VISION

Together we create a work and learning environment that inspires and enables people to reach their full potential.

MISSION

We provide strategic HR leadership, programs, services and resources to enhance the University’s reputation as an institution of first choice.

PRIORITY AREAS AND GOALS

I. Advancing the Academic Plan

• Strengthen the University’s ability to recruit and retain talented staff
• Enhance the quality of the University’s work and learning environment
• Facilitate organizational transformation

II. Delivering Exemplary Service

• Transform HRS service culture, service delivery and business processes
• Cultivate effective human resource management practices and decision making across the institution

III. Leading by Example

• Model a creative, engaging and psychologically healthy work environment in HRS
• Transform HRS into a model of efficiency, effectiveness and collaboration

VALUES

Accountability
Engagement
Growth
Innovation
Integrity
Teamwork
Well-Being
I. Advancing the Academic Plan

A. To strengthen the University’s ability to recruit and retain talented staff, HRS will:
   • Review recruitment processes to identify areas for improvement and promote best practices
   • Enhance orientation programs and practices for staff to support their success in the University environment
   • Conduct research, and support initiatives that ensure U of A compensation is competitive, and potential and current U of A staff understand the full value of our compensation package
   • Provide information that supports effective workforce planning
   • Encourage career mobility and staff effectiveness by providing opportunities for professional development, advancement and movement across the institution

B. To enhance the quality of the University’s work and learning environment, HRS will:
   • Gather feedback from staff about the quality of the work and learning environment and use data to address issues and identify opportunities for improvement
   • Design and implement strategies that foster respect, inclusiveness and equity within a diverse and healthy workplace
   • Enhance institutional programs and promote best practices for recognizing staff accomplishments and long term commitments
   • Build on strong relationships with AASUA and NASA, and engage the staff associations in efforts to improve the work and learning environment.

C. To facilitate organizational transformation, HRS will:
   • Enhance and integrate HRS services to support best practices in organizational transformation
   • Build leadership capacity, preparing current and future leaders to seek opportunities for transformation and engage staff in advancing change
   • Review and enhance human resource policies and procedures to foster progress, innovation and efficiency
II. Delivering Exemplary Service

A. To transform HRS service culture, service delivery and business processes, HRS will:
   - Review and enhance the quality and relevance of all HRS services, in collaboration with client groups
   - Define an HRS service philosophy and establish standards that foster a culture of proactive, responsive, integrated services
   - Take a leadership role in transforming the University’s human resource business processes by capitalizing on PeopleSoft HCM and other technology
   - Develop a communication strategy that provides for improved targeted communication, education and promotion of HRS services

B. To cultivate effective human resource management practices and decision making across the institution, HRS will:
   - Foster development of an integrated, effective, collaborative human resources community across the institution
   - Clarify roles, responsibilities and relationships between HRS and Faculty/Department human resource managers and administrators
   - Promote institutional human resource practices that are fair and equitable
   - Enhance access to human resource information to support evidence based decision making by HRS, senior administration and Faculties/Departments
   - Design and implement a comprehensive human resources orientation and training program for all University staff who have HR, management or supervisory responsibilities
III. Leading by Example

A. To model a creative, engaging and psychologically healthy work environment, HRS will:
   - Engage all HRS staff in defining our vision of a collegial, energizing and healthy workplace and implement an action plan and accountability framework for achieving our vision
   - Develop a comprehensive change management plan that supports HRS staff in transforming our business
   - Support and encourage HRS staff in achieving their full potential through professional and career development
   - Increase opportunities for HRS staff to socialize and celebrate our achievements

B. To transform HRS into a model of efficiency, effectiveness and collaboration, HRS will:
   - Examine and clarify the roles and responsibilities of each unit within HRS and address both overlapping efforts and gaps in service
   - Use cross-functional teams to enable staff from the HRS units to work together in new ways and provide more integrated services
   - Review key business processes to streamline flow between HRS units
   - Enhance orientation of new HRS employees
   - Implement a framework for effective communication and dissemination of information among HRS units
VALUES

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.

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, sincere and worthy of trust.

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.