

UNIVERSITY PLANNING COMMITTEE
Wednesday, February 7, 2024 at 10:30 AM
Gilmour Hall, Council Room (Room 111)

AGENDA

Page

OPEN SESSION

1. **Notice of Meeting - January 24, 2024**
2. **Minutes of the Previous Meeting – January 17, 2024 (Open Session)**
3 - 5 [University Planning Committee - January 17, 2024 - Open Session Minutes](#)
3. **Chair's Comments and Update**
4. **Business Arising**
5. **Report from Human Resources**
6 - 16 1. [2023-2024 Human Resources Report](#)
17 - 26 2. [Human Resources Operational Strategy 2023-2027](#)
27 - 38 3. [Human Resources Annual Report 2022-2023](#)
6. **Other Business**

Human Resources Services

University Planning
Committee

February 7, 2024



Human Resources

Outline

February 7, 2024

- Overview of Human Resources
- How we work and HR Governance
- Our impact
- Our transformation journey
- HR Strategic Plan 2023 – 2027

Overview of Human Resources

We are committed to delivering people and culture solutions that advance McMaster's strategic priorities. We are a team of skilled, HR professionals who are here to support all employees with everything from onboarding, employment equity, and health and safety to development and career growth.

Our Vision

To advance a healthy, safe and inclusive culture that inspires a diverse and talented McMaster community to contribute to a Brighter World.

Our Mission

We cultivate a community in which every employee's experience is that of acceptance, inclusion, belonging, and meaningful connection with the University's mission and institutional priorities.



Human Resources

Our areas of expertise



HR Operations, Technology and People Analytics

Deliver essential HR services like Client Services, Employee Contact Centre, workforce Data Management, Payroll Services, HR Technology and People Analytics, with a focus on digitization, efficiency and employee experience.



Compensation, Benefits and Retirement Programs

Offer and maintain a Total Rewards package (compensation, benefits, retirement program) that is competitive and comprehensive.



Health, Safety and Wellbeing

Advance a culture of psychological and physical safety, and employee wellness through innovative programming.



Employee and Labour Relations

Support positive labour relations through grievance management and collective bargaining for 20 distinctive employee groups.



Employment Equity and Inclusion

In partnership with the Equity and Inclusion Office, cultivate a culture of equity, inclusion and belonging.



Talent and Onboarding

Support hiring needs of the university. Source, recruit and onboard top, diverse talent in partnership with HR Partners.



Learning and Development

Deliver learning programming to support the development of our people and support a continuously learning environment.



Office of the AVP and CHRO

Ensure alignment with the university's strategic priorities, develop and implement HR Strategy and communicate HR initiatives.



HR Strategic Partners

Champion, advise and support Faculty and department people and culture strategies across the university. Liase with areas of expertise within HR to design and implement HR plans and programs within faculty and departments.

Note: Faculty of Health Sciences HR team, though key collaborators, report to the AVP and Chief Administrative Officer in the Faculty.



Human Resources

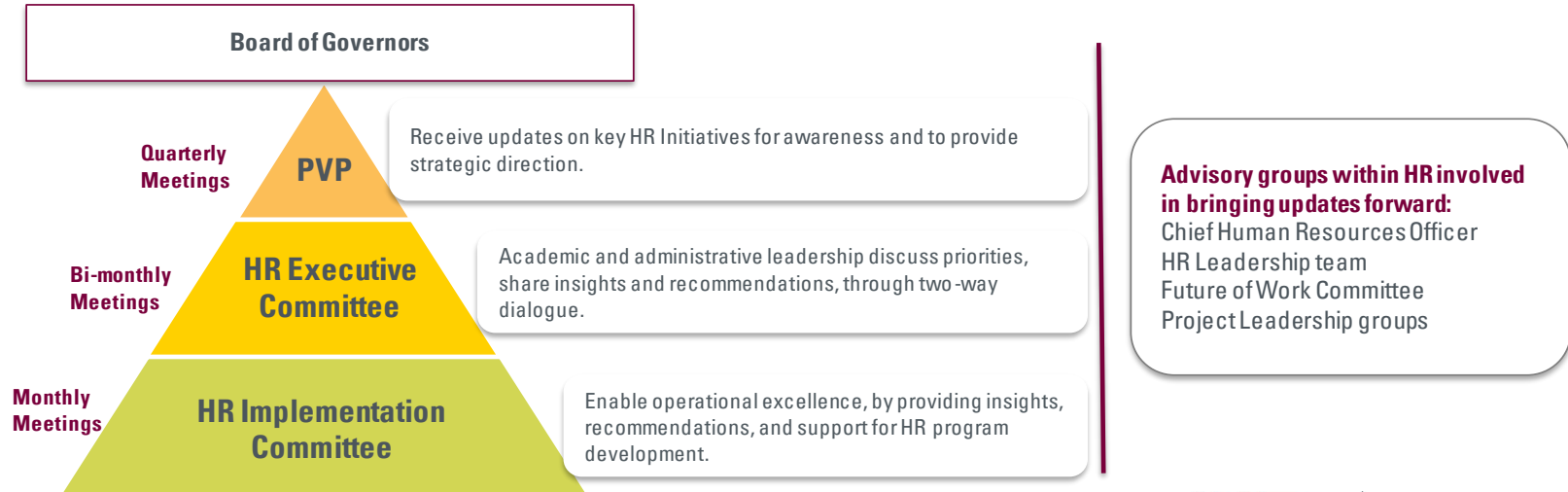
How we work

Driving operational excellence with coordinated partnership, two-way dialogue and integration of services as **OneHR**.



HR Governance Framework

Enabling stronger oversight, partnership, and delivery of HR strategic priorities. This framework fosters better collaboration between university academic and administration partners with Human Resources leadership, allowing for transparent and timely decision-making, prioritization of HR programs, monitoring progress and ongoing information.



