

Canadian Excellence

LAURIER

Human Resources

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Inspiring Lives of Leadership and Purpose

ANNUAL REPORT

2009 - 2010

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Executive Summary

The past year has brought with it exciting opportunities and accomplishments as well as unforeseen challenges. The Board of Governors has articulated that their key interest from Human Resources involves programs and strategies to ensure we are recognized as an employer of choice. This is an exciting invitation for Human Resources to add value and ensure our people are engaged in their daily work, the student experience and the vision and mission of the institution.

To that end, over the past year Human Resources worked closely with a cross-section of employees to develop the Employee Success Factors that define positive attitudes, behaviours, work styles and interactions that align with Laurier's [mission, vision and values](#) to create a successful organization. The integration of the success factors into all our Human Resource programs and strategies will be an important focus in the upcoming year.

A key part of the Success Factors integration plan involves building a culture of recognition through the development of programs, education, training and support for our leaders and employees. Our people make up over 85% of our operating budget and are the single greatest investment the university makes in any one resource so it is imperative that we recognize and reward those behaviors that are consistent with the values of the institution. The Human Resources department currently needs to add a function that focuses on organizational effectiveness and design, incorporating the kind of reward and recognition programs that will drive and sustain a culture that is necessary for organizational success.

In March 2010 the provincial government released the Public Sector Compensation Restraint Act (Bill 16) freezing compensation plans for all non-bargaining employees for a period of 2 years. In addition, when collective agreements expire, government expects agreements of at least 2 years with no net compensation increases. The legislation coupled with expectations for union freezes has created a very challenging employee/labour relations environment.

In addition to this the sector as a whole has been challenged with the sustainability risk around our pension and post-retirement benefits plans. It is clear that the solutions will have to be a collaborative effort with our employee groups which may cause short-term labour unrest for long-term financial viability. Having a comprehensive, long-term strategy for our labour and employee relations in our multi-campus, multi-union environment will be a key focus and critical to achieving Laurier's mission, vision and strategic objectives.

The Human Resources Annual Report profiles employment and demographic trends as well as employee development & wellness initiatives for both academic and non-academic employees from July 2009 to June 2010. Our key findings from the report allow us to focus our efforts in areas that will provide the greatest impact to the organization.

Key Findings

WORKFORCE PROFILE

Workforce Distribution:

- WLUSA and WLUFA continue to be the employee groups with the most members
- WLUFA has 502 full-time members and 520 part-time members who are contract academic staff
- WLUSA has 419 full-time and 49 part-time members

Length of Service:

- The average length of service for all employees is 9.7 years
- This varies by employee group, the lowest being Brantford at 2.4 years and the highest being management at 11.5 years
- The largest cohort of employees (43%) fall within the 0-5 years of service category; 25% of employees fall within the 6-10 year category, and there are 16% in both the 11-20 year and 20+ year categories

With close to half the workforce employed for 5 years or less, there is a wealth of new ideas and experiences coming into the university. By capitalizing on the new skills and backgrounds, we will be in a position to continually improve our processes and be more creative in how we approach different situations. To respond to this expanding group of new employees, and to make an effort to keep them engaged, the university must be continually prepared to provide the appropriate training and professional development opportunities to staff.

Workforce Demographics:

- The average age of the WLU workforce is 45
- The average varies by employee group with Brantford Staff the lowest at age 38 and Management and Faculty the highest at age 48

Understanding the demographics of the Laurier workforce is key to a variety of Human Resource planning initiatives including recruitment and succession planning, wellness programming, and pension and benefits projections. Being aware and understanding the values, attitudes and motivators relevant to the generations allows us to target initiatives and communications to meet the diverse needs of our workforce. Our wellness initiatives and financial & retirement planning sessions are examples of programs targeted to employees at specific stages of life.

Retirement Patterns & Projections:

- Average annual retirement age has increased from 63.1 to 64.5 years since 2005
- Since 2005, 54% of faculty retirements have been after age 65 compared to 4% of staff
- In the next five years 14% of the current workforce (204 employees) will reach our average retirement age of 64
- Of those 50% are WLUFA (full-time), 37% are staff, and the remaining 13% are management

- The Special Voluntary Exit Plan early retirement incentive program has been widely used by staff and management, however eligibility to commence the program ends for this group Jan 1, 2011

With over 200 employees (100 faculty) reaching the average retirement age in the next 5 years, recruitment and succession planning will be key to replenishing our critical talent pool. With the SVEP program ending this year, we may experience an increase in the average retirement age for staff and management. If the average retirement age continues to rise, the need to ensure supports for an aging workforce will become more critical. Our disability management, modified return to work, and medical accommodations programs will continue to play an important role in supporting our employees.

Workforce Growth:

- The WLU workforce has increased by 13% since 2005, excluding CAS
- Brantford staff levels have experienced the largest increase at 104%, from 25 staff in 2005 to 51 staff at June 30/10
- The management group has also experienced a high level of growth with a 48% increase since 2005
- The Fulltime student enrolment numbers have increased by 18.5% since 2005

Brantford is by far the fastest growing employee group which is not surprising as most of the recent student growth has been at Brantford Campus and this is expected to continue. The Presidential Task Force on Multi-Campus Governance has been created to provide recommendations to the university community as to how a "Laurier federation" of campuses should be structured. The considerations of the task force will include issues that transcend faculties, departments, campuses, and administrative units. A significant priority for Human Resources will be to work closely with leadership to ensure people plans align with the recommendations of the task force.

The increase in the management group can be attributed to the many strategic priorities established since 2005 requiring the appropriate leadership to ensure success. Examples of these priorities can be found in the areas of university and government relations, aboriginal initiatives, diversity and equity, academic services, CPAM (communications, public affairs, and marketing), international recruitment, and student affairs.

As our institution continues to grow and expand, recruitment strategies focused on attracting the best talent continue to be a vital priority for Human Resources. In addition to staff and management recruitment, Human Resources recently assumed accountability for all Senior Leadership searches. Ensuring the senior search process results in the selection of high quality Leaders whose skills, competencies and values align with those of the University is critical to achieving our long term success.

TALENT MANAGEMENT

Recruitment & Employment Discontinuance:

- There were 182 vacancies throughout the 2009-10 year excluding faculty
- Of these vacancies there were 52 net new positions
- Out of 182 vacancies, 86 were filled by internal candidates
- There were 118 new employees hired to the university in 2009-2010

- 64 people discontinued their employment leading to an overall turnover rate of 4.88%

Of the 182 vacancies, 97 were within WLUSA and just over 50% of those were filled by an external candidate. CUPE and UFCW tend to fill vacancies with current members of the bargaining unit. Most new hires were to the WLUSA bargaining unit, as has been the trend for the past few years.

Of the 64 departures, 73% were due to resignations and 27% were involuntary. The 2009/10 turnover rates for non-academic staff have decreased from 2008 with voluntary turnover decreasing from 6.4% to 5.1% and involuntary turnover decreasing from 2.2% to 1.97%.

Internal Movement:

- 69% of moves were promotional
- 23% of moves were lateral

There were 88 promotions during the 2009/10 time period. To be considered a promotion, an employee would either move to a higher level position within their respective group or moved from a staff position to a management level position. A lateral move would see an employee moving to a position of the same level within their unit, and transfers to a position of a lower level within their unit. There were 30 lateral moves during the noted time period.

The majority of the lateral moves and the moves to a lower position were within WLUSA. This demonstrates that the staff are seeking opportunities to broaden their experience without leaving WLU.

Faculty data suggests that the number of tenure track faculty members continues to rise. Having a high level of tenured faculty, 63.15% of all faculty, is beneficial to WLU as it makes the institution more attractive to prospective students, thereby increasing the potential for student growth.

LABOUR RELATIONS

Negotiations:

During the reporting period no collective agreements expired. The WLUSA agreement for Contract Academic Staff will expire on August 31, 2010 and as such, preparations commenced in spring 2010. UFCW and CUPE agreements were negotiated in the summer of 2009. The negotiations for UFCW were highly successful considering that the University approached the negotiations with a mandate that required several concessions on the part of the members. These concessions included changes to the way in which scheduling was handled and a change to an unpaid meal period. Both sides of the negotiating team worked hard to achieve the cost savings needed and the agreement was ratified.

