



University of
Lethbridge



our plan

your plan



2016 to 2019
people plan
a community that is diverse, inclusive, and welcoming

Table of Contents

Introduction.....	2
The People Plan	4
Statement of Intent	
Values	
Priorities.....	6
Collaboration and Cohesiveness	
Communication	
Orientation/On-Boarding	
Supervision and Leadership	
Training and Development	
Work-life Balance	



*“Our people define our university
and are our greatest strength.”*

Dr. W. A. Sam Smith
Founding University of Lethbridge President
Term of office: 1967-1972



Introduction

The University of Lethbridge aspires to become Canada's destination for all who seek a comprehensive, liberal education-based academic community that promotes a diverse, inclusive, and welcoming environment – a destination for our students, faculty, and staff.

We strive to be a community that supports those who work here – while inspiring our students and extended community – to live with a sense of well-being. This People Plan is dedicated to enriching the diverse campus experience that makes the University of Lethbridge a desirable place to work.

The People Plan reflects our commitment to:

- creativity, inquiry, and discovery
- our students
- responsible action
- society

The People Plan was guided by a 15-member committee comprising individuals from several employee groups: academic staff, administrative professional officers, senior administration, and support staff. The committee members contributed different perspectives from a variety of backgrounds with a shared interest in this University being one of the best places to work.

While the Committee has had the unwavering support of the President's Executive, its efforts were directed by the University community itself through survey responses, participation in World Cafés, shared expertise, and numerous suggestions.

A sincere thank you to our campus community for your involvement.

*"I know there is strength
in the differences
between us. I know there
is comfort where we
overlap."*

- Ani DeFranco



The People Plan

STATEMENT OF INTENT

A people plan is both a statement of shared values and a strategy for enacting those values in order to provide the foundations for individual and thus collective success across all groups.

*"We are a rich university because of our people;
we support each other and succeed together."*

- People Plan
Statement of Intent

INSTITUTIONAL VALUES

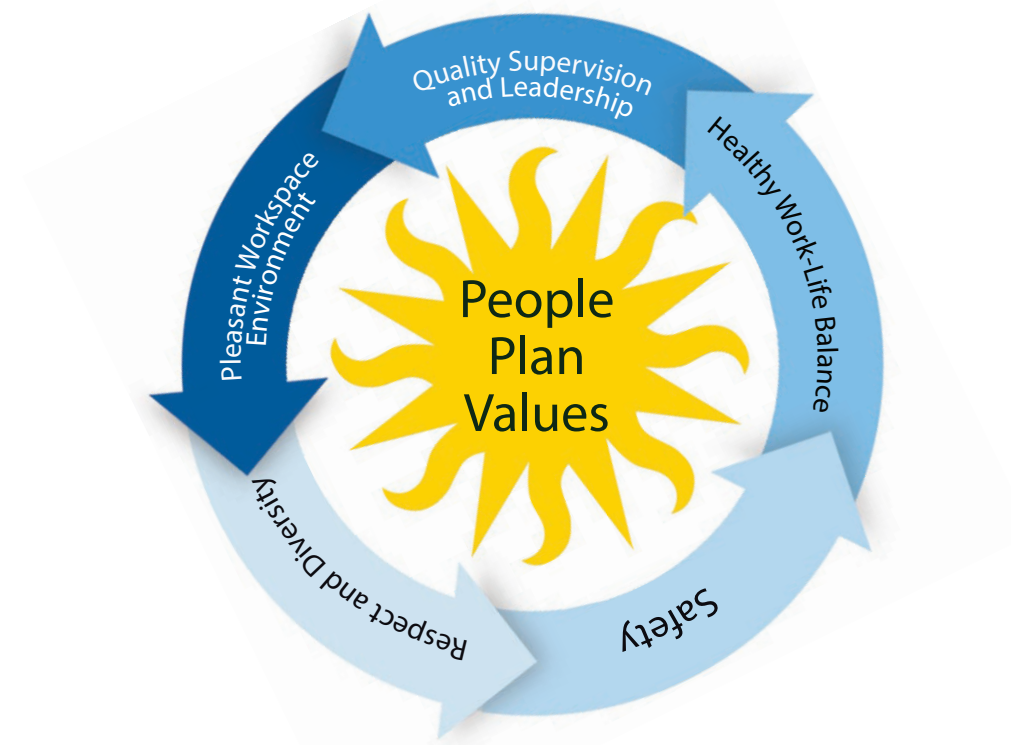
In April 2013 the Board of Governors approved a statement of three values which provide guidance in key decisions.¹ These institutional values are:

1. Our people define our University and are our greatest strength.
2. High quality is central to all that we do.
3. Access to our University is a foundational value.

The People Plan serves to further elucidate the first institutional value, recognizing that our people are central to fulfilling all of our institutional values.

PEOPLE PLAN VALUES

Survey results tell us that there are many values that guide how we work together. The diagram below reflects the values that are most important to us as a community.



Of these values, some are recognized as well-established and some as aspirational. The latter are articulated as priorities in the following plan.

