

# Leaders

INTERNATIONAL

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UNIVERSITY OF  
SASKATCHEWAN

## OPPORTUNITY PROFILE

**Associate Vice President People  
& Chief Human Resources Officer**





## The University

[www.usask.ca](http://www.usask.ca)

The University of Saskatchewan's main campus is located in the vibrant City of Saskatoon on Treaty 6 territory and the traditional homeland of the Métis. USask is dedicated to Indigenous student success, to fostering meaningful relationships with Indigenous communities, and to promoting Indigenous knowledges and scholarship. Through collaboration, innovation, respect and humility, the University fosters a welcoming environment that is grounded in the principles of reconciliation and together we are uplifting Indigenization to a place of prominence at the University of Saskatchewan.

The University of Saskatchewan (USask) is one of Canada's most historic and distinguished universities. Established in 1907, USask is a member of the U15 Group of Canadian research-intensive universities and is one of few universities to hold multiple Canada Excellence Research Chairs.

USask is known for its collaborative, interdisciplinary approaches to tackling some of the greatest global challenges of our era — vaccine development and infectious diseases, water and food security, and energy sustainability to name just a few.

USask received more than \$242 million in annual sponsored research income, supporting the university's signature areas of research which include agriculture, water security, energy and mineral resources,

communities and sustainability, health and wellness, quantum innovation, “one health” (an integrated approach to animal, human and environmental health), Indigenous peoples, and innovative applications of Canada’s only synchrotron research facility, the USask-owned Canadian Light Source (CLS). USask’s Global Institute for Water Security is home to the world’s largest university-led freshwater research program, Global Water futures, a \$301-million investment with more than 475 partners around the world.

More than 26,000 students from 130 countries study at USask which offers over 150 academic programs and has 13 colleges, three graduate schools, and six affiliated or federated colleges. Study is enhanced by world-class research centres, including the CLS, Global Institute for Water Security, the Vaccine and Infectious Disease Organization, Global Institute for Food Security, Crop Development Centre, Health Sciences Complex, and Saskatchewan Centre for Cyclotron Sciences operated by the university’s Sylvia Fedoruk Canadian Centre for Nuclear Innovation.

Students, faculty, researchers, and staff enjoy a high level of support typical of a smaller university, creating an environment that inspires collaboration, innovation, and discovery. There are more than 100 student clubs, seven on-campus museums and art galleries, a state-of-the-art Physical Activity Complex, and the multi-sports complex Merlis Belsher Place. USask also offers more than \$22 million in scholarships, bursaries, and prizes to students every year.

Near USask, Innovation Place is one of the most successful research parks in North America with over 100 organizations working in a variety of fields. USask has a demonstrated reputation of strong, effective, and long-standing partnerships and linkages with other institutions and organizations across the prairie region. Some key partnerships related to this position include the Saskatchewan Research Council and the Saskatoon Health Region. On-site facilities include the Western College of Veterinary Medicine, the National Research Council of Canada’s Plant Biotechnology Institute (NRC-PBI), and the Agriculture Canada Research Station.

Situated on Treaty 6 territory and homeland of the Métis, the historic main campus is recognized as one of the most beautiful in Canada, located on the banks of the South Saskatchewan River with plenty of green space, stately greystone buildings and tree-lined walkways. With a rising greater metropolitan population of more than 335,000, Saskatoon offers many of the amenities of a large urban centre along with the friendliness, accessibility, and safety of a smaller city. There is plenty to do in Saskatoon every season, with live music events, festivals and cultural experiences offered year-round.

USask’s more than 170,000 living alumni are spread across the world. Alumni include 73 Rhodes Scholars, two Nobel Prize winners, five Olympic gold medalists, one Prime Minister of Canada, nine premiers of Canadian provinces, three Justices of the Supreme Court of Canada, and one Oscar winner. Its graduates, recognized for their work ethic, resourceful nature, and determination, will continue to build on a long history of success to address the world’s challenges now and in the future.





## Our mission

The University of Saskatchewan advances the aspirations of the people of the province and beyond through interdisciplinary and collaborative approaches to discovering, teaching, sharing, integrating, preserving, and applying knowledge, including the creative arts, to build a rich cultural community. An innovative, accessible, and welcoming place for students, educators, and researchers from around the world, we serve the public good by connecting discovery, teaching, and outreach, by promoting diversity and meaningful change, and by preparing students for enriching careers and fulfilling lives as engaged global citizens.

