ENGAGE PEOPLE
EMPOWER COMMUNITY
FOSTER EXCELLENCE
The University of Alberta acknowledges that we are located on Treaty 6 territory, and respects the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community.
On behalf of our dedicated team of human resource staff, I am proud to present our Human Resources’ five-year strategic plan. Building on our past contributions and success, this plan represents a dedication to explore, develop and capitalize on opportunities crucial to support “For the Public Good” and to support our people — people with ideas, people with talent and people with purpose.

The next five years will be a pivotal period for Human Resources at the University of Alberta. During this period, we will transform into a mutually supportive, client-focused, service-centered, purpose-driven HR community. A community that is strategically aligned to meet the dynamic needs of the University and one that is devoted to excellence. With the support and collaboration of our partners across the University, we will demonstrate our shared values and a commitment to our vision and mission. The HR Strategic Plan sets the foundation to enable HR to empower the community, foster excellence and engage people.

Guided by four strategic priorities and goals, the 27 strategic initiatives in this plan are crucial to fulfill our mission and achieve our vision over the next five years. To advance the institutional plan “For the Public Good”, we will serve as trusted advisors and resources, assisting our clients to lead and manage the people that make the University successful. To deliver exemplary service, we will streamline HR processes, introduce technology and improve our communication. To lead by example, we will exemplify excellence in human resource practice and support a healthy, productive workplace culture for all faculty, staff and postdoctoral fellows. Lastly, we will steward the efficient and effective use of institutional financial resources in the delivery of the University’s human resource programs, services, salaries and benefits.

We thank you for the continued opportunity to serve and look forward to actively engaging with you, the clients we serve, throughout this plan.

Wayne Patterson
Vice-Provost and Associate Vice-President (Human Resources)
VISION

We create a human resource culture where all members see themselves as valuable and integral contributors. Aligned, skilled and client-focused, we promote and exemplify excellence in human resource services and practices.

MISSION

Together, we are a human resources team that is respected for its professional expertise and the creative solutions we provide. As trusted advisors, we serve our community by delivering responsive, innovative, effective human resource services that support outstanding accomplishments from the University’s faculty, staff and leadership.
ACCOUNTABILITY: We have clear, reasonable expectations for performance and are accountable for meeting those expectations.

ENGAGEMENT: We participate fully in the life of the University. We seek to understand how and why decisions are made. We seek input from all levels of the organization and take advantage of opportunities for input into decisions that affect us.

EQUITY, DIVERSITY & INCLUSION: We contribute to institutional excellence through our diversity in knowledge, worldviews, identities, and experiences. We model fair and just treatment to foster an inclusive culture that is welcoming, supportive and respectful for all.

GROWTH: We seek and take advantage of opportunities to develop our skills and abilities and for career growth and change.

INNOVATION: We engage in a creative search for new and better ways of achieving excellence.

INTEGRITY: We are honest, transparent, sincere and worthy of trust.

SERVICE: We consider our clients in all that we do. As collaborative partners in achieving the University’s vision and goals, we are committed to providing our clients with proactive, responsive, efficient and caring service, expert advice and innovative solutions.

TEAMWORK: We work collaboratively to achieve the University’s goals in an environment that reflects diversity, values different perspectives, and encourages the free exchange of ideas.

WELL-BEING: We treat each other fairly and respectfully. We work in a healthy environment and support each other in maintaining work-life balance and developing the resilience to deal with change.

ENGAGE PEOPLE — EMPOWER COMMUNITY — FOSTER EXCELLENCE
HUMAN RESOURCE CORE FUNCTIONS

Human Resource Services (HRS) provides strategic leadership to all human resource functions. HRS staff are dedicated to proactive, responsive service and continuous improvement in each of these functions.

1. Compensation, benefits and total rewards
2. Dis/abilities management and return to work
3. Employee relations
4. Employment administration
5. Equity, diversity and inclusion
6. Health promotion
7. HR finance and administration
8. HR leadership and management
9. Human resource information systems and technology
10. Organization design, job design evaluation and analysis
11. Labour relations
12. Learning and development
13. Onboarding and orientation
14. Organization development
15. Performance evaluation
16. Recruitment and selection
17. Recognition
18. Workforce planning

In addition to its ongoing operational work, HRS has identified strategic priorities and goals to be accomplished over the next 5 years.
Guided by four strategic priorities and goals, HRS will deliver on 27 strategic initiatives necessary to fulfill our mission and achieve our vision over the next five years.

**Strategic Priority:** Advancing the Institutional Plan  
**Goal:** To serve as a trusted advisor and resource in advancing the vision and objectives of the institutional plan, *For the Public Good*.

**Strategic Priority:** Delivering Exemplary Service  
**Goal:** To transform HRS service culture, service delivery and business processes.

**Strategic Priority:** Leading by Example  
**Goal:** To exemplify excellence in human resource practice and create a healthy, productive workplace culture.

**Strategic Priority:** Ensuring Financial Stewardship  
**Goal:** To ensure financial sustainability and effective use of resources.

