



OPPORTUNITY PROFILE

Vice President, Human Resources



About REAL

WWW.REALDISTRICT.CA

Regina Exhibition Association Limited (REAL) is a not-for-profit corporation with a proud 140-year legacy of serving the people of Regina and the surrounding region. A civic landmark with deep roots in Regina's culture and economy, REAL operates on Treaty 4 Territory, the traditional lands of the Cree, Saulteaux, Dakota, Nakota, and Lakota peoples, and the homeland of the Métis. We acknowledge and honour the significant contributions of Indigenous peoples to our community's past, present, and future, and we are committed to fostering respectful, inclusive, and mutually beneficial relationships.

As the steward and operator of the REAL District—the largest interconnected event complex in Canada—REAL plays a central role in delivering sport, business, agriculture, and entertainment experiences to more than 3.5 million visitors each year. REAL oversees a 100-acre entertainment district in the heart of Regina, including prominent venues such as Mosaic Stadium, the Brandt Centre, Queensbury Convention Centre, AffinityPlex, Avana Centre, Cooperators Centre, and the Viterro International Trade Centre.

Home to flagship events such as the Grey Cup, Queen City Ex, Canadian Western Agribition, and Canada's Farm Show, REAL supports numerous local, national, and international activities throughout the year. Operating with a commitment to community impact and economic development, REAL employs over 600 people and contributes over \$100 million in annual economic activity. Revenues are reinvested into the site and programming, ensuring long-term benefit for the people of Regina. A complex and high-visibility environment, which is a rare combination of municipal operations and public accountability, offering a challenging and rewarding leadership scope.

The Opportunity

REAL is undergoing a period of strategic renewal, focused on people-first leadership, organizational clarity, and culture-building. The Vice President of Human Resources (VP, HR) plays a central role in this transformational journey, modernizing governance, unlocking private investment, and positioning REAL as a global calibre venue operator.

The VP, HR is a critical executive leader at REAL, responsible for developing and leading the strategy that drives the people, culture, health and safety, and employee experience, ultimately enhancing organizational performance and transformation. This role shapes how people experience work at REAL, from recruitment and onboarding through to development, recognition, and leadership.

Reporting directly to the President & CEO and serving as a member of the Executive Leadership Team, the VP, HR leads a multidisciplinary HR function that includes recruitment and labour relations, staff engagement and development, occupational health and safety, compensation and benefits, health and safety, policy compliance, and workplace culture. This leader ensures that REAL's people practices are aligned with



strategic priorities and operational realities while fostering a high-performance, values-driven work environment.

The VP holds a pivotal position in ensuring organizational continuity, fostering alignment among the leadership team, and guiding cultural transformation initiatives. The incumbent will provide strategic and operational oversight of critical human resources and workplace experience functions, while serving as a trusted advisor and coach to the executive team and people leaders across the organization. This role is integral to advancing REAL's long-term objective of becoming a distinguished, award-winning employer. Given the high representation of Indigenous peoples in our community and workforce, the VP, HR will champion culturally responsive HR practices, strengthen Indigenous recruitment and retention strategies, and ensure that the search process and people programs meaningfully reflect Indigenous perspectives and participation.

Key Roles & Responsibilities

Strategic People & Culture Stewardship

- Develop and oversee the execution of REAL's long-term people strategy, ensuring alignment between workforce capabilities, organizational vision, and operational imperatives.
- Act as the senior advisor to the Chief Executive Officer and Executive Leadership Team on matters about human capital management, labour relations, and organizational design.
- Shape and execute strategic initiatives to rebuild internal culture and enhance REAL's reputation as a destination employer.
- Lead strategic initiatives to strengthen organizational culture and elevate REAL's standing as an employer of choice.
- Continuously assess external trends, workforce analytics, and employment legislation to anticipate risks and guide proactive planning.
- Engage with the Board of Directors and relevant committees to provide oversight and counsel on governance, reporting, and executive compensation matters.

Human Resources Operations, Health & Safety, and Labour Relations Oversight

- Direct and manage the full spectrum of the employee lifecycle, including recruitment, labour relations, onboarding, workforce scheduling, compensation, and retention initiatives.
- Provide strategic leadership of REAL's health and safety portfolio, ensuring compliance with occupational health and safety legislation, advancing proactive safety programs, and fostering a culture of workplace safety across all sites.
- Cultivate and maintain constructive relationships with union leadership, providing strategic counsel and leadership in collective bargaining and the development of workplace agreements.