Grievances:

Human Resources, and the University as a whole, places great value in resolving issues through problem-solving and an interest based approach. There are instances where this is not possible and the grievance procedure must be utilized. While CUPE and WULSA had low numbers of grievances filed, UFCW experienced an increase in the number of grievances filled in 2009. This increase is as a result of the new collective agreement and changes in past practice which related largely to scheduling. Management is working to promote a relationship with UFCW that is more collaborative in nature and

makes better use of the pre-grievance, or problem-solving, processes as outlined in the collective agreement so as to reduce the number of grievances filed.

Grievance Reasons:

For the WLUSA group there were four (4) grievances filed and of those, three (3) were related to the redundancy process and the fourth was related to wrongful dismissal.

The majority of UFCW grievances filed in 2009 involved scheduling, improper job posting processes, failure to provide administrative items as outlined in the collective agreement and wrongful dismissal.

There were no grievances filed by CUPE for the 2009-10 period. Management and the union continually engage in an effective pre-grievance resolution process that has allowed many issues to be resolved prior to grievances being filed.

For the WLUSA group, reasons for the full-time grievances in 2009 included violation of Tenure and Promotion procedures breach of disciplinary procedures, denial of merit, and workload assignment. The grievances from Part-time Contract Academic Staff included failure to be appointed, failure to be short-listed for full-time appointment, violation of academic freedom.

Resolutions:

Of the 14 grievances filed by staff, 11 were resolved throughout the grievance process, 1 was withdrawn, 1 was resolved in arbitration and 1 is still ongoing through arbitration.

Of the 8 filed by full-time faculty, 2 were resolved, 6 were denied of which 2 went to arbitration. Of the 6 filed by part-time contract academic staff, 2 were resolved, 1 was withdrawn, 3 were denied of which 1 went to arbitration and was settled.

EMPLOYEE DEVELOPMENT

Interest in learning and development opportunities remains high including an increase in requests and unique needs arising from the Brantford campus (see **Appendix A** for a summary of all 2009-2010 training events). For example, this past year saw 8 training events coordinated in Brantford and the plan for 2010 – 2011 includes a minimum of 19 training events. This increase in volume is not being offset by any reductions in Waterloo. The net result is a greater demand on the overall training budget and administration time yet with a concentrated effort to not compromise on quality or learner experience. By experimenting with video-conferencing technology and starting to invest in e-learning opportunities, we are attempting to better manage costs associated with program delivery.

The other noticeable trend developing is requests to assist groups and departments with process facilitation (e.g. visioning, strategic planning) and to consult on individual training/coaching needs. Although these are very important services that are in demand on campus, capacity to assist is limited. The current mandate of the department does not make accommodating these services a priority, and so requests are assessed by the manager but are often sourced externally and funded by the individual requestor/departments.

A noticeable gap also exists around building fundamental knowledge and skills with managerial and supervisory employees. Organizationally, outside of the optional *Communicating for Leadership Excellence* certificate we do not have any specific courses or “learning paths” defined for new or experienced managers/supervisors. This includes newly hired or promoted managers within the organization. The net result has meant inconsistent management practices across the organization and an overall lack of concentrated development opportunities in content areas consistent with employee relations issues that are being experienced on campus (e.g. conflict resolution). This is an area of huge opportunity with our employee population.

Given the introduction of the Employee Success Factors in the spring of 2010, opportunities to both integrate as well as introduce new programming building on the individual factors exists. As a starting point, they have been built in to the Communicating for Service Excellence program for the 2010-2011 year. Plans are also underway to build content programming for the first Staff Development Day, taking place in May 2011, around the five success factors.

EMPLOYEE HEALTH & WELL-BEING

- On average Laurier contributes an additional 22% of salary to employee health and retirement benefits including health, dental, life insurance, pension plan, and employee assistance services
- Under the theme of “Taking Care of YOU” 2009/10 wellness programming provided employees with the tools and knowledge to be effective managers of their own well-being
- There were 271 attendees in total at the various wellness initiatives in 2009/10
- Over the past 5 years, Employee Assistance Plan (EAP) utilization has increased from 7.3% to 10% which is considered to be in the upper range of what many providers believe is optimal

There are at least two plausible explanations for the higher than average utilization rates of EAP services by WLU employees and their families. First, research has shown that women are significantly more likely to seek help for emotional and health problems than men. Second, WLU has on average a more educated work force than many of the other EAP companies Mosaic serves. In addition, the University through the help of the EAP Committee has been making every effort to ensure that employees are aware of this positive and valuable service.

Employee wellness is an important factor in building an engaged workforce and we recognize the need for more strategic planning around wellness initiatives at the university. We have embarked on a process to establish a workplace wellness committee. The committee will operate with a mandate to identify, develop and promote wellness initiatives for the university community. The committee will be established in 2010-2011 with the mandate to begin programming for the 2011-2012 academic year.

Employee Success Factors



CONSTRUCTIVELY LEADING FROM WITHIN

OURSELVES | OUR INSTITUTION | OUR COMMUNITY

Academic excellence is at the heart of Laurier’s mission and vision. But along with academic excellence, there is more that defines the essence of Laurier and distinguishes it from other universities. The people at Laurier, the work they do, the relationships they build, and the lives they inspire are key in setting Laurier apart as a unique University. Laurier’s institutional proposition “*Inspiring Lives of Leadership and Purpose*” speaks to the fact that all employees have the ability in their roles to lead and inspire in their own unique way.

Over the past year, Human Resources worked closely with a group of employees comprised of faculty, staff and management who sought to answer the question: how do Laurier’s values translate into the way people carry out their everyday work? Through the work of this group, the five Employee Success Factors were developed to reflect Laurier’s values and articulate how those values can be upheld by staff and faculty.

The Success Factors (www.wlu.ca/successfactors) have been integrated into the performance appraisal process for management as part of the goal setting process for the coming year. In the future, the Success Factors will provide the foundation for many aspects of the Laurier employee experience, including recruiting, developing, recognizing and rewarding employees. The following chart outlines the key target areas identified upon which the Success Factors will be integrated.



EMPLOYEE SUCCESS FACTORS



Employer of Choice

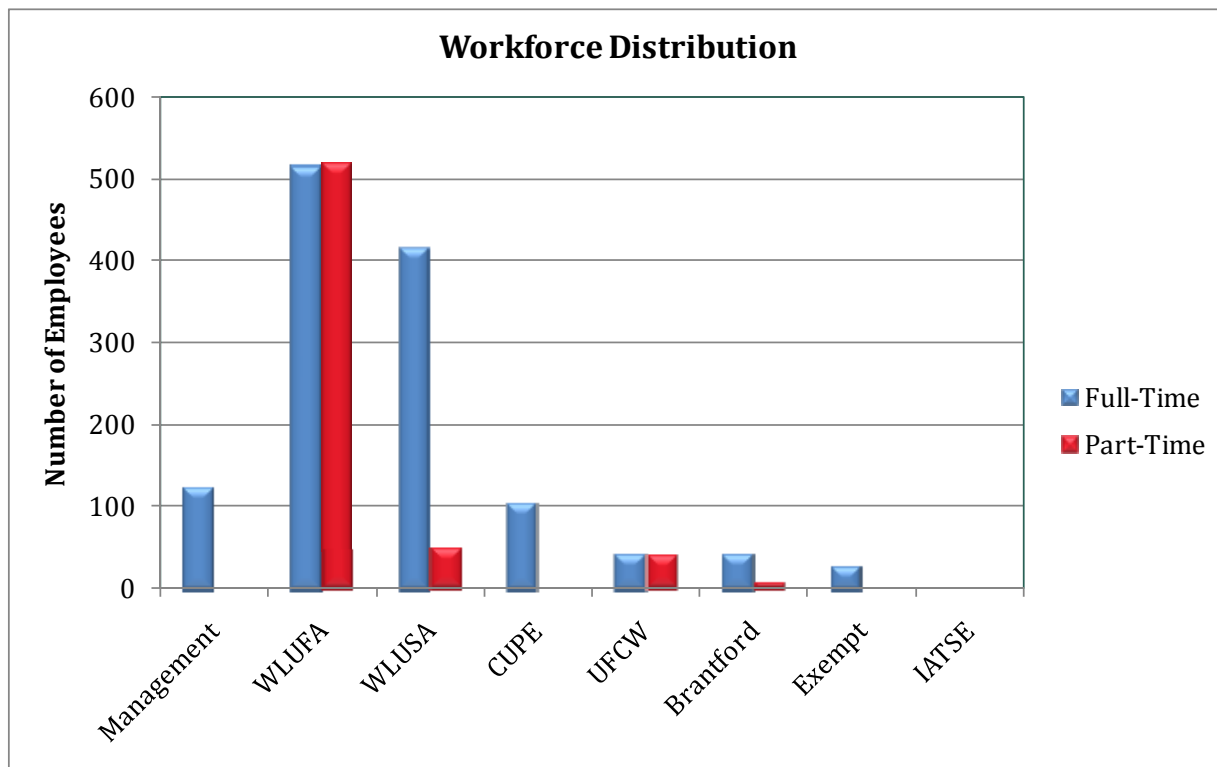
Employee Engagement

Workforce Profile

The Laurier workforce is comprised of a number of diverse groups encompassing a wide variety of skills and accountabilities that together contribute to the unique Laurier experience.

