University of Calgary
PEOPLE PLAN
2015 - 2016

A Great Place to Learn and Work
People are what make this university great!

- Our people help shape the lives and intellects of our future community leaders.
- Our work is meaningful – it is both complex and broad in scope
- Our environment allows members of our community to make a powerful contribution around the world
- Our research is addressing some of society’s most pressing issues
- We expect excellence in performance in all areas of our work
- We are inspired to aim high with our *Eyes High* strategic vision
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Introduction
Any organization is only as great as the sum of all its people. The University of Calgary’s success is founded on our diverse, accomplished and innovative people. Our employees have shaped this institution from the ground up, and helped to raise the bar in research, teaching and learning, and community engagement. There is also a strong employee commitment to excellence – from big, bold ideas to everyday decisions – that paves the way to our Eyes High goals and the future ahead. Our people are the drivers of our future success.

This People Strategy outlines the main programs and practices that maximize our value as an employer. These components help to drive and reinforce a positive culture and healthy workplace. Our people tell us they work here because of the contagious energy of both the campus, and the city of Calgary. We are a vibrant and passionate community with people who are energetic, curious and committed to making a positive difference locally and around the world. This document articulates the commitments that the University of Calgary makes to each employee and provides a lens for prospective, new, and existing employees as to how they can expect to be treated as an employee of the University of Calgary.

Employee Stakeholder Groups and Labour Relations
The University of Calgary is a diverse community comprising many different stakeholder groups. The university looks at all staff as employees of the University of Calgary, first and foremost.

Executive Leadership Team (ELT) - The Executive Leadership Team of the university is composed of eight leaders including the President, Provost and Vice-President (Academic), and Vice-President (Research); Vice-President (Finance and Services), General Counsel, Vice-President (University Relations), Vice-President (Development) and Vice-President (Facilities). The Executive Leadership Team provides overall leadership and sets the strategic direction for the university.

Senior Leadership Team (SLT) - The Senior Leadership Team is composed of approximately fifty staff in positions of leadership across the university’s faculties and departments. This team includes the dean for each faculty, vice-provosts and senior management, such as associate vice-presidents. The Senior Leadership Team is responsible for the execution of the strategic plan within their respective portfolios.

Academic Staff - There are approximately 1,600 academic staff members across faculties and units who work at the University of Calgary, including Continuing, Contingent Term and Limited Term members. Faculty are required to belong to the University of Calgary Faculty Association. The labour relations regime is mandated by the Post-Secondary Learning Act (PSLA), which establishes an obligation to bargain collectively. TUCFA is the exclusive bargaining agent for academic staff members. The bargaining unit includes almost all academics except those exercising managerial and administrative functions (e.g. deans and senior leadership).
**Management and Professional Staff (MAPS)** – There are over 900 staff across the faculties and departments at the university who provide professional and administrative support and enable the great work that our academic and research staff deliver. The Management and Professional Staff group includes managers within Human Resources, Finance, IT, and other faculties/units, and professional employees such as architectural, engineering or legal professionals employed in that professional capacity, as well as ancillary staff.

**Support Staff** - There are more than 5,600 staff, including full-time (2,747) and part-time (2,861) staff employed largely in Medicine, Student and Enrolment Services, Kinesiology and Arts. The labour relations regime established by the *Public Service Employee Relations Act (PSERA)* establishes an obligation to bargain collectively, and has identified AUPE as the exclusive bargaining agent for all support staff. This includes support staff on our main campus, downtown campus and Foothills and Spy Hill campuses. This diverse group includes five categories of employee classification: general, operational/administrative, specialist/advisor, trades and technical, as well as staff such as caretakers, lab assistants, carpenters, electricians and IT support specialists, etc.

**Engagement**

A highly engaged workforce is critical to the success of the University of Calgary. Strong employee engagement contributes to a positive work environment, higher job satisfaction and productivity, and good employee retention. Research suggests that employees work more productively when they have clear goals, derive value from their job, feel the support of their organization, enjoy a positive mental state, and have the capability to do their job.¹

The University of Calgary’s employee engagement survey serves as a benchmark and helps us measure progress in engagement and enablement in our workplace. The survey is conducted every two years with all full-time employees. Results of the survey are communicated across the university by the president and members of the Senior Leadership Team.

