



University
of Victoria

Human Resource Strategic Directions

January 2008

Introduction

This strategic plan has been developed to support the University's Strategic Plan "A Vision for the Future" and has been formatted in a similar manner to the University plan. We begin with an explanation of our *HR Vision and Mission*, followed by our *HR Promise, HR Values and HR Strategic Goals*. A one page summary is provided on the last page.

This strategic plan also provides the framework for our annual service plan including annual goal setting and budget requests.

HR Mission and Vision

The Human Resource Team at the University of Victoria, is committed to supporting the vision of the University of Victoria to 'be a university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world'.

In support of the University vision, our Human Resources mission and vision is **'to inspire people, to create an outstanding workplace'**.

This statement combines our *mission 'to inspire people'* with our *vision 'to create an outstanding workplace'*.

Mission: To Inspire People

Our mission reflects our belief that our role is to offer guidance and support that does more than enable people. We inspire and engage them in implementing positive human resource practices. We are committed to building skills, growing confidence, and encouraging, and motivating people to act in ways that help achieve our workplace vision.

Vision: To create an outstanding workplace

Our vision reflects our belief that we can support the university in becoming a university of choice by helping to create an outstanding workplace. The kind of workplace where we can all grow, make an impact and stay.

Our HR Promise

We recognize that institution managers are responsible for human resource management of their staff. Our HR team will be an advocate for creating a respectful and inclusive workplace. Our role is to work in strategic partnership with managers, and support them in carrying out their human resource management responsibilities.

To do so our HR team will:

- ✓ Demonstrate respect, in our actions, our written and verbal communications (formal and informal), and in our working relationships.
- ✓ Recognize the importance of each individual.
- ✓ Be accountable for our work and the quality of our service.
- ✓ Provide best practice HR tools and consultation.
- ✓ Seek to work as strategic partners with client managers and understand the full nature of the work for which they are responsible.
- ✓ Balance our expert advice, with hands on assistance in the context of a collaborative relationship.
- ✓ Provide coaching that helps those involved look more deeply at the symptoms of problems to discover and address root causes.
- ✓ Ensure a consistent application of collective agreements and University policies, taking into account each set of circumstances.

Our HR Values

We are guided in our work by a common set of values.

- **Accountability** - connection, service, support, empowerment
- **Respect** - honesty, integrity, openness, encouragement, trust
- **Clear Communication** - aware, descriptive, curious, appreciative
- **Teamwork** - cooperation, collaboration, inclusion
- **Professionalism** - empathetic, ethical, competent, timely
- **Innovation** - passion, inspiration, creativity, learning

A Plan for Human Resources

To achieve our vision and mission as a department we must focus on five key areas and goals.

Investing in Our People

Goal: To develop, influence and guide current and potential employees toward a high standard of performance. To create an environment where professional growth and development are valued and pursued.

Encouraging Leadership at all Levels

Goal: To create a culture of leadership that encourages formal and informal acts of leadership at all levels. To develop the leadership skills needed to create a “diverse and welcoming learning community, with a strong commitment to equity.”¹

Facilitating a Positive and Effective UVic Workplace

Goal: To foster a diverse and welcoming learning community. To build a workplace where fairness, respect, inclusiveness and diversity are fundamental. To encourage and support innovative ideas and appropriate solutions as a pathway to better results.

Attracting and Retaining Talent

Goal: Our University vision is to be a “University of Choice for Outstanding Faculty, Students and Staff”². To accomplish this we need to become an employer of choice.

Leading by Example – Our HR Culture

Goal: Our HR department will be a leader in HR best practice throughout BC and Canada’s human resource communities. Our HR team is committed to developing a professional, dynamic, and positive internal HR workplace.

To achieve these strategic goals requires establishing a series of objectives and the strategies needed to accomplish them.

¹ Taken from [A Vision for the Future: Building on Strength: A Strategic Plan for the University of Victoria](#)

Investing in Our People

Goal:

To develop, influence and guide current and potential employees toward a high standard of performance. To create an environment where professional growth and development are valued and pursued.

Key Strategies:

To demonstrate this commitment you will see the HR Team:

- ✓ Develop, support and implement best practices in orientation, performance development, recognition, learning and development, and succession planning.
- ✓ Offer learning and development programs that are based on our UVic Core and Leadership Competencies.
- ✓ Encourage skill-based training in departments and units.
- ✓ Provide accurate and timely processing of administrative HR issues.
- ✓ Develop and maintain positive and respectful working relationships with employee representatives.
- ✓ Interpret and apply policies, procedures and agreements equitably.