Workforce Distribution

- Total of 1901 employees (excluding student employees)
- Of the non-academic staff 12% are part-time
- Within WLUFA 502 are full-time faculty and 16 are professional librarians



**The number for WLUFA Part-time reflects individuals who held at least one Letter of Appointment to teach in the 2009-2010 academic year. Part-time WLUFA members are allowed to teach up to 3 one-term equivalent courses per term and may teach a portion of a one-term equivalent course.*

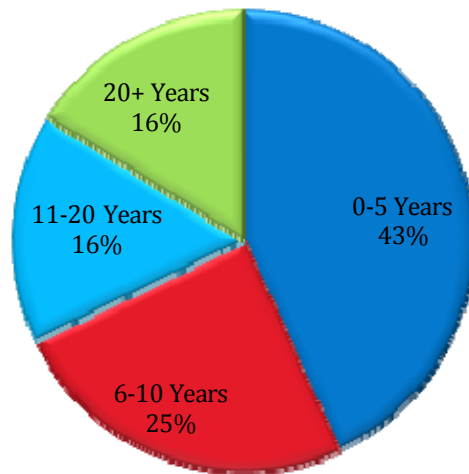
Full-time Faculty Distribution by Appointment Type

- Progression to tenure typically starts with a two year Provisional Appointment with progression to a three year Candidacy Appointment, and then finally to a Tenured Appointment
- Limited Term appointments are full-time contractual appointments of up to 24 months with no implication of renewal or continuation beyond the term
- Of the 448 non-limited term faculty, 71% hold a tenured appointment and 29% are progressing towards tenure or in a continuing appointment
- Three individuals hold Continuing Appointments. These appointments are teaching-only appointments that have been agreed to by the University and WLUFA in exceptional circumstances

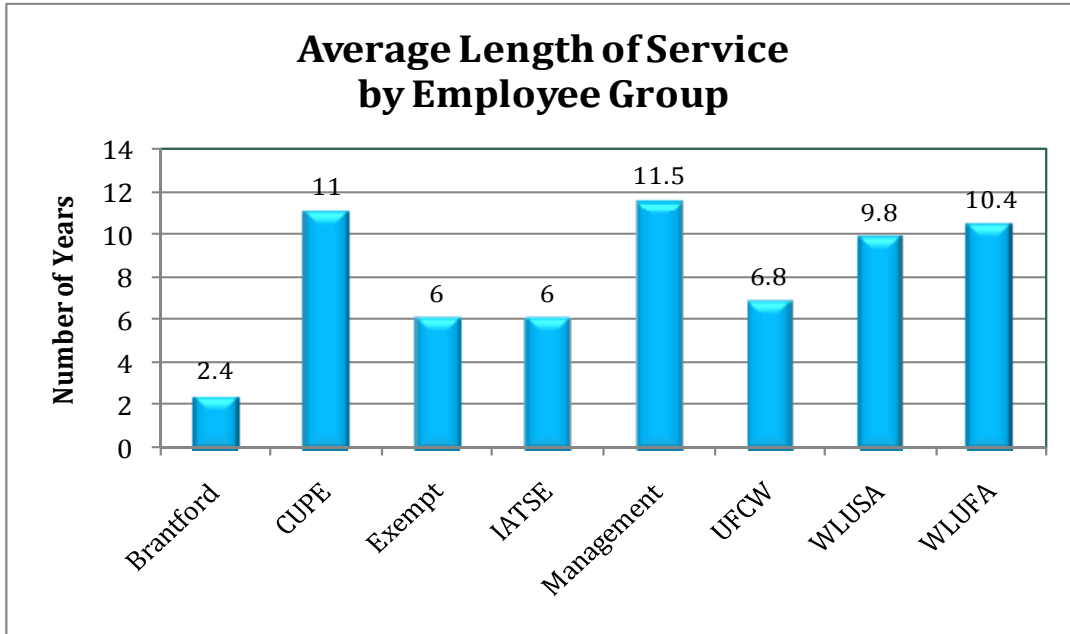
Full Time Faculty by Appointment Type

Appointment Type	# Full-Time Faculty
Provisional	44
Candidacy	84
Tenured	317
Continuing	3
Limited Term	54

