



2022 Employee Engagement Survey – University-wide Results

Key Actions Status Update – December 2025

Status	Color	Definition	% of actions
Completed/Ongoing		Key Action is finished or continues as part of regular operations.	66.5%
Initiated		Implementation has begun; active development continues.	19%
Planned		Integrated into the <i>People, Equity & Inclusion Strategy</i> or <i>Aspire Strategic Plan</i> for implementation.	14.5%

1. Engagement Driver - Workplace Culture

Key action	Status	Activities undertaken to address key action
Create opportunities for faculty and staff to connect across the University in social and professional ways to foster engagement, enhance collaboration, break down silos, enhance understanding, and spark creativity and idea generation.		<ul style="list-style-type: none"> The Office of the President, Office of the Vice-President People, Equity & Inclusion and Human Resources have implemented various events/activities to promote social connection, collaboration and learning. Key action has also been embedded in the Aspire Strategic Plan – Foundational Commitment “Foster resilience and institutional learning through connection, reconnection, and collaboration.”
Explore and introduce new opportunities to recognize and reward faculty and staff for innovative and creative practices.		<ul style="list-style-type: none"> Office of the Vice-President, People, Equity and Inclusion introduced the EDI Awards in January 2023 to honour and celebrate individuals and teams who have made significant contributions toward building a more equitable, diverse, and inclusive campus. Program was expanded in 2024. Reenvisioning of the Employee Recognition Program and the EDI Awards in progress.
Reduce barriers for faculty and staff to rethink and redesign processes, systems, student services, and academic courses/programs.		<ul style="list-style-type: none"> Workshops implemented to support change and innovation including sessions on ethical use of AI, project management.

Key action	Status	Activities undertaken to address key action
		<ul style="list-style-type: none"> Quality Assurance Office has worked on streamlining the process for submitting new program and cyclical program reviews and with the CTL increasing supports to reduce the barriers for faculty and staff. One on One Conversations resource created and launched in 2025 to establish psychological safe work environments that foster innovation.
Establish clear guidelines and programs to support civility and respect in the workplace and effective approaches to address inter-personal conflicts		<ul style="list-style-type: none"> Respectful Workplace Standard drafted. Respectful Workplace Toolkit created and launched which includes a module on inter-personal conflict. Resources developed through the Employee Mental Health Strategy (Fostering a Supportive Workplace). Workshops offered through the Employee Mental Health Strategy to foster a supportive and respectful workplace including sessions on navigating interpersonal conflict and psychological safety. Alternative Dispute Resolution (ADR) education and training provided to 30 leaders to establish Alternative Dispute Resolution (ADR) Navigation Program.
Develop and implement a comprehensive strategy to promote employee mental health and psychological safety.		<ul style="list-style-type: none"> Employee Mental Health Strategy established in 2023. Two-year implementation plan completed in October 2025. Updates posted on the strategy website. Data from 2026 Employee Engagement Survey will guide future programs and initiatives.
Implement recommendations emerging from the Equity, Diversity, Inclusion and Indigeneity & Decolonization external review		<ul style="list-style-type: none"> The recommendations emerging from the EDI review were embedded into the People, Equity & Inclusion Strategy (PE&I) and Anti-Racism Action Plan. The strategy implementation matrix can be found on the PE&I Strategy website.
Introduce leadership accountability mechanisms for employee engagement and for creating a safe, respectful, and inclusive environment		<ul style="list-style-type: none"> Leadership Competency Framework established in November 2024. Competencies being integrated into position descriptions. Training on mental health & psychological safety introduced in 2024 and made mandatory for all leaders (part of the Employee Mental Health Strategy). Goal Setting and Performance Development policy drafted. Goal Setting and Performance Development program under development.

2. Engagement Driver - Connection

Key action	Status	Activities undertaken to address key action
Implement a regular communication mechanism for the Executive Leadership Team to keep employees updated on matters of institutional importance and the effectiveness of such mechanisms.		<ul style="list-style-type: none"> • Executive Leadership Team newsletter “UWindsor’s Top Ten Campus Community Updates” launched May 16, 2023. • Townhall introduced in fall 2024 to keep faculty and staff up to date on the financial challenges facing the University followed by a comprehensive communication strategy and FAQs. • Campus Life People launched in 2025 as a new communication mechanism.
Identify opportunities for the Executive Leadership Team to informally and formally connect with employees to enhance visibility and approachability.		<ul style="list-style-type: none"> • Executive Leadership Team regularly attends institutional events and initiatives. Further opportunities to be explored.
Identify opportunities for the Executive Leadership Team to increase visibility at the downtown campus		<ul style="list-style-type: none"> • Executive Leadership Team retreat at the downtown campus. • Individual Vice-President visits/meetings held downtown to increase visibility.

