

DOUGLAS COLLEGE

2016-2020

**HUMAN
RESOURCES
PLAN**

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▶ PART 1: FOREWORD

We are very pleased to present the Douglas College 2016-2020 Human Resources (HR) Plan. This document outlines the strategy framework through which the HR team will collaborate with our colleagues to create an inclusive, service-oriented and forward-thinking work environment which will enable us to attract, develop, and retain highly skilled people who demonstrate both the desire and the ability to provide students with inspiring and relevant educational experiences.

The HR Plan focuses on building individual, departmental and organizational capability through three key areas of strategic focus, which align with the themes and strategic objectives in the 2015-2020 Douglas College Strategic Plan. They are:

- Creating a feedback-rich culture
- Career-long learning and development
- Attracting and retaining great people

To our colleagues, the HR team's commitment is to partner with you to inspire, lead and support the promotion and achievement of individual and organizational performance excellence. It is through the provision of service-oriented, fit-for-purpose HR practices that we will sustain and enhance our position as a college and employer of choice.

If doing what you love and being good at it is your definition of a successful career, then **welcome to Douglas College.**



▶ PART 2: STRATEGIC FRAMEWORK

DOUGLAS COLLEGE CORE PURPOSE

We inspire our students to do what they love and be good at it, providing educational experiences that challenge, enlighten, and open doors to lives of passion and purpose.

OUR HUMAN RESOURCES MISSION

We enable an inspiring and respectful workplace and a culture of performance excellence by leading and supporting the college community through the provision of fit-for-purpose HR advice, programs, standards and services.

OUR VISION FOR HUMAN RESOURCES

We are proud of the recognition of Douglas College as a top employer. As such, we strive to continue this achievement and to attract, support, develop and inspire **great people**, with **great passion**, working for a **great purpose**.

HR GUIDING PRINCIPLES

Our guiding principles create a foundation for quality assurance and performance, and the questions serve as a compass for our actions, behaviours and decision-making.



HR GUIDING PRINCIPLES

QUALITY

We deliver and support valued, efficient and effective HR programs and services. We provide clear, accurate and timely information, generate options and seek the best possible outcomes. **With what we do, are we doing it well?**

ACCOUNTABILITY

We demonstrate the willingness and ability to acknowledge the impact our work has on others. We accept responsibility for personal performance successes and shortcomings. **Do we honour our promises and commitments?**

SERVICE ORIENTATION

We work consistently to understand and meet the needs of both our employees and the college. **Are we meeting or surpassing client expectations?**

INTEGRITY

We embrace and uphold the highest standards of personal and professional ethics, honesty, and trust. **Are we doing the right thing? In the right way?**

FUN

We enjoy working with people who are committed to education as a cause. Our work is challenging and we take our responsibilities seriously, but not ourselves. **Are we enjoying our work? Do we recognize and celebrate individual and team achievements?**

COLLABORATION

We work as a cohesive team and build partnerships to share information and knowledge for continuous improvement, learning and innovation. **Are we the best team we can be? Do the college and our employees benefit from our services and support?**

RESPECT

We listen and observe carefully to understand the unique skills, perspectives and circumstances of our colleagues, and we maintain the confidentiality of our discussions. **Are we inclusive, and do we treat everyone with uncompromising respect, civility and fairness?**

▶ PART 3: **WHAT IS AN HR PLAN? AND WHY DO WE NEED IT?**

To appreciate the importance of this HR plan to the success of the college, consider the illustration of the Douglas Vision in the college's Strategic Plan. At the very foundation of the Douglas Vision, we see that People are a vital Strategic Underpinning. It is the optimization

of the collective potential of all the college's people that this HR plan addresses.

As Douglas College grows, the need to succeed in a highly competitive environment becomes increasingly critical. To support the college, an inspiring and effective HR plan is required. This HR plan serves as a framework for action and helps people see a clear line of sight between strategic goals, operational plans, and the competencies employees need to demonstrate to ensure successful execution of the college's strategic plan.

To achieve the strategic goals, all areas of the college need well-thought-out operational action plans with clear measurements and milestones. This allows the success of our plans to be measured and also to be modified in response to new college challenges and priorities.

Consistent with the Douglas Vision, this will be achieved under the overarching themes of *Inspire, Engage, and Succeed*. Developed from these themes are the three areas of strategic focus for HR practices at the college. They are: Creating a Feedback-Rich Culture; Career-long Learning and Development; and Attracting and Retaining Great People.

This document serves as a guide for all Douglas College employees. It takes all of us, working together, to effect organizational success.



PART 4: **PRIORITIES FOR ORGANIZATIONAL EFFECTIVENESS**

Consistent with our overarching theme of “Inspire. Engage. Succeed.” the HR Plan has three areas of strategic focus, each of which was selected to facilitate organizational effectiveness by inspiring, promoting, and building individual, team and organizational capability and success.

STRATEGIC FOCUS #1

Creating a Feedback-Rich Culture

When people clearly understand their impact on others and the extent to which they are achieving their goals, they become more effective and fulfilled at work. In a workplace where people routinely give and ask for regular, balanced interpersonal feedback, successes are celebrated, and the organization accepts that where meaningful risks are taken, mistakes may be made and we discuss how to learn from them. In this way, we are analytic and reflective, play with ideas and ask questions that lead to new thinking and actions, support and challenge one another, and hold ourselves and our peers accountable for creating and supporting transformational educational experiences for our students.