## Our vision

We will contribute to a sustainable future by being among the best in the world in areas of special and emerging strengths, through outstanding research, scholarly, and artistic work that addresses the needs and aspirations of our region and the world, and through exceptional teaching and engagement.

We will be an outstanding institution of research, learning, knowledge-keeping, reconciliation, and inclusion with and by Indigenous peoples and communities.

## Our principles and values

A belief in principles vital to our institution and a commitment to key values—ways of conducting ourselves—constitute the *raison d'être* of our mission and vision.

### **The University of Saskatchewan community believes in the following principles:**

- |  |  |
|--|--|
| Academic freedom                               | A healthy work and learning environment    |
| Collaboration                                  | Innovation, curiosity, and creativity      |
| Commitment to community                        | Openness, transparency, and accountability |
| Different ways of knowing, learning, and being | Reconciliation                             |
| Diversity, equality, and human dignity         | Sustainability                             |
| Excellence                                     |  |

**The University of Saskatchewan community is committed to acting in accordance with the following values:**

Collegiality  
Fairness and equitable treatment  
Inclusiveness

Integrity, honesty, and ethical behaviour  
Respect

## The Role

Reporting to the Vice-President, Administration & Chief Operating Officer, the **Associate Vice-President People & Chief Human Resources Officer (AVP People & CHRO)** is the most senior human resources (HR) professional at the University of Saskatchewan, whose role is to provide leadership, strategic counsel and oversight of people strategies in support of the institution's overall mission, values and strategic priorities. The incumbent provides senior-level oversight to policy, procedures and programs supported by exceptional governance practices, and ensures operational effectiveness and compliance with relevant legislation, regulations, and collective agreements. Working in a highly decentralized environment, the AVP People & CHRO is a key strategic partner and trusted advisor to senior administrators (including the president, vice-presidents, deans, executive directors, and other associate vice-presidents). This role also serves as a member of the university's crisis management team (CMT) and as a resource officer to the Board of Governors.

Leading an HR team committed to the success of over 6,000 faculty and staff and approximately 1,000 people leaders, the AVP People & CHRO ensures the portfolio is collaborative and responsive to the needs of its many clients and stakeholders. Working across a shared services delivery model, the HR portfolio delivers best practice policy, programs and solutions to the university community in the areas of: total rewards (compensation, employee benefits and wellness, pension); talent management (complement planning; talent pipelines, strategies, and acquisition; succession planning and retirement planning; employer brand and employee value proposition; onboarding; learning and development and leadership development; career engagement and mobility; lead and direct equity, diversity, inclusion and indigenization initiatives; employee and labour relations; and safety resources.

USask's vision is to be an outstanding institution of research, learning, knowledge-keeping, reconciliation, and inclusion with and by Indigenous peoples and communities. The AVP People & CHRO is an active leader in the growth of a more diverse and inclusive campus community and in advancing the university's Indigenous and EDI strategies.





## Reporting Relationships

<b>Reports to:</b>	<ul style="list-style-type: none"> <li>Vice President, Administration &amp; Chief Operating Officer</li> </ul>
<b>Direct Reports:</b>	<ul style="list-style-type: none"> <li>Interim Director, Talent, Recruitment and Total Rewards</li> <li>Director, Employee and Labour Relations</li> <li>Manager, Safety Resources</li> <li>Executive Officer</li> <li>Manager, HR Advisory Services (dotted line report to AVP People)</li> </ul>
<b>Internal Interfaces:</b>	<ul style="list-style-type: none"> <li>President</li> <li>President's Executive</li> <li>Board of Governors, Human Resources Committee</li> <li>Vice-Provost, Faculty Relations</li> <li>Senior Leadership Forum (Deans, AVPs and President's executive)</li> <li>Union/Association Executives for seven bargaining units</li> <li>Legal Services</li> <li>Strategic Business Advisory Services</li> <li>Office of the Vice-Provost Indigenous Engagement</li> <li>ConnectionPoint</li> </ul>
<b>External Interfaces:</b>	<ul style="list-style-type: none"> <li>External Consultants and Service Providers such as Wellness, Benefits, EFAP, and Discrimination and Harassment Prevention Services (DHPS)</li> <li>Government of Saskatchewan</li> <li>Saskatoon Health Region</li> <li>City of Saskatoon</li> <li>Indigenous organizations</li> <li>Saskatoon Police, Fire and Protective Services</li> <li>Canadian Association of University Business Officers (CAUBO)</li> <li>Chartered Professionals in Human Resources (CPHR) Saskatchewan</li> </ul>

