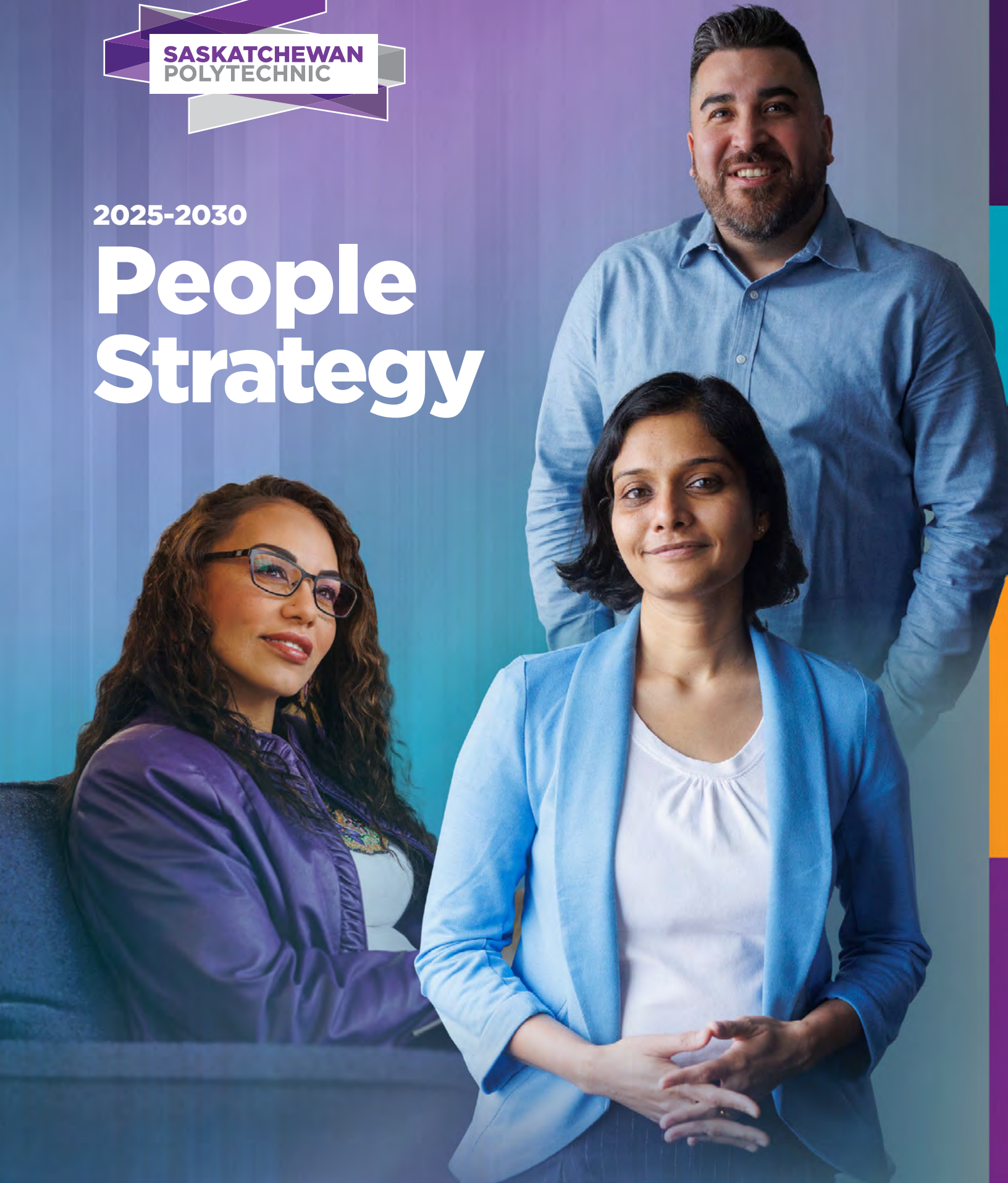




2025-2030

People Strategy



People Strategy Purpose

Saskatchewan Polytechnic is committed to our vision to lead the rise of polytechnic education. Recognizing that people are fundamental to everything we do at Sask Polytech, the new People Strategy 2025-2030 reaffirms our commitment to miyo wâhkôhtowin - good relationships. A culture and work environment that enables and empowers our people is necessary for them to do their best work.

“We have a higher purpose working with students, to help guide them on their career path and be part of the personal growth students take from the start to when they graduate. Shaping programs to meet the demands of industry and the future of work is fascinating.”

Shaun Nanan
Academic Chair
Faculty of Digital Innovation





miyo wâhkôhtowin – good relationships

This Cree phrase expresses the positive value and richness of experience that stems from interconnectedness and relationships. This worldview represents the individual and the community, and encompasses the foundation of all we do at Saskatchewan Polytechnic. We honour this principle in every interaction, institutional practice, procedure, policy, and service we provide to learners, faculty, staff, alumni and our communities.

