).

Preserving a Changeless Core

A changeless core (what Collins refers to as Core Ideology) defines “what we stand for and why we exist that does not change.” This core defines the values plus purpose or “what as an organization we aspire to become, to achieve, to create.” It is value-based and should not change, as it is fundamental to the work of the organization and is a guiding force. At the same time, (the paradox) many other things may require significant change and progress to attain the envisioned future.

Values

The University of Saskatchewan has described three core values of International Standards, Academic Pre-eminence, and Sense of Place, to support its Strategic Directions. To support those, in the University’s first HR Plan, a set of values to guide our University’s **people** interactions was articulated – drawn from the *Renewing the Dream Strategic Directions Document*, other University documents, and interviews with leaders in the organization.

Units on campus are encouraged to continue to explore and develop value statements which are aligned with the University’s core people values. Although the articulation may vary somewhat, the people value statements reflect the core values of a people strategy for the University of Saskatchewan to support the institution’s future directions. These value statements were presented in the first plan and used in the Employee Opinion Survey for two consecutive years. The results are available on the HR website.

Values underlying people strategies

In our workplace and relationships we:

- are honest, supportive and sensitive in our communications.
 - respect and value the individual and cultural differences of people
 - support innovation, creativity and risk-taking.
 - learn from our failures and celebrate our successes.
 - are fair and forthright in all our dealings.
 - confront problems and issues openly and directly.
 - cultivate an environment of collegiality and trust.
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Purpose of the People Strategies

The purpose statement should not be confused with a Vision statement. The purpose is principle-based and is the changeless core of the University's people strategies. It serves as an anchor or grounding force to ensure that the people strategies have at their heart what is most important to the organization. The Vision statement on the other hand is designed to stimulate progress in everything else.

The Vision statement may change over time as it is intended to stimulate progress. The purpose is part of the changeless core.

Vision

Once the changeless core was identified (Values plus Purpose), a process began to envision the future. This was a highly creative exercise of brainstorming a long-term "Big Hairy Audacious Goal (BHAG)" for the people strategies to stimulate progress and support the University in achieving its Strategic Directions.

The Vision statement is further articulated in a Compelling BHAG Description that is intended to motivate every HR staff member to provide leadership across the University in stimulating progress and change to the people strategies.

The Vision and Compelling Description support the goals, themes and Strategic Directions of the University, particularly as they relate to the delivery of service provided by the HR group towards reaching the University's goal to "attract and retain outstanding faculty and staff" and the themes "foster an engaged University; champion faculty and staff recruitment and retention, and build a high performance environment."

With the changeless core (Values and Purpose) and Vision (BHAG) as direction, further exploration and analysis of best practices led to the identification of five University-wide Strategic Initiatives, which, when developed into objectives, form the substance of the HR Plan for 2008 – 2012. These are fully described later in this document.

Purpose of people strategies

To build a culture of high performance, as defined by people who are:

- emotionally connected and committed to the success of the University;
- involved, engaged and able to reach their full potential;
- enabled by positive, inclusive and healthy work and learning environments;
- making good decisions and choices about their work and careers.

Vision For comprehensive people strategies

The University of Saskatchewan is recognized as among the best in the world in leading and influencing effective "people strategies", which contributes significantly to the success of the University and its people.

A Compelling Description for our HR Department

We will provide HR services that are without a doubt the most useful ever created to empower both individuals and the organization to be successful over the short- and long-term, while at the same time fostering positive work environments campus wide. We intend to be a major force of positive change at our University. In the years and decades that follow, we will utilize best practices to truly perfect organization effectiveness. Our commitment to quality, service and the long-term success of our University will lead to unparalleled levels of operational excellence.

3. Situation Assessment

Overview of progress against the 2003 – 2007 plan:

In the 2003 – 2007 plan, the transformation of HR included changing the structure to support the development of new skills and approaches and focus on the needs of colleges and units across the University. The Organization Chart for that period is shown here.

This structure was based on introducing five teams to HR: Consulting Services, Information Management, Operational Services, Health and Wellness, and the Leadership Team. Resources were reallocated and realigned to make the best use of skills and support improved client service. Throughout the planning cycle, change to the structure was continuous to support projects and make the best use of staff skills and talents. The structure was effective in supporting the transition of HR. The structure will be reviewed and realigned as part of the 2008 – 2012 planning cycle to support future directions.



Progress against the 2003 – 2007 plan (including changing practices):

In addition to supporting the transformation of the HR Department, the 2003 – 2007 HR Plan was designed to support organizational change and stimulate and promote a culture of high performance (success) across the University. The concept of a high-performing organization is now reflected as a planning theme in the Second Integrated Planning Cycle: *Emerging Trends and Themes*, which received University Council's endorsement on January 25, 2007. This is, in itself, a significant step toward building a culture of high performance.

The Strategic Directions that support organizational change are even more critical in this planning cycle. An external environment characterized by an aging population, skill shortages, economic expectations related to collective bargaining, and mounting competition, continues to add pressure to the organization.

The first multi-year HR plan began to introduce best HR practices to the University. Significant progress was made during the first planning cycle: resulting in the transformation of the HR Department to a strategic partner; adding value through strategic, principle-based leadership, guidance and support in bringing HR best practices to the University. Progress was made against every objective in the first plan and the awareness of the need for comprehensive people strategies in the organization has grown as a result.

Key to the success of the planning process is the involvement, alignment, engagement and commitment of the people involved. An HR best practice introduced to the University in the first HR Plan was to support colleges and units in their planning and execution of their plans. This includes facilitating effective planning processes, leadership coaching, change processes, measuring progress through workplace and climate assessments, addressing workflow and workload issues, role and structure. Increasingly, colleges and units are looking to HR to assist their planning efforts.

Other highlights of the 2003 – 2007 planning cycle include:

Primary Outcomes

- Introduced a Performance Framework, as shown on page 20, to support a culture of high performance
- Identified accountabilities and competencies for senior administrators and exempt staff and linked pay to performance to promote a culture of leadership
- Developed a vision for a fully integrated health and wellness strategy that supports early return-to-work and prevents lost time
- Conducted a complete review of the Employee Assistance Program (EAP) and made significant progress in implementing the recommendations
- Showed early evidence of return on investment in health and wellness programs
- Implemented significant change through collective bargaining and labour relations practices
- Improved HR professional services to colleges and units

Secondary Outcomes

- Exceeded projected estimates of cost savings through changing practices
 - Integrated HR processes through the Performance Framework
 - Significantly redesigned total compensation (compensation, benefits, pension) to ensure financial sustainability and support recruitment and retention goals for all staff groups
 - Conducted early design of best practice recruitment processes that build HR potential to support search processes, developed expertise in diversity and equity strategies leading to a representative workforce, and supported a competitive advantage for recruitment
 - Developed, implemented and action planned with respect to an annual Employee Opinion Survey
 - Increased accountabilities for project management and outcomes
 - Improved client service
 - Supported strategic activities through a comprehensive communications approach
 - Significantly expanded internal expertise of the HR Department
 - Realigned and reallocated resources to support the HR plan objectives
 - Supported increased professional development for HR professionals
 - Created an environment to attract and retain talented professionals (not the right place for everyone, but the right place for the right people)
 - Facilitated turnover and/or professional growth in HR to raise the performance levels
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Awards and recognition:

In addition, during the 2003 – 2007 period, the University was:

