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 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 the university’s strategic plan “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 human resources 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. This strategic plan sets the foundation to enable us to empower the community, foster excellence and engage people.

Guided by four strategic priorities and goals, the 26 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 human resource 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)
MISSION

As trusted professionals, we serve our community by delivering creative, responsive, innovative and effective human resource solutions that support outstanding accomplishments from the university’s faculty, staff and leadership.

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.
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.

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 are creative in our 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.

WELLBEING: 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 Services (HRS) provides strategic leadership to all human resource functions. Our 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. Organizational development
15. Performance evaluation
16. Recruitment and selection
17. Recognition
18. Workforce planning
Guided by four strategic priorities and goals, HRS will deliver on 26 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  

In order to become trusted advisors contributing to the advancement of *For the Public Good* (FPG), we 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. 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 and 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

To support the achievement of the university’s vision, what business processes must we excel in?
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 consultation and collaboration with stakeholders, we 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 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, staff and postdoctoral fellows, enhancing programs and services to sustain their mental health and wellbeing [FPG Objective 19]
6. Develop and implement a university-wide 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. Contribute to the development and implementation of a new comprehensive and inclusive University Employment Equity Plan, Workforce Diversity Data Strategy and implement an Equity, Diversity & Inclusion Education Strategy to advance and demonstrate the university’s commitment to equity, diversity and inclusion [FPG Objectives 1, 2, 3, 4, 5]
9. Review and enhance processes and supports for faculty and staff orientation and onboarding
DElivering EXEMPLARY SERVICE

To transform our service culture, service delivery and business processes, we will:

10. Define an HRS service philosophy and establish standards that foster a culture of proactive, responsive and integrated services
11. Enhance the job evaluation system by defining a job architecture that supports career pathways and streamlines the job evaluation process for clients [FPG Objective 3]
12. Prioritize, develop and implement critical human resource tools and technology to improve the quality and efficiency of services to clients
13. Develop and implement a strategic workforce planning methodology and human resource analytics strategy to ensure the collection and reporting of information that supports evidence-based decision-making by human resources, senior administration, faculties and departments
14. Prioritize, streamline and implement improvements to human resource business processes to ensure administrative efficiency and effectiveness
15. Identify, prioritize and refine our service delivery model to balance client and institutional needs with financial sustainability
16. Foster the growth of human resource networks and the development of an integrated, effective, collaborative human resources community across the institution
17. Design and implement a comprehensive human resources orientation and training program for all university staff who have human resource, management or supervisory responsibilities
18. Develop a client communication strategy to provide targeted messaging and education regarding human resource policies, procedures, practices and legislation, and to promote our programs, initiatives and services
19. Develop a comprehensive long-term labour relations 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, we 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 HRS to achieve our mission and long-term strategic goals
22. Develop and implement a comprehensive internal communication strategy that facilitates accurate and timely messaging
23. Design and implement an action plan to support the development of our staff, recognize contributions and celebrate our accomplishments
24. Develop and implement a 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, we will:

25. Develop and implement a sustainable budget model for HRS ensuring an appropriate level of resources and expertise to meet the commitments of this strategic plan
26. Steward the efficient and effective use of institutional resources in the delivery of the university’s human resource programs and services