Human Resources

Our impact – key highlights from 2022 - 2023

Inclusive Excellence

Refreshed employment Equity Policy

320 Employment Equity Facilitators

67% completed Employment Equity Census

Operational Excellence

HR Governance and OneHR model

Satisfaction of **4.9/5.0** on service tickets

19,774 T4 slips issued

17,346 new hires and rehires

301,713 total pay cheques (12%+ YoY)

3% ▲ Increase in volume of job postings

7% ▲ Increase in job applications

Health, Safety and Wellbeing

New psychological health and safety program

72,545 online health and safety training courses completed by employees in 2022

Learning and Development

160 community and leadership sessions

140 leaders participated in personal, knowledge, and strategic leader programs

2,980 customized hiring and onboarding experiences



30

new features added to Mosaic to enhance eForms

80+

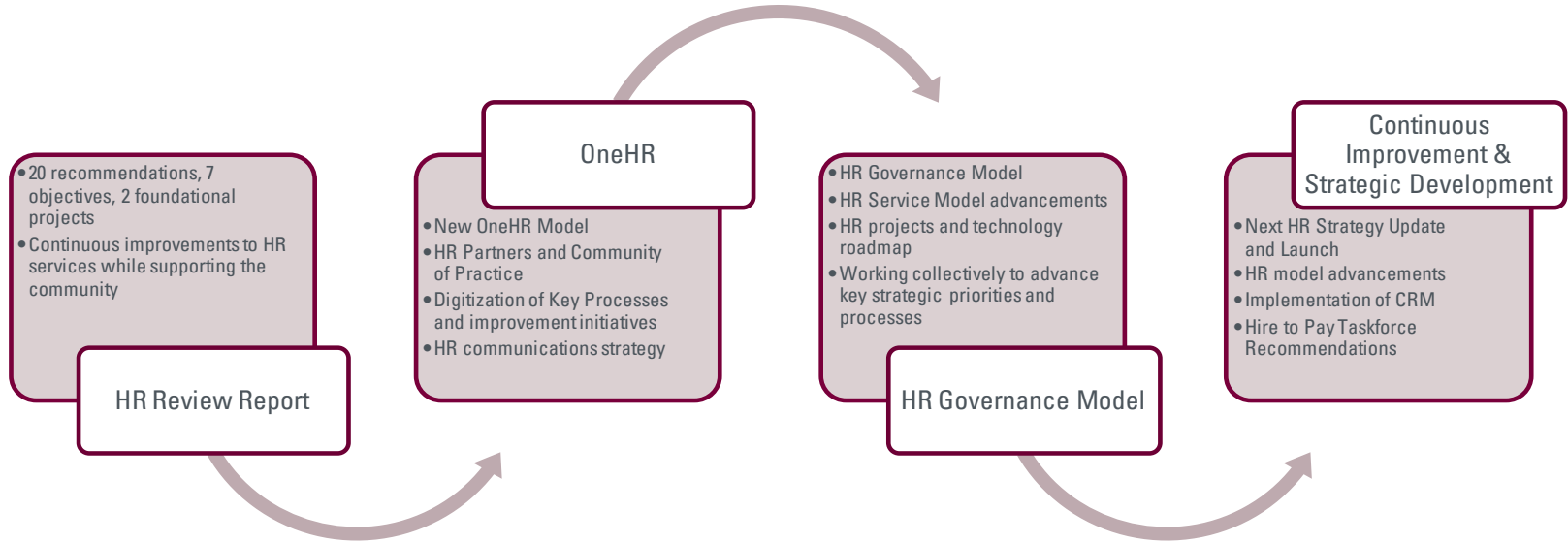
system changes and enhancements due to Collective Agreements

4.9

Average satisfaction rate (out of 5)

2022-2023 HR Annual Report

Our Transformation Journey



HR Strategic Plan 2023 - 2027



Championing our University People and Culture

We champion sustainable people and culture strategies in support of an inclusive, psychologically healthy & safe work culture and employee experience.



Collaborating with our University and Community Partners

We ensure ongoing communication and consultation through inclusive and collaborative partnerships, forums, and community engagements to help inform HR initiatives and enhancements.



Advancing Service Delivery and Operational Excellence

We are committed to continuously reviewing and progressing our policies, programs, processes, and professional HR services as we strive for operational excellence and seamless delivery.



Promoting Learning, Development and a Growth Mindset

We promote a community of continuous learning and belonging where our employees contribute their strengths and expertise, can be their authentic selves, can grow personally and professionally, and be celebrated for their accomplishments.

[HR Strategic Plan 2023-2027 detailed view](#) including key objectives and activities.
[HR Strategic Plan online view.](#)



Human Resources

Future Workplace Strategy

Executive Summary: To ensure McMaster continues to be a great place to work, both now and in the future, and to keep pace with the evolving environment and employees' needs and expectations, we have launched a new Future Workplace Strategy. This initiative is a coordinated partnership between HR administration and academic leaders, with faculty and staff representatives providing forward-looking strategic advice on the future of work.



Future Workplace Strategy



Talent Planning Project Team: Talent strategies to alleviate workload



Employee Experience Project Team: Strategies to support Psychological Health and Safety and address workload



Learning and Innovation Project Team: Enable innovation through technologies in McMaster work (E.g., Generative AI)



Work Environment Project Team: Flexible work approach and guidelines





Human Resources

Contact us:

(905) 525-9140 ext. 222-HR

hr.mcmaster@mcmaster.ca



McMaster Human Resources Department Operational Strategy 2023-2027

Advancing McMaster's People and Culture Priorities

BRIGHTER WORLD
hr.mcmaster.ca

Human Resources





Contents

- Introduction 3
- Foundation for Strategy Execution..... 4
- Our HR Vision 5
- Our HR Mission 5
- Strategic Priority #1**
Championing University People and Culture 6
- Strategic Priority #2**
Collaborating with Our University
and Community Partners 7
- Strategic Priority #3**
Advancing Service Delivery
and Operational Excellence 8
- Strategic Priority #4**
Promoting Learning, Development
and a Growth Mindset 9
- Moving Forward Together
as we advance a Brighter World 10

Land acknowledgement:
 McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the Dish With One Spoon wampum agreement.

“McMaster understands that people are the university’s most valuable asset. No matter your role, McMaster is better because you are here. Human Resources Services is here to support you with everything from onboarding to health & safety to your own development and career growth.”



Introduction

Message from the AVP and CHRO

Human Resources Services is committed to delivering people and culture solutions that advance McMaster's vision, mission and strategic priorities. By providing impactful programs, expert HR counsel, and trusted partnerships, HR team members strive to optimize workforce strategy, inclusivity and operational efficiency, while advancing HR excellence.

As we reflect on our recent change journey, in addition to navigating through the global pandemic and supporting our community on a successful return to campus, we have embarked on a journey of transformation. This has culminated in new HR Governance, a new HR Operating model, and significant enhancements in HR self service offerings, enabling technologies and processes, reporting, inclusive and meaningful programming, and the expansion of HR expertise within our function and across our community.

These achievements have resulted from the ongoing collaboration and consultation with various university leaders, key partners and community members whose insights have been invaluable to informing the design, prioritization and successful implementation of several critical initiatives.

