INTRO FROM SANDI

We hope everyone had a good summer! As August comes to a close, we welcome everyone back to work for the beginning of a new school year.

We’re excited to share the latest People@SFU Newsletter, that shares brief updates and highlights on activities relating to people practices from the Human Resources team. While the newsletter is intended to help you as a leader stay informed about practices and information that will support you with your staff, we encourage you to forward it on to your teams as you see fit.

Please feel free to connect with me or any HR team member if you have comments, feedback, or would like more information on a particular topic.

Warmly,

Sandi de Domenico
Associate Vice President, Human Resources
JOB EVALUATION UPDATE

Compensation

As we’ve shared in previous newsletters, the implementation of our new job evaluation methodology for APSA and APEX jobs is well underway. We are wrapping up Phase 1 which included purchasing and implementing the Hay methodology, skilling up the Compensation team, and mapping all 1,200 jobs. We’re now into Phase 2 of sharing and validating the results with senior leaders. One of our key goals of this project has been updating the internal equity of our job structure by broadening the factors used to evaluate jobs. While not all jobs will be impacted, it’s likely that some jobs will move to a higher grade.

The Compensation team will work closely with senior leaders and managers over the coming months to communicate changes to all affected employees and provide information on the new methodology.

During this Phase, new requests for evaluation of jobs that have been substantially changed will be processed using the new Hay method and will continue to be prioritized as follows:

1. Brand new positions that need to be posted.
2. Major reorganizations that are required to reflect critical business needs.
3. Outdated jobs where there are substantial changes in work.

Over the coming months, we’ll continue to provide more information on this project in future newsletters and on our website.

Contact: Sandi de Domenico, Associate Vice President, Human Resources

NEW LEARNING AND DEVELOPMENT FRAMEWORK

Learning & Development

We’re excited to share our new Learning & Development Framework. The framework is designed to provide a comprehensive, coordinated and strategic approach to employee learning and development. It emphasizes the importance of ongoing growth and development for employees and managers, and supports a workplace learning culture.

The framework has three overarching and interconnecting streams of learning and development opportunities that support:

1. Individuals – are open offerings of courses, lectures, and workshops on a wide variety of topics.
2. Leaders – a cohort based foundation program for emerging and new leaders and a cohort based advanced program for more experienced leaders.
3. Culture – review and enhancement of learning policies and practices.

Your HR Advisor can provide more information on the framework.

Contact: Tara Black, Director of People Development

NEW DIRECTOR OF COMPENSATION

Workplace Planning

We’d like to introduce the newest member of our Human Resources team, Tanya Morrison, who joins us as the new Director of Compensation. She brings a wealth of experience in compensation, talent management, and finance development from her time at VanCity. We’re excited for the impact and experience Tanya will bring to the role.
LEADERSHIP DEVELOPMENT LAUNCH

We welcome 22 leaders from across the university who will make up the first cohort of our new Leadership Foundation Program Pilot that is starting next month. This first cohort will participate in a comprehensive leadership program, where participants will reflect on their personal leadership approach and gain critical knowledge, skills and tools on key aspects of leadership. We’ll be offering the program again in 2019, with nominations taking place through each VP portfolio. In addition we’re offering several open leadership workshops that will be available to anyone with direct reports, including:

• Essential Communication Skills & Tools for Managers.
• Leading through Conflict: Building Capacity & Confidence.

You’ll receive an email soon with registration details.

Contact: Tara Black, Director of People Development

EQUITY, DIVERSITY, AND INCLUSION UPDATE

A recent article in Inside Higher ED, highlighted the discrepancy between the actual benefits of a more internationalized classroom and the perceived benefits by domestic students. Despite numerous studies that show the benefits of a diverse student body, recent data suggests that domestic students often fail to see these benefits and remain ambivalent about having international students in the classroom.