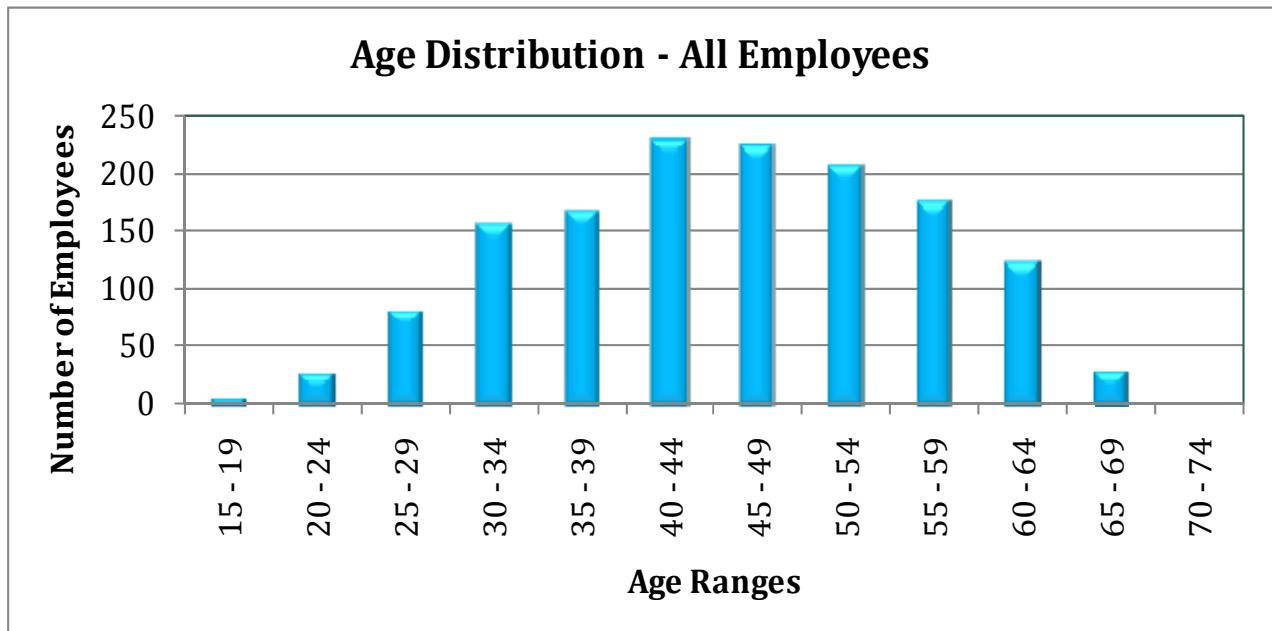
Length of Service - All Employees

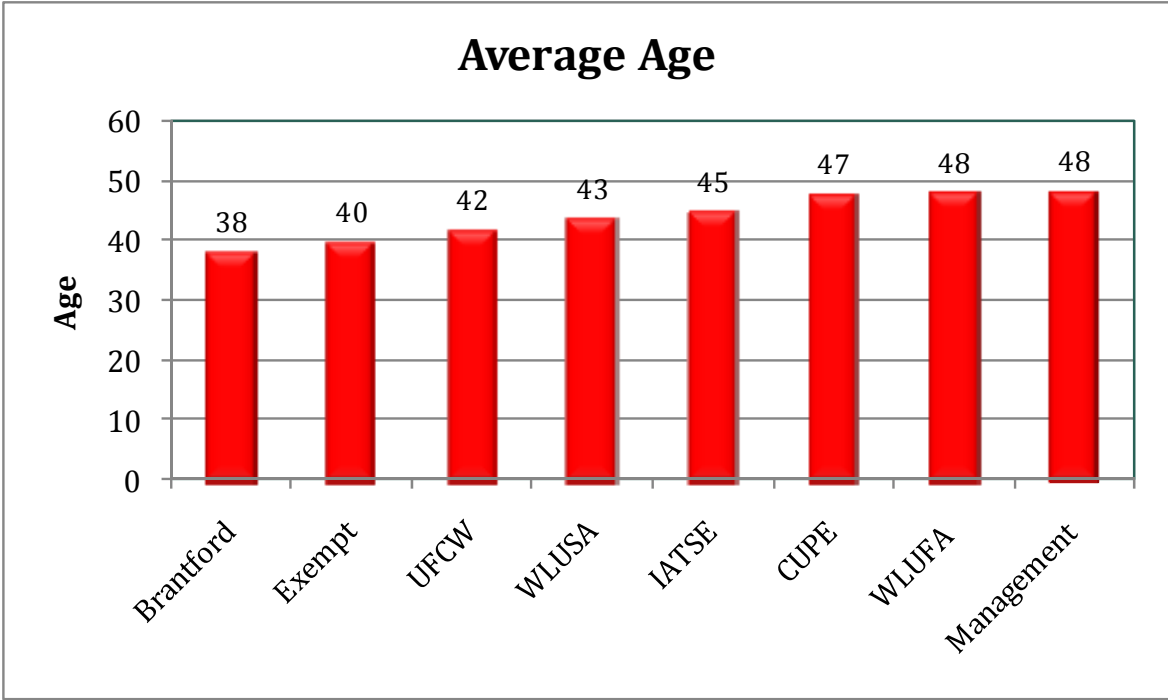


➤ Average length of service for all employees is **9.7 years**



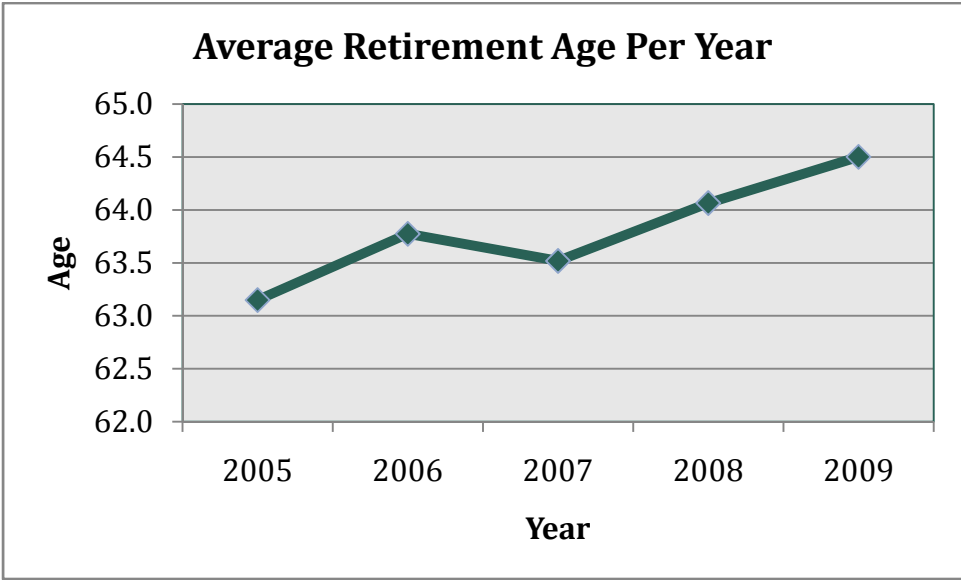
- Average age of the WLU workforce is 45
- Brantford Staff have the lowest average age of 38
- Management and Faculty are the highest average age of 48





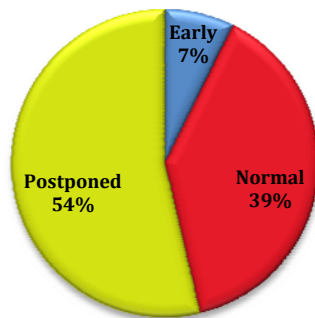
Retirement Patterns & Projections

- Normal retirement date as defined in the WLU Pension Plan is age 65
- Employees may choose early retirement starting at age 55
- Average annual retirement age has increased by 1.4 years since 2005
- The majority of those retiring after age 65 (i.e. postponed) are faculty

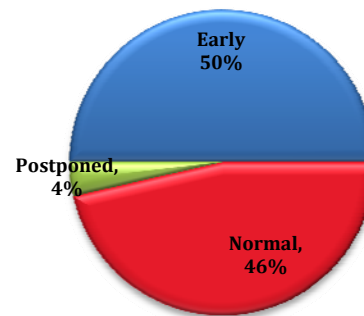




Faculty Retirement Timing
2005-2009



Staff Retirement Timing
2005-2009

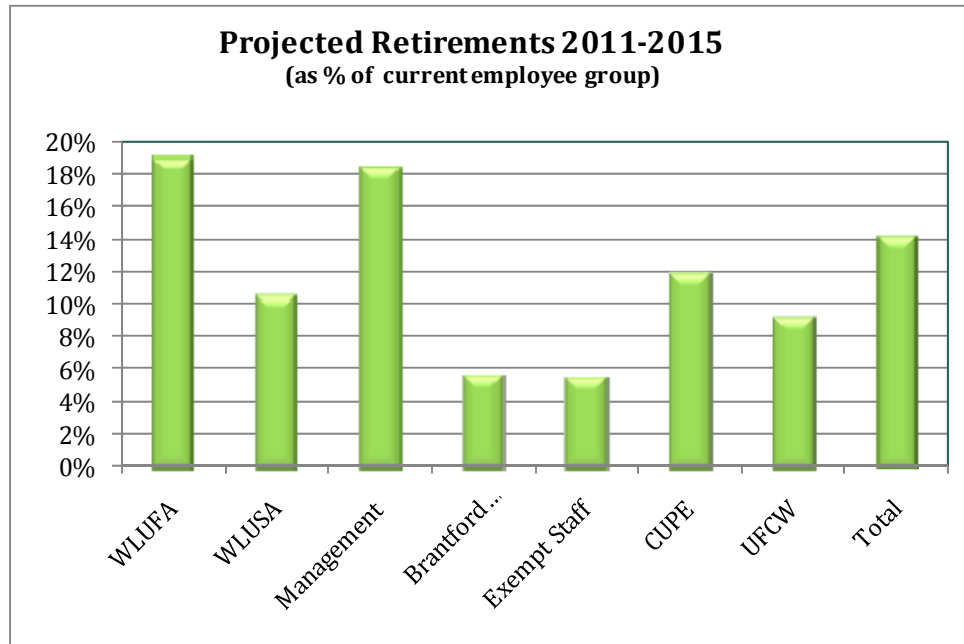


Active Employees Age 65 and Over @ June 30, 2010

Employee Group	# of Active Employees
WLUFA (full-time)	22
WLUSA	6
Management	3
Brantford Staff	0
Exempt Staff	0
CUPE	0
UFCW	0