## Education and Experience

### The ideal candidate for the role:

- holds a post-secondary degree, ideally at the graduate level, accompanied by a Chartered Professionals in Human Resources (CPHR) designation.
- is an accomplished, visionary leader with relevant and progressive human resources experience within a university, or other large and complex multi-union organization.
- has experience and a track record of success working across a shared services model within a complex, multi-stakeholder, decentralized organization.
- possesses a combination of generalist and specialist experience having gained a broad exposure to most human resource disciplines.
- has advanced knowledge and senior-level experience in implementing progressive HR policies, practices and procedures.
- is experienced in championing transformative change initiatives and processes, from beginning to end, that contribute to strong results.
- is experienced in advancing equity, diversity and inclusion principles, Indigenization, and concepts in and across human resource initiatives, policies, processes, and practices.
- experience collective bargaining would be considered an asset.
- demonstrates patience, resolve and flexibility to deliver leadership by example, build consensus, diffuse escalating situations, and bring about constructive resolution with all the required negotiating, consulting, listening, planning, persuading, explaining and implementing skills.
- consistently demonstrates a sense of fairness and unwavering commitment to inclusivity, diversity and equity, some knowledge and understanding of anti-racism concepts, combined with sensitivity to the broad range of personalities, backgrounds and viewpoints.
- possesses superior leadership, people management, and coaching/mentoring skills with the ability to provide work direction and expectations, performance feedback and recognition, and assist staff with development.

## Accountabilities

The AVP People & CHRO is critical to the development and implementation of the mission, vision and strategic initiatives of the university, particularly as they relate to the University Plan 2025. In this role, the AVP People & CHRO is accountable for the following outcomes:

### Strategic Human Resource Leadership

- Lead the development and implementation of a USask people strategy that will support university leaders, colleges and units in achieving university plan aspirations and aligning with USask principles and values.





- Design and implement people strategies through collaboration and consultation with senior leaders and other people leaders in support of teaching, learning and research.
- Lead a central and distributed human resources team towards a superior service environment that encompasses best HR professional practices.
- Lead major transformational initiatives in the HR functional area, including integrated services renewal program (ISR) and administrative services renewal (ASR), for example, position standardization and the creation of a strategic talent acquisition model, ensuring alignment of outcomes with overall institutional strategy.
- Champion the shared services delivery model across colleges and units with a view to further expanding and maturing the model across the entire institution.
- Lead the implementation of a sustainable collective bargaining strategy to support the University's Plan.
- Integrity, transparency, and accessibility of the university's people information, systems, processes, and policies.
- HR data integrity and analytics that inform organizational decision-making and workforce optimization.
- Annual and long-term budget planning and development for the HR portfolio.

## People and Environment

- Promote practices and behaviours across the university that contribute to a positive, safe, diverse, and inclusive work and learning environment.
- Build and role-model strong relationships across colleges, units, and centres and institutes.
- Champion an interdependent safety culture and safety management systems in all aspects of working, teaching, learning and research.
- Improve organizational capacity for change through strategic collaboration across a diverse set of portfolios.



- Promote rewards and recognition programs that celebrate staff and faculty achievements and growth while ensuring equitable distribution/recognition
- Promote professional development and career engagement programs to improve employee engagement and growth.
- Within Human Resources:
  - foster a culture of service excellence
  - develop a strategic and productive leadership team
  - prepare staff for future key leadership roles
  - hold people accountable for high standards of performance and outcomes.