Looking forward through our modernized HR Strategy, we seek continued alignment with the identified priorities outlined within the university's strategic framework while also monitoring the pulse of emerging sector and global trends. As a recognized Top Diversity Employer in Canada and Top Employer in the Hamilton-Niagara Region, we know how important it will be to ensure continued focus on innovative programming and the overall employee experience to retain and attract our talented staff and faculty in a globally competitive marketplace, while creating an environment of inclusive excellence, safety and belonging where everyone can be their authentic selves and thrive.

Our refreshed HR Vision, Mission, Strategic Pillars and identified priorities, objectives and success measures are outlined in the next several pages. These have been designed based on the feedback gathered from various community engagement and validation sessions, pulse surveys, trend analyses and individual discussions which took place between fall 2022 and spring 2023.

We are excited to launch this new framework for 2023-2027, which we feel will strongly contribute to McMaster's rankings as a top global university. We

remain committed to championing a work environment which promotes inclusive excellence and operational efficiency in all we do and support across our community, while advancing the successful achievement of our student, teaching, learning and research priorities.

Ongoing review of our strategic deliverables will occur through HR Governance, and any related progress updates and enhancements will continue to be shared through various community engagement activities, our HR website and our HR Annual Report.

Thank you for your continued partnership in building a brighter future together.



Wanda McKenna

Wanda McKenna,
AVP and CHRO

Foundation for Strategy Execution

Advancement through HR Governance and the new HR Operating Model

Human Resources institutionalized a governance structure to:

- Foster a partnership between university and human resources leadership in support of McMaster's vision, institutional priorities and strategic framework
- Monitor progress and key performance indicators
- Gain faculty and staff input into HR priorities, programs, and processes
- Capture diverse voices and innovative thinking
- HR will also engage Steering Committee to support development of the strategic plan, for approval by the HR Executive (PVP)

The recently introduced new McMaster HR Operating Model will continue to support advancement of deliverables across the University through respective areas of professional HR focus, and through the design and delivery of progressive strategic and operational HR policies, programs, processes, and initiatives.



Guiding Principles for Leading HR Practice:

- **Inspire Culture:** enable an inclusive, physically and psychologically safe work environment where employees experience a true sense of belonging, can be their authentic selves, and have the opportunity to fully participate and contribute
- **Align Strategy:** ensure ongoing alignment with university strategy and develop leading class HR policies, programming, processes and initiatives to advance priorities
- **Cultivate Partnerships:** grow consultative partnerships internally and externally to advance innovation, shared accountability and service delivery across the university
- **Enhance Experiences:** promote an employee-centric focus to inform diverse, leader, employee, partner and candidate experiences through community engagement, partnership with Employee Resource Groups and ensuring alignment with Equity, Diversity, Inclusion & Accessibility principles
- **Champion Change:** continue to champion and facilitate proactive innovation at the institutional and unit levels as we advance priorities
- **Make Evidence-Based Decisions:** collect ongoing feedback and analyze relevant data to gain insights into employee performance and needs and utilizing to make informed decisions on HR practices and initiatives

Core Values and Capabilities

HR team members will continue to partner and collaborate across the McMaster community while modelling the [McMaster Values, Finance and Operations Division Values](#) as well as our [McMaster Leadership Capabilities](#)



Our HR Vision

To advance a healthy, safe, and inclusive culture that inspires a diverse and talented McMaster community to contribute to a Brighter World

Our HR Mission

We cultivate a community in which every employee's experience is that of acceptance, inclusion, belonging, and meaningful connection with the University's mission and institutional priorities. We do this through our following four Strategic Pillars.

STRATEGIC PILLAR 1



Championing University People and Culture

STRATEGIC PILLAR 2



Collaborating with our University and Community Partners

STRATEGIC PILLAR 3



Advancing Service Delivery and Operational Excellence

STRATEGIC PILLAR 4



Promoting Learning, Development and a Growth Mindset

The following pages outline further details regarding the specific objectives, priority activities and key success measures for each of our HR Strategic pillars.

Strategic Priority #1



Championing University People and Culture

We champion sustainable people and culture strategies, in support of an inclusive, psychologically healthy & safe work culture and employee experience



BRIGHTER WORLD | hr.mcmaster.ca

KEY OBJECTIVES	PRIORITY ACTIVITIES	KEY SUCCESS MEASURES
<p>Align HR (People and Culture) initiatives with university strategy, arising internal priorities and critical external trends</p>	<ul style="list-style-type: none"> Enhancing the McMaster brand and global reputation through progressive HR planning, people initiatives and new programming that drives organizational goals (focus on recruitment/retention, compensation/ benefits) Ensuring McMaster has an effective and aligned HR Operating Model and resource agility to address arising needs and ensure harmonized decentralization Facilitating and participating in opportunities to inspire creativity, innovation and excellence across our community regarding employee experience and workplace priorities Handling complex employment issues with a view to early and effective dispute resolution and a fundamental commitment to protecting human rights 	<ul style="list-style-type: none"> Promote the design and development of a new university People strategy Implement Talent framework Develop Employment Brand and create new Employee Value Proposition resources Improved UniForum /Service Satisfaction Survey results HR/Talent dashboards HR Feedback Survey results Ability to pivot on priorities Infrastructure for cross-organizational planning in place (i.e. Future Visioning Committee, HR Innovators Councils, HR Network, Communities of Practice) Renew the University's Collective Bargaining strategy Develop new Compensation, Benefits, Retirement Plans strategies Strategic grievance handling and metrics Early and effective alternative dispute resolution metrics
<p>Champion an inclusive, psychologically healthy and safe work culture of belonging in alignment with leading global practice</p>	<ul style="list-style-type: none"> Building new strategies and leadership capability to enable a positive workplace culture which promotes community and belonging Partnering in the development and delivery of Employment Equity and institutional Diversity, Equity, Inclusion & Accessibility (DEIA) priorities, Indigenous strategies and initiatives to promote inclusive excellence Ensuring ongoing feedback mechanisms are in place to assess and enhance the employee experience at McMaster Modelling McMaster Values, our new Finance and Operation Division Values and McMaster Leadership Capabilities 	<ul style="list-style-type: none"> Develop and implement a Psychological Health & Safety strategy Advancement of Employment Equity and institutional Diversity, Equity, Inclusion & Accessibility (DEIA) and Indigenous strategic priorities Improved Employment Equity Census results; action planning outcomes Introduce new organizational level survey and pulse checks; action plans implemented Improved HR collaboration and experiences Revitalize the University's Health & Safety Training program
<p>Ensure people and culture sustainability through fiscal responsibility</p>	<ul style="list-style-type: none"> Delivering value-added, competitive and progressive HR programs and services Building new compensation and benefits strategies Generating bargaining outcomes within established mandates Identifying new opportunities for revenue generation and cost savings Expansion of internal and external partnerships to enhance and complement services 	<ul style="list-style-type: none"> Annual delivery within budget allocation achieved Savings realized through new strategies/ automation/initiatives Bargaining mandates achieved Confirm potential fee for service offerings Expansion of external partnership rosters Contribute to reduction in legal fees

