

Human Resources Department

STRATEGIC PLAN  
2020-2025







## OUR VISION

We are strategic partners who lead and promote excellence in human resource management, meet the evolving human resource needs of the University, and positively impact teaching, research, and our community.

## OUR MISSION

We are:

- Trusted advisors, leading the development and facilitation of quality human resource practices and principles, as well as supporting an inclusive and diverse University campus.
- Strategic partners, enabling all levels of the University and enhancing organizational capabilities.
- An integrated, credible and accessible source of HR related information and supports, creating consistency and enabling efficiency.



# OUR VALUES

## INTEGRITY



- Respecting ourselves and others
- Building trust through honesty in our interactions, quality in the services, programs and expertise we provide and accountability for our actions

- Championing inclusivity by recognizing and leveraging diversity as an asset required to achieve our collective goals
- Serving as a model for inclusive community building

## DIVERSITY



## QUALITY WORK LIFE



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

- Being an integrated team that stimulates strategic connections across campus and individuals
- Encouraging learning, growth and new ideas
- Focusing on results and quality improvement
- Taking initiative and engaging proactively with our clients and with one another

## TEAMWORK





## GUIDING PRINCIPLES

We are a proactive, responsive, and reliable **service partner**.

We model **collaboration** – we work together as one team to create an exceptional employee experience that further enhances a positive learning environment for students.



We work as one with the University community to build a **high performance workforce and academic environment** that attracts top quality talent and students.

We provide strong and effective **leadership** in human resource management.

We offer relevant services that provide **value** to the University.

We are **accountable** for our performance to our clients and to each other.

We support, encourage, and enhance the learning and career **development** of our staff.



# 1 Discovery

Strengthen our connections among students, faculty, and staff.

**GOAL:** All students will participate in experiential learning opportunities.

## **OBJECTIVE: Excellence in Teaching and Research**

*Supporting Actions for 2020-2025:*

- Facilitate and support the recruitment of a high performing workforce
- Provide health and safety training to students to enhance learning and support areas of study as well as meeting regulatory requirements
- Develop health and safety and employment requirements for researchers to assist the application for funding
- Engage Deans and researchers in the development and education to support safe laboratory and field research practices

## **OBJECTIVE: Student Success**

*Supporting Actions for 2020-2025:*

- Facilitate and support the recruitment of students on campus in teaching assistant positions and numerous casual positions
- Through a variety of health and safety programs, ensure students have a safe and healthy place to study and live

## **OBJECTIVE: Internationalization**

- Support internationalization through recruitment and engagement of international students, faculty and staff

# 2 Truth & Reconciliation

Strengthen connections with our past, present, and future.

**GOAL: Take significant action on the Truth and Reconciliation Commission's (TRC) Calls to Action relevant to post- secondary education.**

**OBJECTIVE: Improve supports for Indigenous students, faculty, and staff**

*Supporting Actions for 2020-2025:*

- Increase Indigenous faculty, representative leadership, and workforce
- Provide opportunities for students, faculty, and staff to develop skills that will enable effective interactions with people across cultures
- Engage elders and knowledge keepers

**OBJECTIVE: Incorporate Indigenous ways of knowing into teaching and research**

*Supporting Actions for 2020-2025:*

- Students, faculty, and staff complete the Four Seasons of Reconciliation program

# 3 Well-Being & Belonging

Strengthen connections with ourselves.

**GOAL: Assess, adopt, implement and improve student thriving metrics**

## **OBJECTIVE: Equity, Diversity, and Inclusion (EDI)**

*Supporting Actions for 2020-2025:*

- Develop comprehensive recruitment and retention plans for achieving and sustaining parity of underrepresented groups on campus
- Engage faculty and staff in EDI outreach initiatives
- Promote revised Self-Declaration to capture EDI workforce demographics
- Review and renew policies to ensure the use of inclusive language
- Develop a policy/guidelines to have EDI consultation or representation on all committees that HR leads/facilitates/manages

## **OBJECTIVE: Healthy Living**

*Supporting Actions for 2020-2025:*

- Continue to implement the University's Health and Safety Management System (HSMS)
- Develop a strategy to educate and empower everyone to demonstrate respectful and civil behavior
- Implement the Respect in the Workplace program (UR Respect) for students, faculty and staff with the goal to enhance knowledge in the area of discrimination, bullying and harassment
- Develop a strategy to support flexible working arrangements

## **OBJECTIVE: Mental Health Literacy and Research**

*Supporting Actions for 2020-2025:*

- Implement actions in the mental health strategy
- Develop and monitor metrics necessary to measure the mental health programming for faculty and staff
- Deliver Working Mind Program and Inquiring Mind Program

# 4 Environment & Climate Action

Strengthen connections with our environment.

**GOAL: 25% reduction in our ecological footprint**

**OBJECTIVE: Reduction in production of waste and consumption of water**

*Supporting Actions for 2020-2025:*

- Identify, implement, and measure sustainable operating practices

# 5 Impact and Identity

Strengthen connections with communities.

**GOAL: Measure and improve recognized comprehensive impact of University of Regina activities.**

**OBJECTIVES: Broaden Partnerships/Institutional Identity/Social Impact**

*Supporting Actions for 2020-2025:*

- Participate in community career fairs that support diversity group members
- Develop a University community volunteer program



# 6 Operations

Strengthen connections with leaders, faculty and staff.

**GOAL: Measure and enhance HR services (programs, policies, and practices)**

**OBJECTIVE: Maximize use of tools and technology**

*Supporting Actions for 2020-2025:*

- Improved delivery of transactional HR services
- Identify and sustain efficiencies in core/critical HR services and programs (reduce duplication and improve turn-around time)
- Build capacity within University around HR functions by improving self-service for managers/leaders to access tools to do their jobs

**OBJECTIVE: Focus on people and leadership**

*Supporting Actions for 2020-2025:*

- Further develop the capacity to lead and manage at the University
- Support employee recognition and belonging

**OBJECTIVE: Support and facilitate effective employee and labour relations**

*Supporting Actions for 2020-2025:*

- Continue to build positive and collaborative relations with all employee groups
- Effectively administer and implement the University's collective bargaining agreements (Academic, APT, CUPE 5791, CUPE 2419)

**OBJECTIVE: Continue to modernize HR processes, systems and services**

*Supporting Actions for 2020-2025:*

- Evaluate and administer the systems needed to compensate employees
- Support and sustain a University performance management strategy
- Working with leaders, continue to develop a variety of reporting structures to inform workforce needs, and advance the use of data analytics and visualization for the workforce
- Complete pension governance review
- Review key HR policies and procedures to ensure alignment with best practice and legal obligations, including human rights legislation

**OBJECTIVE: Create greater awareness of HR's role in the University**

*Supporting Actions for 2020-2025:*

- Build clarity on how to access and effectively utilize HR services
- Communicate HR roles and responsibilities
- Continue to seek client feedback and evaluate
- Build support for HR initiatives from the client side (continue to engage, collaborate and communicate)

**OBJECTIVE: Lead and manage the Human Resources Department**

*Supporting Actions for 2020-2025:*

- Develop, adjust, and monitor department budget
- Continue to develop the expertise of HR staff