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Saskatchewan Polytechnic serves students through applied learning opportunities on Treaty 4 and Treaty 6 Territories and the ancestral lands of the Cree, Saulteaux, Dene, Dakota, Lakota and Nakoda peoples and the homeland of the Métis.

Welcome



Dr. Larry Rosia
President and CEO

Saskatchewan Polytechnic is powered by its people. Our faculty and staff are our front lines, developing and delivering rich applied learning and research opportunities, and supporting students to reach their goals and potential.

This new People Strategy 2025-2030 is a testament to our unwavering dedication to excellence and our commitment to fostering a nurturing, dynamic environment that celebrates the principle of *miyo wâhkôhtowin* - good relationships.

This important strategy is more than a roadmap; it will help us to ensure our actions align with our values and priorities. It will guide our efforts to work collaboratively both within and outside the institution and support our commitment to continuous improvement.

The People Strategy brings coherence to the innovative work we're doing on many fronts across Sask Polytech. It incorporates a systems perspective to build a culture that engenders trust and inspires agility and forward momentum. Acknowledging that change is ever-present, the strategy is a call to action for all of us to engage, innovate, and thrive together, turning change into growth and challenges into opportunities.

Sask Polytech is proud of its status as an employer of choice within the province. With this strategy, we continue to build on our successes, while not losing sight of the people who drive that success.

Together, we are shaping the future of polytechnic education and creating a legacy of inspiration and achievement.

A stylized, handwritten signature in black ink, consisting of a large, flowing 'L' followed by a smaller 'R' and a period.

Dr. Larry Rosia
President and CEO

Who We Are

Saskatchewan Polytechnic serves students through applied learning opportunities on Treaty 4 and Treaty 6 Territories and the homeland of the Métis. Learning takes place at campuses in Moose Jaw, Prince Albert, Regina and Saskatoon and through extensive distance education opportunities. Programs serve every economic and public service sector. As a polytechnic, the organization provides the depth of learning appropriate to employer and student need, including certificate, diploma and degree programs, and apprenticeship training. Saskatchewan Polytechnic engages in applied research, drawing on faculty expertise to support innovation by employers, and providing students the opportunity to develop critical thinking skills.

Our purpose: We empower a better Saskatchewan

Our vision: To lead the rise of polytechnic education

Our mission: Inspire success in every learning journey

Our values:



Respect

We support every learning journey, whether for our students, colleagues or industry partners. And so we show our care for one another and our workplace. We foster an open and inclusive environment that embraces diverse cultures, heritages and opinions. We honour, learn from, work with and support each other as one team.



Integrity

We are leaders in the global polytechnic community, and as such we are honest and fair in all we do. We are committed to being accountable and transparent. We are truthful with one another. We hold ourselves to high standards of ethical behaviour and take responsibility for our actions.



Sustainability

We aim to empower a better future by leading the rise of polytechnic education. Therefore, we work, live and learn in a socially and environmentally responsible manner. We support the health, safety and overall well-being of our learners, employees and partners. We are conscientious stewards of our resources and continuously look for entrepreneurial and creative ways to strengthen and improve our institution.



Excellence

We aim to inspire success in every learning journey, which in turn inspires each of us to go above and beyond expectations to achieve the highest levels of quality — in our teaching, our programming, our learning and our services. We are able to do this by maintaining high standards, strong competencies, committed partnerships and by being responsive and accessible.

Vision and guiding principles

Through miyo wâhkôwtowin and aligned to our organizational vision, Saskatchewan Polytechnic will be a leader in people practices.

Guiding principles

Saskatchewan Polytechnic will:



Act in alignment
with our values



Value and invest
in our people



Align institutional
priorities, strategies
and human efforts



Work
collaboratively
with each other
and our partners



Use evidence to guide
business decisions



Continuously
improve

Supporting Saskatchewan Polytechnic's vision, mission and values.

Sask Polytech has multiple plans that articulate our institution's goals and strategic priorities, including the:

Strategic Plan
Leading the Rise

Academic Plan 2021-2026:
Innovation in Action

Equity, Diversity, Inclusion and Reconciliation Strategy 2025-2030:
Inclusive Excellence

Indigenous Student Success Strategy 2024-29: Wichitowin ahci kaskihtamâsowin ati nikan (Michif - helping each other with success for the future)

Global Engagement Plan

People are integral to moving each of these plans forward. The People Strategy has been designed with those holistic connections in mind.

Highlighting the importance of a future-focused workforce.

Work and workplaces are evolving now more than ever. The People Strategy outlines how we will work together to stay nimble and adapt to our ever-changing business needs. An agile workforce is essential to deliver on our strategic priorities and best position Sask Polytech for future success.

Incorporating a systems perspective.