- chosen for the 2007 and 2008 “Saskatchewan Top 10 Employers” – based on seven criteria of effective people strategies and compared against 1,200 applicants; placing in the top 200 in Canada for two consecutive years;
- honoured with the 2006 Regional Quality and Productivity Award from the Canadian Association of University Business Officers (CAUBO) for our leading-edge work in the area of Diversity;
- chosen for The Saskatchewan Association of HR Professionals (SAHRP) Leadership Award June 2007 (AVP-HR);
- asked to speak at prominent business and HR leadership functions:
 - o SAHRP Conference on “Transforming Human Resources into a Strategic Asset – Renewing A Human Resources Department,”
 - o Canadian Association of University Business Officers (CAUBO) conference on “Climate Surveys and Employee Engagement,”
 - o two consecutive years at the CAUBO National Faculty Bargaining Workshop in Toronto,
 - o Interprovincial Association on Native Employment
 - o Canadian Federation of University Women
 - o Premier’s Economic Summit – Representative Workforce

HR provided regular detailed updates to PCIP with respect to progress against the plan. These updates also tracked financial outcomes. A summary “report card” which was reviewed with PCIP on February 1, 2007 follows:

(R or red = needs rethinking, Y or yellow = behind schedule; G or green = on track / completed)

Support for Strategic Directions – Supporting Organizational Change (as of Feb. 1, 2007)

Support for Planning	An emerging need to support the development of college and unit plans	Y	Building potential to design and facilitate planning and priority setting processes at the college and unit level.
Workplace Assessments	Organizational diagnosis and/or workplace assessment to identify gaps between current and desired state	G	Working with units to assess vision, plan, culture, climate, systems, processes, workloads, structure and accountabilities. Need to discuss alignment and overlap with the role of the IPO and other units.
Health and Wellness Initiatives	Complete the Managed Rehab pilot, assess the current initiatives and “people” related committees, and develop a full health and wellness program	G	Established the Health and Wellness Centre to support early return to work and prevent lost time. Completed an external review of the EAP program. Developed a vision for a full Health and Wellness Strategy. Reviewed and realigned supporting Benefits programs. Significant progress towards implementing External EAP Review recommendations. Agreement with unions on a renewed EAP Board structure.

Measuring Cultural Change – Employee Opinion Survey	Determine employee opinions and about engagement, diversity, and alignment with values. Key measures and predictor of an organization's success	G	Introduced in 2005. Second annual survey conducted in 2006. 30% plus increase in responses in second year. Organization and unit information will be available to support the planning process. Consultants met with units to review results, develop action plans and increase participation.
Changing Practices	Support the University plan in changing practices to re-allocate resources to support priorities	G	Tracked savings from changing practices available on request. Continue to exceed projected estimates (reported at PCIP Progress Against the Plan meeting of April 2005).

Creating a Culture of High Performance

Performance Framework Project	Build a culture of high performance	G	Integrating HR processes through a Performance Framework; phased steps for implementation is a long term strategy
Total Compensation and Rewards	Design rewards and incentives that lead to a high performance culture and support leadership. Ensure financial sustainability and cost containment. Support recruitment and retention goals	G	Redesign of compensation models and review and re-alignment of benefit plans for Sr. Administration and Exempt staff. Introduced new compensation model for CUPE & ASPA to replace JE. Implementation of redesigned benefits for CUPE. Continuing phased in changes through bargaining for CUPE and ASPA. Beginning USFA discussions. Dependent on success at bargaining tables. This has required significant focus and resources.
Recruitment	Develop the University as an Employer of Choice, recognizing and celebrating diversity, creating a representative workforce, and attracting the best candidates	Y	Beginning design of best practice recruitment processes; building HR potential to support search processes, develop expertise in diversity and equity strategies leading to representative workforces, and support a competitive advantage for recruitment of leadership, faculty and staff. University of Saskatchewan is one of top 200 employers in Canada and in the top 10 employers in Saskatchewan.

Initiative	Description	Status	Notes on Status
Retention	Ensure positive, productive and diverse work and learning environments	Y	Need to define appropriate staff complements and work loads and provide support for assessing and reallocating resources; some progress made through workplace assessments and support for planning; benchmark data collected through Employee Opinion Surveys
Building Potential	Build performance potential at all levels in the organization	Y	Develop strategies to support development needs identified through feedback and assessment processes
Leadership	Foster a culture of leadership and develop strong leaders who set high goals, guide the renewal process, and provide focus and directions	Y	Identified accountabilities and competencies for Senior Administrators. Linked pay to performance. Began to define a culture of leadership and explore leadership development (long term vision for Leadership School)

Human Resources Department Initiatives

Building Potential	Develop personal effectiveness and professional skill in theoretical and applied best human resources practices	Y	Progress in attracting and retaining highly qualified professional and administrative staff to support best practices. Introduction of a generalist consulting model supported by resource allocation. Recruitment challenges affecting progress which led to the development of a group of entry level analysts to support succession planning for these key roles. Introduced learning initiatives to HR with priority attention.
Project Management and Process improvement	Improve outcomes	Y	Introduce increased accountabilities to ensure alignment across teams within HR, integration of processes and timely and coordinated project outcomes.
Planning for next multi year period	Consultative planning process	G	Improve planning process by including the “people” strategies across the campus into the building of a culture of high performance theme; including streamlining committees and structures, ensuring integrated approaches to people issues, and providing improved HR input to the HR plan and improved support for colleges and units
Communication	Develop a communications strategy to support key initiatives	G	Plan in place, supported by HR updates, web-site design, support in central communications, improved writing and reporting.

Financial Performance

The critical analysis of Human Resources in the last planning cycle indicated that significant investment in key areas was needed to transform the HR Department to meet the University's needs. Chronic under-resourcing of the Department over time was both a significant contributing factor and an outcome of a largely ineffective and bureaucratic operation.

In the first planning cycle, considerable progress was made in changing practices to support financial and fiscal responsibility. The work done by the HR Department was supported by decisions at PCIP to invest in the transformation. By supporting the changing of practices, HR was able to demonstrate the value of investment into proactive people strategies. The investment of funding has been supported by significant outcomes which clearly align with the overall direction of the University. HR has been highly successful in assisting the organization in meeting its financial goals, demonstrating a return on investment into employee programs, and realigning current resources to build potential for change.

The overall number of FTEs in the HR Department have increased by about 10% from 45.61 in 2003 to 50.85 in 2007. A summary overview is provided in the following table. This includes increasing permanent staff positions in the Health and Wellness Centre, moving the office of Discrimination, Harassment and Prevention services to the Health and Wellness Centre, and transferring a large component of Faculty Labour Relations work from the Provost's Office to Human Resources. In 2003, 13.75 of the 45.61 FTEs, or 30%, were permanent unfunded positions. This situation developed over time and led to an unresolved and previously unreported deficit.

Early in the planning cycle PCIP agreed to provide one-time bridge funding as a signal of support to the directions of the 2003 – 2007 plan. In following years a permanent investment was made which eliminated the chronic deficit, supported the realignment and reallocation of resources to increase levels of performance, support professional development of staff, and invest in programs and resources to support best practices. The 2007-2008 operating budget (finalized by FSD in September) is summarized in the table on the following page.

A 10% change in the FTE count compares to an 80% change in the total operating budget for Human Resources (including salary and benefits increases). In 2003 the restructuring of the HR Department involved a complete review, reallocation and realignment of existing resources to new positions, new responsibilities consistent with the new plan, increased emphasis on professional and customer driven practices. So although the FTE count is not dramatically different, the level of qualifications, experience and competency has changed dramatically as a result of the financial investment. Today the HR Department is operating within budget and is fiscally responsible. Project accounts have been established and variances are tracked and reported.