Encouraging Leadership at all Levels

Goal

To create a culture of leadership that encourages formal and informal acts of leadership at all levels. To develop the leadership skills needed to create a “diverse and welcoming learning community, with a strong commitment to equity.”³

Key Strategies:

To demonstrate this commitment you will see the HR Team:

- ✓ Develop and implement a strength based approach to Performance Planning and Review.
- ✓ Offer support for Leadership and Management Development including: Essentials of Supervision, Management Skills Certificate Program, UVic Legacy Leadership Program.
- ✓ Co-ordinate the sponsorship of participants in other leadership programs including: Leadership Victoria, University Management Course and Senior University Administrators Course.
- ✓ Continue to provide and promote individual coaching that supports leadership.

³ Taken from [A Vision for the Future: Building on Strength: A Strategic Plan for the University of Victoria](#)

Facilitating a Positive and Effective UVic Workplace

Goal:

To foster a diverse and welcoming learning community. To build a workplace where fairness, respect, inclusiveness and diversity are fundamental to success To encourage and support innovative ideas and appropriate solutions as a pathway to better results.

Key Strategies

To demonstrate this commitment you will see HR Team:

- ✓ Continue to develop strategies to enable a culture of: flexibility and work-life balance, improved employee relations, enhanced communication, and constructive and respectful resolution of conflict.
- ✓ Support Staff Development including: Effective Workplace Relations Certificate Program, Essentials of Supervision and Administrative Certificate Program.
- ✓ Offer support for personal and career development including courses, programs, and website information.

Attracting and Retaining Talent

Goal:

Our University vision is to be a “University of Choice for Outstanding Faculty, Students and Staff. To accomplish this we need to become an employer of choice.

Key Strategies

To demonstrate this commitment you will see the HR Team:

- ✓ Link University-wide Career and Succession Planning priorities and practices to our strategic recruitment and retention goals.
- ✓ Develop, over time, a set of indicators and clear accountabilities that will provide leaders with important employee/department metrics (e.g. sick leave usage, Work Safe BC statistics, LTD statistics, projected retirements, reasons for resignation).
- ✓ Develop strategic total compensation packages that combine salary, supportive and relevant benefits plans along with intangibles (i.e. work life balance, work environment and the island lifestyle).
- ✓ Develop innovative strategic recruitment practices that include community outreach, u-Hire, and targeted recruitment and immigration support.
- ✓ Develop mechanisms and strategies that market UVic as an outstanding employer.

Leading by Example – Our HR Culture

Goal:

Our HR department aims to be a leader in HR best practice throughout BC and Canada's human resource communities. Our HR team is committed to developing a professional, dynamic, and positive internal HR workplace.

Key Strategies:

To demonstrate this commitment you will see our HR Team:

- ✓ Work together to develop a clear statement of our promise and publish this promise to our clients.
- ✓ Work together to support and encourage the professional development of our team members including ways to: increase our ability to build consensus and equity, enhance our ability to innovate and change quickly and increase our resilience in times of change.
- ✓ Demonstrating commitment to expanding diversity consciousness and developing an inclusive workplace.
- ✓ Practice clear communication and collaborative team-work to enhance our internal HR commitment.
- ✓ Work together to continually clarify our roles, processes and procedures.
- ✓ Begin to develop a set of metrics for HR services (e.g. time to hire, cost per hire).
- ✓ Celebrate together and acknowledge our achievements.
- ✓ Assist leaders and managers across campus to develop positive cultures within their work groups and teams.

Our Human Resource Vision and Mission

“To Inspire People to Create an Outstanding Workplace”

Combines
Our Mission:

‘to inspire people’

With
Our Vision:

‘to create an outstanding workplace’

And is Guided by our
HR Values of:

Accountability
Respect
Clear Communication
Teamwork
Professionalism
Innovation

And
supported by:

Our HR Strategic Goals

- ✓ **Investing in our People**
- ✓ **Encouraging Leadership at All Levels**
- ✓ **Facilitating a Positive and Effective UVic Workplace**
 - ✓ **Attracting and Retaining Talent**
 - ✓ **Leading by Example – our HR Culture**