Strategic Priority #2



Collaborating with Our University and Community Partners

We ensure ongoing communication and consultation through inclusive and collaborative partnerships, forums, and community engagements to help inform HR initiatives and enhancements



KEY OBJECTIVES	PRIORITY ACTIVITIES	KEY SUCCESS MEASURES
<p>Maintain focus on understanding the diverse and arising HR needs across our community</p>	<ul style="list-style-type: none"> Supporting ongoing review of strategic and operational plans of our various faculties and departments Facilitating regular discussions with university leaders and administrators to understand common and unique needs and to solicit feedback Leveraging insights from interactions, new embedded HR Strategic Partner roles/ HR teams to inform planning 	<ul style="list-style-type: none"> Consultation at least 2 times per year with all university senior leaders; qualitative feedback HR presence at respective faculty/ department meetings HR partnership support available across the university Documented findings and trends
<p>Promote alignment and awareness of HR policies, programs, processes, and initiatives</p>	<ul style="list-style-type: none"> Facilitating HR Governance to ensure ongoing review of priorities, arising needs and required changes Delivering on a robust HR communications and community engagement strategy Enhancing community access and transparency to HR policies, processes, resources and information Identifying and actioning synergies with university partners to create efficiencies and enhance experiences 	<ul style="list-style-type: none"> HR Governance meeting outcomes HR website enhancements Attendance at HR Forums, HR Network sessions, info sessions HR website enhancements and stats; new Teams/Sharepoint sites Tracking and progress updates
<p>Build HR presence and reputation through trusted community partnerships</p>	<ul style="list-style-type: none"> Continuing to expand and enhance internal partnerships to support new HR, DEIA, Indigenous and Talent strategies (i.e. mental health, student to staff, early career, internal mobility, agile/gig workforce, retiree returns) Ensuring regular connection with key university partners, employee group representatives and committees Offer community Town Halls/Forums to share ongoing updates and gain insights Expanding opportunities for community collaboration on HR Operations matters Evolving external partnerships to expand available program and service offerings 	<ul style="list-style-type: none"> # of partnership engagements and new process/initiative results Regular engagement with key partner committees, i.e. TMG, BIRS, Indigenous Education Council, MURA, MUFA, SSC, EIO, etc.) Regular meetings with employee group and union representatives Expanded roster documented and available for use by our community facilitated through HR; cost synergies Labour Management Committee meeting frequency and outcomes Central and Joint Health and Safety Committees engagement

Strategic Priority #3



Advancing Service Delivery and Operational Excellence

We are committed to continuously reviewing and progressing our policies, programs, processes, and professional HR services as we strive for operational excellence and seamless delivery.



KEY OBJECTIVES	PRIORITY ACTIVITIES	KEY SUCCESS MEASURES
<p>Explore and leverage technology to advance HR services and efficiency</p>	<ul style="list-style-type: none"> • Driving effective and efficient HR operations, systems, and processes that demonstrate stewardship of HR resources • Leveraging technology, machine learning and innovation to streamline HR processes and improve the employee experience • Scaling up services to meet growing employee and department/faculty needs • Refining and measuring service delivery performance and effectiveness 	<ul style="list-style-type: none"> • Substantially reduce waiting time in resolving HR inquiries by utilizing conversational AI solutions • Optimizing service delivery by implementing automated and digitalized processes • Provide an effective, positive and uniform employee service experience
<p>Use evidence-based data approaches to inform HR planning and design</p>	<ul style="list-style-type: none"> • Building new data functionalities and move away from traditional reporting. • Working with UTS to design innovative workforce data architecture, storage and access • Advancing People Analytics strategy and maturity through robust data governance, and developing new tools to widen data access and support self-service data sourcing • Achieving operational excellence through a clear, effective and sustainable people analytics strategy, define the guiding vision for HR data transformation journey 	<ul style="list-style-type: none"> • Provide more useful and meaningful data-based insights to leaders to make more informed decisions. • Developing new tools to widen data access and support self-service data sourcing. • Advancing data governance strategy in HR and ensuring HR data integrity, providing users with powerful, reliable and secure data.
<p>Enable innovation and continuous improvement</p>	<ul style="list-style-type: none"> • Identifying and developing synergies with other functional streams • Conducting ongoing external research and best practice reviews • Ensuring proactive internal process reviews, audits, and compliance • Providing mechanisms for community feedback and engagement in needs identification, solution development and implementation • Facilitating agile project teams to work on identified gaps, solutions, and enhancements 	<ul style="list-style-type: none"> • Synergies identified and implemented • Participation in external reviews • Industry/sector benchmarking • Compliance and accuracy rates • Audit findings/resolution • # community suggestions/ ideas/ requests • # Continuous Improvement/agile solutions implemented
<p>Communicate the HR Operating model, define service levels and update as required</p>	<ul style="list-style-type: none"> • Evolving specializations and role scope within the HR Operating model in alignment with arising priorities and available resourcing • Continuing to build self-service capability, knowledge bank and resources for our community to support people related activities 	<ul style="list-style-type: none"> • Clearly defined and articulated service levels • UniForum results • HR satisfaction survey results • # self-service solutions/ utilization rates

Strategic Priority #4



Promoting Learning, Development and a Growth Mindset

We promote a community of continuous learning and belonging where our employees contribute their strengths and expertise, can be their authentic selves, have the opportunity to grow personally and professionally, and be celebrated for their accomplishments.