HR 2007 – 2008 Operating Budget Overview

September 2007

Operating Areas	FTE	Base Salary	Temporary/ Recovery Salary	Total Salary	Non Salary
Extended Leadership Team					
AVP, Directors, Associate Dir.	5.00	569,022			
Consultants	6.00	479,370			
Total	11.00	1,048,392		1,048,392	
Functional Specialists					
Advisors	3.00	222,790			
Analysts, Specialists	8.00	356,414			
Total	11.00	579,204	126,161	705,365	
Analysts					
Analysts	5.00	282,285	68,249	350,534	
HR Admin Support					
Assistants	13.10	497,647	57,977	555,624	
Pension					
Director, Administrator, Assistants (Pension staff and budget will move to FSD effective Nov 1/07)	3.75	167,457	57,350	224,807	
Total HR Operating Funding	43.85	2,574,985	309,373	2,884,358	189,752
Health & Wellness Centre (Including Discrimination & Harassment)					
Consultant, Advisor, Assistant	6.00	381,568		381,568	113,500
Employee Assistance Program					
Assistant, EAP Contract Budget, Benefits Top-Up	1.00	42,000		42,000	426,600
Total H&W, D&H, and EAP	7.00			423,568	540,100
Overall HR Funding for 2007-08	50.85			\$3,307,926	\$729,852
Comparison to 2003 - 2007	45.61			\$1,819,752	\$289,878

SWOT Assessment (Assessment of strengths/weaknesses/opportunities/threats)

HR staff members all took part in a critical assessment of their potential to meet the future challenges articulated in the Values, Purpose and Vision. A thorough SWOT assessment was conducted at planning retreats which reviewed strengths, weaknesses threats and opportunities in terms of the culture and potential of the HR Department, the University community and the external environment with respect to people strategies. A summary of the SWOT assessment follows:

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Leadership • Commitment • Potential – people & knowledge • Dedication/staff loyalty • HR credibility – leaders & models • Openness, honesty, transparency • Planning • Principle-driven • Diversity • U of S reputation & external relationships • Beauty of campus & wonderful facilities • High performance culture shift 	<ul style="list-style-type: none"> • Silos across the institution • Limited potential – human, financial, facilities • More communication needed • Work/life balance • Student experience can be linked to staff experience • Space for meetings and discussions • Systems inability to meet new information needs 	<ul style="list-style-type: none"> • Continued culture shift • SK/Saskatoon good brand equity • Integration of people and processes • Continue to improve relationships (e.g.: Unions) • Foster U of S staff • Create the link between staff and student experience • Embracing diversity • Engaging and attracting the Aboriginal community 	<ul style="list-style-type: none"> • Change in strategic leadership/ philosophies • Change of Government affecting direction • Loss of financial resources • Demographic shifts – high turnover of faculty & staff

Overall, the HR Department is much better positioned to meet the challenges of the future than it was in 2003. The potential to lead and respond to change, the climate and culture of the HR Department, the skill levels and professionalism of the staff, the ability to manage projects, take risks and reach outcomes, and align to and support the University's directions have all improved dramatically and have increased the HR Department's credibility.

Demographic Analysis

The employee profile of the University of Saskatchewan consists of about 7,500 people at any point in time, working in diverse occupational groups that include executives, professionals, managers, technicians, faculty, instructors, administrative and support staff, trades persons, researchers, students, clinicians, physicians and individuals receiving scholarships through University payroll.

Total Employees by Year				
2003	2004	2005	2006	2007
6937	7340	7616	7374	7726

The number of employees has increased by approximately 11.4% since 2003, mostly in the administrative, support staff and information technology occupational groups. For example, as the use of information technology in the classroom has grown, additional technical staff were required to meet that need.

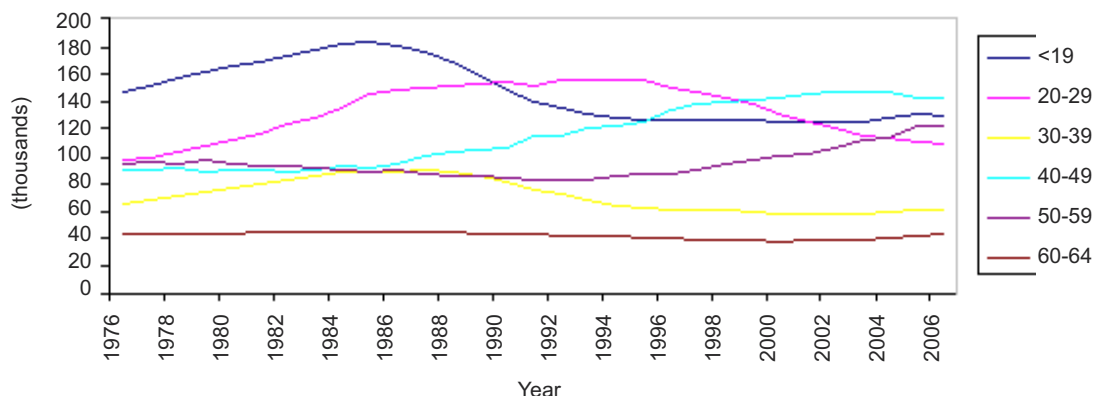
The average employee age remained relatively constant between 2003 and 2007 (45.58 to 46.33); although some specific staff groups have a higher average age. Most notably, the average age of faculty is 49.35 and the average age of senior administrators is 54.92. This of course has implications for complement and succession planning.

Average Age by Employee Group

	January 1, 2003	January 1, 2007
Support staff	44.19	45.31
Administrative Staff	43.11	43.71
Faculty	49.02	49.35
Exempt	46.32	46.43
Senior Administrators	53.69	54.92

A large proportion of the Saskatchewan population is either retired, approaching retirement, or has not yet entered the job market. (Source Statistics Canada)

Saskatchewan Population Age Distribution

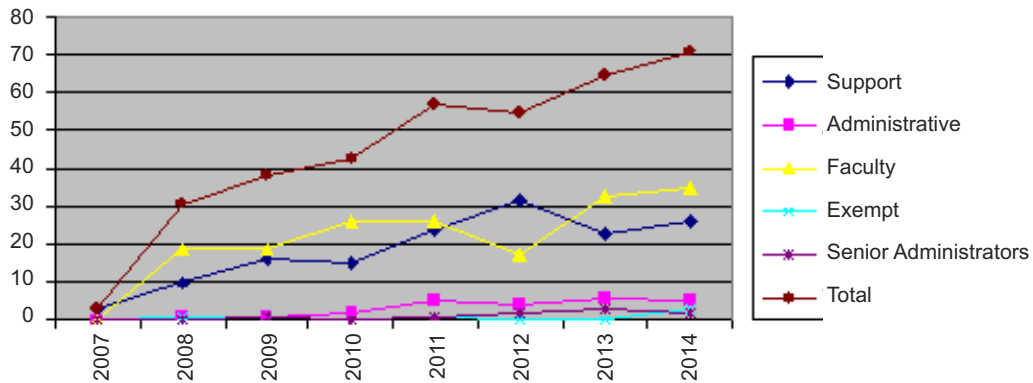


Senior administrators, who are hired on a term basis, often have knowledge of corporate history and often do not complete a second term. It is important that their knowledge of the institution be transferred or documented to assist future senior administrators, or provide for promotion opportunities to senior administrator positions. Knowledge transfer and succession strategies need to be in place for positions which are critical to the goals of the colleges and units.

With the aging Saskatchewan population, University employees will increasingly be drawn from either end of the age spectrum. The University leaders need to be aware of the inter-generational differences which may result. Such differences include differing demands for fitness and health care programs, parental leaves, and elder care leaves. Addressing the needs of a diverse employee base in a flexible way will be a priority in coming years.

