Capilano University's
PEOPLE PLAN

CAPILANO
UNIVERSITY

PURPOSE

The *People Plan* provides a roadmap for Capilano University's people, culture and diversity journey into 2030. It is important to recognize that while the University's people, culture and diversity department is the custodian of the plan, the ability to move this plan forward is reliant on the work and activities of all employees at CapU.

At its core, the *People Plan* and its five pillars of employee engagement support the values, goals and strategic priorities in both *Envisioning 2030* and *Illuminating 2030*, and it commits the University to a set of actions over the next three years. By listening to all our employees at CapU, we will work together to determine the best strategies to achieve the successful outcomes put forth in this plan.

To everyone who works at CapU, the *People Plan* represents the University's commitment to support all employees to create a distinct university experience for all learners.

LABOUR TRENDS GOING INTO 2030

According to B.C.'s 2022 Labour Market Outlook report, people under the age of 30 will fill half the job openings in the future, increasing the proportion of Gen Z in the workforce. New immigrants will fill over one-third and workers coming from outside of B.C. will fill 8% of the remaining job openings. This leaves 10% of job openings unfilled. The report suggests this projected gap can be addressed through:

- continuing education and skills training

- modernizing recruitment and retention strategies to keep more people in the labour market

- providing supports for people facing barriers to employment

- harnessing the benefits of automation technology to enhance the employee experience

What do these labour trends mean for Capilano University?

As a post-secondary institution, CapU can create a culture that develops the skills, knowledge and abilities of the next generation of leaders, while providing the option for employees to work beyond the traditional retirement age if they wish.

There is an opportunity to invest in people by strategically modernizing the University's organizational structure and creating a distinct work experience for employees at the University. Through Equity, Diversity and Inclusion (EDI) initiatives, CapU can expand its efforts to support people who have historically experienced barriers to attaining meaningful employment—ultimately becoming the employer of choice for the community and the broader post-secondary sector.

Key to addressing these labour trends at CapU is employee engagement.

EMPLOYEE ENGAGEMENT

Employee engagement is essential to CapU's *People Plan*.

In 2019, the University's employee engagement index was 73%. Following the COVID-19 pandemic, which fundamentally changed how people worked and how people think about work-life balance, that same index dropped to 67%. Through the *People Plan* and its five pillars of employee engagement, the aim is to recover and exceed the 2019 index by 2026, setting the stage for goal achievement in *Envisioning 2030*.

Why is employee engagement important?

Employee engagement is important to the success of Capilano University and the achievement of the strategic priorities outlined in *Envisioning 2030* and *Illuminating 2030*.

Engaged employees who feel a strong connection to the work they do and understand how it contributes to the success of the University are able, and willing, to go above and beyond to achieve results. Furthermore, organizational performance is highly correlated with employee engagement.

What does engagement mean at CapU?

Engagement is measured by how employees feel about their work. The goal of the *People Plan* is to give employees the skills and tools they will need to:

- effectively do their work

- understand and accept the expectations around their roles and responsibilities

- grow their abilities

- trust the vision of their department and the University

- work in an environment designed for safety, well-being and belonging in every way

When employees are engaged, they will:

- have the time, courage and support to imagine, innovate and collaborate

- better reflect the diversity of the students and the communities CapU's campuses and learning locations are located on

- be empowered to develop a distinct university experience for learners

A focus on employee engagement enables the continuous improvement of the employee experience, which ultimately enhances the student experience. For the success of the *People Plan*, the University will invest in employees to achieve outcomes.

THE FIVE PILLARS OF EMPLOYEE ENGAGEMENT AT CAPU

In researching best practices for employee engagement among the human resources sector, there are generally 10 essential pillars to employee engagement. After reviewing the key themes that emerged from the results of the 2023 employee engagement survey and in discussions with various employee groups at CapU, the *People Plan* will focus its priorities and actions on the following five essential pillars of employee engagement.