3. Engagement Driver - Meaning & Impact

Key action	Status	Activities undertaken to address key action
Encourage faculties and units to align their planning efforts to the University’s Aspire Strategic Plan and cascading plans.		<ul style="list-style-type: none"> • Various planning efforts - Faculty of Nursing, FAHSS (in progress), Strategic Enrollment Management Plan and Sustainability Plan completed. • Research Strategic Plan in progress.
Explore establishing a process to align new funding requests with the University’s strategic priorities.		<ul style="list-style-type: none"> • Strategic Priority Fund established to support institutional strategic priorities integral to the Aspire Strategic Plan (introduced in the 2024-25 budget). • The Executive Leadership Team was accountable to deploy funds from the SPF through strategic investments (both base and one-time) in activities happening across campus that align with the strategic plan.
Enhance the capacity of managers/supervisors to inspire, engage, and support staff to contribute to the University’s success.		<ul style="list-style-type: none"> • Leadership Competencies Framework launched in November 2024 provided the foundation for the establishment of leadership development initiatives. • UWindsor Leader series (launched Spring 2025) • Online learning toolkits for leaders (launched Spring 2025) • Leadership & Culture Program (launched Fall 2025) • Resources for Leaders – Fostering Employee Engagement, Lead with Care.
Make the Aspire website the “go to” place for strategic planning-related information.		<ul style="list-style-type: none"> • Aspire: Together for Tomorrow website launched as the go to place for resources related to the Aspire Strategic Plan.

Key action	Status	Activities undertaken to address key action
Work with campus stakeholder groups to help promote the Aspire Strategic Plan and disseminate key messages.		<ul style="list-style-type: none"> A campus strategy implemented – meetings held with units and faculties across campus to share tools and information, reference materials printed and disseminated. Units supporting academic mission report to Academic Policy Committee and Senate annually indicating the specific areas of Aspire supported.

4. Engagement Driver - Growth & Learning

Key action	Status	Activities undertaken to address key action
Increase the professional development opportunities available to staff to support their growth and to build internal talent to advance institutional goals.		<ul style="list-style-type: none"> Leadership Development Fund for Marginalized and Historically Underrepresented Groups – program eligibility updated, and promotion enhanced. UWindsor Leader Series and Leadership & Culture program Introduced (2025) Mental Health and Psychological Safety related sessions introduced in 2024 Annual Professional Development Calendar through Human Resources Partnership with St. Clair College (2025) to deliver Microsoft Word, Excell and Adobe training.
Establish a succession-planning program to support strategic workforce planning.		<p>Key action embedded in the People, Equity & Inclusion Strategy:</p> <ul style="list-style-type: none"> 5.3 Implement a robust succession-planning program for leadership and other risk-sensitive positions. (non-academic) - (completion timeline April 2026 – March 2027)
Introduce career pathway supports and programs to help employees achieve career goals.		<p>Key Action embedded in the People, Equity & Inclusion Strategy:</p> <ul style="list-style-type: none"> 4.6 Establish a Human Resources plan that embeds equity, diversity, and inclusion practices into the employee life cycle (attraction, recruitment, onboarding, retention, development, separation/retirement) and positions the University strategically to meet current and future talent needs. (completion timeline April 2026 – March 2027)
Introduce opportunities for faculty and staff to come together to share ideas and spark creativity, innovation, and idea generation.		<p>Key action embedded in the Aspire Strategic Plan – Foundational Commitment</p> <ul style="list-style-type: none"> “Foster resilience and institutional learning through connection, reconnection, and collaboration.”
Establish mentoring and coaching opportunities to support faculty and staff throughout their careers.		<ul style="list-style-type: none"> New Faculty Cohort meetings, Early Career Faculty Mentoring and Early Career Faculty Series by CTL supported by Office of the Provost. <p>Key action also embedded in the People, Equity & Inclusion Strategy:</p>

Key action	Status	Activities undertaken to address key action
		<ul style="list-style-type: none"> 3.3 Establish coaching, mentoring, and other programs to support career/professional growth, including tailored opportunities for equity deserving groups (completion timeline April 2026 – March 2027)
Introduce a comprehensive leadership development framework and programs grounded on key competencies required to foster employee engagement and a positive workplace culture.		<ul style="list-style-type: none"> Leadership Competency Framework launched November 2024. UWindsor Leader Series introduced in spring 2025 Leadership & Culture program Introduced fall 2025 Employee Mental Health Strategy – mandatory training for leaders on Mental Health and Psychological Safety completed in Fall 2024 – Winter 2025.