BRIGHTER WORLD | hr.mcmaster.ca

KEY OBJECTIVES	PRIORITY ACTIVITIES	KEY SUCCESS MEASURES
<p>Provide innovative and inclusive employee development opportunities for each phase of their career journey</p>	<ul style="list-style-type: none"> Continuing enhancements to existing programming to ensure inclusive, hybrid offerings Enhancing orientation and onboarding processes, resources, and training to create positive and inclusive experiences for new employees to the university Continuing to automate and integrate Health & Safety and other mandatory training Designing new and promoting available development opportunities Modernizing learning and development related policies and programs 	<ul style="list-style-type: none"> Enhancements to New Employee Orientation, Essentials programs, online learning, etc. New onboarding module; links to learning and development New Health & Safety training in place; automation and links to onboarding Utilization rates Satisfaction and learning retention rates Potential cost/time savings
<p>Advance leadership capability and capacity</p>	<ul style="list-style-type: none"> Refreshing McMaster leadership capabilities for use by all academic and administrative leaders Managing external vendor solutions and partnerships to enable development programming (i.e., multi-rater, assessments, mentoring, coaching) Implement new opportunities for shared learning and to showcase successes Building infrastructure to support leader mobility and career paths Updating tools, resources and training to support leaders in managing employee development 	<ul style="list-style-type: none"> Enhancements to New Manager Orientation, Personal/ Knowledge/ Strategic Leader programs; website updates and promotions; # participants/ ratings Introduce new programs: Inclusive Excellence, Organizational Leader, Working Mind New leadership development framework and pathways Leader retention/movement rates Multi-rater average rates Website/resource enhancements
<p>Promote a culture of belonging and recognition</p>	<ul style="list-style-type: none"> Facilitating and participating in Communities of Practice, affinity groups, focus groups to build networks and promote belonging Continuing to enhance recognition related programming in alignment with new organizational values and leadership capabilities Creating opportunities for connection and discussion on key topics for our community Enhancing annual review and merit processes 	<ul style="list-style-type: none"> Focus group feedback Engagement/pulse survey results Employment Equity survey results and outcomes Stay and exit survey results
<p>Continue to grow HR team expertise and engagement</p>	<ul style="list-style-type: none"> Continuing to advance "One HR" team culture and alignment of activities across teams Formalizing a talent strategy and ongoing reviews Enabling targeted team and individual development opportunities Continuing to review team engagement activities 	<ul style="list-style-type: none"> Team retention/movement Robust succession plans in place Development opportunities/ learning transfer outcomes HR engagement and action planning results

Moving Forward Together as we advance a Brighter World

As we introduce and enhance our plans through 2023 and beyond, we will be continuing to share regular progress updates and share related information through various connection points across our community and details will be posted on our [HR website](#). These will include:

- Ongoing progress reviews and prioritization through our HR Governance committees
- Contributions towards Institutional Strategic Priorities and Goals update publications
- Participation in various university committees to align efforts and identify opportunities for synergy
- Revised HR webpages outlining key projects, initiatives and highlights for each HR strategic pillar

- Continued publication of our HR Annual Report and Top 100 Employer annual submissions
- Ongoing HR Forums, HR Network Sessions and various community engagement/lunch and learn/training sessions on specific topics and new initiatives
- New online forums for community questions and feedback
- UniForum data, Employee Engagement surveys, Employment Equity Census information and various feedback surveys on HR programming and initiatives
- HR dashboards and analytics

Our HR team will be pleased to assist with your inquiries or engage in feedback discussions anytime.

- hr.mcmaster@mcmaster.ca
- 222-HR
- New HR blogs on our HR website
- Ongoing continuous improvement survey feedback

Thank you for your continued partnership, collaboration and innovation in generating a positive employee experience for all.



“When we work together with other great minds, we do better and achieve more”.

McMaster University Human Resources Annual Report 2022-2023



A message from Wanda McKenna, Associate Vice-President and Chief Human Resources Officer

As I reflect on Fiscal Year 2022-2023, I am extremely proud of the work delivered by McMaster staff and faculty, including the Human Resources team, in support of our collective strategic priorities.

We have embarked on a transformation journey in HR. Over the past year, we launched a new HR Governance and Operating model, significant enhancements in HR service offerings, and technology, team, and process advancements. We are also excited to introduce our refreshed HR vision, mission, and new HR Strategic Plan 2023-2027, which we feel will strongly contribute to McMaster's rankings as a top global university and a Top Employer in the Hamilton Niagara Region.

I'd like to thank our partners across the university for their continuous support, trust, and collaboration. Your insights have been instrumental in informing the design, prioritization, and successful implementation of our work.

As I look to the future, we will continue to collaborate with our community partners and deliver service excellence, empower learning and champion opportunities for individuals to grow their careers. We remain committed to supporting a work environment which promotes inclusive excellence and operational efficiency in all we do, while delivering on HR strategic priorities.

I'm honoured to lead our team and proud to showcase their collective accomplishments. I look forward to your continued partnership and collaboration and thank you for being part of this journey.



BRIGHTER WORLD
hr.mcmaster.ca

Human Resources



The HR team and McMaster Community we serve

Human Resources Services is committed to delivering people and culture solutions that advance McMaster's vision, mission, and strategic priorities.



Our HR Vision: To advance a health, safe, and inclusive culture that inspires a diverse and talented McMaster community to contribute to a Brighter World.

Our HR Mission: We cultivate a community in which every employee's experience is that of acceptance, inclusion, belonging, and meaningful connection with the University's mission and institutional priorities.



Land Acknowledgment: McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the Dish with One Spoon Wampum Agreement.

We support the work and well-being of **more than 18,000 employees** with total compensation expenses of \$792.3 million across 20 distinctive employee groups and 11 collective agreements.

The Communities we serve:

UNIFOR Local 5555 3,437	CUPE Local 3906 3,519	IUOE Local 772 12	SEIU Local 2 231
MUFA 1,002	The Management Group (TMG) 953		
	Clinical Faculty 953		
Clinical Scholars, Research Associations and Fellowes 295		MUALA 37	
Temporary/Casual Staff 8,199			

39 | Average age of McMaster Employees

5 | Collective Agreements renewed

6 | Average years of service

Operational Excellence

We provide essential support to staff, supervisors, and university activities, with a renewed focus on the employee experience. Our 2022-2023 achievements are presented on the following pages.



Client Services:

- Personalized assistance offered to clients based on their specific needs, with a high level of satisfaction.
- Introduced employee contact centre to streamline HR inquiry in-take services, reducing response time and improving overall service quality, with a 4.7 out of 5 satisfaction rate.