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5
Trust in the University	**Positive Work Environment**	**Meaningful Work**	**Growth Opportunities**	**Great Leadership**
CapU will deepen employee trust in the University by:	CapU will ensure employees experience a positive work environment by:	CapU will prioritize creating meaningful work for employees by:	CapU will enhance employee opportunities for growth by:	CapU will strive to develop great leadership throughout the University by:
• communicating in a transparent and honest manner • aligning the University's actions with its values in everything we do • continuously investing in the employees who work at CapU	• promoting and supporting health and wellness initiatives and sustainable practices • improving the comfort and functionality of physical workspaces • creating a culture of recognition • weaving EDI and a commitment to Truth and Reconciliation into the foundation of everything we do	• encouraging autonomy, imagination, continuous learning and empowering of teams • placing best fit candidates in best fit roles • promoting healthy work-life rhythm	• investing in training and on-the-job support • establishing succession and development planning • offering diverse learning and development opportunities	• encouraging continuous learning through professional development opportunities • creating a culture of curiosity, imagination and reflective practice • developing a modern and agile performance management program

PILLAR 1:
TRUST IN THE UNIVERSITY

Pillar 1: Trust in the University

Trust in the University is a critical driver of employee engagement. Trust allows for optimism, and optimism creates the environment necessary for imagination. Trust develops secure relationships, which is the first step to building community. Trust fosters empowerment, which can encourage employees to find the best way to deliver a distinct university experience. Ultimately, trust creates a sense of safety, which is critical for health and well-being.

Employees can gain trust in the University when they understand the organizational values and accept the strategic direction taken. When leadership promotes the vision and values and exemplifies purpose, people have a better understanding of where the University is going and why their work matters. People develop trust in the University because the purpose, vision and values provide accountability to the University's words and actions. Specifically, values are not suggestions or guidelines; values provide clear direction for our actions and behaviours.

Employees gain trust in the University when there is transparent, honest, relevant and purposeful communication. When people have the information and context needed to understand their work, relationships and objectives have clarity, allowing them to focus on the priorities ahead.

Why does it matter?

Envisioning 2030 and *Illuminating 2030* set Capilano University on a path to provide a distinct university experience for students and employees. Trust in the University is critical to create acceptance in the achievement of those goals. Understanding that all employees co-create the campus community will help move the University forward in a unified manner.

Where are we now?

The following baseline statistics are from the 2023 employee engagement survey:

- **University outlook**—43% of respondents had confidence in the current offerings and strategic direction of the University.

- **Senior Leadership**—45% of respondents felt confident in, and valued by, senior leadership.

- **Communication**—63% of respondents felt they received University updates necessary for their work.

- **Action**—36% of respondents believed they would see action because of the engagement survey.

This first pillar, trust, represents the greatest area of opportunity to improve the employee experience at Capilano University. *Envisioning 2030* and *Illuminating 2030* contain big ideas and ambitious goals for CapU.

The engagement survey makes it clear Capilano University has fallen short in communicating its purpose, vision and values and how it is investing in employees to make these ideas a reality. The University must work to ensure that everyone at CapU sees and feels the actions taking towards meaningful progress.

Where do we need to go?

CapU will be tracking progress on this pillar through regular pulse surveys and annual employee engagement surveys. Through the action plan outlined below, the expectation is to see the following improvements in the survey scores:

- **University outlook:** increase to 60%

- **Senior leadership:** increase to 60%

- **Communication:** increase to 80%

- **Action:** increase to 60%

Action Plan

Ensure and hold each other accountable to putting our values into actions through the behaviours detailed below:

1 Innovation

Encourage curiosity and imagination to push the limits of best practices and understand failure promotes learning and creativity.

2 Commitment

To Truth and Reconciliation. Wherever possible, and in collaboration with the Elders' Circle at CapU and Indigenous communities, University policies, procedures and educational offerings are put through the lens of Indigenization and decolonization.

3 Collaboration, authenticity and belonging

Act from the heart and meaningfully work together to ensure employees know they belong and feel connected, empowered and accountable for their actions.

4 Health and well-being

Actions will contribute directly to a culture of trust, health, wellness and happiness for employees, and in turn, CapU students.

5 Transparency and honesty

All interactions will be open and direct while recognizing the necessity of communicating in a manner conducive to maintaining the dignity and respect of all individuals.

6 Sustainable action

Seek out and incorporate sustainable practices wherever possible in order to ensure a better world for future generations.

1. Maintain CapU's commitment to the <u>50-30 Challenge through Innovation, Science and Economic Development Canada</u>—a commitment to diversity within senior management teams.

2. Redevelop the employer brand program to communicate CapU's culture, purpose, vision and values to future University employees before they walk through our doors.

3. Complete employee engagement surveys every two years. This will track progress of improving the employee experience and ensure accountability by communicating results to employees and creating, communicating and implementing action plans to address identified challenges and opportunities.

4. Design stay and exit interview processes to better collect and analyze data to improve the employee experience and ensure employee voices are heard.