The People Strategy describes how we will continue to build a culture and work environment that enables and empowers our people to thrive, both in support of Sask Polytech's goals and priorities and to further individual career development.

Encompassing all stages of the employee life cycle.

Sask Polytech strives to be an employer of choice within Saskatchewan. The People Strategy demonstrates the organization's commitment to people in all stages of their employee journey with Sask Polytech.

I have worked at Saskatchewan Polytechnic for 19 years. Education is embracing positive change and I know first hand what education has done for me and my home fire. Being part of someone else's journey is such an honour and blessing.

Stacey Sayer-Brabant
Education Counsellor
Student Services



Theme 1 Safe, healthy and inclusive culture

Goal: An institutional culture that embraces safety, equity and diversity and prioritizes individual and team well-being in its pursuit of excellence.

Expected outcomes

- Everyone feels connected to and champions the organizational vision, mission and values.
- Employees, students and community members trust that Sask Polytech is a safe and secure place to work and learn.
- Strong, productive relationships are nurtured across the institution.
- We can express different perspectives and share ideas, concerns and feedback.
- We care for and treat one another with respect and dignity.
- Employees and teams are empowered to be curious, test new ideas and learn from failure.

Strategic actions

We will achieve this by:

- Cultivating Sask Polytech's values in our behaviours and ways of working.
- Developing and implementing strategies in support of Sask Polytech's Equity, Diversity, Inclusion and Reconciliation Strategy, and Wellness Model.
- Implementing policies, training and accountability measures that promote respectful workplace behaviours and address health and safety concerns in an effective and timely manner.
- Engaging in regular dialogue and listening openly, without judgement, to feedback and ideas for improvement.
- Actively designing, refreshing and promoting health, wellbeing and safety policies and practices.
- Promoting and celebrating practices that promote safety, inclusion, and innovation.
- Recognizing and celebrating employees and leaders who weave curiosity, creativity and continuous improvement into their work.



Theme 2

Effective and inspiring leaders

Goal: Leaders that exemplify Saskatchewan Polytechnic's values and are committed to creating a positive and high-performing work environment.

Expected outcomes

- Leaders nurture a safe, inclusive and engaging working culture.
- Leaders listen to and respond to employees.
- Leaders provide clarity on how their team's work connects to Sask Polytech's priorities and objectives.
- Leaders are capable and empowered to make informed decisions.
- All business units demonstrate innovation, operational excellence and successful transformation.
- Leaders create meaningful opportunities for employees to plan and grow in their career journey.
- Sask Polytech has robust leadership capacity to fulfill organizational needs and priorities.

Strategic actions

We will achieve this by:

- Ensuring our leaders and managers champion and role model Sask Polytech values and behaviours and take responsibility for challenging those who do not.
- Equipping leaders with skills, tools and confidence to compellingly support inclusion, engagement and change readiness.
- Enhancing compliance and accountability to organizational policies, processes and agreements.
- Leveraging strategic partnerships, data analytics and sound risk-management practices to ensure effective business decisions.
- Supporting change with systematic project and change management principles and tools.
- Utilizing tools and strategies to enhance individual capability, growth and career development.
- Identifying and growing emerging leaders at all levels to enhance organizational capability and capacity.

“

Our strength lies in the relationships we build and the inclusive spaces we create. By listening and valuing perspectives from all walks of life, we pave the way for collective success and a true sense of belonging for all.

”

Kendra Strong-Garcia
Director, Student Experience
and Learning Services



Theme 3 Skilled, agile and thriving workforce

Goal: A capable and engaged workforce that actively contributes to supporting Saskatchewan Polytechnic's vision, strategies and operations, now and in the future.

Expected outcomes

- All business units have a ready and adaptable workforce that addresses institutional needs and risks.
- Our recruitment and selection practices reflect Sask Polytech's values and equity, diversity, inclusion and reconciliation ambitions, and attract a diverse, high-quality candidate pool.
- Employees are informed, involved and empowered to participate in strategy and operations.
- Employees understand and embrace the need for learning, continuous improvement and change.
- Sask Polytech offers a suite of timely and robust training and development opportunities that meet employees' needs and align with institutional priorities.
- Employees participate in learning and development that positively impacts their work and career aspirations.
- Employees feel valued for their contributions.
- Sask Polytech has a distinctive employer brand.

Strategic actions

We will achieve this by:

- Collaborating on a strategic and data-informed approach to workforce planning where key roles, skill gaps and risks are proactively identified.
- Enhancing the employee recruitment and selection process so it is effective, equitable and transparent.
- Maximizing authentic opportunities for employees to engage on matters that impact them and their work.
- Ensuring employees and leaders have access to timely and appropriate training and development strategies that anticipate skill gaps and institutional needs and priorities.
- Providing learning and development opportunities that meaningfully support employees in their job roles and career ambitions.
- Identifying and growing talent through cross-organizational development, career progression opportunities and succession planning strategies.
- Recognizing exceptional contributions through consistent, fair and meaningful rewards and recognition.
- Actively promoting Sask Polytech's reputation within the broader labour market.