Through the development of collaborative action plans, each faculty/unit/portfolio focuses on areas of low engagement and enablement for their respective areas, and celebrates the success of positive engagement results. Employee involvement in the development of the action plans is key in addressing any barriers and to building a positive and productive work environment.

¹ *Rewards, Motivation, and Workplace Performance*, a study conducted by the International Society of Performance Improvement.
Recognition

The University of Calgary values and appreciates the dedication and commitment of its employees and as it strives to meet its’ Eyes High goal of becoming a top five Canadian research-intensive university, it is dependent on employee engagement, retention and performance. Increased Recognition of Faculty and Staff is a strategic goal for the Executive Leadership Team and is directly connected to the Academic Plan and the Strategic Research Plan. The university’s newly formed Recognition Committee places their focus on innovative ways to recognize faculty and staff.

The Employee Recognition program directly impacts and supports the areas of engagement, retention and improved performance, while also promoting a positive workplace culture and environment. This program, including key principles and a hierarchical framework (formal, informal, and everyday recognition), enables the development of best practice recognition programs, and education and training which support an organizational culture of personal and meaningful recognition experiences.

The guiding principles behind the University of Calgary Employee Recognition program are:

- Recognize excellence in teaching, research, and service to the university and broader community
- Recognize individual and team behaviors and achievements that support the strategic goals and core values of the university which include: curiosity, collaboration, communication, excellence, and sustainability, support, globalization, and balance.
• Be fair, transparent, meaningful and simple
• Recognize leadership at all levels
• Promote positive and respectful behaviours in the workplace
• Help build the sense of one university family

Numerous formal and informal recognition programs currently exist across the university. The U Make a Difference awards, Employee Long-Service awards, and Research and Teaching awards are just some of the programs currently in place to recognize quality, commitment and dedication of our valued workforce. Consistent and meaningful recognition – both formal and informal – needs to occur frequently in order for employees to feel their contributions to the university are recognized and appreciated. Ultimately, the intent of the Employee Recognition program is to promote and enhance a strong culture of peer-to-peer recognition and improve university-wide awareness of recognition opportunities.

Rewards and Benefits
Attracting and retaining a diverse group of qualified faculty and staff is fundamental to the success of the university’s mission and mandate. The university’s Total Rewards program is designed to support these attraction and retention goals, subject to the legal and fiscal constraints within which the university works.

The university provides a comprehensive compensation program including salary, group benefits, pension plans and other programs and services, designed to attract, retain, reward, and motivate employees to commit and perform well. This program is designed to be competitive with other educational institutions and the various markets in which we compete for talent. It recognizes the diversity and needs of the various employee groups. The University of Calgary typically targets the median of the market for base salary and reflects the unique juxtaposition of a public-funded organization in a resource-rich economy.

The university’s Total Rewards program supports the well-being of all employees, protects against financial hardship due to illness, and assists employees through retirement. The compensation provided to staff at the university is determined by the role they perform; the market for their skills, knowledge and experience; and their performance in their role. The total
compensation approach is built on the foundation of partnership and shared accountability between the university and its employees.

The university commits that compensation programs will be administered in a way that is fair and consistent.

**Respectful Workplace**

The University of Calgary is committed to cultivating a workplace that respects and promotes human rights, personal dignity, and health and safety. The university recognizes its responsibility to build and maintain a diverse and respectful workplace, where all employees and students enjoy an environment free of offensive remarks, material or behaviour and in which the dignity and self-respect of every person is valued. The university recognizes that workplace conflicts and disrespectful behaviour can jeopardize an individual’s dignity, self-esteem and well-being and possibly undermine work relationships and productivity.

Our respectful workplace requires the cooperation and support from each and every employee in the organization. Everyone has a responsibility to set a positive example and behave in a manner that will not offend, embarrass or humiliate others, whether deliberate or unintended. Employees are personally responsible at all times for their behaviour and conduct.