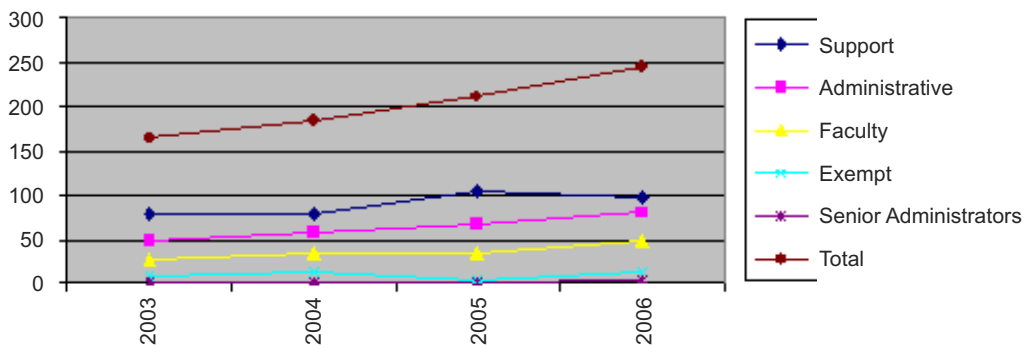
Based on current pension plan requirements, individuals must begin to draw on their pension plans either the month in which they turn 65, or June 30 following the year in which they turn 67. We anticipate that a significant number of employees, particularly faculty and support staff (107 and 97 respectively) will retire between 2008 and 2012. With the change in legislation with respect to mandatory retirement some employees may choose to collect their pensions and continue to work past ages 65 and 67. This change means that the University can no longer count on retirements at age 65 and 67, however, in other jurisdictions where mandatory retirement has been eliminated, Statistics Canada reports that “where employees are not required to stop working at age 65, they typically choose to leave earlier.”

Projected Retirements 2007 – 2014



In addition to retirement, some turnover of employees is normal and expected. Turnover can be broken down into a number of categories. The turnover that is of biggest concern is undesirable, controllable turnover. Since 2003, there has been a slight increase in the turnover of some groups. It is unclear whether this increase is attributable to undesirable turnover. Collection of turnover data and the use of exit interviews needs to be utilized to predict and control undesirable turnover.

Employee Turnover (Excluding Retirements) 2003 – 2006



Retirements, in conjunction with normal expected staff turnover will result in significant pressures to attract and retain staff. Based on anticipated turnover and retirements, it is expected that more than 300 positions per year may become vacant starting in 2008. In addition, 300-400 sessional lecturers, and more than 2,000 student assistants are appointed annually into term positions.

As employees leave the University, it is increasingly important to be competitive in attracting top performers. The local labour pool in Saskatchewan is limited and has the lowest percentage of employed population with a graduate degree at 4.8%. The number of individuals with a graduate degree in the employed population has remained fairly steady at about 5% since 2000. (Source: Sask Trends Monitor)

To attract top performers, promotion opportunities must be made available. The University promotes from within in many instances. There were a total of 201 promotions between July 1, 2006 and June 30, 2007.

Saskatchewan demographics indicate that attracting new talent will become increasingly competitive. The University will have to look outside of Saskatchewan, and in some cases outside of Canada, particularly in recruiting for academic and positions requiring advanced education, which can create significant recruiting costs and difficulties.

In summary, to remain competitive, the University must respond to changing demographics. We need to be aware of the needs of our employees to ensure that programs are in place to enable them to fulfill University directions. We estimate that, by 2010, the net growth of the Saskatchewan population will be through immigration. Historically, international immigration to Saskatchewan has been relatively low.

As shown, the representation of Aboriginal staff at the University has increased since 2003, however, it is not representative of the provincial population overall. People with disabilities in the University population have declined since 2003.

Employee Diversity						
	2003	2004	2005	2006	2007	Provincial Representation
Aboriginal	2.15%	2.11%	2.16%	2.32%	2.62%	12.2%
Minority	9.13%	9.44%	9.43%	9.15%	8.83%	2.8%
Disabled	2.08%	2.08%	2.16%	2.09%	1.93%	9.7%
Female	51.25%	52.42%	53.00%	54.30%	55.85%	45.0%

Many of the young people who will be entering the workforce are from Saskatchewan's Aboriginal population. (Statistics Canada, Sask Trends Monitor)

We need to ensure that our employment climate is attractive to the increasing Aboriginal population. The student Aboriginal population at the University is expected to rise as this cohort moves through the education system. The staff and faculty complement need to mirror more closely the provincial demographic to ensure student success. While the representation of women is approximately half of the total population, the representation is not distributed evenly throughout various groups throughout the University.

4. Strategic Initiatives 2008 – 2012

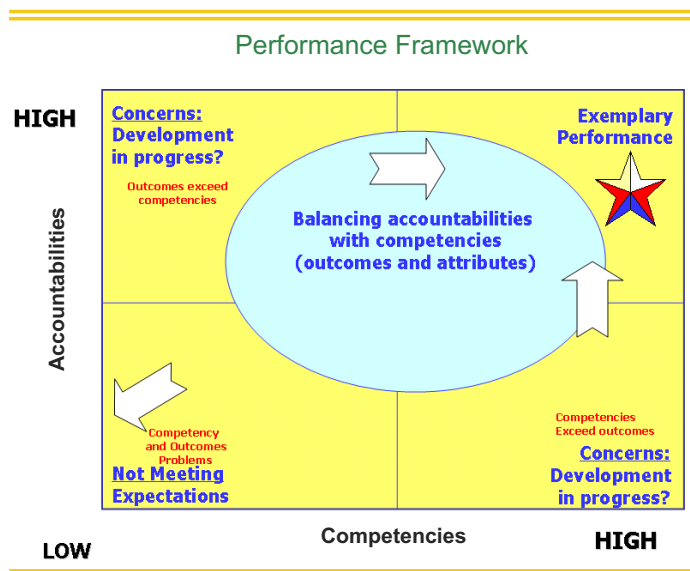
The HR multi-year plan for the next four years (2008 – 2012) will continue to promote effective people strategies to support the success of colleges, units and the University.

People strategies, also referred to in HR best practice as “talent management strategies”, are institutional efforts to support people (leaders, faculty and staff) in contributing to their full potential, fully engaged (healthy and well), and aligned with the directions of the organization. This brings success to the people and the institution - resulting in a high-performance organization.

Successful people strategies consider all levels of the organization: the individual, the work unit, department, college or unit and the larger organization. High performance for any of these levels can be determined by describing two dimensions of a Performance Framework – accountabilities (outcomes aligned with Strategic Directions) and competencies (value-based behaviours and attributes).

The Five Strategic Initiatives:

The Performance Framework pictured here underlies the five University-wide people strategies described below:



Recruit is based on hiring the right people who have the ability to become or who are high performers. **Align** refers to the alignment of accountabilities with the Strategic Directions of the organization. **Develop** focuses on supporting growth in people’s effectiveness and competence to do the right things. **Engage** is ensuring people are a fit in the right job and environments, are healthy and well, and emotionally committed to the success of the University. **Reward** is ensuring that the right rewards are in place to support the recruitment and retention of high performers.

Each of the five strategic initiatives has a number of objectives as follows:

University-wide Strategic Initiatives

Summary Table of Strategic Initiatives and Objectives

Strategic Initiatives and Objectives / Desired Outcomes (action items and measures follow)

Recruit – hiring the right people, who have the ability to become or who are high performers.

1. Positioning the University as an Employer of Choice
2. Sourcing and selection of highly successful faculty and staff
3. A representative and diverse workforce
4. Successful start-ups of new employees

Align – alignment of individual and unit accountabilities in the right directions with the right resources.

5. Clear accountabilities and competencies (based on Performance Framework)
6. Role clarity within and across work groups, colleges and units
7. Equitable and efficient resource allocation and reasonable work loads
8. Complement planning for long term people requirements

Develop – effectiveness of people; individuals, work groups, units and leaders to do the right things.

9. HR Consultant support for effective people strategies in colleges and units
10. Effective performance feedback
12. Support for Career Development of Faculty and Staff
12. Support for development of current and future leaders
13. Support for continuous improvement / quality of services and processes

Engage – ensuring people are a fit in the right jobs and environment, are healthy and well, and emotionally committed to the success of the University.

