

# DPMG Meeting

Strategic Priority 5.1- Overview  
January 24, 2018

Talent Management, Human Resources



## 5.1 Project Team

- **Executive Sponsor** – Ian Nason, Project Lead - Jasmine Walsh
- **5.1 Team Members** (Advising and Support) – Tracy Rands, Janice Godin, Chris Hattie, Ken MacDermid, Laura Neals, April Delorme-Provo, Faculty Member (TBD)
- **Talent Management Team** – Leads development and execution of key 5.1 initiatives
- **Regular consultation** as needed with:
  - Provost Committee
  - Deans Council
  - AVPs
  - HR partners (HRIT)
  - HRES Office

## 5.1 Project Purpose

- Ability to fulfill our mission as an institution depends critically on how well we attract, develop, reward and retain faculty and staff
- Surveyed employees indicate room for improvement in:
  - frequency and quality of performance feedback
  - creating opportunities for recognition and career development
  - succession planning activities for existing staff and faculty
  - ensuring that opportunities for promotion and growth are available

## Strategic Initiative 5.1

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



Develop strategies and mechanisms to recruit 85% or more of first choice candidates



Implement performance development plan across the university



Develop a leadership development program to identify future leaders



Increase promotion of internal candidates for leadership roles, with a focus on under-represented groups designated by Dalhousie's Employment Equity Policy

# Talent Management Model



# Highlights of Initiatives



## 1. ATTRACT

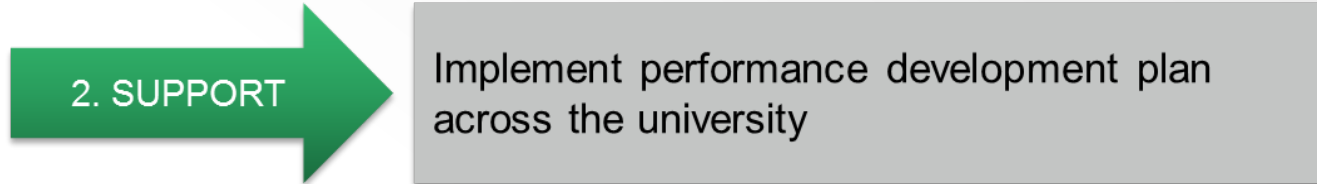
Develop strategies and mechanisms to recruit 85% or more of first choice candidates

**Recruitment Metrics** – Creation of data analytics tool to measure key recruitment metrics and gain process improvement insights for hiring the best faculty and staff. Historical data from staff and faculty recruitment captured from 2014 to present, dashboard created (Q2 2018 launch)

**Talent Pathways Program** – Creation of a new staffing program within central HR supporting recruitment of temporary positions with a focus on hiring equity-seeking groups (Q2 2018 launch)

**Employer Value Proposition** – Develop EVP brand campaign, including marketing collateral, outreach and candidate communications (Q4 2018)

# Key Initiatives



**Staff Development** - Updated and streamlined our recommended tool for staff development (ACHIEVE) including incorporation of Dalhousie Core and Leadership Competencies. Unit level training and consultation on-going. Staff Career Development Planning workshops underway.

**Faculty Development** – Consultative process underway to examine current tools and best practices for faculty annual reviews, with the goal of developing university-wide guidelines and recommended tool. Faculty Mentorship and Career Development initiatives underway.

# Key Initiatives



Develop a leadership development program to identify future leaders

**Leadership Development** – Continued evolution of Leadership Development programming in response to the learning needs of academic and administrative leaders, including:

- New Supervisory Development program (launched Feb 2017)
- Updated Deans' Orientation (2016)
- Continuous program review and updating of Academic Leadership programming
- New Academic Leadership Awards
- Executive leadership development (President's initiative – Leaders for the Strategic Future)
- Training needs analysis undertaken for senior DMPG leaders (ADM-08/09)



# Key Initiatives



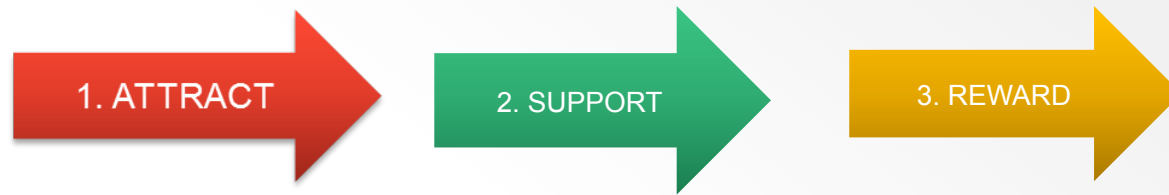
## 4. REWARD

Increase promotion of internal candidates for leadership roles, with a focus on under-represented groups designated by Dalhousie's Employment Equity Policy

**Secondment Opportunities** - New Talent Pathways Program to include facilitation process for current employees seeking development opportunities, such as secondments or temporary assignments, with a focus on internal equity-seeking candidates (Q2 2018 launch)

**Succession Planning** – Development of succession planning model underway, including identification of high potential leaders, creation of development/experiential leadership opportunities, guidelines and process for promotion of internal employees to leadership positions with a focus on equity-seeking groups (Q2-Q4 2018)

# Rewards and Recognition



**Legacy Awards Gala** – Planning underway for annual staff and faculty awards gala; launch in 2018 as bicentennial legacy event

**Milestone Awards** – Exploring renewed approach to long term service awards

**Recognition** – Planning underway for peer-to-peer recognition initiative

# Organizational Health as a Foundation

## Work Well Strategy

- Developed and launched in 2016, focused on improving faculty and staff members' total health and well-being.
- Expanded programs, monthly themes, wellness champions and experts, and support groups, all in support of a diverse range of wellness goals (reflecting QWL feedback)

## Quality of Work Life Survey

- QWL 2017 completed; unit-level consultation and planning underway with faculties and departments; institutional response planning underway

# Guiding Principles

## **Diversity and Inclusion:**

Talent Pathways Program  
Employment Equity Planning  
Diversity, Equity and Inclusion Training

## **Competencies:**

Dalhousie Core and Leadership  
Competency Framework

## **Engagement:**

Foster an engaged workforce through hiring top talent, supporting professional development, career advancement, workplace wellness, rewards and recognition. Measured by QWL