5. Ensure all employees understand the need to exhibit the behaviours related to the values (listed on page 4) to build a trusting work environment.

6. Develop strategies to further EDI in leadership through retention and talent acquisition.

7. Imagine and create channels for two-way communication between employees and leadership to breakdown silos and ensure employee voices are heard in more ways (i.e., town halls, executive speaker events, one-on-ones).

PILLAR 2:

POSITIVE WORK ENVIRONMENT

Pillar 2: Positive Work Environment

Positive work environments are supported through the acceptance and demonstration of the behaviours related to the values (outlined on page 12) crucial to employee engagement. When employees feel included, resourced and recognized for their work, they are more likely to foster teamwork, collaboration and innovation.

A positive work environment includes care for the health and well-being of University colleagues. Employees do their best work when they are in good health. Mental well-being is linked to a positive work environment and a positive work environment is linked to mental well-being.

A positive work environment considers the impact of the physical workspace, including appropriate space, ergonomic conditions and functioning technology. To work better in teams, physical spaces need to be able to facilitate focused and collaborative learning and socializing opportunities.

A positive work environment is one where individual and team successes are celebrated. Building a culture of recognition, gratitude and incentives shows employees they matter to CapU.

A positive work environment highlights the imperative to foster an inclusive and diverse work environment. EDI and belonging, in all its forms, are critical to the success of the University—the foundation that upholds everything we do.

Why does it matter?

Envisioning 2030 and *Illuminating 2030* ask employees to imagine ambitious changes to Capilano University. These outcomes are achieved with a diverse group of people who are resourced and recognized to do their best work.

Where are we now?

The following baseline statistics are from the 2023 employee engagement survey:

- **Health and well-being**—57% of respondents felt that working at CapU contributed to their overall health and well-being.

- **Enablement**—62% of respondents felt they had the materials and physical workspace needed to succeed in their work.

- **EDI**—74% of respondents felt a sense of belonging at Capilano University, and their colleagues valued their whole identity. 66% of respondents agreed that CapU is a diverse and inclusive workplace.

- **Recognition**—39% of respondents agreed they felt appropriately recognized for their work.

- **Compensation**—33% of respondents were happy with their total rewards package.

- **Trust and safety**—67% of respondents felt there is a culture of trust and openness at Capilano University.

Many employees at CapU feel respected, valued and included by their colleagues. However, we have work to do to increase the diversity and inclusivity of our workplace. Additionally, we need to find meaningful and systemic approaches to improving the sense of health and well-being employees find at work, developing a greater sense of trust within and across teams and ensuring employees have the tools and resources needed to succeed in their work.

We know some people are unsatisfied with compensation and recognition. CapU needs to do more to ensure compensation and benefits are well defined and communicated transparently so employees understand the limitations and opportunities for compensation and benefits within public post-secondary institutions.

The University needs to be intentional and creative in the way it recognizes great work. People need to know they are valued.

Where do we need to go?

CapU will be tracking progress on this pillar through regular pulse surveys and annual employee engagement surveys. Through the action plan outlined below, the expectation is to see the following improvements in the survey scores:

- **Enablement:** increase to 70%

- **Health and well-being:** increase to 70%

- **EDI:** increase to 80%

- **Diverse and inclusive workplace:** increase to 75%

- **Recognition:** increase to 60%

- **Compensation:** increase to 60%

- **Trust and safety:** increase to 75%

Action Plan

1. Create an environment that recognizes and addresses overall well-being as an integral aspect of the delivery of all services.

    a. Develop and promote wellness programs at CapU campuses and learning locations.

    b. Make visible and evaluate programs that promote employee well-being.

    c. Support employees to lead by example and demonstrate a commitment to well-being for students and employees at CapU.

2. Create physical spaces that are conducive to well-being, productivity, safety and enjoyment.

    a. Support the space planning team in identifying key priorities to improve the comfort and function of the University's physical workspaces.

    b. Continue to work with a workplace ergonomist to support medical accommodations for employee workspaces.

    c. Through the *Campus Master Plan*, continue to invest in areas that shape CapU's ability to attract and retain employees, including housing and childcare programs, transportation, as well as providing building and landscape design that enhance accessibility, well-being and inclusion.