14. Fully integrated, best practice health and wellness programs
15. Healthy, positive and productive work and learning environments
16. A safe work and learning environment

Reward – the right rewards to support the recruitment and retention of high performers.

17. Strategic total reward systems (non-monetary and monetary)
18. Fiscal responsibility and financial stewardship



Adapted from
Jim Collins' *Built to Last*

The multi-year plan is transformational and complex. Multiple objectives need to be achieved under each of the strategic initiatives – Recruit, Align, Develop, Engage and Reward – in order to achieve success. A total of 18 objectives – or priorities – will be delivered by spreading them over the various action plans of 50 HR professionals and administrative staff, and over the four-year timeframe of the plan.

Each of the initiatives has high priority. The timing of delivering on these priorities will be flexible, based on the readiness and support of the organization, and determined by a number of environmental factors, which will evolve over time as well. Timelines for each objective and underlying actions will be determined in the detailed action plans which will be developed as part of the HR operating plan. Because of the nature of HR work (dependent in part on emerging issues), the action plan timelines will be based on the best possible resource allocation, balancing progress against the plan (important but not urgent) with management of issues (important and urgent). The leadership team in HR will be accountable for an ongoing analysis of progress against the plan.

The sections below describe in some detail the outcomes, objectives, actions, and measures for each of the five initiatives.

Strategic Initiative: Recruit

Outcome (competitive advantage)

- Successful recruitment of highly qualified and diverse faculty and staff
- A representative workforce, with a priority focus on Aboriginal recruitment
- Recognized as an Employer of Choice in Saskatchewan and across the country

Investment (costs)

- Redirection of savings from the reduction in the use of search firms
- Additional funding for a permanent solution for system which enables on-line recruitment
- Within the funding framework

Reallocation and realignment of existing resources

- Create a recruitment team within HR to support decentralized recruitment processes
- Consultant Champion, Director (functional lead), specialized recruiters, analytical and support staff

Infrastructure (space and equipment)

- Require permanent and integrated system solution to support on-line recruitment and performance feedback

Responsibility

- Sponsor: Director Human Resources (TBA)
- Champion of Recruit initiative: June Vargo, Associate Director and Candace Wasacase-Lafferty, HR Consultant
- Functional specialists: Recruiters, Recruitment Analysts, and Recruitment Assistants
- Generalist Consultants and Analysts assigned to colleges and units
- Work in consultation and collaboration with the Provost's Office, Colleges, Departments and Units

Timeframe

- High priority; develop action plans for objectives setting out short, medium and long term goals

Measures

- Number of qualified candidates for opportunities
- Hiring cycle times
- HR recruiters are the search consultants of choice for senior leadership positions
- Ratio – number of accepted offers to offers made (top candidates)
- Size of candidate pool (number of qualified candidates)
- Representative work force statistics (increase over time)
- Reduced selection grievances / human rights complaints
- Candidate and client feedback / satisfaction
- Successful candidates (determined by turnover, probationary success, merit, performance reviews, increased numbers of grants, awards, chairs etc.)

Objective 1: Positioning the University as an Employer of Choice

- Marketing and positioning strategies that will help make the U of S an Employer of Choice (working in collaboration with University Advancement’s Communications Group)
- Broadening networking opportunities
- Increasing candidate pools; improve sourcing methods, and applicant tracking
- Enhancing advertising, participation in job fairs
- Effective use of website and on-line recruitment processes and data retrieval

Objective 2: Sourcing and selection of highly successful faculty and staff

- Value-added recruitment processes to provide collaborative support to a decentralized process (“search firm” of choice)
- Collaborative support for hiring managers, Unit Leaders and the Provost Office in best practices for:
 - o Candidate sourcing
 - o Diversity strategies to select for merit
 - o Short listing
 - o Best practice selection processes
 - o Screening assistance
 - o Appropriate incentives (refer to Reward)
- Increased candidate pool through aggressive sourcing of candidates
- Applicant tracking to generate a data base for clients
- On-line recruitment and streamlined processes (stop doing non-value adds)
- An internal and external communication strategy including superior communication materials and resources for hiring managers
- Spousal relocation program, including partnerships with other large employers

Objective 3: A representative and diverse workforce

- Programs to raise awareness and understanding of diversity
- Programs to support growth of Aboriginal employment
- Compliance audit and employment systems review (Federal Contractors Program)
- Removal of systemic barriers (in employment systems, processes and collective agreements) to the growth in employment of Aboriginal people and others in under-represented groups (eg. women in academic positions, disabled persons in all job types)
- Campus-wide internship program for under-represented groups

Objective 4: Successful start-ups of new employees

- Honouring of commitments made during employee selection processes
- Coaching and mentoring support in first 90 days
- Effective communication and information (web-site, updates etc.)

Strategic Initiative: Align

Outcome (competitive advantage)

- Support colleges and units to ensure that the right resources are aligned with the right directions
- Support organizational effectiveness through most effective use of resources across and within colleges and units
- Everyone understands how the work they do everyday contributes to the organization's success

Investment (costs)

- No new investment required, supported by Performance Framework Project Fund
- Initiative will be resourced through a reallocation and realignment of existing resources, although funding for an integrated systems solution may be necessary

Infrastructure (space and equipment)

Responsibility

- Sponsors: Barb Daigle, Associate Vice-President, Human Resources
- Champion of Align initiative: HR Consultant and Surinder Saini, Director Human Resources
- Functional specialist TBD
- Generalist Consultants and Analysts assigned to colleges and units

Timeframe

- High priority, develop action plans for objectives setting out short, medium and long term goals

Measures

- Client satisfaction and requests
- Reduced conflict
- Increased productivity
- The number of job profiles completed
- Reduction in jurisdictional disputes

Objective 5: Clear accountabilities and competencies (based on Performance Framework)

- Fully develop and implement Performance Framework processes across all staff groups
- Support leaders in the organization in understanding the value of the Performance Framework
- Provide support to develop individual accountabilities

Objective 6: Role clarity within and across work groups, colleges and units

- Support colleges and units in succeeding in achieving directions set out in plans
- Support colleges and units in collaborating to increase University productivity
- Clarify roles and facilitate discussions within and across units to reduce or eliminate role confusion
- Job profiles in place for all positions
- Alignment with college and unit goals
- Organization charts in place for all colleges and units

Objective 7: Equitable and efficient resource allocation and reasonable work loads

- Provide support to colleges and units in aligning performance with the directions of their plans
- Conduct work flow and work load reviews (current state, desired state, and gap analysis) to improve efficiency, reduce duplication of efforts, and increase potential
- Provide support for increased responsibility and personal effectiveness in determining work/life balance
- Develop standards and recommendations for resources to ensure equitable work load of support resources (in consultation and collaboration with units)

Objective 8: Complement planning for long term people requirements

- Support the Office of the Provost and Colleges and units in the development of complement plans which may be impacted by the elimination of mandatory retirement in Saskatchewan
- A strategy to address mandatory retirement to draw out some retirees and retain others
- Introduce a model for succession planning to identify and develop talent to fill key critical positions, including leadership positions

Strategic Initiative: Develop

Outcome (competitive advantage)

- Plans are in place to address gaps at the individual, unit or organizational level
- The University of Saskatchewan is identified as a learning organization where talent, including leadership, is identified and developed
- High level of collaboration and partnership, drawing from experts across campus
- A culture of leadership feedback and development

Invest (costs)

- Within the Department funding and supported by the Performance Framework Project Fund
- Funding for this initiative may be requested through the Integrated Plan Development Commitment. Funding sources will include charges against professional expense/development funds