## Core Competencies

USask has developed competencies that support its strategic directions and people values. Competencies are the attributes, behaviours, manner, and style of how skills and knowledge are applied to the job. Each person brings different combinations of competencies to their position and all competencies are applicable in varying degrees depending on the expectations of the job. There are four competencies that are core to jobs at the university. They are:

### Engage

**Committed to advancing the aspirations of the people of the university, province, and beyond.**

- See the alignment of your own success with the achievement of USask's strategic goals and priorities.
- Bring your best ideas and self to our common success; support others to do the same.
- Honour the people around us.
- Explore different ways of knowing, learning, and being.
- Facilitate a growth mindset.

### Include

**Building a welcoming and accessible place where diverse students, faculty, and staff feel a sense of belonging.**

- Foster a welcoming environment for all.
- Value meaningful relationships with Indigenous people and communities grounded in the principles of reconciliation.
- Committed to more inclusive scholarship and governance practices.
- Invite a wide variety of people and ideas.
- Enable all of us to do our best work and be our best selves.



## Collaborate

**Intentionally seeking relationships across teams, disciplines, and capacities to achieve results.**

- Invite and connect others formally and informally in pursuit of common goals.
- Draw on the strengths and knowledge of others within and beyond the university, including our traditional territory.
- Identify opportunities for synergies across disciplines and teams.
- Work respectfully and productively with others to achieve results.
- Harness our diversity and strengths to build greater capacities and ideas.

## Advocate

**Developing and supporting each other, innovative ideas, and Indigenous knowledge in pursuit of the USask's strategic priorities.**

- Contribute to fulfilling the university's vision.
- Keep relevant in our evolving environment.
- Contribute to the kind of place we want to be.
- Inspire others to support change.
- Advocate for new perspectives.

## Saskatoon, Saskatchewan

The University of Saskatchewan main campus is located in Saskatoon, Saskatchewan, Canada on Treaty 6 Territory and the traditional Homeland of the Métis. We pay our respect to the First Nations and Métis ancestors of this place and reaffirm our relationship with one another.

Saskatoon is a growing, thriving community, graced with the vibrant beauty of nature. The largest city in Saskatchewan, with a population just over 284,000, people choose Saskatoon as their place to live, work and raise a family for a variety of reasons. Situated in the South Saskatchewan River Valley, and surrounded by farmland, it is in a central, beautiful part of the province. Divided by the winding South Saskatchewan River, Saskatoon's east and west face are joined by a series of bridges lined with several kilometres of trails to jog, walk and explore. The city has a young demographic that welcomes people



from all over Canada and the world, a diverse, multicultural city with over half the population under 40. Saskatoon has a strong, diversified economy with a wealth of resources in various industries including agriculture, potash, oil and uranium. Newer opportunities have emerged in crop science and renewable energy, research and technology.

- Saskatoon provides convenient amenities of a larger city, set in a beautiful natural setting.
- Saskatoon sits on the banks of the South Saskatchewan River and is surrounded by parks and green spaces.
- Saskatoon is one of the sunnier places in Canada, often with a giant blue sky overhead. Average summer temperatures range from 20°C to 35°C, winters from 5°C to -30°C.
- Saskatoon enjoys one of the lowest costs of living among major cities in Canada, combined with low unemployment and a growing economy.
- Access to the [John G. Diefenbaker International Airport](#) with flights from cities in Canada and North America.

For more information on Saskatoon visit [City of Saskatoon](#) and [Tourism Saskatoon](#).

## To Apply

To apply for this significant leadership opportunity with the University of Saskatchewan, send a cover letter and detailed curriculum vitae in confidence to **Allan Nelson, Shalini Bhatti or Heather Fookes** [calgary@leadersinternational.com](mailto:calgary@leadersinternational.com)

The University of Saskatchewan believes equity, diversity and inclusion strengthen the community and enhance excellence, innovation and creativity. The University is dedicated to recruiting individuals who will enrich its work and learning environments and encourages applications from Indigenous persons, persons with a disability, racialized persons, women, persons of a minority sexual orientation and/or gender identity, and all candidates who would contribute to the diversity of its community. We encourage you to self-identify in your cover letter.

For applicants with disabilities, we want to ensure your success! If you require any accommodations throughout the recruitment, selection and/or assessment process, please advise Leaders International and the University of Saskatchewan.

**Leaders International Executive Search**  
[www.leadersinternational.com](http://www.leadersinternational.com)