Projected Retirements

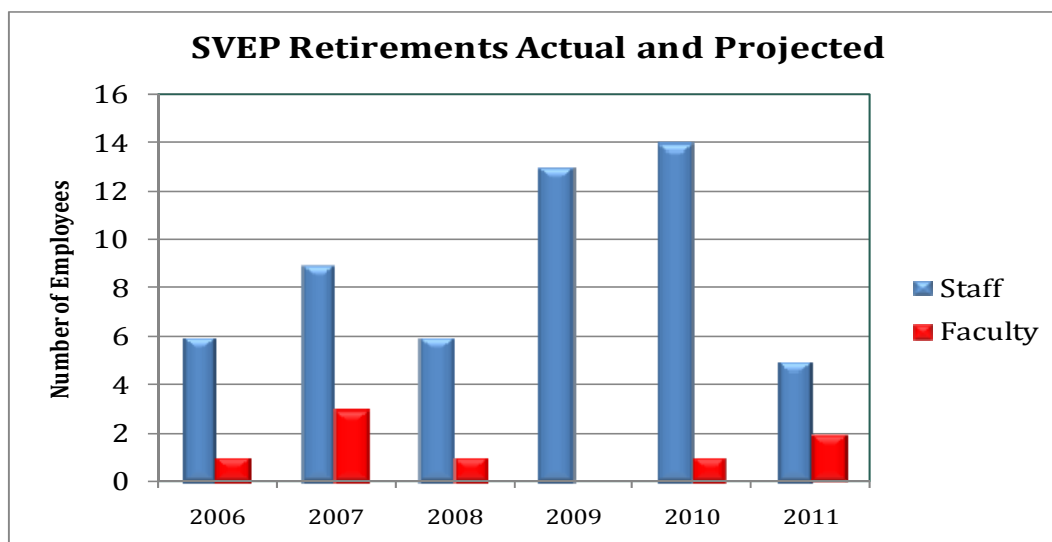
- In the next five years, 14% of the current workforce (204 employees) will reach our average retirement age of 64
- Of those, 50% are WLUFA (full-time), 37% are staff, and the remaining 13% are management



Early Retirement Incentive Plans

Special Voluntary Exit Plan (SVEP)

- Must be 60 years of age with a minimum of 15 years pensionable service at WLU
- Paid a reduced salary up to retirement and continue to accrue under the pension plan
- Eligibility to commence SVEP ends on January 1, 2011 for management and staff

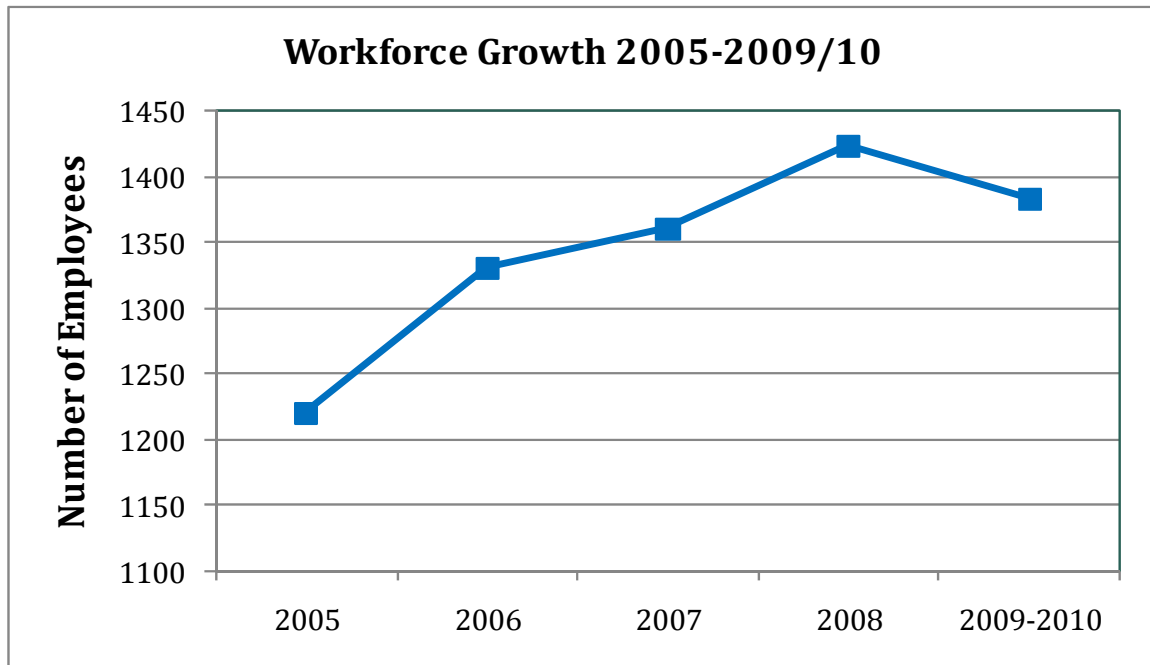


Phased in Retirement Option (PIRO)

- To be eligible must be a full-time faculty or librarian over age 55 with a combination of age and years of service greater than or equal to 70
- Provides for a reduced load appointment plus enhancements to actual salary for a period of three years prior to retirement
- A total of 5 faculty have participated in this program since it's inception in 2005

Workforce Growth

- There has been a 13% increase in the workforce (excluding CAS) since 2005



Workforce Growth by Employee Group 2005 -2009/10

Employee Group	2005	2006	2007	2008	2009/10	Change in Workforce 05-09/10
	#	#	#	#	#	
Management	84	98	106	116	124	48%
WLUFA (FT)	453	498	492	543	520	15%
WLUSA	439	457	470	467	468	7%
CUPE	103	106	104	111	106	3%
UFCW	85	106	110	107	84	-1%
Brantford	25	34	42	46	51	104%
Exempt	29	29	33	30	28	-3%
IATSE	2	2	3	3	2	0%
Total	1220	1330	1360	1423	1383	13%

- Brantford Staff has seen the largest increase since 2005 at 100% percent, followed by Management at 48% and full-time Faculty at 15%
- On January 1, 2008 there were 43 six-month faculty limited term appointments hired thereby resulting in a peak in the faculty numbers for 2008. These hires were made to meet the part-time to full-time ratio under the FT agreement
- UFCW has seen a large drop in the number of staff since 2008 and this is due to resignations of some part-time staff (15), 4 terminations, and staff on leave and those who have retired

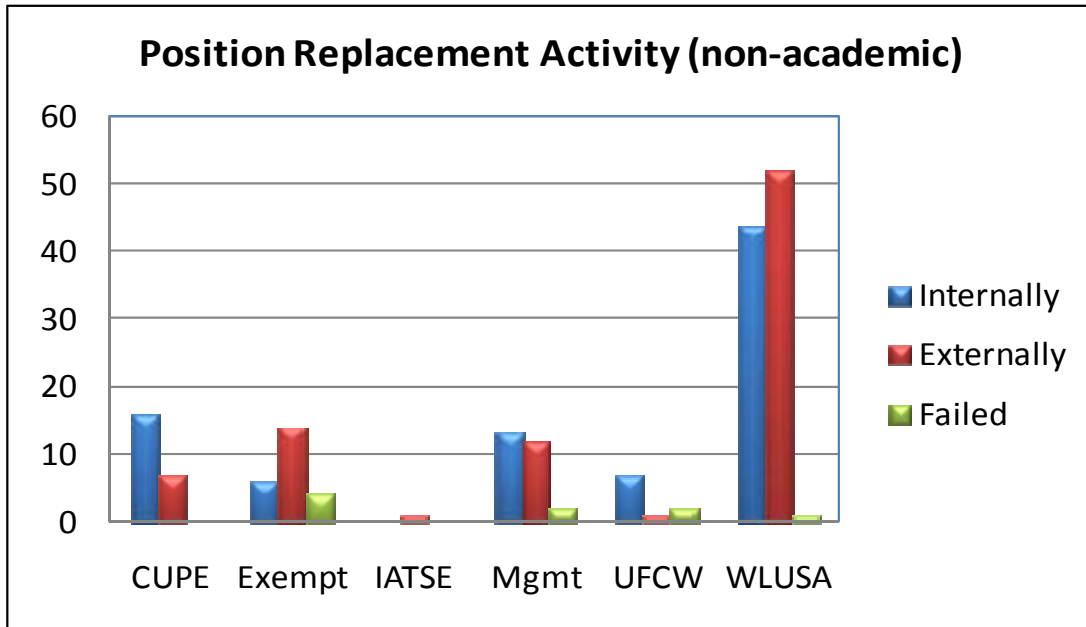
Full-time Faculty Workforce Comparison by Appointment Type 2005 - 2009

