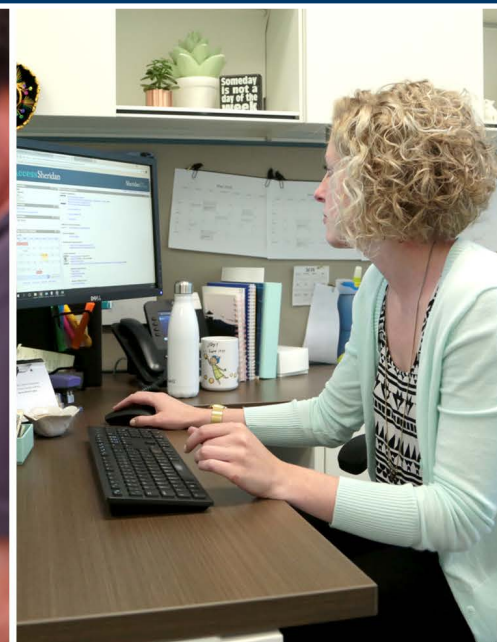




The People Plan *2018: A Year in Review*



Sheridan acknowledges that all of its campuses reside on land that for thousands of years before us was the traditional Territory of the Mississaugas of the Credit First Nation, Anishinaabe Nation, Huron-Wendat and the Haudenosaunee Confederacy. It is our collective responsibility to honour and respect those who have gone before us, those who are here, and those who have yet to come. We are grateful for the opportunity to be working on this land.



Contents

| | |
|------------------------------------------------------------------|----|
| Message from the President | 02 |
| Priority 1: Leadership Effectiveness | 04 |
| Priority 2: Management Development | 05 |
| Priority 3: People Management Transformation | 06 |
| Priority 4: Total Rewards | 07 |
| Priority 5: Communication and Transformational Change Capability | 08 |
| Priority 7: Performance Excellence | 10 |
| Priority 11: Succession Planning | 11 |

Message from the President

Dear colleagues,

As our new Strategic Plan makes clear, Sheridan's people are vital to the realization of our vision, mission and goals. The People Plan guides our activities around supporting, developing and enabling all employees to reach their potential and beyond.

For those new to Sheridan, or for colleagues wanting to revisit the document, you can find a comprehensive overview of Sheridan's People Plan on the Access Sheridan portal under the "Human Resources Centre." Our Strategic Plan is also available there under "Sheridan 2024."

Of the 11 priorities articulated in the People Plan, our focus last year was on the following: Leadership Effectiveness, Management Development, People Management Transformation, Total Rewards, Communication and Transformational Change Capability, Performance Excellence and Succession Planning.

The following report includes a detailed account of activities from 2018. I invite you to provide us with your feedback and/or enquire about the initiatives contained within this report by contacting Susanne Wodar in the Centre for People & Organizational Development, susanne.wodar@sheridancollege.ca

Warmest regards,



Janet Morrison, PhD
President and Vice Chancellor



Priority 1: Leadership Effectiveness

Initiatives in this area are designed to build aligned and effective leadership teams across the organization and develop Sheridan's future leadership capacity to cultivate innovation and lead change.



Initiatives include:

- Created a new learning calendar session “Making Feedback Work for You.” This session is designed for both individual contributors and leaders at Sheridan to provide awareness into how we can receive feedback and make use of it for awareness and growth.
- Created and launched an 18-month cohort program focusing on leadership development and skills related specifically to the demands of the Associate Dean role.
- Led training for managers regarding changes to the Employment Standards Act, which had substantial modifications to the operational practices relating to staff scheduling, compensation and entitlements.
- Rolled out training for managers regarding changes to the Academic Employees Collective Agreement. Training was focused on the Kaplan award which was an arbitration award on unresolved items from academic bargaining.

Priority 2: Management Development

This priority focuses on equipping managers with the necessary skills to support employees in their roles and guide them in their development. Initiatives in this priority area are designed to help create greater consistency and effectiveness of people management practices across Sheridan and ensure that management fundamentals are in place.