Reallocation and realignment of existing resources

- Resources to support Human Resources as the administrative “home” of development initiatives for University employees.
- Continual reallocation of existing resources to meet priority needs in the short term, although additional funding for an integrated system solution may be necessary

Infrastructure (space and equipment)

- Require permanent system solution to support on-line feedback and assessment tools

Responsibility

- Sponsors: Barb Daigle, Associate Vice-President-Human Resources
- Champion of Develop initiative: Bob Bayles, Director Human Resources
- Functional Specialists: External Consultants (a network of external resources that are aligned with University directions)
- Generalist Consultants and Analysts assigned to colleges and units

Timeframe

- High priority, develop action plans for objectives setting out short, medium and long term goals

Measures

- Improvement in Employee Opinion Survey results compared to base line data
- Demonstrated improvement in performance over time
- Reduction in number of cases requiring performance interventions
- Increased movement & career progression
- Quality and method of feedback evaluations

Objective 9: HR Consultant support for effective people strategies in colleges and units

- Process facilitation
 - Consultation on a wide range of people related issues and issues management
 - Support to Executive and Leaders in colleges and units for development of HR best practices
 - Facilitate consultative planning processes to increase engagement including staff retreats to ensure alignment, planning and problem solving
-

Objective 10: Effective performance feedback

- Design and support effective feedback processes for all staff starting with leadership
 - include self, supervisor and 360 assessments
 - continue to improve existing processes (credibility, validity)
 - Ensure feedback is developmental and that development is supported where possible
 - Effectively manage non-performers
-

Objective 11: Support for Career Development of Faculty and Staff

- Identify individual, unit and organization development needs and career paths
 - Develop and or partner with experts to deliver programs and/or processes
 - to ensure individual and organization effectiveness (current and future)
 - to identify career paths and options
 - to maximize effectiveness and resiliancecy
-

Objective 12: Support for development of current and future leaders

- Introduce programs and processes to support the success of leaders
 - Provide orientation and ongoing supports (coaching, mentoring, buddy systems)
 - Identify learning communities for development of programs to meet needs
 - Facilitate and promote a range of options for development that target communities of learners
 - Ensure all leaders have regular feedback and that development plans are in place
-

Objective 13: Support for continuous improvement / quality of services and processes

- Collaboration with Student and Enrolment Services, colleges and units to improve customer service through education, communication etc.
- Review and simplification of people related policies, procedures and committees for improved efficiency, effectiveness and role clarity (e.g. Crisis Prevention and Response Assessment)

Strategic Initiative: Engage

Outcome (competitive advantage)

- A culture of success
- High levels of engagement

Investment (costs)

- No new investment required, supported by the Health and Wellness Centre and Performance Framework Project Funds

Reallocation and realignment of existing resources

- Continual reallocation of existing resources to meet priority needs

Infrastructure

- Appropriate space for the Health and Wellness Centre allocated in Research Annex (Note: name of building may be changed)

Responsibility

- Sponsors: Barb Daigle, Associate Vice-President-HR
- Champion of Engage initiative: Bob Bayles, HR Consultant
- Functional specialists: Occupational Health Nurses and EAP Counsellors
- Generalist Consultants and Analysts assigned to colleges and units

Timeframe

- High priority; develop action plans for objectives setting out short, medium and long term goals

Measures

- Employee Opinion Survey
- Work place assessments
- Values audits en ensure alignment with University values
- Climate reviews
- Aggregate performance feedback results
- Increased productivity (conversion of lost time to productive time)
- Reduced grievances
- Reduced Human Rights complaints
- Reduced STD / LTD / WCB premium rates
- Reduced Absenteeism rates
- Reduced and/or controlled benefit costs

Objective 14: Fully integrated, best practice health and wellness programs

- Integrate health & wellness programs, and reduce silos relating to health, wellness & safety across campus
- Establish the Health & Wellness Resource Centre in one physical location (including health programs and assessments, education sessions, counselling services, case management, workplace interventions, ergonomics and workplace support)
- Establish a data-base for tracking return on investment into health programs and identification of health trends
- Share resources and expertise with Student Health Services
- Develop a long term vision for health and wellness strategies (high level of engagement and collaboration across the campus community)

Objective 15: Healthy, positive and productive work and learning environments

- Conduct regular Employee Opinion Surveys and work place assessments
 - Action plans to address Employee Opinion Survey results
 - Education and communication initiatives
 - Ensure people are in the right jobs – match between skill, talent and the job
 - Involvement in decision making
 - Consultation in planning processes
 - Effective communication and information to increase understanding of organization initiatives
-

Objective 16: A safe work and learning environment

- Implement the recommendations of the Crisis Prevention and Response Review
-

Strategic Initiative: Reward

Outcome (competitive advantage)

- Strategic total compensation and reward systems to support recruitment and retention
 - Fiscal responsibility and financial stewardship
-

Investment (costs)

- Strategic investment and disinvestment in total compensation and rewards
 - Reallocation and realignment of existing resources
-

Infrastructure (space and equipment)

- On line education tools and electronic processing
-

Responsibility

- Sponsor: Cheryl Carver, Director Human Resources
 - Champion of Reward initiative: Cheryl Carver, Director Human Resources
 - Sponsors: Cheryl Carver and Surinder Saini, Directors Human Resources
 - Functional specialist: Sylvia Rempel
 - Generalist Consultants / Analysts assigned to colleges and units
-

Timeframe

- High priority, develop action plans for objectives setting out short, medium and long term goals
-

Measures

- Responsible budgeting and accurate costing
 - Monitoring over long term to determine if outcomes match cost predictions
 - Distribution of merit across staff groups
 - Link between merit and performance based on quality of performance assessments
 - Effectiveness at recruitment within pay systems
 - Comparison of merit results with award nominations etc.
 - General satisfaction with processes (based on feedback from individuals and unions)
 - Compare merit decisions with diversity outcomes
-

Objective 17: Strategic total rewards systems (non-monetary and monetary)

- Complete design and implementation of pay strategies with market and merit components for each staff group
 - Ensure compensation decisions are based on established principles
 - Review pay processes with the goals of continuous improvement, improved communication and understanding, and user acceptance, ease and efficiency
 - Continue market surveys and recommend changes to compensation models according to the strategies for each group
 - Improve link between pay and performance by reviewing and improving merit processes for all groups
 - Explore initiatives and best practices to reward and motivate high performers (non-monetary awards)
 - Continue to improve forecasting and costing models
-

Objective 18: Fiscal responsibility and financial stewardship

- Balance needs and expectations and staff and unions with limited resources
 - Ensure long term financial viability of total compensation models
 - Control salary and benefit cost escalation
 - Negotiate collective agreement settlements to support compensation strategies while maintaining fiscal responsibility
 - Continue to review and align benefit and other plans to ensure best use of resources and improve or realign as appropriate
 - Communicate the value and purpose of compensation and benefit programs
-
-

5. Human Resources specific / supporting initiatives

The comprehensive 'people' strategy described above (the HR Plan) will be supported through the following initiatives in the HR Department:

- Communications
 - Labour Relations
 - Collaborations
 - Customer Service
-
-

Communications:

Effective communications in a change environment is a critical component of HR planning to provide information and support that will help people overcome the barriers to acceptance and action. Audiences are at different levels of understanding for each strategic initiative. The expected outcome of effective communication is to build understanding so that employees move from awareness to acceptance and adoption, and become advocates.