3. Create a Truth and Reconciliation framework that becomes a filter to ensure decolonization and Indigenization considered in everything we do.

    a. *Chen Chen Stway* is a living document designed to fulfill CapU's commitment to Indigenizing and decolonizing education at its campuses and learning locations, and promoting First Nations language, culture and knowledge. Its main objective is to assist Capilano University in supporting Indigenous ways of knowing, strengthening its relationship with the Host

Nations and Métis and advancing regional Indigenous educations priorities. It also aligns the University's actions with the goals, objectives and initiatives developed by the Ministry of Post-Secondary Education and Future Skills concerning the BC Declaration of the Rights of Indigenous Peoples Act and the Truth and Reconciliation Commission of Canada's Call to Action.

b. Deepen collaboration with Host Nations— xʷməθkʷəy̓əm (Musqueam), S̱ḵwx̱wú7mesh (Squamish), Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh), Shíshálh (Sechelt) and Líl̓wat—on talent acquisition programming that will establish Capilano University as an employer of choice for community members, provide increased access to resources and remove barriers to employment.

4. Maximize current programs, research and industry best practices to create an environment of meaningful recognition that addresses rewards, excellence in self-improvement, total compensation and tenure.

a. Identify and share existing recognition activities within departments or through individual managers/supervisors/senior leaders to celebrate those initiatives and encourage further adoption across the University community.

b. Be transparent when discussing compensation processes and decisions.

c. Create a cross-functional recognition team that will research best practices in all industries and determine how to enhance current recognition programming.

d. Establish a process for recognizing and celebrating educational achievements of employees who receive higher degrees, diplomas, certificates and designations, as well as exceptional demonstrations of community service.

e. Roll out recognition and appreciation programming that enhances an institutional culture of curiosity, risk-taking and learning, as well as a culture of continuous development and growth through reflective practice.

5. Become an industry leader in the provision of safe and inclusive workplaces.

   a. Complete diversity benchmarking exercise to collect data on existing employee diversity, and track and report progress towards enhancing that diversity.

   b. Review the Respectful Workplace Training program and determine whether it still meets the University's needs based on new, strengthened human rights and EDI policies.

   c. Integrate resources into employee experience, beginning with onboarding that promotes and enhances EDI.

   d. Continue to confidentially gather diversity data from new employees and report annually on progress towards enhancing diversity.

   e. Develop strategies to further EDI in leadership through retention and attraction.

   f. Develop and implement required EDI competencies that leadership must demonstrate at CapU.

   g. Lower barriers to employment in all positions for equity-deserving groups.

6. Create an environment of purposeful professional and social interaction.

   a. Empower faculties, departments and service areas to imagine and innovate sustainable actions to minimize the University's ecological footprint while upholding CapU's goals and priorities.

   b. Seek out a corporate partnership to hold an industry-wide sustainability symposium that will bring together groups focused on leaving a better world for the next generation.

7. Embrace sustainability and take a leadership role in the creation of sustainable learning locations and campuses.

   a. Empower faculties, departments and service areas to imagine and innovate sustainable actions to minimize the University's ecological footprint while upholding CapU's goals and priorities.

   b. Seek out a corporate partnership to hold an industry-wide sustainability symposium that will bring together groups focused on leaving a better world for the next generation.

PILLAR 3:
MEANINGFUL WORK

Pillar 3: Meaningful Work

Meaningful work is a necessity of employee engagement. When work is meaningful, employees feel it is worth their effort, dedication and commitment.

Meaningful work arises when people and teams are empowered to find solutions that achieve outcomes. When employees have the autonomy to make choices in their work, they can imagine, learn and develop new understandings and ways of getting the job done.

Meaningful work is often a personal assessment. Capilano University can support this process by developing existing employees so they are more aligned with their jobs, and hiring new employees whose values align with those of the University and whose passion aligns with the role available.

Why does it matter?

Envisioning 2030 and *Illuminating 2030* contain some big ideas that will only be achieved if the work being done goes beyond just a job for as many employees as possible. This illustrates the connection between setting ambitious goals and nurturing individual achievements—both are necessary to develop meaning in work.

Where are we now?

The following baseline statistics are from the 2023 employee engagement survey:

- **Enablement**—62% of respondents felt they had the materials and physical workspace needed to succeed in their work.

- **Job satisfaction**—93% of respondents said they cared about their work and felt a sense of achievement and satisfaction in their work.

- **Goals and alignment**—64% of respondents understood how their work aligned with the overall goals of the University and that employees were held accountable to achieve those goals.

- **Team collaboration**—64% of respondents felt their teams were committed and supportive of one another.

An overwhelming majority of Capilano University employees care deeply about their work and feel a sense of autonomy and accomplishment in their roles.