Payroll Services and Workforce Data Management:

- Supported the community through increased volumes in new hire payroll set-up, leaves, terminations, and other employee life-cycle related data administration.
- Successfully managed the Teaching Assistant payments during the holiday season due to labor disputes.
- In 2022-23 the team issued:

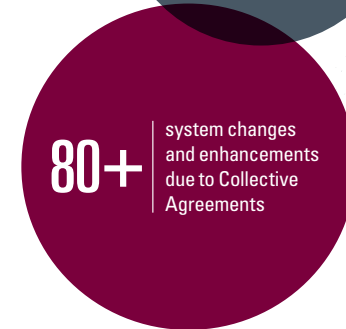
19,774	T4 slips
17,346	New hires and rehires
301,713	Total paycheques (a 12% increase compared to the previous year)

HR Technology:

- Launched the New Pre-hire MaclD eForm in August 2022, providing new employees with a MaclD faster during the 'pre-hire' stage, enabling departments to better prepare for new employees.
- Completed more than 80 system related changes due to Collective Agreement update, ratification, and system enhancements.
- More than 30 new features were added to Mosaic to enhance the existing eForm processes.

Mosaic eForms Snapshot:

- 6,585 Position Management eForms executed, 51% completed within 24 hours, across 302 faculties and departments.
- 4,529 Employee Change Request eForms executed across 246 faculties and departments.
- Reduced turnaround time from 7 days to .5 days for MaclD eForms.



Operational Excellence

People Analytics:

- Leveraged data to inform HR planning and program design in critical areas such as payroll, compensation, recruitment, and well-being through the expansion of the Power BI tool. This advancement enables faster and reliable access to dynamic dashboards for HR leadership and the community.
- Implemented a robust HR data governance framework, articulating clear definitions for HR and workforce data, and finalizing over 115 data processes. This work has significantly improved the community's experience with HR data, generating more consistent HR reports and a better understanding of the data.

Employee Engagement

- The team launched multiple, ad hoc employee engagement pulse surveys to better understand arising needs within various faculties and departments.
- A new organization-wide Employee Engagement survey, as well as other merging workplace priorities, will be reviewed as part of the upcoming Future Workplace Strategies committee.



Employee Recognition

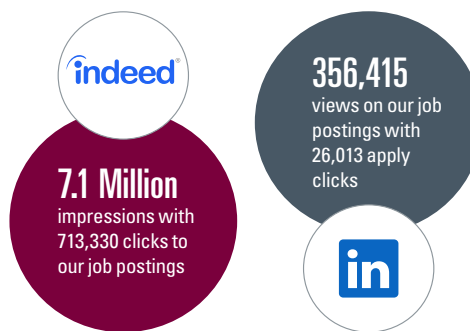
495	Employees recognized for 10+ years of service
22	Recipients of the President's Award for Outstanding Service
4	Recipients of the TMG Peer-to-Peer Recognition Program

BRIGHTER WORLD

Recruitment, Talent Acquisition and Onboarding:

- Our HR Partnership and Talent teams supported over **2,980 customized hiring and onboarding experiences.**

3% ▲	Increase in volume of job postings
7% ▲	Increase in job applications



- In collaboration with the Student Success Centre and Student Aid & Awards, we initiated new strategies focused on the **student hiring experience**, including a new student onboarding guide for hiring managers, a new student conference and more.
- Launched the Vid Recruiter Pilot to help deliver online screening, live interview, scheduling and/or reference check processes.

829	Applicants participated in the pilot
4.3 out of 5	Satisfaction score
89.9%	Would refer a friend to McMaster

We are looking to integrate VidCruiter more broadly with the university.

Leadership Development, Virtual Leadership and Collaboration:

140	Leaders participated in Personal, Knowledge and Strategic Leaders programming, surveys, coaching and mentoring activities.
84	New manager orientation participants
180	Attended Inspiring from Within employee development conference
160	Community engagement and custom sessions



Inclusive Excellence

Human Resources supports Diversity, Equity, Inclusion and Accessibility priorities and committees across the institution to promote capacity building, employee belonging, and shared ownership and execution of McMaster's EDI Strategy and Action plan.



Employment Equity Training

We offer various training and workshop opportunities to advance employment equity, inclusive excellence, fundamental human rights and equity, diversity and inclusion principles. For example, 320 Employment Equity Facilitators are supported through various training sessions, planning conversations and forums.

Highlights from the past year include:

11	Equitable Recruitment & Selection Training Sessions
197	Participating chairs, hiring managers and search committee members
66	Custom sessions facilitated by embedded HR partnership teams and Employment Equity specialists
950+	Leaders and employees have been trained since inception

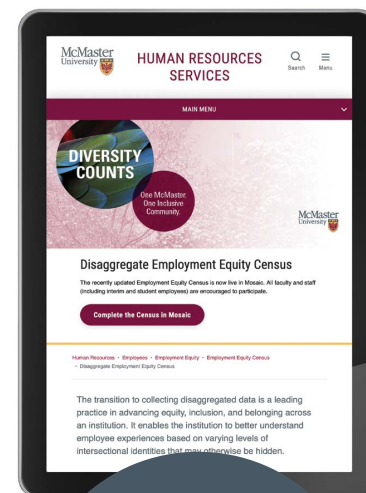
Employment Equity Census and Action Planning

Over **40** engagement sessions were held with senior leaders and key groups to review the latest Employment Equity Census results from 2021 and enhance action plans to advance DEIA priorities.

A new Employment Equity Census will be launched in Fall 2023 for further insights on the composition of McMaster's workforce and further enable evidence-based employment equity strategies. This additional level of detail will help to enhance policies and processes, better position McMaster as an Employer of Choice and provide deeper layer of analysis.

Ongoing initiatives

- Over **100** people managers participated in the pilot for the Inclusive Excellence Leadership Program and over **70** are already registered for the next cohort.
- A refreshed Employment Equity Policy is being finalized Fall 2023.
- Updating the Staff Hiring Guidelines through community engagement sessions, to ensure an inclusive approach to hiring and onboarding experiences.



40+

engagement sessions were held to enhance action plans to advance DEIA priorities

Total Rewards

Our Total Rewards program includes compensation, benefits, retirement savings, well-being programs, paid time-off, and programs supporting personal and professional development. The team continuously monitors our programs and market trends to ensure our overall package remains comprehensive, competitive, and relevant.



McMaster's spending on the three largest components of Total Rewards exceeded \$828M in FY2023:

\$746M	Total compensation, an 8.3% increase from fiscal year 2022
\$44M	McMaster contributions toward employee benefits
\$38M	McMaster contributions toward retirement plans

McMaster employees are making effective use of the comprehensive mental health support the University is providing:

- \$3.3M in mental health practitioners and prescription medication claims from May 2022 to April 2023.
- Within the first month of providing Employee and Family Assistance Program services to McMaster employees, TELUS Health received 48 requests for mental health support.

