

Human Resources Plan 2021-2025

Preamble

With the completion of the 2016-2020 HR Plan and the implementation of the College's 2020-2025 Strategic Plan, the HR Department began the process of developing a new 2021-2025 HR Plan in Fall 2020. Stakeholder engagement and feedback was gathered through surveys, focus groups, and individual feedback sessions between October 2020 and February 2021. Through Spring, 2021, an initial framework was developed and shared with the Board's Human Resources Committee (HRC). In the ensuing months, the plan was developed further, taking into consideration the effects of the pandemic and the future needs of the College.

The following HR Plan is designed to align with, complement, and support the College's Strategic Plan and the new Vision that it strives to achieve: *To graduate resilient global citizens with the knowledge and skills to adapt, innovate and lead in a changing world.* The HR Plan is organized into four strategic priorities for HR, which are well aligned with the themes and objectives in the College's Strategic Plan:

College Key Themes

Theme 1: Successful Students

Theme 2: Responsive Learning Environments

Theme 3: Social and Environmental Responsibility

Theme 4: Healthy and Effective Work and Learning Environments



The strategic priorities in the HR Plan are directly responsive to two of the Key Themes identified above: Theme 3 and 4. However, HR will contribute to and enable the College's successful achievement of its strategic objectives across all four themes by fostering a resilient, capable and engaged workforce and workplace culture that will ensure the current and future success of the College and its students.

HR Plan's Core Purpose aligns with the College's Core Purpose

The HR core purpose is as follows:

We inspire and enable our employees to do what they love and be good at it, providing a work environment and culture that respects our diversity, supports our growth and professional success, celebrates our achievements and inspires performance excellence

HR Plan's Vision supports employees to achieve the College's Vision

The HR vision is as follows:

Douglas College is a healthy, inclusive and respectful workplace where employees are resilient and engaged to use and develop the knowledge and skills to thrive, innovate, collaborate and lead themselves and others; and where partnerships are meaningful and support the College's success.

HR Plan integrates the College's Values

The HR Plan upholds the College's values by promoting the College's core values in its policies and practices:

- Honesty and Integrity
- Innovation and Creativity
- Diversity and Inclusion
- Accountability and Sustainability
- Community and Relationships

HR Plan's Guiding Principles and Client Service Standards support the College

The HR Department has developed a set of guiding principles and client service standards that ensure the Department is providing appropriate support across the College.

The HR Guiding Principles are as follows:

- HR is a responsive, reliable service partner
- We model collaboration – we collaborate as one team to create an exceptional student experience
- We work as one with other departments to build a workforce and environment that is recognized and admired across the sector
- We provide strong, effective human resource management and leadership
- We offer value-added service
- We are accountable for our performance to our clients and to each other
- We see client feedback and input
- We support learning and career development of our staff

The HR Client Service Standards are as follows:

We are committed to providing and promoting excellence in human resource management at Douglas College. As a College-wide service, we spearhead various programs and initiatives for the benefit of all employees. We work collaboratively with academic, administrative and service units and our work impacts faculty, staff and students employed at the College; and students attending our institution. A key strategy of the HR Plan is to ensure that the HR Department is aligned to meet the evolving needs of our clients. We will assess the HR service delivery model as part of our planning.

2021-2025 HR Plan – Four Strategic Priorities for HR

The figure below identifies the four strategic priorities for HR. Similar to the College’s Strategic Plan these areas are overlapping, and may overlap even more than shown here.



The table below outlines the strategic priorities and associated objectives in the HR Plan. In some cases the objectives were drawn from the College’s Strategic Plan, and are referenced accordingly in parentheses.

HR Priorities	HR Objectives
<p>Strengthening Leadership Excellence and Organizational Capacity</p>	<p>To promote high levels of performance and achievement by supporting employees in the development of their leadership capabilities and implementing workforce planning in administrative areas, resulting in improved employee engagement, retention, and succession and organizational capacity and resilience.</p>
	<p>Strategic workforce planning (Objective 4.1.1)</p>
	<p>Leadership professional development training series:</p> <ul style="list-style-type: none"> • Employment/labour relations • EDI and i-EDI in the workplace • Performance management and recruitment
	<p>Douglas College leadership competencies</p>
	<p>Change management toolkit – people</p>



HR Priorities	HR Objectives
Fostering Respect, Diversity and Inclusion	To foster a respectful and inclusive culture that celebrates our diversity, supports Indigenization and is welcoming and accessible to everyone
	Review/revise policies and practices through an EDI and i-EDI lens (Objective 3.2.3) Indigenous PD framework and employee resources (Objective 3.1.4) Diversity and Inclusion strategy and framework Respectful Workplace program and training
Improving Employee Health and Well-Being	To align College values with our practices associated with health and wellness and to foster an environment where employees will thrive and succeed.
	Mental wellness strategy (Objective 4.1.2) Employee wellness initiatives, resources and supports Employee health promotion
Achieving Efficiency and Effectiveness	To increase efficiency, effectiveness and decision making by leveraging the use of technology and digitization, improve access to information and streamline processes.
	HR metrics and leaders' dashboard Leveraging automation and technology - digitization of HR processes, forms and resources (reduction of paper) HR services