- % of tenured faculty has grown from 52% in 2008 to 63% in 2009

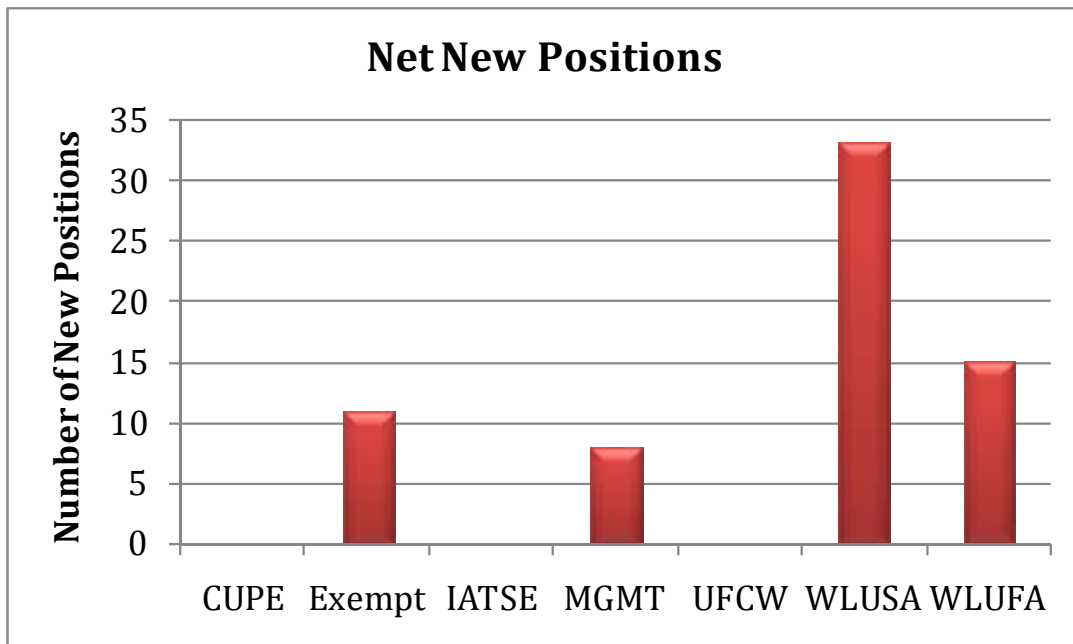
Year	Provisional	Candidacy	Tenured	Continuing	Limited term	Total Faculty
2005	61	74	227	2	76	440
2006	70	84	252	2	75	483
2007	63	84	269	2	57	475
2008	50	80	296	3	95	524
2009	44	84	317	3	54	502

Talent Management

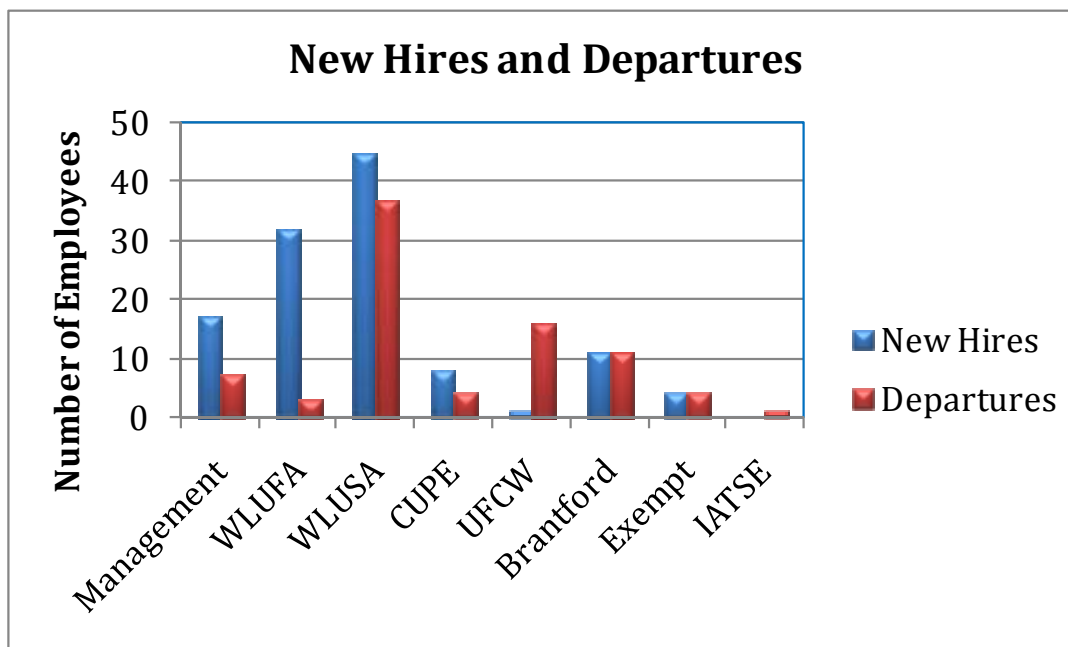
Building capacity ensures the continuous supply of talent to support current and future goals and objectives. It is important that we have effective recruitment strategies and that our performance management routines include training and development opportunities as well as career development initiatives.



- 47% of positions filled were filled by an internal candidate
- 47% of positions were filled by an external candidate
- There were nine (9) failed searches



- There were 182 vacancies throughout the year (not including WLUFAs)
- 47% of the vacancies were filled internally
- Most (140) of the vacancies were existing positions
- 52 of the non-academic vacancies were new positions
- There were 15 new WLUFAs positions



- 118 new hires to the university
- 64 departures from the university, 47 or 73% were voluntary (resignation) and 17 or 27% were involuntary (termination)

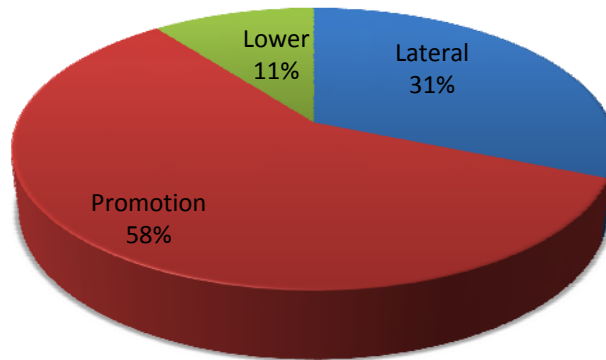
Turnover:

Employee Group	Voluntary Turnover	Involuntary Turnover	Total Turnover
Management	3.23%	3.23%	6.45%
WLUSA	3.85%	0.85%	4.70%
WLUFAs	0.67%	0%	0.67%
CUPE	2.83%	0.94%	3.77%
UFCW	15.48%	3.57%	19.05%
Brantford	7.84%	7.84%	15.69%
Exempt	3.57%	3.57%	7.14%
IATSE	50.0%	0.00%	50.0%
Total	3.59%	1.3%	4.88%

- Turnover rate incorporates the employees who left the university voluntarily (resigned) and those who left involuntarily (terminated)
- The involuntary turnover rate for non-academic staff is 1.7%, down from 2.2% in 2008*
- The voluntary turnover rate for non-academic staff is 5.10%, down from 6.4% in 2008*

- Resignation reasons include: returning to further education, personal reasons such as family or relocation, fit within the department, and better job opportunity elsewhere
**Faculty turnover was not tracked for 2008*

Internal Movement



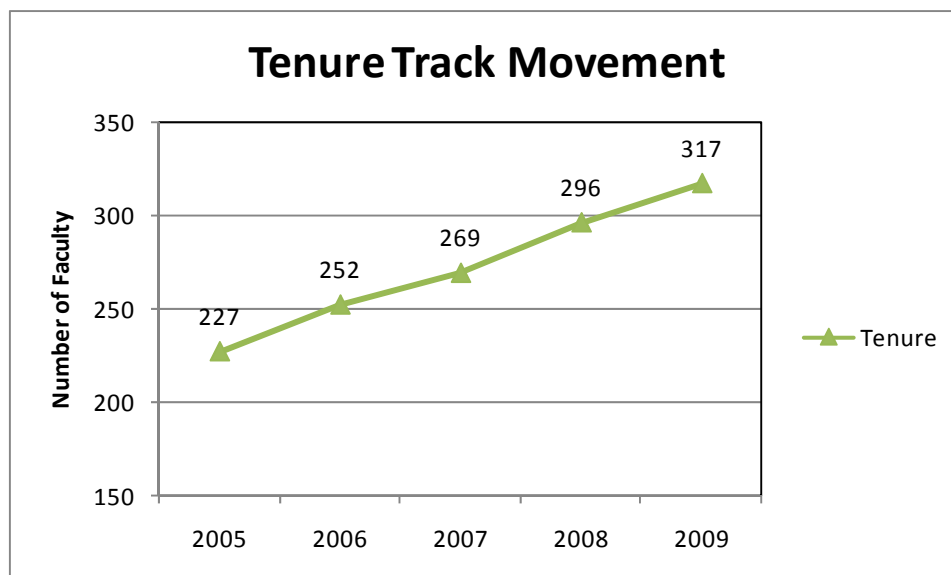
- Majority of promotions were within the WLUSA bargaining unit and involved an employee moving to a higher grade position (26%) followed by changes to classification within CUPE (17%)
- As of July 1, 2009 25 faculty moved from Assistant Professor to Associate Professor and 9 moved from Associate to Professor.
- Lateral moves were almost exclusively (97%) within WLUSA and involved employees moving to a new position within the bargaining unit that was the same grade
- Transfers to lower level position were also mainly within WLUSA with eight (8) employees moving to a role with a lower grade

Tenure Track Appointments:

The progression through to tenure normally starts with an appointment to a Provisional Appointment, which is a two-year appointment. In the second year of the Provisional Appointment the faculty member is to apply for a Candidacy appointment or they may apply for an extension to their Provisional Appointment.