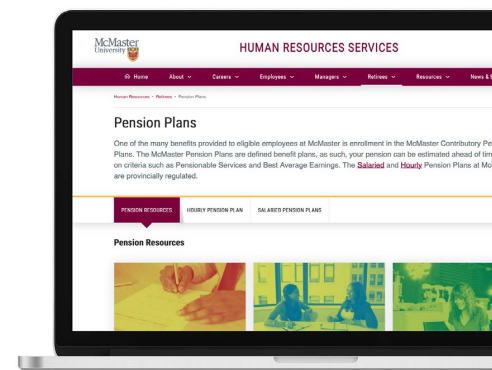
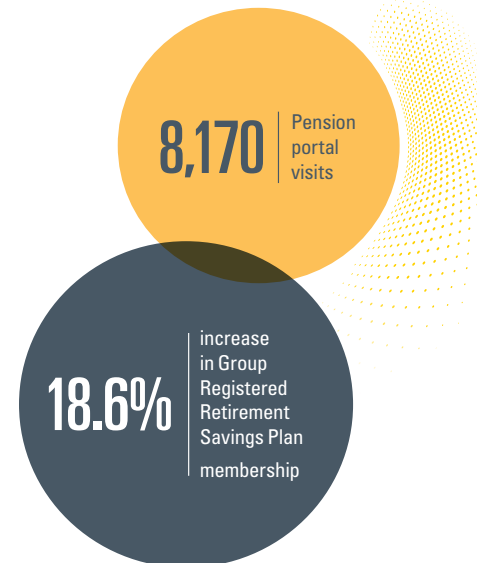


Introduction of the Healthcare Spending Account (HCSA) for TMG in July 2022 and the upcoming implementation of the benefit for Unifor Unit 1 employees was a step towards flexible and inclusive benefits.

- In the first 10 months, 413 TMG employees made good use of the program.

Our retirement plans saw a lot of activity in fiscal year 2023:

- The Pension portal website had 8,170 visits.
- We saw an increase of 18.6% in Group Registered Retirement Savings Plan membership, with 133 members retiring.



Employee Health, Safety and Well-being

Workplace well-being relates to all aspects of work life at McMaster, from the health and safety of our physical environment to workplace wellness. At McMaster University we provide programs and services to help employees lead healthier lives, in and out of the workplace.



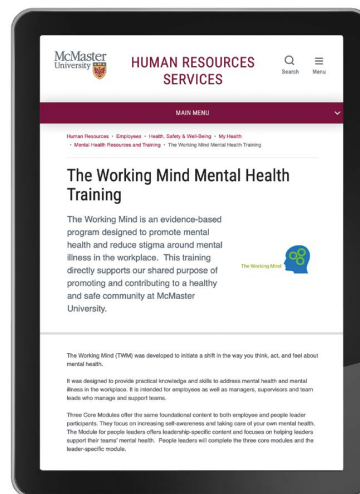
Workplace Health and Well-being Strategies

- Launched The Working Mind Program on behalf of the Mental Health Commission of Canada, with 16 courses delivered to 240 people leaders and employees.



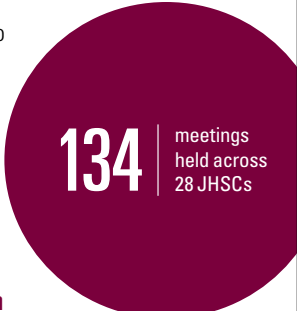
The Working Mind

- The Well-being Ambassador Pilot Project certified 13 employees to champion university wellness in various faculties and departments across campus.



Joint Health and Safety Committees

- Joint Health and Safety Committees (JHSCs) are made up of management and employee representatives required under the Occupational Health and Safety Act (OHSA). The University has 28 area specific JHSCs and a Central Joint Health and Safety Committee (CJHSC) that meets monthly to ensure coordinated support.
- 134 meetings held across 28 JHSCs to identify workplace hazards, building improvements, training requirements.



University Health and Safety (UHS)

The University Health and Safety (UHS) team provides guidance, advice, and tools to ensure McMaster maintains a safe working environment and remains in compliance with all health and safety legislation and best practices. For example, 72,545 online health and safety training courses were completed by employees in 2022. UHS has also initiated a health and safety training revitalization project with a focus on more engaging content, greater inclusion of psychological health and safety, and system changes to better support training compliance.

Employee and Community Engagement

We are committed to offering McMaster employees meaningful volunteer opportunities to engage and support our community. In turn, these opportunities provide them with a chance to connect with others, build personal and professional development and drive greater community partnerships.



Community engagement and volunteer work

Healthy Workplace Committee: Since 2002, HR has facilitated a committee of employee volunteers with a shared goal of improving the health and well-being of employees through education, awareness, and action.

2022 United Way Campaign: McMaster staff, faculty, and students came together to raise more than \$276,000 in the 2022 campaign and was presented the 2022 Inspiring Local Love Award.

TMG Days of Service: This year's TMG Day of Service was hosted at McQuesten Urban Farms, an innovative neighbourhood development initiative advocating for good food. In 2022-23, 65 employee volunteers donated more than 195 hours of their time.

\$276,000+

raised in the 2022
United Way campaign

195+ | volunteer
hours
donated



Future Workplace Strategy

Human Resources played an integral role in ensuring a smooth transition back to in-person work for McMaster staff. Using the learnings from the past year, the team provided standard operating procedures, consulting on university strategy and providing direction on the hybrid work model.



McMaster University's **Workplace and Employee Experience Committee (WEEC)** reconvened in 2021 to develop initiatives that foster a positive employee experience. The committee included representatives from human resources, faculty and department administrative representatives, and academic leaders.

Key outcomes included:

1. Identified priority areas of focus in the coming year: Talent planning, Learning and innovation, Employee experience and Work environment.
2. Developed the University Flexible Work Guidelines to assist managers and employees in navigating the flexible work arrangement process.
3. 60 Health and Safety recommendations surfaced through WEEC sub-committees.

As we look toward the future, to ensure McMaster continues to be a great place to work, and to keep pace with the evolving environment and employees' needs, we are launching a new Future Workplace Strategy initiative in Fall 2023.

Evolved from the Workplace and Employee Experience Committee, we are bringing together faculty and staff representatives from across the university to provide forward-looking strategic advice on the future of work and implement recommendations against the identified priority areas.