Our respectful workplace is also a place where members of the campus community are valued, communication is polite and courteous, people are treated with respect, and conflict is addressed in a positive and respectful manner. Disrespectful behaviour, bullying, harassment and discrimination are not tolerated. The university’s Respect in the Workplace program strives to create a positive and healthy workplace for all employees. It includes on-line training, facilitated interactive workshops, guest speakers and lunch-and-learns, to ensure we keep respect alive. Processes are in place for employees to lodge a formal complaint when they believe they have been treated disrespectfully.

The Respect in the Workplace program is supported by university policies such as the Code of Conduct, Workplace Violence policy, and the Harassment policy. The program is based upon the Canadian Standards Association’s Psychological Safe Workplace principles and framework, and is supported by the Working Minds program developed at the University of Calgary, as well as the Homewood Health Employee and Family Assistance program, and other on-line tools.

The university leadership and all employees have a responsibility to create and maintain a respectful workplace.
WellBeing and WorkLife

*Be proactive. Stay healthy at work and home.*

The university looks to develop programs and initiatives that respect the employee’s life outside of work as well as their working life. With such a diverse population of employees across the university, it is critical to ensure that appropriate supports are available for staff to deal with all of life’s challenges and to help them be productive and focused while at work. The time a person spends working should be balanced by activities such as spending time with friends and family, keeping fit, hobbies, traveling, or whatever activity brings meaning to the employee.

Programs such as the [Homewood Health](#) Employee and Family Assistance Plan (EFAP) provide an array of counselling options, Life Smart lifestyle and specialty counseling services and online resources, which support employees both at home and at work. Educational and reference materials related to childcare, eldercare, nutrition counselling, smoking cessation programs, and pro-active physical and mental health initiatives, are available to all employees and their dependents.

Faculty and departmental wellness committees help to promote a culture of wellness through promotion of resources and campus events (Lunch and Learn Series, UFlourish, Health Checks), as well as leading localized healthy initiatives such as walking programs, hydration and nutrition challenges.

On a limited basis, the University of Calgary also provides accredited on-site childcare services. On-site childcare service provides peace of mind for busy parents and is provided on a limited basis for children of eligible full-time students and full-time employees of the University of Calgary, where space permits. The University also has a partnership with Kids & Company, which provides high quality and flexible child care options.

Through various flexible work options, employees are able to navigate the challenges of balancing home and work commitments and have some control over how and when their work commitments are completed. These flexible work options contribute to greater job satisfaction and help to retain top talent at the university. Competitive vacation entitlements allow restorative time away from the workplace. Vacation policies focus employees on planning their vacation-year in advance to ensure time is taken in the year that it is earned.

The university is also a repeat recipient for the WorldatWork Seal of Distinction, an award that recognizes work-life programs, policies and practices including dependent care, health and
wellness, workplace flexibility, financial support and education, paid and unpaid time off, community involvement and workforce experience/engagement.

Promoting and supporting good mental health in the workplace is important for the university in order to support the wellbeing of employees, enable the full productivity of employees, ensure the workplace is respectful and inclusive for all staff (including those with mental health concerns), and encourage employees to seek support and assistance. By leveraging the Working Mind program, Homewood Health Employee and Family Assistance Plan, the Campus Mental Health Strategy, UFfLourish Week, the National Standard for Psychological Health and Safety in the Workplace and other resources available to employees, the university ensures that all employees have access to resources that promote and support good mental health and wellbeing.

Leadership

Leadership is a critical success factor for the achievement of our Eyes High strategy, as well as for the development of a sustainable pool of leaders to lead the university into the future. The leadership philosophy at the University of Calgary is to focus on transformational leadership and is intended to develop leaders who can work collaboratively through influence and motivation to help employees meet their full potential and deliver on results. Further, our ‘leaderful’ approach supports the notion of leadership coming from anywhere and everywhere on campus – and both formal and informal leadership. All university employees have leadership responsibility and, by nurturing the skills of existing and future leaders at all levels in the institution, the university is in a better position to achieve its goals.

The University has five leadership competencies that are directly linked to the Eyes High strategy. These competencies not only identify the required skills and experience that the university needs, but also inform succession initiatives, performance management, and leadership development, for executive, senior leadership, management and professional staff.

