
STRATEGIC PRIORITY

5.0 Infrastructure and Support

SUB-PRIORITY

5.1 Develop a human resource strategy that allows us to attract, support, and reward the best faculty and staff

EXECUTIVE SPONSOR

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RELATIONSHIP TO OTHER STRATEGIC PRIORITIES

2.2

DESCRIPTION

People are the cornerstone of any institution, but particularly at a university. Our ability to fulfill our mission depends critically on our ability to attract, develop, reward and retain the best faculty and staff.

Our annual workplace survey and the 100 Days consultation indicate a number of strengths Dalhousie has as an employer. These include satisfaction with our overall compensation and benefits and people feeling they are treated fairly by chairs or supervisors. The greatest areas for improvement include more regular performance feedback between staff and supervisors and creating opportunities for employee recognition and career development.

The 100 Days consultations identified other areas of concern and desire for potential improvement, including faculty/administration relationships, faculty renewal, status of grant-paid employees and input on compensation and benefits packages. This feedback should continue to guide the efforts of senior administration and the central Human Resources unit as we work to develop a stronger workplace.

SPECIFIC GOALS

1. Develop strategies and mechanisms to recruit at least 85% of first choice candidates.
2. Implement a performance development plan by 2017.
3. Develop a leadership development program to identify future leaders and align with institutional needs.
4. Increase promotion of internal candidates for leadership roles by 2018 with a particular focus on promoting qualified candidates from under-represented groups designated by Dalhousie's Employment Equity Policy.