



Class No.:	Administrator
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## ASSOCIATE VICE PRESIDENT, PEOPLE & CULTURE

### **POSITION SUMMARY**

The Associate Vice President (AVP) People & Culture is a key member of CapU's senior management team. The AVP supports the development and execution of university-wide people strategies consistent with Envisioning 2030, Illuminating 2030, the People Plan, and Chénchenstway. The AVP ensures high-quality, inclusive services that attract, retain, and motivate employees; advances equity, diversity and inclusion (EDI) through an intersectional lens; and serves as a trusted advisor to leaders across the institution.

This position acts as the senior operational lead for People & Culture with delegated authority for HR policies, labour-relations strategy execution, and service standards. Coordinates with General Counsel on complex legal matters, with Finance for budget controls (without reporting through Finance & Administration), and with Digital Technology Services on systems initiatives.

### **NATURE AND SCOPE OF WORK**

**Strategic People Leadership & EDI:** Lead and advise on people policies and practices that enable a diverse, equitable, and inclusive workforce; embed Indigenization and reconciliation commitments across talent lifecycle; remove systemic barriers and cultivate a distinct university experience centered on health and well-being.

**Labour Relations & Legislative Compliance:** Provide strategic leadership in a multi-unionized environment, ensuring compliance with collective agreements and legislation (employment standards, occupational health & safety, human rights). Prepare bargaining strategies and serve as (or oversee) spokesperson in collective bargaining; resolve grievances and arbitrations; liaise with legal counsel on complex matters.

**HR Operations & Systems:** Oversee end-to-end HR services, including recruitment and retention, succession planning, employee development and training, compensation and benefits for excluded staff. Lead modernization of HR information systems (HRIS) and process improvements with DTS and enterprise project teams.

**Engagement, Analytics & Continuous Improvement:** Lead employee engagement assessments and action plans; develop people analytics and dashboards to forecast workforce trends and inform



decisions; establish service standards and continuous improvement cycles for HR programs and practices.

**External & Sector Relations:** Represent CapU in sector forums and liaise with PSEA and PSEC and applicable ministries on HR and labour relations matters; strengthen CapU's employer brand and partnerships.

**Governance & Reporting:** Provide quarterly people metrics to Executive and an annual summary to the Board via the President; administer departmental budgets and ensure fiscal accountability for People & Culture operations.

### **KEY RESPONSIBILITIES:**

- Provide coaching and expert advice to leaders on HR issues; align staffing and capabilities with institutional priorities through integrated planning.
- Build trusting relationships across CapU; foster a people-first culture grounded in inclusion, service excellence, and reflective practice.
- Coordinate effective recruitment to attract diverse, exceptional talent; oversee onboarding to accelerate performance and belonging.
- Lead succession planning, development, training, and recognition programs; implement performance feedback processes and related salary/wage administration for excluded personnel.
- Design and maintain comprehensive compensation and benefits programs for excluded staff; monitor competitiveness and internal equity.
- Lead disability management, accommodation, return-to-work programs, and mental health initiatives; ensure alignment with student wellness where appropriate.
- Ensure HRIS integrity and modernization; drive process re-engineering to improve transactional efficiency, reporting quality, and data governance.
- Administer and interpret collective agreements; prepare bargaining alternatives and recommendations; coordinate bargaining teams (with Labour Relations Director leading operational bargaining when delegated).
- Resolve grievances and arbitrations; liaise with legal counsel on labour and liability matters; maintain constructive relationships with unions and associations (MoveUP, support staff; Capilano Faculty Association, faculty).



- Monitor HR/LR trends; conduct program reviews and research; implement continuous improvements and change management initiatives.
- Lead engagement surveys; translate findings into actions; develop and publish KPI dashboards (e.g., time-to-fill, onboarding completion, payroll accuracy, grievance cycle-time, benefits resolution, wellness participation, equity hiring outcomes).
- Represent CapU on sector committees and task forces; collaborate on employer branding, sourcing strategies, and community partnerships to promote CapU's employee experience.

### **REQUIRED LEADERSHIP COMPETENCIES**

- Organizational Commitment: Aligns behaviour with CapU's goals and priorities (Envisioning 2030; People Plan).
- Strategic Planning & Organizing: Sets priorities, measures outcomes, and adjusts based on feedback.
- Results Orientation: Delivers accurate, timely outcomes; navigates obstacles with foresight.
- Decision Making & Judgment: Balances fairness, risk, and evidence; maintains integrity and procedural justice.
- Change Management: Champions change; supports employees through transitions.
- Innovation: Encourages bold thinking and intelligent risk-taking; learns from setbacks.
- Leadership & Employee Development: Coaches and develops talent; builds inclusive, high-performance teams.
- Collaboration: Builds cross-functional partnerships; solves complex issues for community benefit.

### **QUALIFICATIONS:**

- Undergraduate degree in Human Resources, Business, Public Administration, or related field; Master's degree (MBA/MPA or equivalent) preferred.



- CPHR designation preferred (or eligibility); other relevant certifications are assets.
- Significant senior HR leadership experience in a complex unionized public-sector or post-secondary environment.
- Demonstrated expertise across recruitment, collective agreements and bargaining, employee development, performance management, compensation/benefits, occupational health and safety, wellness, and HRIS/process modernization.
- Proven change leadership, dispute resolution/mediation, and stakeholder influence skills; high emotional intelligence and political acumen.
- Strong data literacy and experience building KPI dashboards and workforce analytics to support decision-making.