1. The *Reaffirming Our Values* document can be found at: <http://www.uleth.ca/budget-finance/content/reaffirming-values>



Priorities

The six priorities for this 3-year plan are:

- Collaboration and Cohesiveness
- Communication
- Orientation/On-Boarding
- Supervision and Leadership
- Training and Development
- Work-Life Balance

Vision statements and strategies for each are based upon the results of the survey, input from World Café events, and ideas shared through the People Plan website.

No one priority stands alone or takes precedence over the others. The priorities interrelate and overlap. Collectively they articulate a vision whereby the University of Lethbridge becomes an increasingly desirable place to work.

COLLABORATION AND COHESIVENESS

Collaboration introduces diversity of perspective, multiple solutions to problems, opportunity for the sharing of responsibilities and work load, and fostering of a creative environment. Cohesiveness is the extent to which we work together and grow as a team. Cohesiveness promotes a sense of belonging, involvement, strength, purpose, and support as we work and grow together. Through collaboration and cohesiveness, we interact respectfully and look forward to opportunities where we can share, learn, build relationships, and reflect the diversity of our community.

Vision

We strive for a vibrant, cohesive community, with each of us contributing to the campus culture through diversity of knowledge, skills, and ideas. Individual efforts are commonly brought together through collaborations, team projects, and committee work.

Strategies

- encourage mentoring
- cultivate cross training and professional development
- increase awareness of social events and activities
- expand knowledge of the university community

“Collaboration throughout the University should happen regularly through participation in inter-department committees.”

- World Café comment



“We need to communicate about what we do, but we also need to communicate about why we are not doing something else.”

- World Café comment

COMMUNICATION

Good communication fosters a positive, healthy, and inclusive work environment. As such, improved feedback loops that are trusted, transparent, and accessible are necessary to promote dynamic communication.

Vision

We commit to cultivating reliable communication mechanisms designed to overcome potential barriers and encourage effective, respectful communication.

Strategies

- recognize the existence of universal accountability for collegial and trustworthy communication
- commit to timely and consistent communications, remaining cognizant of all impacted areas
- establish multi-faceted teams to advise on the development of communication standards and practices
- provide training opportunities that enhance development of, and accessibility to, campus-wide communication

ORIENTATION/ON-BOARDING

An effective orientation/on-boarding program contributes to creating a successful and satisfying work-life experience. Framing consistent orientation/on-boarding practices across all departments and faculties will further immerse individuals in the University culture and community, allowing them to explore all the support systems, networking, and relationship-building resources that our campus has to offer.

Vision

We aim to offer all individuals, over the course of their University career, an opportunity to receive mentorship and to mentor others. Our commitment is to create an ongoing comprehensive, accessible orientation/on-boarding program that provides the best chance of transition success.

Strategies

- develop a comprehensive orientation/on-boarding program
- implement an employee on-boarding philosophy
- introduce University community and culture

“Personal orientation is time-consuming. But, it is a statement about the value you place on people.”

- World Café comment



“Leadership is not necessarily authority; it is inspiring others to rally to a cause – thereby creating an environment where others can succeed by becoming empowered.”

- World Café comment

SUPERVISION AND LEADERSHIP

Effective supervision and leadership motivates, then empowers individuals to become valued and contributing members of the community – it serves to bridge development of an inspired, shared vision. True leadership seeks to inspire others in shaping an institutional future by being open, accessible, and having the ability to truly listen. Successful supervisors and leaders facilitate effective communication, foster collaboration and cohesiveness, enable training and development, take a leading role in orienting new faculty and staff, and encourage work-life balance.

Vision

We aspire to be a community that supports our supervisors and leaders by providing them with opportunities and resources for professional growth in order to help them become successful in their roles.

Strategies

- develop leadership training programs
- promote strong communication skills
- establish expectations and responsibilities
- emphasize accountability for effective supervision and leadership

TRAINING AND DEVELOPMENT

Training and development are essential components of campus community development that help individuals hone skills and enhance performance as they contribute to university goals. Workplace development initiatives present individuals with learning opportunities that empower and allow for growth, flexibility, and a sense of satisfaction.

Vision

We endeavour to implement the highest level of accessible training and development initiatives for individuals to further enhance skills and potential that can be applied to the advancement of the campus community.

Strategies

- develop a process that identifies training and development needs
- centralize training and development opportunities
- improve and provide access to training and development
- foster an environment for sharing knowledge among colleagues

“Everyone should be invested – clearly outlining the opportunities available for developing purpose.”

- World Café comment



WORK-LIFE BALANCE

A successful work-life balance program recognizes and respects the value of healthy, productive people as they manage personal and professional lives. Work-life balance strategies and activities help people cultivate a state of well-being, assist in restoration, and help manage multiple roles related to personal life, professional life, and community.

“Educate people on the benefits of Work-Life Balance and its rewards.”

- World Café comment

Vision

As a community, we seek to provide, promote, and support a highly valued and accessible work-life balance program that works in harmony with the existing wellness program. We aspire to be a caring community that is sensitive to situations where individuals might be overwhelmed.

Strategies

- support wellness initiatives, mental health strategies in particular
- encourage working relationships within and across departments and faculties
- provide training on how to correct work-life balance issues



“The University remains committed to creating a positive environment where people want to work, educate, learn, conduct research, and engage in creative activity.”

Dr. Mike Mahon
President and Vice-Chancellor
Term of office: 2010-present

University of
Lethbridge