A Candidacy Appointment is a three-year appointment. In the third year of a Candidacy Appointment the faculty member must apply for tenure. Faculty members in a Candidacy Appointment may apply for Tenure at anytime during their three-year appointment.

In addition to the ability to apply for an extension to a Provisional appointment, there are other provisions in the WLUFAs Full-time Collective Agreement to allow for an extension to an appointment, such as parental, maternity and/or pregnancy leave. A faculty member could have more than one extension to their tenure track appointment before they are required to apply for Tenure.



- Increased number of faculty moving through the tenure track
- 63.15% of full-time faculty were tenure track
- 8.8% of faculty were in a provisional appointment
- 16.7% of faculty were in a candidacy appointment
- Balance is made up of limited term faculty

Sabbatical Leaves

Full-time WLUFA members are eligible for a 12-month sabbatical leave after 6 years of service or a 6-month sabbatical leave after 3 years of service (at full salary) or 12 months (reduced salary). An initial 12-month sabbatical is at full salary.

WLUFA Full-time Faculty on Sabbatical July 1, 2009 to June 30, 2010

	6 months*	12 months
Arts	7	17
Brantford		8
Library		3
Music	2	4
SBE	5	9
Science	5	17
FSW	1	1
Total on sabbatical leave	20	59

**Faculty members in this column could be completing the remaining 6 months of a 12-month sabbatical leave, the first 6 months of a 12-month sabbatical leave, or have a 6-month sabbatical leave.*

Labour Relations

- There are five (5) different unions and six (6) collective agreements
- Employee groups reported on are WLUSA, WLUFA (Full and Part-time), UFCW, CUPE, and IATSE

Grievance History by Union Group

	2006	2007	2008	2009/10
WLUSA	5	12	8	4
CUPE	2	0	2	0
UFCW	8	4	1	10
IATSE	0	0	0	0
WLUFA (FT)	11	5	5	8
WLUFA (PT)	6	9	7	6

- For the WLUSA group there were four (4) grievances filed and of those, three (3) were related to the redundancy process and the fourth was related to wrongful dismissal
- UFCW has seen a significant increase in grievances filed related to scheduling practices, improper job posting, wrongful dismissal and failure to provide administrative items as outlined in the CA; yet many of the grievances were withdrawn following problem-solving discussions
- Low numbers of grievances for CUPE as management and the union engage in an effective pre-grievance resolution process that has allowed for issues to be resolved prior to grievances being filed
- For the WLUFA group, reasons for the full-time grievances in 2009 included violation of Tenure and Promotion procedures, breach of disciplinary procedures, denial of merit, and workload assignment
- The grievances from Part-time Contract Academic Staff included failure to be appointed, failure to be short-listed for full-time appointment, violation of academic freedom

Employee Development

Organizationally, faculty and staff programming for professional learning and development opportunities is segregated by two departments. The Office of Educational Development functions under the Teaching Support Services department (reporting through the Vice President: Academic and Provost) meanwhile all staff directed programming is directed through the Manager, Training and Development in Human Resources.

Faculty Learning and Development

The following chart highlights the key achievements of the department from the 2009 – 2010 academic year.

Program	Description	Attendance
Course (Re)Design Institute	Provides support for faculty designing new courses or re-working existing content	47
Workshop Programming	Face-to-face programming, offering a variety of topics ranging from 'Voice Care for the Instructor' to 'Podcasting'.	336
Teaching Day Conference	A day focused on 'Civility in the Classroom'.	64
Teaching Assistants Program	A one-day conference in support of the professional and personal development of teaching assistants.	167
New Faculty Program	Aimed at providing new faculty the support and resources they need to be successful at Laurier.	35
Faculty Mentoring Program	Matches new and experienced faculty for mentoring purposes.	14

Staff Learning and Development

Certificate Programs

Communicating for Service and Leadership Excellence

- Communicating for Service (staff below manager) and Leadership Excellence (managers) certificates have provided core programming including foundational skills and knowledge required to provide consistently high levels of service to Laurier "customers"
- The four modules are: Communicating for Service Excellence (Personality Dimensions), Developing a Service Culture, Embracing Diversity: Effective Communication Across Cultures and Constructive Conflict Resolution
- Less than half of our eligible managerial / leadership staff have opted to take any courses towards this certificate

Communicating for Service Excellence Certificates Completed		
2007-2008	34	
2008-2009	26	
2009-2010	13	
As of June 2010:		
Total Completed	70	7.4%*
In Progress	83	8.8%*

Communicating for Leadership Excellence Certificates Completed		
2007-2008	8	
2008-2009	6	
2009-2010	7	
As of June 2009:		
Total Completed	20	13.8%*
In Progress	28	19.3%*

*Percentage based on number of completions relative to number of eligible participants.

Professional Communications Certificate

- The workshops that have been included in the certificate program include **presentation skills, conversation skills, grammar and writing with appeal, and conducting effective meetings**
- New workshop topics being introduced this coming year include **priority/time management and active listening**

Certificates Completed		
2008-2009	27	2.9%
2009-2010	8	0.8%
As of June 2010:		
Total Completed	35	3.7%
In Progress	100	10.6%

*Percentage based on number of completions relative to number of eligible participants.

Professional Development

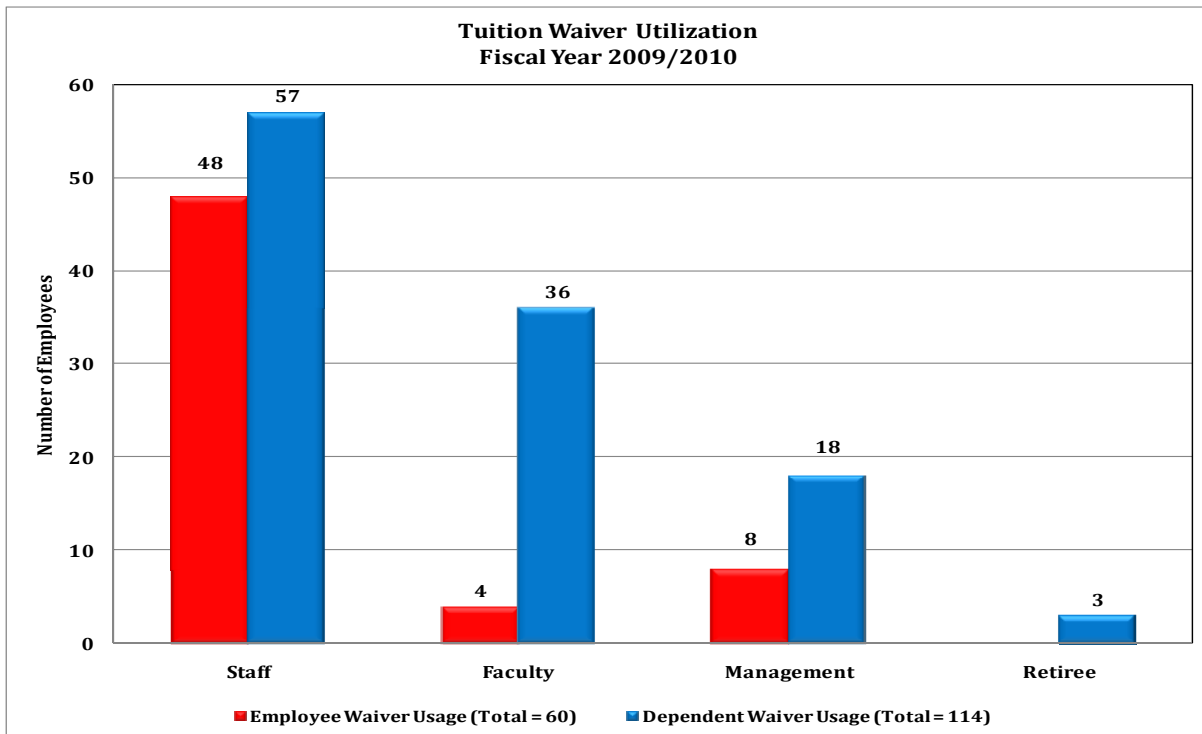
- **Managing Me** - a workload management program targeted supervisors/managers. Uptake on this program was quite strong with 52 staff participating
- **Engaging in Effective Performance Discussions** was held at the start of performance appraisal season, and was also directed at managers. A total of 25 participated in this session