However, there is work needed to foster stronger team collaborations and to ensure employees have clarity on their job expectations in relation to the University's purpose. Importantly, CapU needs to ensure that work demands and supports have a positive impact and acknowledge the deep care each employee brings to the table.

Where do we need to go?

CapU will be tracking progress on this pillar through regular pulse surveys and annual employee engagement surveys. Through the action plan outlined below, the expectation is to see the following improvements in the survey scores:

- **Enablement:** increase to 70%

- **Job satisfaction:** increase to 95%

- **Goals and alignment:** increase to 75%

- **Team collaboration:** increase to 75%

Action Plan

1. Continue the organizational design project to map the people needs towards 2030 and ensure the University is appropriately resourced to support positive change and innovation.

2. Prioritize the organizational design required to achieve CapU's Digital Transformation, as a catalyst for positive change throughout the University.

3. Identify and promote existing university-wide opportunities for employees to gather and interact.

4. Identify and promote existing student-driven events that highlight the University's purpose, vision and values and add meaning to the work we do, including convocation.

5. Support the organizational design required to strengthen creative activity, research and scholarship initiatives on and off campus.

6. Create a robust talent acquisition team that will use all available tools to expand the University's talent acquisition capacity and ensure future job openings are filled with the highest-quality talent whose passions align with CapU's purpose, vision and values. Specifically, candidates who:

   a. have the experiences and skills CapU needs to achieve its goals;

   b. will deepen community relationships and diversify the workforce; and

   c. who will act as champions for the University.

7. Collaboratively develop competencies that are both common to all employees and role-specific to update job descriptions and support talent acquisition with candidate search.

8. Review and strengthen new employee orientation.

9. Continue to collaborate with Host Nations—xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh), Shíshálh (Sechelt) and Líl̓wat—on talent acquisition programming that will establish Capilano University as an employer of choice for community members, provide increased access to resources and remove barriers to employment.

10. Strategically attract the highest-quality talent who align with CapU's purpose, vision and values, including equity-deserving groups.

11. Develop a Capilano University Employee Referral Program to highlight and energize a university-wide ability to attract the highest-quality talent within each other's networks.

PILLAR 4:
GROWTH OPPORTUNITIES

Pillar 4: Growth Opportunities

Growth opportunities are critical for employee engagement. At Capilano University, we cultivate life-enhancing learning experiences for employees as well as students, alumni and the community. The vision of the University incorporates everyone's need for long-term development through lifelong personal and professional growth.

Growth opportunities require a foundation of effectiveness. Training and on-the-job support are important for employees so they can operate effectively and have access to the tools needed to achieve successful outcomes.

Growth opportunities require purposeful and transparent planning. Whether they are gaining a deeper understanding of their role or working towards a new opportunity within the University, learning and development are crucial so employees are prepared for the next challenge. Transparency in internal mobility provides people with a greater sense of direction and peace of mind knowing that when they are ready to move on, their impact will continue.

Why does it matter?

Envisioning 2030 and *Illuminating 2030* take a long view to the future and the University's workforce demographic will change dramatically as the plan approaches 2030. CapU must invest in employees to ensure it has the right people in the right places to achieve greater outcomes.

Where are we now?

The following baseline statistics are from the 2023 employee engagement survey:

- **Career growth**—57% of respondents felt they are happy with their career growth at Capilano University, although only 47% felt they had meaningful discussions about career growth with their manager in the previous six months.

- **Learning and development**—69% of survey respondents felt they are learning and encouraged to learn new skills at CapU.

- **Enablement**—62% of respondents felt they had the materials and physical workspace needed to succeed in their work.

Overall, while most employees felt a sense of growth and learning in their work, there is an opportunity to deepen and broaden those opportunities in the coming months, especially to better enable employees to have the on-the-job support needed to be successful in their roles. Importantly, CapU will work to connect learning and development opportunities with consistent and purposeful conversations about career growth and preparation to become the leaders of tomorrow.

Where do we need to go?

CapU will be tracking progress on this pillar through regular pulse surveys and annual employee engagement surveys. Through the action plan outlined below, the expectation is to see the following improvements in the survey scores:

- **Career growth:** increase to 70%

- **Learning and development:** increase to 75%

- **Enablement:** increase to 70%

Action Plan

1. Design a succession planning process to ensure CapU is prepared for future changes—internally and externally—and to guard against loss of institutional knowledge with a retiring employee population.