NEW

Future Workplace Strategy initiative launched in Fall 2023



HR Transformation



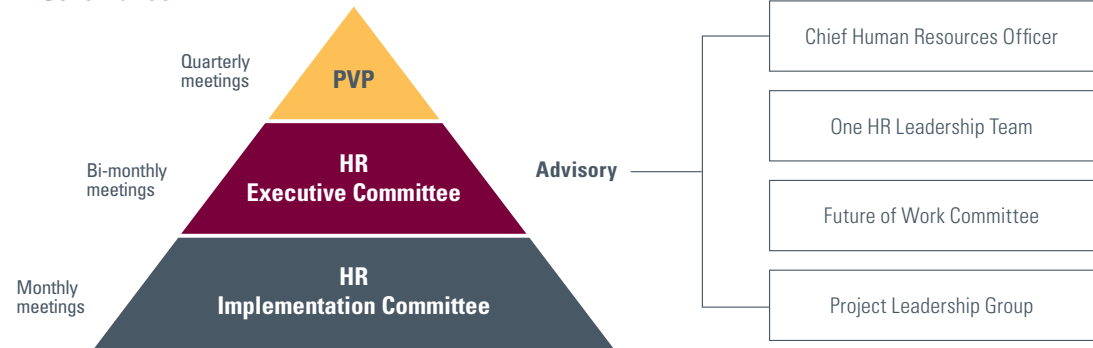
HR Governance and Operating Model

A refreshed HR Governance Structure launched in Fall 2023 to foster better partnership and collaboration with key partners, allowing for transparent and timely decision-making, prioritization of HR programs, and ongoing information sharing. This new governance structure will support McMaster's operational and inclusive excellence priorities.

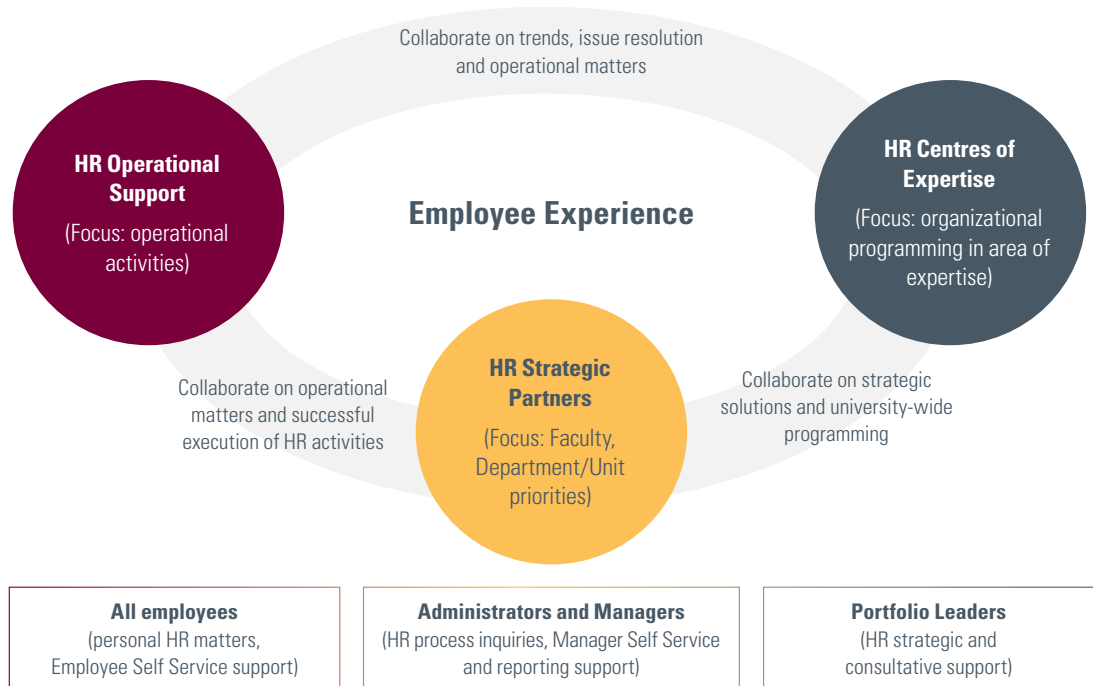
An integrated, service-focused model will be in place to support the university community.

We are excited to launch and refine this new framework, which will support a critical need for alignment and integration of key HR processes, systems and people, and contribute to an improved employee experience.

HR Governance



Integrated "OneHR" Operating Model



Planning for the Future

As we introduce and enhance our HR Strategic plans through 2023 and beyond, we will continue to share regular updates and related information through various connection points across our community and on our HR website.

Thank you for your continued partnership, collaboration and innovation in generating a positive employee experience for all.



HR fosters collaborative partnerships with many parts of the university to support and deliver services.

The HR Strategic Partners are HR staff embedded in faculties and departments to identify and address strategic people plans and arising HR priorities. They have been instrumental in informing university-wide HR planning, identifying opportunities for enhancements, and championing the implementation of key HR priorities.

Several areas have also introduced new embedded HR Partner Coordinators and “hub” teams, who remain focused on advancing HR services within their respective faculties and departments.

We coordinate various Communities of Practice with partners across the University to help us drive our HR Strategic Plan forward.

- **HR Working Group:** Leaders from across the university provide input on the implementation and progress of the HR Review work.
- **HR Network:** A community of **385** individuals from departments across campus connecting monthly to share experiences, successes and provide input on key projects.
- **HR Forum:** Hosted semi-annually for HR professionals and employees engaged in HR related work activities across campus, to collaborate and learn together.

In the year ahead, the new [2023-2027 Human Resources Strategic Plan](#) will be implemented to further align with McMaster’s institutional priorities. We will continue to enhance collaboration and consultation with the McMaster community through:

- Programs and resources to support and enable a network of human resources administrators across the campus.
- Workforce planning, including leadership development, succession planning and competitive compensation design to ensure McMaster can retain top talent.
- Talent Management which includes a commitment to inclusive excellence, talent attraction and improved hiring and onboarding initiatives.
- A more in-depth focus on employee experience with particular emphasis on mental health, wellbeing, and safety.
- Leveraging technology and automated process to drive efficiencies and reduce nonvalue added work.

Human Resources Services is committed to delivering people and culture solutions that advance McMaster’s vision, mission, and strategic priorities.



Office of Human Resources Services
905-525-9140 ext. 22247 | hr.mcmaster@mcmaster.ca | hr.mcmaster.ca

BRIGHTER WORLD
hr.mcmaster.ca

Human Resources