These have been developed using the balanced scorecard methodology which demonstrates their interdependency [diagram on page 8].

In order to become trusted advisors contributing to the advancement of *For the Public Good (FPG)*, HRS must deliver exemplary service and excel in key business processes as well as be a model of excellence in creating a healthy and productive workplace culture within HRS. This requires aligning financial and staff resources to the strategic plan and ensuring a sustainable funding model to be able to deliver on the plan.

A five-year action plan to guide implementation of these initiatives has been developed to support the plan.
**HRS Balanced Scorecard**

The balanced scorecard methodology demonstrates the interdependency of our four key goals and objectives.

To support the achievement of the University’s Vision, how do we serve our clients and measure our contribution (what’s our value proposition?)

**Goal: Serve as a trusted advisor and resource in advancing the vision and objectives of FPG**

Goal: Transform HRS service culture and business processes

How do we allocate financial and staff resources to fulfill our Mission & priorities in support of the University’s Vision?

**Goal: Exemplify excellence in HR services & practices**

How will we sustain our ability to grow, change and improve to fulfill our Mission, achieve our Vision and live our Values?

**Goal: Financial sustainability and effective use of resources**
ADVANCING THE INSTITUTIONAL PLAN

To serve as a trusted advisor and resource in advancing the vision and objectives of the institutional plan, For the Public Good, in collaboration with stakeholders, HRS will:

1. Develop and implement a total compensation philosophy and strategy framework
2. Develop and implement a strategy to address the changes within the Alberta labour relations framework
3. Lead the development of a strategy, as appropriate, to enrich learning, professional and leadership development, and mentoring for leaders, staff, faculty and postdoctoral fellows (FPG Objective 15)
4. Develop and implement a strategy for creating pathways for career mobility and progression for non-academic staff (FPG Objective 3)
5. Develop and implement a workplace mental health strategy for faculty and staff, enhancing programs and services to sustain their mental health and well-being (FPG Objective 19)
6. Develop and implement a University faculty and staff engagement strategy and survey instrument to be used as a performance indicator for evaluating For the Public Good
7. Enhance and introduce new university processes, systems and tools to attract and recruit a diverse complement of faculty, staff and postdoctoral fellows from around the world (FPG Objective 3)
8. Lead the development and implementation of a new comprehensive and inclusive University Employment Equity Plan, Workforce Diversity Data Strategy and EDI Education Strategy to advance and demonstrate the University’s commitment to equity, diversity and inclusion (FPG Objective 1,2,3,4,5)
9. Review and enhance processes and supports for faculty and staff orientation and onboarding
DELPIVERING EXEMPLARY SERVICE

To transform HRS service culture, service delivery and business processes, HRS will:

10. Define an HRS service philosophy and establish standards that foster a culture of proactive, responsive, integrated services
11. Develop and implement the job evaluation system to support career pathways and streamline and improve the job evaluation process for clients (FPG Objective 3)
12. Prioritize, develop and implement critical HR technologies to improve the quality and efficiency of services to clients
13. Develop and implement a strategic workforce planning and HR analytics strategy that ensures the collection and reporting of information to support evidence-based decision making by HRS, senior administration, and faculties and departments
14. Prioritize, streamline and implement improvements to human resource business processes to ensure administrative efficiency and effectiveness
15. Identify and prioritize HRS service delivery models and review, develop and implement improvements that balance client and institutional needs and financial sustainability
16. Foster the development of an integrated, effective, collaborative human resources community across the institution
17. Design and implement a comprehensive orientation and training program for all University staff who have human resources, management or supervisory responsibilities
18. Develop a client communication strategy to provide targeted communication and education regarding human resource policies, procedures, practices, legislation and promotes our human resource programs, initiatives and services
19. Develop a comprehensive long-term strategic negotiations strategy and enhance our capacity to ensure the University’s interests are fully represented to achieve the most favourable outcome possible
LEADING BY EXAMPLE

To exemplify excellence in human resource practice and create a healthy, productive workplace culture, HRS will:

20. Pilot a competency-based approach to recruiting, developing and evaluating HRS staff that could have potential application institutionally
21. Align the structure, roles and responsibilities of Human Resource Services with our mission and long-term strategic goals
22. Develop and implement a comprehensive internal communication strategy that facilitates accurate, timely communication through our department
23. Design and implement an action plan to support the development of our staff, recognize contributions and celebrate HRS’ accomplishments
24. Develop and implement an HRS Staff Engagement Survey to be used as a metric for assessing our workplace culture

ENSURING FINANCIAL STEWARDSHIP

To ensure financial sustainability and effective use of resources, HRS will:

25. Develop and implement a sustainable budget model for HRS including identifying potential sources of revenue and cost recovery
26. Develop and implement a resource allocation and funding model to ensure an appropriate level of resourcing and expertise to meet the commitments of this strategic plan and support life/work balance
27. Steward the efficient and effective use of institutional resources in the delivery of the University’s human resource programs and services