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2 Source: Leadership: Theory and Practice; Peter G. Northhouse; 2007
3 Source: The Leaderful Institute; Boston Consortium, 2012
The university is focused on improving the leadership skills of our staff to ensure the full potential of our workforce is being realized. Leadership programs have been developed for deans, associate deans, department heads, and management and professional staff. **ULof cead** is a one-year experiential leadership program designed to develop and support leaders who will attract the best talent, inspire excellence, and engage our university community. Human Resources partners with Continuing Education to deliver quality learning targeted to Management and Professional Staff leadership developmental needs. This core leadership program processes three cohorts per year.

The **UFundamentals** learning program provides a foundation of leadership principles and tools for the University of Calgary frontline managers who have at least one direct report. Through a variety of mini-seminars and workshops, managers have the opportunity to interact with facilitators and subject matter experts from across campus. These facilitators provide valuable information on topics that will help leaders understand their managerial role and expectations at the university.

The **Academic Leadership Academy** at the University of Calgary is committed to developing, attracting and retaining highly competent and effective academic leaders. The University of Calgary encourages a culture of leadership: building leadership commitment and trust; increasing respect and recognition; and, creating an environment that results in one university family guided by its *Eyes High* vision. The Academic Leadership Academy offers opportunities for new and experienced academic leaders to further develop their leadership capacity, an
essential ingredient in unleashing the potential in people and their performance. The program is designed to build capacity by providing opportunities to consider issues and co-create solutions to shared leadership challenges.

The Taylor Institute for Teaching and Learning highlights the university’s commitment to the development of teaching excellence and leadership among educators on campus. Through research, the institute enhances the learning and teaching experience at the University of Calgary and across the country. Teachers have access to leading-edge resources, learning spaces and technology, and are given an opportunity to investigate their own teaching techniques. These pioneer teachers can explore how best to reach their students through research questions instructors themselves want answered. There are also opportunities for students to become the teachers, helping provide vital insight into how they learn best. Lessons learned from these experiments can then be translated to the rest of campus, and beyond.

Training and Development
The University of Calgary is committed to supporting the development of all employees, and to creating opportunities for reflective learning that engages and benefits all members of our organization. The University of Calgary offers a variety of training and development options, all of which are designed to better the performance of both the individual and the organization, and align with the university’s stated values and competencies.

Extensive training resources have been developed for our employees to explain the university’s business processes and how to execute all related IT transactions. These resources include hundreds of job aids, videos and eLearning courses.

The Integrated Support Centre also plays a critical role in supporting employees when they require assistance in the areas of HR, Finance and Supply Chain transactions, through both help-line and desk-side support.

Human Resources offers a variety of learning and development opportunities through programs, workshops, eLearning and other channels. Employees and managers can develop learning plans, register for courses and track all their learning through an enterprise learning system. Customized services are also provided to faculties, departments and teams to facilitate and accelerate individual and team performance results.

All new management, professional and support staff employees are encouraged to participate in UBegIn, a comprehensive welcome program designed to introduce University of Calgary’s culture, strategy and norms. This program is offered semi-monthly and involves a full day of learning, complemented by various workshops in the following months (e.g. Respect in the Workplace, Health and Safety orientation, Freedom of Information and Privacy, IT training, etc.)
A member of the Executive or Senior Leadership team participates in this program by personally welcoming each group of new hires.

**UBegin** is just one part of the new employee onboarding program, designed to heighten engagement, accelerate productivity and enhance retention. All systems and processes have been redesigned to ensure employees can be “ready day one”. Effective employee onboarding has a positive domino effect: it ensures that new hires feel welcome and prepared in their new positions, in turn giving them the confidence and resources to make an immediate impact at the University of Calgary.

**ULearn** is built around the university’s eight core competencies and features guides, articles, and workshops that will help develop workplace skills and career. These development opportunities are largely focused on support staff. They include: Communication, Innovation/Initiative, Teamwork, Knowledge and Technical Skills, Personal Effectiveness, University Understanding, Leadership, and Flexibility.

One of the most attractive benefits of working at the university is the opportunity for eligible staff, faculty and their designated dependents to take advantage of the **Tuition Support** program for approved undergraduate and graduate courses, as well as for non-credit courses offered through Continuing Education. This opportunity really does support the university’s approach to being a great place to work and learn.