Responsibility:

- Effective communications is the responsibility of everyone at the U of S
 - HR plays a key role in communications with employees
 - Communications strategy and action plans are developed with the assistance of a Communications Expert
 - Coordination of communication action plans is through the AVP and Resource and Project Advisor
-

Goals:

- To communicate effectively with the right information at the right time in the right context to the right people

- To foster a culture of high performance where everyone understands their roles in the organization's success
- To support the successful implementation of the HR Plan
- To communicate the results of the Employee Opinion Survey results against the benchmarks of the previous year(s), and disseminate the information to help colleges/units develop and communicate appropriate action plans
- To position the University as an Employer of Choice
- To protect and enhance the University's reputation

Labour Relations:

The labour environment is an important consideration in cultural transformation. Effectively leading change requires a consistent principled approach to all labour issues. Principles must be clearly articulated and understood by everyone involved in labour relations processes. HR has a significant role in leading, coaching and modeling a principle-based approach in all labour relations activities.

Responsibility:

- Effective labour relations are the responsibility of everyone at the U of S and particularly the responsibility of leaders
- HR plays a key role in facilitating and supporting effective labour relations by working with leaders
- Strategic oversight and coordination of all bargaining tables is provided by the AVP-HR with HR expertise provided to each table in various roles to support bargaining in partnership with leaders from across the University
- Strategic oversight and coordination of all other labour processes such as day to day problem resolution, grievance and legal processes, etc. is provided by the Director Human Resources (Labour Consulting) with the HR Consultants

Goals:

- Ensure a strategic approach is taken at all bargaining tables to support the directions of the University
- Ensure a principle-based problem solving approach to labour relations at bargaining tables and in day to day problem solving
- Ensure open and honest discussions and communications around labour relations issues
- Effectively manage change through relationships with unions
- Provide coaching and support to leaders to increase effectiveness in their roles in the unionized environment, including providing coaching support to effective bargaining
- Continue to develop HR strategies which lead to positive work environments thereby reducing reactive labour issues management
- Continue to hold a high standard of accountability for positive outcomes
- Continue to build potential for effective and proactive labour relations strategies within HR and across the organization
- Conduct a strategic review of the bargaining units and certification orders to ensure alignment, clarity and to identify where need for change exists in the way of gaps and overlaps between bargaining units.
- Consult with colleges and units and develop principles for decision-making on scope related matters
- Implement scope changes following negotiations with bargaining units and communicate changes to the campus community.

Collaborations and Customer Service

The first multi-year plan in HR relied heavily on building potential within the HR Department. In the second plan, the focus will shift to improving customer service and building and improving partnerships and collaborations with our many and varied stakeholders in all the colleges and units and in the external community. This will, in turn, provide valuable insight into their concerns, challenges and issues and an opportunity for Human Resources professionals to apply their knowledge and expertise in a collaborative fashion to come to positive and productive solutions together. This will also lead to improving practices through clarification of roles, reduction of duplication of services and elimination of silos.

Responsibility:

- HR Leadership Team and Consultants to identify opportunities
- All professional HR staff

Goals:

- Build partnerships and collaborations
- Clarify roles and responsibilities in relationships with Communications, Health Safety and Environment
- Improve effectiveness working with other units in Campus Safety, Corporate Administration etc.
- Clarify relationship between HR and Discrimination and Harassment Prevention Services (now reporting to AVP-HR)
- Ensure effective integration and role clarity in Health and Wellness Centre as disciplines are brought together (to ensure credibility and confidentiality)
- Continue to identify opportunities to involve and partner with leaders across the University in significant HR initiatives
- Improve participation and leadership in provincial and national professional associations

6. Resource Plan

In this next planning cycle, the challenge for HR will be to effectively prioritize to support the strategic initiatives while operating within financial budgets and guidelines. HR must continue to be effective in realigning and reallocating resources to ensure the provision of consistent high quality service to the colleges and units continues. HR will respond to the emerging needs of the institution, and will measure effectiveness and demonstrate positive return on investments.

Organization Structure 2008 – 2012

Once the strategic initiatives were clearly identified, the structure in the HR Department was reviewed to ensure that we are organized to deliver the best results against the plan. The following principles were considered in the design of HR organization structure:

- Improve client focus;
- Support the five HR strategic initiatives and the success of the plan;
- Support succession planning and career development of HR staff;
- Continue to improve the potential of the HR Department to plan, manage projects, make the best use of resources;
- Support cross department communication and accountability;
- Support quality (process design and improvement) and customer service;
- Find potential through more process improvement and automation of processes.

Although HR staff produced very good results over the first multi-year planning period, improvements

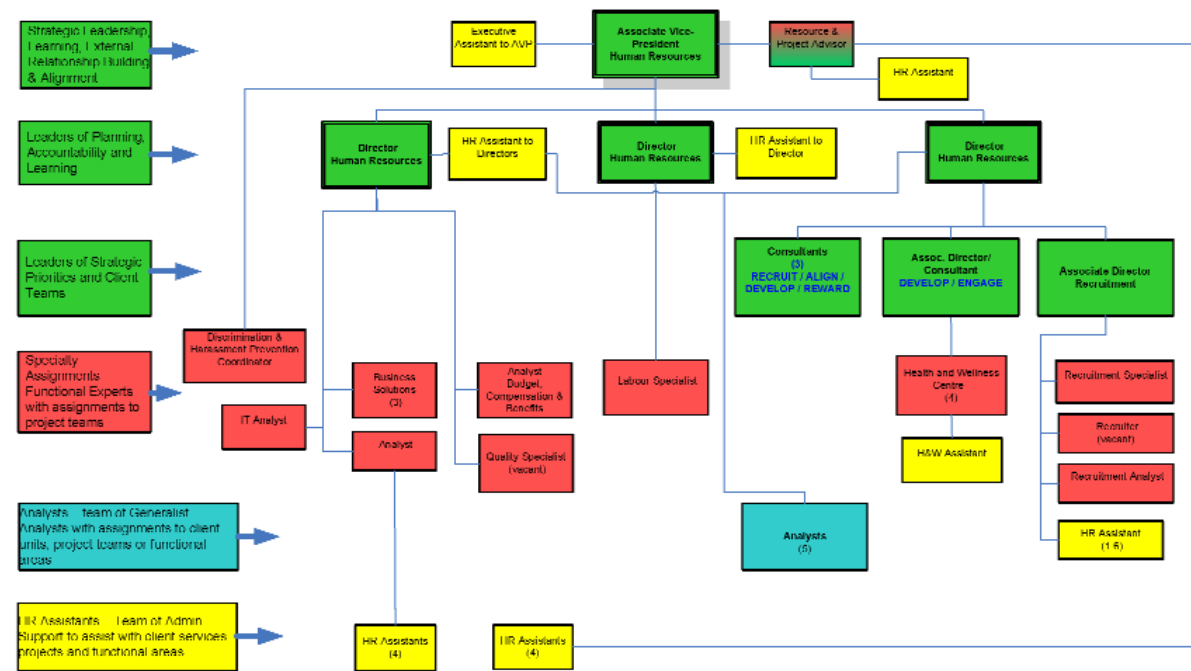
can be made to planning and accountability which will lead to better overall coordination, use of resources and improved quality and service. The challenge of finding an appropriate and effective organizational structure for the HR Department is also affected by constantly changing priorities, emerging issues and organizational patterns. Success in this complex environment necessitates the abandonment of the more traditional hierarchical organizational structure in favor of a rotary concept.

In this structure, each project team is responsible for its coordination and leadership which exists for the duration of the project. As well, client service teams will continue to support the needs of colleges and units on issues such as planning, issues management, etc.

In the new rotary environment, teams of consulting, analytical, functional and support personnel will report to a director with specific unit responsibility but the vertical hierarchy will be overlaid by a form of lateral authority, influence or communication. The rotary concept will allow for dual lines of authority, responsibility, and accountability which deviate from the traditional “one boss” style of management.

More specifically, HR will be defined by hierarchical, project, and matrix-oriented organizational structure (see Organization Chart 2008 – 2012) to achieve consistency, strategy, and customer service. Rather than having all three structures function equally, the structure will continually shift according to emerging demands and engage in various structures where appropriate. The rotary concept allows the HR Department to prioritize according to the needs of the work.