Theme 4 Empowering environment

Goal: A people-oriented environment that empowers each employee to achieve their maximum potential.

Expected outcomes

- Employees have the tools and resources to perform at their best in their job roles.
- Sask Polytech's physical and digital spaces enable individual and team effectiveness, accessibility and inclusion.
- Employees know what is expected of them and workloads are appropriate, discussed and regularly reviewed.
- Working arrangements appropriately balance employee wellness and productivity, team effectiveness and operational imperatives.
- Employees are able to flourish in an environment that is psychologically safe and free from discrimination, harassment and bullying.
- Health and safety practices are considered and applied proactively rather than reactively.
- Employees and teams are willing and enabled to collaborate across business units.
- Productive relationships between labour partners to support employees' interests and needs.

Strategic actions

We will achieve this by:

- Applying consistent and coordinated approaches to managing the tools and resources needed to support employees.
- Examining Sask Polytech's physical and digital workspaces and applying evidence-based approaches to improve accessibility.
- Creating mechanisms for employees and teams to engage in cross-functional information sharing and collaboration.
- Providing tools and resources to simplify and streamline processes for employees and teams.
- Balancing workload through data and analytics, collaborative discussion, and effective prioritization and planning practices.
- Enhancing work-life balance through flexible working arrangements and technology solutions.

Measuring our success

THEMES

MEASURES

1

Safe, healthy and inclusive culture

- Global Diversity, Equity & Inclusion Benchmarks (GDEIB)
- Culture assessment scores

2

Effective and inspiring leaders

- Leadership development training completion rates
- Employee engagement survey (relevant dimensions)

3

Skilled, agile and thriving workforce

- Employee recruitment rates
- Attrition rates (first year and overall)
- Diversity representation (all employees, senior leadership)
 - Indigenous employees
 - Equity groups

4

Empowering environment

- Employee engagement survey (response rates and relevant dimensions)



Glossary

This glossary is intended to provide some definitions around terms included in this strategy. It is not meant to be, nor could it be, entirely comprehensive to all the terms within the equity, diversity, inclusion and reconciliation areas. In this work, there are a variety of factors that impact what terminology is most acceptable, including context, tone, cultural influences and individual preferences.

Further, the language we use in this space will inevitably evolve over time, as we gain a broadened understanding of the various elements of equity, diversity, inclusion and reconciliation.

Terms

Accessible/accessibility

A building, facility, structure, program, activity, resource, product that is readily usable, or the extent to which it is readily usable by a person with a disability.

Discrimination

Intentional or unintentional denial of equal treatment, civil liberties and opportunity to individuals or groups with respect to education, housing, health care, employment and access to services, goods, and facilities. Can occur based on ancestry, place of origin, ethnic origin, citizenship, creed, record of offences, race, colour, nationality, sex, age, religion, gender identity, gender expression, political affiliation, marital or family status, sexual orientation and disability.

Diversity

Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess, and the mix that occurs in any group of people. Race, ethnicity, age, gender, sexual orientation, religious beliefs, economic status, physical abilities, life experiences and other perspectives can make up individual diversity. Diversity is a fact and inclusion is a choice.

Equity

Where everyone is treated according to their diverse needs in a way that enables all people to participate, perform and engage to the same extent.

Harassment

Unwelcome comments or behaviours based on protected grounds that offend or humiliate the victim. Harassment is a form of discrimination.

Inclusion

Inclusion is creating a culture that embraces, respects, accepts and values diversity. It is a mindful and equitable effort to meet individual needs so everyone feels valued, respected and able to contribute to their fullest potential.

Reconciliation (related to Indigenous reconciliation)

The effort made by individuals, groups, institutions and government to acknowledge past and ongoing effects of colonization on Indigenous Peoples and action to establish and maintain respectful relationships between Indigenous and non-Indigenous communities. Reconciliation in Canada is an ongoing process that involves addressing past harms and giving power back to First Nations, Métis, and Inuit communities.

Respect

Treating someone positively through actions and words that show esteem for the individual. Respect in a diversity, equity, and inclusion context involves understanding and valuing differences.

Safe space

A safe space is a space where people feel psychologically safe to express honest impressions, thoughts, and attitudes without fear of ridicule or reprisal, and without the pressure to educate. A safe space can be as small as between two people or can be expanded to include all members of a larger team, network, department, or organization. It can even be an expectation of the organizational culture overall.

References

Canadian Centre for Diversity and Inclusion. (2023, May). CCDI Glossary of IDEA terms, Version 2.0. CCDI, <https://ccdi.ca/glossary-of-terms/>



saskpolytech.ca