- Ensure adherence to all applicable employment standards, human rights legislation, and organizational policies.
- Guide and support leaders in addressing workplace conflicts, implementing progressive discipline, and fostering psychologically safe, respectful, and inclusive work environments.

Leadership Capacity, Team Oversight & Performance Management

- Implement a formal employee evaluation and performance management program with clear metrics, timelines, and follow-up processes.
- Strengthen leadership accountability across the organization, embedding clear performance expectations and measurable results.
- Launch targeted leadership training to equip managers with people-management, performance, and change leadership skills.
- Lead, mentor, and develop a team of HR professionals, fostering collaboration, continuous learning, and high performance within the HR function.

Organizational Culture, Engagement, and Leadership Development

- Provide strategic leadership for REAL's cultural transformation, reinforcing organizational values, fostering employee engagement, and promoting a culture of accountability across all business units.
- Embed consistent employee communications, recognition, and well-being programs to enhance morale and retention.
- Oversee the design, implementation, and evaluation of employee engagement tools, internal communication strategies, and associated action plans.
- Lead succession planning and executive leadership development initiatives to ensure the organization maintains a strong, future-ready leadership pipeline.
- Direct the development and execution of learning strategies that enhance leadership capacity, strengthen team performance, and build organizational capabilities.
- Champion the integration of diversity, equity, inclusion, and belonging (DEIB) principles throughout the employee lifecycle and workplace culture.
- Rebuild trust and engagement with staff following organizational turmoil, creating a visible "people-first" agenda that still meets business needs.

Total Rewards, Compensation & Workplace Wellbeing

- Guide, design and manage the compensation and benefits frameworks that are competitive, sustainable, and aligned with REAL's strategic goals.



- Oversee and guide administration of REAL's compensation and benefits portfolio, including the newly introduced Saskatchewan Blue Cross – Out of Scope Benefits program, ensuring smooth implementation, employee education, and long-term optimization.
- Oversee pay structures, incentive programs, benefits plans, and employee wellness supports.
- Promote mental health awareness, staff wellbeing, and workplace flexibility to support retention and resilience.

Budgeting and Financial Governance

- Formulate, administer, and monitor the annual Human Resources and Workplace Experience budget in partnership with the Finance Department.
- Ensure effective allocation of resources across HR programs and initiatives.
- Conduct detailed financial analyses to support strategic priorities, optimize expenditures, and assess the return on investment of people-related programs.
- Prepare, review, and deliver budgetary reports, forecasts, and financial recommendations to the Chief Executive Officer and Executive Leadership Team.

Analytics, HR Technology & Systems

- Leverage workforce analytics and data reporting to assess trends, monitor engagement, and support decision-making.
- Provide executive oversight of HR technologies and digital tools (HRIS, ATS, LMS, etc.), supporting modern and efficient HR operations.
- Evaluate and implement new systems to enhance organizational insight, service delivery, and compliance.
- Leverage prior experience with UKG Pro and Worklinks as an asset in leading the current UKG upgrade project, ensuring effective integration, adoption, and functionality improvements across the organization.

Policy, Compliance & Organizational Risk

- Lead the development, implementation, and continuous improvement of HR and workplace policies in line with regulatory and legal requirements.
- Oversee occupational health and safety programming in collaboration with joint OH&S committees and operational leadership.
- Partner with the CEO and ELT to identify, mitigate, and respond to risks related to labour, employee conduct, workplace safety, and legal exposure.



Enterprise Leadership & Workforce Resilience

- Act as a cross-functional partner to Finance, IT, Operations, and other departments to ensure HR strategies are embedded in organizational planning and resourcing.
- Lead workforce planning strategies that support operational continuity, critical role coverage, and adaptive service models.
- Prepare and present workforce and culture updates to the Board of Directors, including progress on HR priorities and organizational risks.
- Lead change management initiatives that enable cultural transformation, workforce agility, and organizational performance.
- Represent REAL externally, positioning the organization as an award-winning employer of choice and building networks within the HR and business community.