**UAdvance** is a certificate program primarily for full time Support Staff comprising five core and five optional courses designed to address learning needs. Core courses include workshops on communications, change and personal resiliency, performance management, teamwork and developing your career. As part of the program, we are offering access to over 4,000 web-based video courses through Lynda.com, the market leader in providing web-based access to software training, soft skills materials, and reference resources. These courses are available to all faculty and staff at the University of Calgary.

**Healthy Living**

Having a healthy and engaged workforce with comprehensive workplace wellness programming in place can help attract employees, reduce disability costs and improve morale. The purpose of pro-active workplace wellness programs are to encourage healthy lifestyle behaviors and to positively shift the culture of a healthy workplace. Some ongoing wellness programs and events at the university include Winter Walk Day, Health Checks with biometric screening and wellness stations, and lunchtime wellness seminars. Thrive Week is an annual week-long series of events to build positive mental health and includes keynote speakers, a health and wellness expo, wellness workshops, and participation in National Depression Screening Day.
Faculty and departmental wellness committees act as wellness ambassadors in their respective work-areas to help develop healthy living initiatives such as walking programs, and step and nutrition challenges, as well as promoting existing wellness resources.

There is an array of health and wellness services available on-site for employees. Employees can access health services at the SU Wellness Centre including Chiropractic, Massage, and walk-in Medical services. The Active Living programs and recreation facilities, including the Fitness Centre, Aquatic Centre, personal training, fitness classes and the Outdoor Centre, are available to employees and their family to enhance their health and well-being.

**Employee Safety and Security**

The University of Calgary views the health and safety of our employees as a top priority and is committed to providing a safe and healthy work and study environment for the entire university community. The Environment, Health and Safety team has developed comprehensive safety programs, training, and committees and provides guidance and support with facility inspections and accident investigations. In 2014, the university became the first post-secondary institution in Canada to receive a Certificate of Recognition safety designation for demonstration of its commitment to health and safety.

The university has a comprehensive Emergency Management program, including emergency response plans, an emergency notification process and a campus-wide emergency warden program. The more than 800 volunteer emergency wardens play an important role in promoting awareness and education of emergency preparation and response and assisting with the evacuation of campus facilities during fire alarms, annual fire drills, and actual incidents.

Uniformed Campus Security officers are on duty 24 hours a day, year-round to provide first response to campus emergencies, criminal matters, fire alarms and medical emergency situations. Help phones and security cameras are located throughout campus with a direct link to Campus Security and are monitored 24 hours a day. Through Campus Security, the university also offers a *Safewalk* program and working alone monitoring and support.

**Vibrant Campus**

The university has strong links to the Calgary community. The university was created fifty years ago, in order to serve the burgeoning intellectual, educational, and research needs of the growing city and region, and that is still the source of greatest pride and purpose for the University of Calgary.
Be a part of an energized and vibrant community. Attend lunchtime lectures from guest speakers and thought leaders from around the globe, or grab lunch at the expansive list of eating facilities on campus, or browse through the UCalgary bookstore, or participate in the many on campus events and celebrations that support a vital and welcoming workplace.

**Awards**

In January 2015, the University of Calgary was named to the Alberta Top Employer list and we take pride in this honour and accomplishment. This special designation recognizes Alberta employers that lead their industries in offering exceptional places to work. Employers are evaluated on the following criteria:

- Physical workplace
- Work atmosphere and social
- Health, financial and family benefits
- Vacation & time off
- Employee communications
- Performance management
- Training & skills development
- Community involvement

Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs.

The university also earned the WorldatWork Alliance for Work-Life Progress 2015 Seal of Distinction award. The alliance defines and acknowledges best practices and innovation, facilitates dialogue, and elevates work-life thought-leadership. The WorldatWork Alliance for Work-Life Progress Seal of Distinction recognizes employers that support employees in achieving success both at work and at home through effective workplace strategies and practices.

**Focus on Continuous Improvement**

The University of Calgary is one of the largest employers in Calgary. There is an ongoing commitment from the Executive Leadership Team and Human Resources to focus on continuous improvement and ensure that our workforce – which includes academics, support staff, and administration – is well positioned for the future. As such, our people practices, policies, and programs must reflect the diverse population of employees and ensure that we are providing supportive and engaging initiatives that demonstrate our commitment to make the university the best place to learn and work.