2. Create a transparent career pathways map to provide insight for internal career mobility opportunities.

3. As part of Digital Transformation, research and deliver recommendations for a people, culture and diversity learning and development system for employees. Explore avenues to better use current learning platforms as a catalyst for imagination through learning and development.

4. Implement the learning and development system for CapU employee training, learning and development. This will help to effectively manage learning and development programming and connect success of programs with organizational goals. Stay current with new developments in the corporate and post-secondary learning spaces.

5. Expand learning and development programming with a variety of opportunities, including conferences, workshops and speakers' series from external subject matter experts.

6. Upskill faculty academic leadership to better support the emerging needs of faculty.

7. Design an organization-wide goal-setting process to create clarity and direct the efforts of every employee towards achieving the University's purpose, vision and strategic goals.

8. Iterate on existing goal-setting process to include competency-based assessment, ensuring that targets contribute directly to building closer connections between employee efforts and organizational success.

9. Build organizational capacity for change through researching and introducing best practice change management approaches and tools.

PILLAR 5:
GREAT LEADERSHIP

Pillar 5: Great Leadership

Great leadership is key to employee engagement. We benefit from leaders at every level who show authenticity, empathy and adaptivity.

Great leaders see themselves as mentors and coaches on an employee's team. Employees who receive strong coaching experience improved self-confidence, performance, relationships and communication skills at work.

Great leaders take time to provide thorough performance assessments. Studies show that receiving feedback towards career development is valued above all other elements of work for employees across every generation. Performance assessments that include clear expectations, goals, key objectives and frequent feedback from managers, supervisors and senior leader are key to ensuring employees maintain short- and long-term engagement with their work at CapU.

While great leadership can exist in every role, building leadership capacity is essential to ensure all employees can become great leaders in their teams. Authenticity, empathy and adaptivity are traits that may not be universal, but can be learned, practiced and developed for those who want to lead engaged teams and achieve better outcomes.

Why does it matter?

Envisioning 2030 and *Illuminating 2030* set up ambitious goals for the University. These goals can only be realized through strong teams with a supportive coach at the helm, guiding everyone in the same direction and bringing out the best in each member.

Where are we now?

The following baseline statistics are from the 2023 employee engagement survey:

- **Direct manager**—69% of survey respondents had positive responses to questions about the quality of their direct manager.

- **Senior leadership**—45% of survey respondents felt confident in, and valued by, senior leadership.

- **Accountability**—51% of respondents felt Capilano University employees are held accountable for achieving goals and meeting expectations.

Overall, CapU managers, supervisors and senior leaders are great people to work with but still have room to grow their leadership skillset. CapU can make significant improvements through using accountability, goal-setting and clearer expectations to improve employee experiences with leadership. Importantly, CapU can ensure senior leadership is communicating with the entire University and developing stronger working relationships beyond their own team.

Where do we need to go?

CapU will be tracking progress on this pillar through regular pulse surveys and annual employee engagement surveys. Through the action plan outlined below, the expectation is to see the following improvements in the survey scores:

- **Direct manager:** increase to 75%

- **Senior leadership:** increase to 60%

- **Employee accountability:** increase to 75%

Action Plan

1. Develop an in-house training program to:

    a. ensure new managers, supervisors and senior leaders have access to the tools and training required to lead. Areas of focus include one-on-one and team meetings, workload management, and employee onboarding and development.

    b. encourage continuous development of all employees wanting to take on a leadership role and offer development opportunities for future managers, supervisors and senior leaders to further support succession planning.

    c. develop a Senior Leadership Development Program, including establishing coaching capacity to support senior leaders.

2. Deliver DiSC Assessment and training to all managers, supervisors and senior leaders to develop awareness of communication styles and a common language for them to expand their understanding of how to lead diverse teams.

3. Deliver DiSC Assessment and training to all employees to develop awareness of communication styles, leadership considerations and a common language for employees to deepen the quality of their working relationships.

4. Develop an in-house coaching training program for all managers, supervisors and senior leaders to instill an institutional culture of curiosity, risk-taking and learning, as well as building closer connections between leadership and their team members.

5. Develop an agile, values-driven performance development program that uses reflective practices to harness strengths and instill a culture of continuous development and growth.

6. Identify and define key competencies for people leaders and individual contributors at CapU to enable competency-based performance management.

7. Communicate and adapt faculty performance expectations and evaluation processes.

8. Iterate and build upon performance development program, through the creation of relevant and responsive on-the-job supports for managers, supervisors and senior leaders and incorporating the program into a culture of coaching, continuous development and growth at CapU.