Human Resources Organization Structure



- Principles of Structure:**
- client focuses (teams assigned to client units)
 - aligned with HR strategic priorities
 - supports succession planning and career development
 - supports cross team functions and project management (ad hoc teams)
 - supports cross division communications and accountability
 - supports process improvement and customer service
 - replaces former teams with a matrix structure

The rotary concept will enable a robust structure in which HR staff can quickly respond to changes and further optimize resources. Furthermore, the three structure styles will redefine the HR Department because different objectives/scopes require a shared awareness among all staff members.

Performance

The most important outcome of the first planning cycle was to raise the performance levels of HR staff, particularly the HR professional staff. Human Resources is a profession which is based on a body of theory and knowledge. In the past, the HR Department was staffed by people who happened to be assigned to HR but were not supported with professional development and consistent standards of practice. Now, the HR professional staff recognizes and accepts the responsibility to continually learn and develop as professionals to model leading-edge and best practices and rely on a body of knowledge to do their work. The commitment to a culture of success in HR continues in this planning cycle with the following goals:

- Continue targeted professional development for HR staff (eg. personal effectiveness);
- Continue formal curriculum-based learning sessions for Leadership Team, Consultants and Analysts;
- Clarify succession planning and career paths in HR;
- Continue to provide open and honest feedback and ensure individual development plans are in place;
- Introduce customer service and quality initiatives to the HR Department to complement current process improvement environment;
- Improve inter-departmental communication.

Key Measures of Success

Human resource management is about managing people consistently with a core framework of programs and practices. It is first and foremost a line management responsibility, with advice and assistance coming from the Human Resources staff. But how do we know if we are doing it well?

Through the development of this plan, we have outlined the human resource management regime that is expected for the University of Saskatchewan. This regime will not remain static. Human resource legislation, policies and practices will continually evolved over time to reflect the values and needs of the organization.

One of our challenges will be to identify whether or not any real improvement has taken place over time. Consequently, to improve our assessment capability and alignment with the Integrated Plans Framework for Assessment, this plan outlines performance indicators expressed in relation to results-oriented success criteria that will help us track progress. Furthermore, to provide additional focus, these indicators have been grouped into five key result areas – recruit, align, develop, engage and reward. To remain relevant, the performance indicators will need to be reviewed and updated periodically to reflect the evolving nature of human resource management. This process will help in determining areas that require work, and in setting improvement goals.

It is hoped that better understanding and reporting of the performance indicators will lead to improvements in human resource management across the institution. The key will be to initiate action, make progress and improve over time based on a rigorous assessment of relevant data.

Staff Complement

Changes Since 2003

There have been a significant number of changes to the staff complement in HR since the first HR plan was developed. In 2003, the average age of the HR staff was 52. In 2007, at the time of writing of this plan, the average age is 42.5. The turnover in HR from 2003 to 2007 has been 11.2%. This has been a combination of retirements (2.2%), assisted terminations (3.1%) and resignations, many as a result of discussions about qualifications and/or fit.

The total number of HR staff increased from 45.61 in 2003 to 50.85 in 2007. This is an increase of about 10%. This includes increasing permanent staff positions in the Health and Wellness Centre, moving the office of Discrimination, Harassment and Prevention services to the Health and Wellness Centre, and transferring a large component of Faculty Labour Relations work from the Provost's Office to Human Resources.

The more significant change in the complement is in the reallocation and realignment of resources in terms of assignment of duties and levels of professional qualifications and skill. In 2003 senior HR staff were primarily working in transactional capacities, processing JIFs and forms, rather than adding value through professional services.

Building Potential

The focus for recruitment into HR has been to develop a generalist consulting model. After a number of changes to the HR Consultant positions, there are now four qualified, talented and committed people in these key positions. Potential for the future is being created by recruiting entry level HR professionals with talent, energy, and a commitment to learning, who will be ready to fill the Consultant positions in the long term. The Analyst position has been established as the entry level position for HR professional staff. There are five Analysts who are assigned generalist work in compensation, recruitment, labour relations, and benefits. The Analysts support the HR Consultants who (in addition to the functional specialists and leaders) are the senior professional staff in the HR Department. The Analysts generally range in age from 24 to 34. They are the professional staff of the future and critical to the HR Department's succession plans.

The administrative staff in the HR Department also receive significant training and development support. In this planning cycle additional time and resources will be allocated to develop administrative skills so that this group can contribute more effectively to work flow, re-design, and process improvement.

Leadership Team

The first planning cycle also saw the development of an experienced leadership team through recruitment and/or shifting of current resources. The leadership team in HR consists of the AVP, three Directors, and a Resource and Project Advisor, supported by the AVP's Executive Assistant. The leadership team is committed to continuous learning and open discussions of problems and issues. Semi annual retreats support this approach.

Use of External Resources

There will always be more demand for services than potential in HR, particularly as the credibility of the HR Department grows, so does the demand for service. The core HR Department is supplemented by the use of external consulting resources, for skills that are not available in the

main HR Department (and to coach the internal staff), for work that requires an objective third party, for extraordinary work, for support to projects (like bargaining) and for communications support. The goal is to minimize, as much as possible, the reliance on external consultants while building skills and resources internally, as this is more economical.

The HR Department maximizes its investment in professional development by bringing experts into the University to teach, coach and encourage professional development. Partnerships are being formed and cultivated with the College of Commerce (most Analysts are recruited from the College) and the Saskatchewan Association of Human Resource Professionals (SAHRP). Recently, one of the Consultants has been added to the Board of the SAHRP.

Space Requirements

The current HR staff are primarily located in the Admin Building. One technical staff member is in the Williams Building. The Health and Wellness Centre is located in the Research Annex. It is appropriate for this Centre to be at a distance from the central HR operation to provide private access to staff for counselling and health assessments.

The space in the Admin building is limited and has its challenges. As the HR Department shifts its resources to respond to the needs of the organization, challenges in the Admin building space continue to be obvious. There is no meeting space – which is needed for interviews, bargaining, grievance meetings, planning meetings, staff meetings, etc. HR staff, probably more than any other group, require dedicated meeting space to resolve people issues. The HR Department continues to evaluate space options.

Systems

HR Information Technology has a number of long-term challenges for:

- Generating scenario analysis and costing models to anticipate organizational needs and provide an accurate scenario of expected results (such as bargaining costing);
- Providing end users with user friendly solutions that integrate the processes in the Performance Framework model (job profiles, recruitment, feedback, development, reward etc);
- Completing ongoing maintenance, upgrading and changes to support PeopleSoft;
- Enhancing quality information generation and reporting potential;
- Providing the overall computing desktop infrastructure and some desktop support to ensure that everyone has what they need to do their jobs;
- Completing integration and process improvements.

Over the next four years, the focus will be on the following:

- Establishing user friendly, web-based systems to support the integration of all HR processes in the Performance Framework; automation of key processes (job profiles, feedback, web-based development tools)
- Moving to an electronic document management system;
- Providing more employee self-service;
- Delivering software that has work flow capabilities;
- Supporting various HR initiatives such as the Employee Opinion Survey;
- Integrating all information together in one place;
- Improving the functionality that PeopleSoft provides.

Summary

The HR multi-year plan is primarily a vehicle to advance best-practice HR strategies (through comprehensive “people strategies”) in support of the Strategic Directions and change agenda of the University.

When reading the HR Plan, it is important to note that the plan is not just an operational plan for the HR Department. Elements of the HR Department’s operational plan are critical to successfully implementing the strategic University-wide initiatives. Those elements are the Human Resources Department “supporting initiatives” which include communications, labour relations, collaborations and “operating and resource plan” which includes structure, complement, space, systems, and finances.