Initiatives include:

- Launched first Employee Engagement Survey – a pan-institutional assessment of employee engagement across all levels, employee groups and campuses of Sheridan. Analysis of results and action planning is scheduled for 2019.
- Readied Leadership Foundations program for emerging leaders for a spring 2019 launch.
- Introduced Nonviolent Crisis Intervention® training program. The emphasis is on early intervention and non-physical methods for preventing or managing disruptive behaviour.
- Reviewed several Requests for Proposals of Applicant Tracking Systems to streamline hiring processes for Human Resources (HR) and clients. A new system will be implemented in the spring of 2019.
- In the development stage of a Workplace Accommodation resource guide and complementary training session for managers at Sheridan. The guide will educate and put into practice the Sheridan policies, procedures and forms established to address requests for accommodation based on grounds under the Human Rights Code made by Sheridan employees and job applicants.

Priority 3: People Management Transformation

These initiatives serve to evolve and advance the Human Resources (HR) team through organizational design, skill building and team development to play a more proactive and strategic role in the transformation of Sheridan.

Initiatives include:

- Providing ongoing support to Human Resources Department managers and business partners in skill building around topics such as team development, and involvement in training initiatives that support people management.



Priority 4: Total Rewards

This priority focuses on creating greater transparency, internal equity and employee engagement to help Sheridan attract, engage and retain employees.

Initiatives include:

- Introduced Perkopolis which is an employee and retiree perk program providing exclusive offers and preferred pricing deals on a variety of entertainment, travel, shopping and lifestyle brands.
- Launched Sheridan's first People Awards event in the spring of 2018 honouring approximately 80 nominees in seven different award categories. The awards were designed to recognize a wide range of achievements, including creativity, emerging leadership, commitment to student success, and advancing truth and reconciliation.
- Created two new People Awards in late fall donated by former President and Vice Chancellor, Dr. Mary Preece to be included in the 2019 event. The Dr. Mary Preece Sheridan Women Innovating through the Creative Heart (SWITCH) awards recognize an employee and professor who identifies as a woman, and who has demonstrated exceptional leadership through creativity and innovation while making a significant impact on her learning community.
- Introduced new Professional Development funding policy updates which included placing more accountability on the manager to approve requests.
- Adjudicated eight new applications from full-time employees for Tuition Reimbursement Funding.
- Continued to write "Everyday Hero" profile stories about the people at Sheridan who help to foster student success, featured on our institutional blog – curiosities.sheridancollege.ca
- Researched and wrote major award applications on behalf of Sheridan, nominating employees for external awards such as the OCASA lifetime achievement award, and CICA Awards of Excellence.
- Promoting inclusivity, hosted annual events such as the Pride flag raising, Remembrance Day, and commemoration of the National Day of Remembrance and Action on Violence Against Women.
- Following a change in legislation which released Dean-level positions from the salary restraint, analyzed and applied increases to restore internal equity.
- Offered an education session for employees about the CAAT pension plan, which is one key feature of Sheridan's total rewards package.
- Launched DBplus, a revision to the pension plan designed to meet the unique needs of members who work part time or on contract. DBplus is a defined benefit (DB) pension plan designed with a fixed contribution rate for members, matched dollar for dollar by employers.
- Established common rates of pay for part-time, sessional and partial load faculty working in the Faculties/Schools.



Priority 5: Communication and Transformational Change Capability

Initiatives in this priority area are designed to increase Sheridan's capacity to achieve its Vision. Areas of focus include ensuring consistent and effective communications that connect important information to various stakeholders across Sheridan; building organizational ability to lead sustainable change; and aligning change management philosophy and practice with organizational communications.



Initiatives include:

- Created the Administrative Leadership Committee (ALC), Provost's Council and College Executive Committee (CEC) to increase communication and collaboration among senior leadership, both academic and departmental.
- Created Sheridan 2024 office in order to begin to build a collaborative, community-based strategic plan.
- Launched a Change Resilience Workshop for employees to explore key elements of human transition through change.
- Shared numerous organizational updates with the community via global email, to ensure that our stakeholders hear news concerning Sheridan directly from the source.
- Updated the Smoke-Free Sheridan Policy to recognize all Sheridan campuses as fully smoke-free.
- Hosted the annual Welcome Back Breakfast at the Living Arts Centre in Mississauga to provide an opportunity to thank employees for their dedication, showcase their accomplishments and come together as a community. Over 1,100 faculty and staff were in attendance, one of the biggest audiences ever for this signature event.
- Hosted the Creative Campus lecture series, which brings inspirational thought leaders to campus for all employees to attend.
- Provided change leadership training to the SEM Steering Committee in the fall of 2018.
- Provided change consulting to the SEM Steering Committee for the first phase of the initiative.
- Provided change consulting to the leaders of ABB in the initial phase of the initiative. This included working with the task team on a

readiness assessment to inform the next phases of implementation and the sponsors on a stakeholder analysis.