Post-Bargaining Implementation & Workforce Stability

- Ensure smooth rollout of the new collective agreement across all departments, with clear communication of changes to leaders and staff.
- Work with operations and finance to integrate agreement impacts into scheduling, staffing models, and budgets.
- Strengthen union-management relations to maintain stability, reduce disputes, and foster collaborative problem-solving.

The Person

Qualifications & Education Requirements

- Bachelor's degree in Human Resource Management, Business Administration, or related field required.
- CPHR designation would be an asset.
- Extensive and progressive leadership experience in human resources, including at the executive level; experience in unionized environments is considered an asset.
- Proven success in organizational transformation, culture-building, and people strategy.
- Expertise in labour relations, talent development, occupational health and safety compensation, HR systems, and legal compliance.
- Experience overseeing and mentoring teams of HR professionals, building cohesive, high-performing HR departments.



- Background in UKG Pro and/or Worklinks systems is considered a strong asset, particularly in supporting the present technological upgrades and optimizations.
- Strong leadership presence, relationship-building, and communication skills at the board, executive, and workforce levels.
- Demonstrated capacity to lead the organization through transformational change and its financial evolution, acting as a catalyst for aligning human capital strategies with corporate priorities.
- Track record of enabling individuals and rally teams to reach their full potential, driving increased performance, enhanced contributions, and superior outcomes.

Knowledge, Skills & Attributes

Commitment to Indigenous Engagement and Reconciliation: Demonstrates cultural awareness, humility, and the ability to work respectfully and effectively with Indigenous employees, partners, and communities. Actively supports initiatives that strengthen Indigenous participation, representation, and leadership within the organization.

Strategic Leadership & Cultural Transformation: Demonstrates the ability to translate the organizational vision into integrated people strategies that yield significant cultural advancements and enhanced performance outcomes. Provides steadfast leadership through complexity and change, demonstrating clarity, optimism, and credibility while fostering alignment and cohesion across the organization.

HR & Organizational Development Excellence: Holds extensive expertise in the design and implementation of scalable human resources systems that effectively serve multiple disciplines and stakeholder groups. Formulates and executes organizational development strategies that align with succession planning, capability enhancement, and sustainable talent retention objectives.

Strategic Decision-Making Through Data and Analytics: Utilizes data and analytical insights to identify emerging trends, shape strategic priorities, and evaluate the overall health and effectiveness of the organization. Upholds a forward-looking perspective on human resources as a pivotal enabler of organizational performance, innovation, and sustainable growth.

Financial Stewardship in Organizational Transformation: Demonstrates the ability to apply sound financial management principles to guide the organization through periods of transformation, ensuring the prudent allocation of resources, cost optimization, and alignment of people strategies with fiscal objectives.

Governance & Risk Oversight: Provides structure, compliance, and assurance in executive and board-level discussions. Demonstrates sound judgment in navigating legal, reputational, and workforce-related risks with professionalism and care.

Executive Leadership Presence and Organizational Influence: Cultivates and maintains strong, trust-based relationships throughout the organization at all levels. Serves as a strategic advisor and coach to



people leaders, driving alignment with organizational priorities, reinforcing accountability, and fostering a culture of shared and distributed leadership.

Change Management Expertise: Leads transformative initiatives with a clear vision and future-focused mindset. Effectively supports individuals and teams through periods of change, ensuring alignment with broader organizational goals.

Health & Safety Leadership: Demonstrates deep knowledge of occupational health and safety legislation, risk assessment methodologies, and preventative safety program design. Skilled in embedding safety culture across diverse operational environments, ensuring compliance while promoting proactive hazard prevention and continuous improvement in workplace safety standards.

Leadership of HR Teams: Proven ability to lead, mentor, and inspire a multidisciplinary team of HR professionals, fostering collaboration, professional growth, and accountability. Adept at building cohesive, high-performing teams that deliver strategic HR initiatives and provide exceptional service to internal stakeholders.

Compensation

A competitive compensation package, including an attractive base salary and excellent benefits, will be provided. Further details will be discussed in a personal interview.

Express Your Enthusiasm

Leaders International values diversity, equity, and inclusion in all aspects of our operations. Candidates are invited to contact us directly with any accommodation requests.

To apply, please email your cover letter and resume (PDF or Word document only—preferably as one document) to **Sonny Kapoor** or **Deepthi Koshy** at apply@leadersinternational.com, indicating the job title in the subject line.

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