Experts point out that western universities can do more to improve how diversity can be better supported and leveraged on campus. Research has shown that instructors often “lack the motivation, confidence or skills to optimize the benefits of a culturally diverse class.” The same is often true for diverse workplaces on campuses.

SFU like most universities in Canada are on the fast track to internationalization and no one should be left behind. With this in mind HR is offering workshops to improve employee’s intercultural competencies to optimize the benefits of working in a culturally diverse workplace. Look for these workshops in September! Full article here: https://www.insidehighered.com/news/2018/08/09/students-western-nations-have-mixed-attitudes-international-students

Contact: Adeline Huynh, Director, Equity, Diversity & Inclusion and Tara Black, Director People Development.

BULLYING AND HARASSMENT UPDATE

In a recent landmark decision a BC Arbitrator has recently upheld TECK Resources decision to terminate an employee for harassing and verbally abusing coworkers. In his defense, the griever maintained that his behaviour was “locker room talk” and consistent with the “blue collar culture” at the mine. However, Arbitrator Stan Lanyon rejected the notion and concluded that the grievor’s behavior was completely unacceptable and that no employee has to put up with harassment or bullying in the workplace. SFU applauds and supports Arbitrator Lanyon’s decision as we strongly promote a workplace free from all forms of bullying and harassment.

This case was widely covered by CBC, we urge you to review the article and the link to the arbitrator’s decision https://www.cbc.ca/news/canada/british-columbia/blue-collar-culture-no-excuse-for-verbal-abuse-and-harassment-arbitrator-rules-1.4774086

All cases of bullying and harassment should be reported immediately by contacting your HR Advisor, any member of the Labour Relations team, or the Director of Equity, Diversity and Inclusion. Also, a reminder that the online resource, https://www.sfu.ca/srs/ehs/bh.html can also support you in understanding what bullying and harassment is, and various avenues for addressing it.

Contact: Chris Hatty, Director, Labour and Employee Relations
Tara Smith has been a leader at SFU for the past seven years. She is currently the Manager, Academic & Administrative Services in the Psychology & Cognitive Science Program. We sat down with Tara to talk about her leadership journey in hopes of inspiring others.

What does being a leader mean to you?

“Being a leader means knowing yourself and finding a way to lead that’s authentic to you. I’ve had people say, being a leader is doing a job in a particular way. I don’t subscribe to that because if it doesn’t feel authentic to you, it’s not going to feel authentic to the people you’re leading.”

What do you love about being a leader?

“I love the challenge of constantly trying to make things better. I love it when you’re able to lead a team through a big project that seemed insurmountable when you started, and finish knowing you accomplished something challenging.”

See below for the full summary:
https://www.sfu.ca/human-resources/learning-development/leaders-profile.html

As most of you will know when we implemented the Performance Development Program (PDP) a number of years ago, the aim was to provide a framework to help managers and employees focus on:

- Setting individual performance and development goals and plans to achieve them collaboratively between employees and managers.
- Having regular and ongoing check-in’s, providing feedback, coaching and meaningful recognition.
- Helping employees understand how their work connects to broader goals.
- Supporting career development.

Changes have been made to the Performance Evaluation Policy (AD 10-16) https://www.sfu.ca/policies/gazette/administrative/10-16.html to better reflect the emphasis on ongoing, collaboration between a manager and employee and less on a once-a-year evaluation approach. For more information about the PDP see http://www.sfu.ca/human-resources/apsa/performance-development-program.html

If you haven’t been participating in PDP, we encourage you to do so.

Contact: Elsa Plican, Director Advisory Services & HR Systems

NEW WORKSHOPS ARE BEING PILOTED

“Please offer more workshops like this” is the feedback from spring pilot participants. As part of our Learning & Development Framework, we’ve continued to expand learning opportunities for employees this fall that build core competencies for workplace success. Topics include: Communication Skills for the Workplace, Intercultural Communication, Project Management and Working Together Successfully, among others. You’ll soon receive an email with registration details.

Contact: Tara Black, Director of People Development