Departmental Consultations

- In addition to standard in-class programming, the Manager, Training and Development also provides consultations to departmental managers who are looking for specific training opportunities unique to their departments
- A total of **11 consultations** were conducted and ranged in content from teambuilding opportunities to facilitating mission/visions statement sessions

Employee/Dependent Tuition Waiver

- As part of our employee benefits program staff and faculty have the opportunity to participate in our tuition waiver program.
- Eligible employees and their dependents (children and spouses) are provided with an exemption from the tuition portion of fees for approved Wilfrid Laurier University courses.

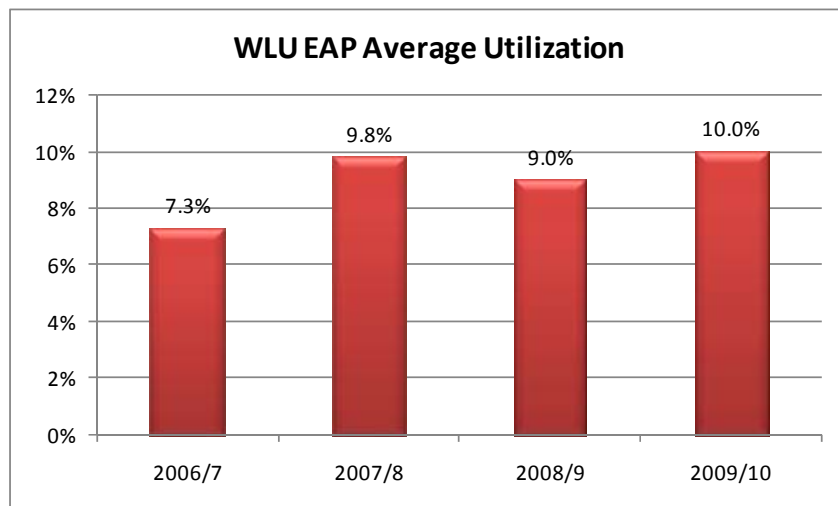


Employee Health and Well Being

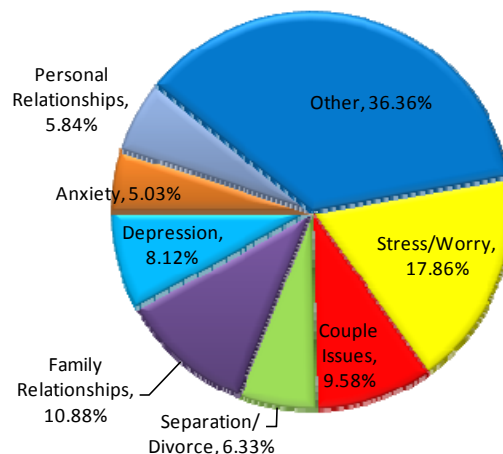
Laurier provides employees with a comprehensive total compensation package including a robust group benefits plan, a best-in-class pension plan, and other programs and services designed to attract, retain, reward, and motivate employees. Laurier contributes on average an additional 22% of salary to employee health and retirement benefits. Laurier employees have access to an Employee Assistance Program, on-site fitness facilities, and wellness programming to promote health and wellbeing.

Employee Assistance Program

- Mosaic Counselling and Family Services offer free, high quality, confidential counselling and referral services to eligible employees and their immediate families
- Over the past 5 years, EAP utilization has increased from 7.3% to 10% which is considered to be in the upper range of what many providers believe is optimal utilization



2009/2010 EAP Presenting Themes



Employee Wellness Initiatives

- The EAP Committee reviews presenting themes and utilization to target EAP workshops to the areas of the greatest employee need
- Under the broader wellness theme of “Taking Care of YOU” 2009/10 wellness programming aimed to provide employees with the tools and knowledge to be effective managers of their own well-being
- Programming was themed around one of four key areas: **mental health, nutritional awareness, fitness and personal finances.** Workshops are open to all faculty and staff

Employee Assistance Program Lunch & Learns	Participation
Handling Stress the Holistic Way	25
Taking Care of You	32
Make 2010 the Best Year ever	17
Getting Rid of Clutter	16
Nutritional and Fitness Wellness Workshops	
Hold the Salt	12
Eat This, Not That	26
Nutrition Myths & Truths	20
Reading Nutritional Labels	11
Back Basics	15
Ergonomics at Work	10
How to Fit Exercise into Your Busy Life	12
Financial Wellness Programming	
WLU Pension Plan Info. Session	23
Retirement Planning	18
Personal Financial Planning - Part 1	18
Personal Financial Planning - Part 2	16

Appendix A - Definitions

This report provides a snapshot of the workforce as of June 30, 2010. Information on the distribution of this workforce by **employee group** is defined as follows:

1. **Management:** Employees who have managerial responsibility including Senior Administration, Managers, Associate Directors, Directors, AVPs, Deans and Librarian
2. **WLUSA/OSSTF:** Employees who are members of the Wilfrid Laurier University Staff Association/Ontario Secondary School Teachers Federation defined as “office, clerical and technical employees.”
3. **CUPE:** Employees who are members of the Canadian Union of Public Employees, Local 926. These are tradespersons, custodians and ground persons.
4. **UFCW:** Employees who are members of the United Food and Commercial Workers, Local 175. These are food service associates, group leaders, chefs, cooks, porters and dishwashers.
5. **Brantford Staff:** Employees working at the Brantford campus who are not management or faculty employees.
6. **Exempt:** Non-management employees who are not a part of any bargaining unit. These are special constables and confidential management support.
7. **IATSE:** Employees who are members of the International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, its Territories and Canada, Local 357. This is a technical coordinator and a production coordinator.
8. **WLUFA (Full-time Faculty):** Employees who are members of the Wilfrid Laurier University Faculty Association, appointed by the Board to the rank of Lecturer, Assistant Professor, Associate Professor, or Professor.
9. **WLUFA (Full-time Librarian):** A professional librarian appointment to the rank of Librarian I, Librarian II, Librarian III or Librarian IV and who, on average, performs duties for 24 hours or more per week during the period of his/her employment.
10. **WLUFA (Part-time Contract Academic Staff (CAS) Member):** Member of the Wilfrid Laurier University Faculty Association who is not a full-time Faculty Member and who provides instruction in at least one university degree credit course.
11. **WLUFA (Part-time Librarian):** A professional librarian appointed to the rank of Librarian I, Librarian II, Librarian III or Librarian IV and who, on average, performs duties for less than 24 hours per week during the period of his/her employment.

Additional definitions:

Full-time Staff Employee: An individual who works greater than 1250 hours per year.

Part-time Staff Employee: An individual who works less than 1250 hours per year.

Academic Year: September 1, 2009 to August 31, 2010

Rank (Full-time Faculty and Librarians): Appointment to a rank is in accordance with the appointee’s experience and level of achievement. Ranks for full-time faculty appointments are

Lecturer, Assistant Professor, Associate Professor and Professor. Ranks for full-time Librarians are Librarian I, Librarian II, Librarian III, Librarian IV.

Appendix B – Training Program Details

Attached