

METHODOLOGY

OVERVIEW

In late 2015 a refresh of UVic’s 2005 Core and Leadership Competency Model was initiated with a series of investigative conversations with senior leaders. An HR working group and a cross campus advisory group worked with a consultant to develop a new model in order to acknowledge several contextual, cultural and strategic changes within and outside of the organization and the associated demands on employee behaviour. A nested-model was introduced in the fall of 2017 including 4 themes and 12 competencies which emphasized the skills required to differentiate UVic employees and leaders and ensure their success in the future.

As the competency model’s introduction predated the UVic Strategic Framework 2018 launch, the working committee re-convened in early 2019 to review the model alongside the framework and ensure continued alignment of the competencies to the university’s strategic priorities. This revealed a need for some minor language changes, the shifting of one competency to a different category, as well as that a new competency be added under the Honour People and Place theme, in order to explicitly reference UVic’s emphasis on sustainability.

STRATEGIC DOCUMENT REVIEW

The HR working group reviewed the following key strategic documents to ascertain executive direction, identify the current organizational context, and articulate the associated implications for UVic employees and leaders, using the question: “What behaviors do UVic employees need in order to make UVic successful in the future?” Potential competency areas were flagged and organized into major themes for consultation and executive approval. The components of each theme were later summarized into the various competencies and consulted on widely. Companion resource guides for each competency were then developed collaboratively.

Strategic Planning Documents	Key Processes/Systems/Practices
<ul style="list-style-type: none"> ▫ Strategic Framework 2018-2023* ▫ Strategic Plan 2012 ▫ Campus Conversations Report ▫ 2016 President’s Campus Update ▫ Strategic Research Plan ▫ DRAFT Indigenous Plan ▫ International Plan 2017 – 2022 ▫ Campus Plan ▫ Sustainability Action Plan 2014-2019* 	<ul style="list-style-type: none"> ▫ Enhanced Planning Tools and Process ▫ Service Excellence Initiative (VPFO) ▫ Integrated Planning Framework – Budget Context ▫ President’s Extraordinary Service Awards Criteria ▫ Succession Planning Research Paper (HRC) ▫ UVic Student Learning Outcomes ▫ Fundraising Plan
Culture Documents	
<ul style="list-style-type: none"> ▫ The Edge – components and narrative ▫ Sexualized Violence Interim Report and Preliminary Recommendations 	<ul style="list-style-type: none"> ▫ President’s response to the report of the Truth and Reconciliation Commission ▫ Student Mental Health Strategy ▫ Internal Communications and Strategy

CONSULTATION

Consultation was an important aspect of model development. Building on the extensive consultation conducted in 2005, this process incorporated input and feedback from various stakeholders (outlined below) across multiple mediums (email, one-on-one interviews, small group meetings, focus groups, etc.) between September 2016 and September 2017 and again between January and September 2019.

- **Project Sponsors:** Gayle Gorrill and Kane Kilbey
- **Project Lead:** Sarah Hood
- **HR Working Group:** Nella Gontier, Cara Jones, Leslie Robinson, Karissa Sovdi (All HR staff were invited to review/participate at various stages of the process).
- **Cross Campus Advisory Team:** Marthese Cassar, Janice Johnson, Julie-Anne Morris, Lynn Myers, Zane Robison, Brent Sternig, Robin Sutherland, Grace Wong Sneddon
- **UVic Executive:** Reviewed and approved at various stages.
- **Individual stakeholders representing each VP portfolio**
- **Union consultations (PEA, CUPE 951, CUPE 917)**
- **First People's House:** Detailed accounts of this consultation process can be found as a separate appendix.
- **Focus Groups:** Invitations were circulated campus wide for the five focus groups conducted in February and March 2017 with a total of 40 participants including PEA, ME and CUPE 951 employees. These groups reviewed and provided feedback on both content and language, and were given opportunities to contribute to Resource Guide development.
- **Pilot Groups:** Overviews of the new model and associated documents were shared via test site and in-person presentations with Student Affairs Council and representative groups within Facilities Management and UC+M in September 2017, and with the Office of Campus Planning and Sustainability in 2019. These groups reviewed and provided feedback on overall content, language, applicability, and resonance, and informed training and communications planning.
- **University Marketing + Communications:** In addition to being represented in the above processes and groups, UC+M was contracted to finalize graphic design and ensure brand alignment of all language and content.

QUESTIONS AND CONTINUED CONSULTATION

Questions about this methodology or feedback on the model and associated resources can be directed to Organization Development & Learning Services odls1@uvic.ca.