Our priority is to inspire and articulate a Feedback-Rich Culture, as evidenced by:

- Collaborative and collegial labour and employee relations.
- User-friendly performance management tools.
- A college-wide practice of seeking and obtaining regular performance feedback, both formal and informal, individual and team.
- Addressing problematic behaviour and performance promptly, fairly, and consistently.
- Using and sharing successes, challenges, information and data to inform and support strategic decision-making.
- Effective programs that recognize and reward, in an appropriate and timely manner, exemplary performance in areas such as leadership, instruction, service, professional practice and cross-college teams.

▶ PART 4: **PRIORITIES FOR ORGANIZATIONAL EFFECTIVENESS** *Continued*

STRATEGIC FOCUS #2

CAREER-LONG LEARNING AND DEVELOPMENT

Professional development supports continuous improvement, promotes collective responsibility, and enables achievement of individual, departmental and institutional goals. Douglas College is a learning community for students and employees alike; engaging in both individual and collaborative professional learning strengthens practices and student experiences. To ensure our employees build, share and sustain the knowledge and skills needed to provide inspiring and relevant educational experiences for our students, the college will continue to invest in the leadership skills and professional development of all our employees.

Our priority is to create a culture that embraces creativity, innovation, personal excellence and opportunities for new areas of career development, as evidenced by:

- Investment in the career and professional development of our employees based both on individual professional goals and the goals and priorities set out in the college's Strategic Plan.
- Continued support for the development of faculty members and instructional support staff in instructional methods and pedagogies appropriate to an increasingly diverse student body and to the evolving modes of instructional delivery.
- A leadership development program that builds leadership capability of current and future leaders who seek opportunities for continuous improvement and advancing positive change.





PART 4: **PRIORITIES FOR ORGANIZATIONAL EFFECTIVENESS** *Continued*

STRATEGIC FOCUS #3

ATTRACTING AND RETAINING GREAT PEOPLE

At Douglas College, inspiring, knowledgeable and highly skilled employees are the foundation of our success. And we want to ensure that the great people we have, also have excellent colleagues with whom to work and collaborate.

To attract such people, our priority is to distinguish the college and its culture and build on the Douglas College brand by:

- Using recruitment tools and techniques to attract top quality individuals who act in accordance with the college's Core Purpose, and who have the requisite knowledge, skills and competencies to support and further the college's strategic objectives and initiatives.
- Developing plans to promote diversity and cultural competency among faculty, staff and administrators across the college.
- Designing an onboarding and orientation process that will increase new employees' chances of success by ensuring they build relationships with colleagues, understand internal communications protocols, and are clear about their roles and the college's policies, objectives, culture and expectations.

To ensure long-term leadership continuity and organizational readiness for future workforce needs, our priorities are to:

- Increase organizational capability, accelerate professional development, and facilitate knowledge transfer to emerging leaders through the use of performance coaching and the creation of applied learning and experience opportunities.
- Increase the use of cross-training for like positions to enhance employee skills and ensure successful service continuity and performance levels.
- Expand on the succession plan for the college to ensure both that
- Key positions have qualified and ready successors, and
- Key individuals are identified and developed to continue their professional growth within the college.

▶ PART 5: **CONCLUSION**

The Douglas College Strategic Plan envisions an inspiring, challenging and relevant educational experience for all our students, present and future. We all share responsibility for delivering on that promise. With this HR plan, we have focused on key initiatives that will enable organizational and individual success through the provision of services and tools the college's employees need to inspire and engage our students and each other.

INSPIRE.
ENGAGE.
SUCCEED.
IT'S WHAT WE DO.



APPENDIX: 2016-2020 HR INITIATIVES

YEAR 1 INITIATIVES (next 6-12 months)

- Standardize the college's practices around performance planning and review to ensure common language around goal setting, individual development planning, and performance reviews.
- Training for managers to increase skills in leading and participating in discussions around performance.
- Training for administrators on the use of Individual Professional Development Plans (IDPs).
- Refresh the Employee Value Proposition.
- Review the college's recognition programs with a view to increasing recognition opportunities at the departmental and organizational levels.
- Review key HR policies and processes, identify opportunities for improvement, and implement recommendations regarding continuous improvement of HR business practices.
- Implement the college-wide Policy Review Framework and Archive.
- Ensure an Employee Engagement Survey is conducted.
- Review and refresh the Working Conditions for Excluded Employees.

YEAR 2 and 3 INITIATIVES (following 12-24 months)

- Implement recommendations from the Recognition Program review.
- Design and implement an HR Toolkit and Training Program for managers.
- Provide HR metrics to managers to aid in workforce planning and decision-making.
- Employee Engagement Pulse Check Survey (year 2).
- Employee Engagement Survey (year 3).

PRACTICES TO ATTEND TO AS ONGOING PRIORITIES

- Maintain positive, proactive and fair labour and employee relations practices.
- Successful conclusion of bargaining with both unions to renew collective agreements.
- Offer access to a variety of professional development options designed to ensure currency and relevancy of the college's collective knowledge, skills and competencies, taking into consideration the needs of the college and each employee group.
- Ensure succession plan for key positions remains current and relevant.
- Ensure college policies and practices remain current and effective.
- Maintain recognition as an employer of choice.



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