- Preparing to develop a Sheridan campus-wide training initiative to establish web accessibility governance and train all employees on the creation of accessible e-documents. The documents will be uploaded to Sheridan's internal and external web pages in order to meet an AODA compliance requirement of accessible websites and content by January 1, 2021.
- Combining the content of module 1 and module 2 into one AODA online course for all Sheridan employees set to launch in early 2020. This will be an opportunity to update any changes in mandatory training content, modernize the look and feel of the current modules, and retire the existing modules from 2009 and 2013.
- Established the Mapping the Curriculum Change Process committee to discuss opportunities for enhancement and recommendations. The findings and solutions were then communicated to faculty and staff.
- The Centre for Teaching and Learning offered Tuesday workshops to the entire Sheridan community, which focused on innovations in teaching and learning.
- Organized sparkTALKS, which is a Sheridan teaching and learning event that brings together faculty and staff to engage in a teaching and learning topic through keynote speakers, active sessions, and research presented by the graduating TLA 3 cohort.
- Offered a workshop on teaching and learning strategies for the Peer-Assisted Learning program.
- CTL staff worked with faculty, IT, Web Governance and Student Affairs upon the implementation of the Survive and Thrive Application.

Priority 7: Performance Excellence

These initiatives are designed to ensure effective performance development systems for all employees that foster a culture of performance excellence and lead to increased levels of workplace engagement.



Initiatives include:

- In January, launched a new Administrative Performance Feedback and Development Review tool. At the end of the fiscal year, feedback was solicited from our administrator stakeholders in order to make adjustments and ensure a smooth process of review. In addition, an evaluation method for leadership competencies was determined and set to launch in the spring of 2019.
- Since launching the Formative Faculty Reflection process in 2015, 79% of full-time professors have participated in the program.
- Continued research and planning for a Support Staff Performance Feedback and Development Review tool.

Priority 11: Succession Planning

This priority focuses on creating processes and practices for succession planning and proactive employee development that reduce organizational risks and build leadership bench strength for the future. Initiatives in this area provide clear linkages between the succession process and performance excellence/development planning process.

Initiatives include:

- Continued research, planning and designing of a Talent Management Framework and Strategy for Sheridan.

Investing \$1M+
in our people

\$796,445.00

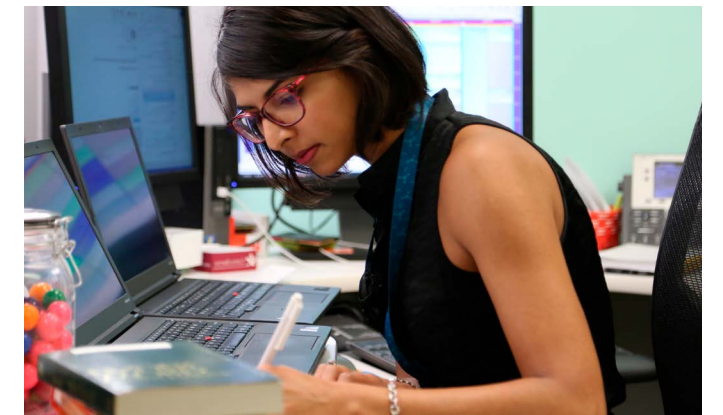
Amount invested by Sheridan towards employee PD in 2017-18.

\$150,000

Amount paid into the Employee Tuition Reimbursement Fund in 2017-18.

Plus many more investments!

Sabbatical leaves, reduced tuition for Sheridan courses, and scholarship plans for dependants.



MAIN OFFICE

Centre for People
and Organizational
Development | B105
Trafalgar Road Campus
1430 Trafalgar Road
Oakville, ON L6H 2L1