MESSAGE from the AVP and CHIEF HUMAN RESOURCES OFFICER, WANDA McKENNA

It is my privilege to be a member of our innovative and inclusive McMaster community which showcases the diverse talents of our more than 7,800 faculty, research, staff and student employees.

As we look to advance McMaster’s standing as a Top 100 University in the world, and a Top Employer within the Hamilton-Niagara Region, our Human Resources Services team continues to be focussed on creating a recognized workplace which helps us to retain, attract, develop and inspire our exceptional group of employees.

To promote an engaged, healthy and versatile workforce now and in future, HRS will continue to align our efforts to enable University priorities, collaborate with our various community partners to help them achieve their goals, deliver excellence in service and solutions, empower learning, as well as champion opportunities for individuals to grow their careers at McMaster.

On behalf of our HR team, I am pleased to share our new HR Strategic Plan with you. This document will showcase our priority areas of focus through to 2020, and how we will demonstrate our ongoing commitment and value to our University community.

We look forward to partnering with you as we enhance existing and implement new programming, services and processes which will further McMaster’s reputation as a wonderful place to learn, work and thrive.

McMASTER UNIVERSITY

MISSION
• To achieve international distinction for creativity, innovation and excellence.

ADMINISTRATION DIVISION
VALUES
• Trust
• Respect
• Accountability
• Integrity
• Teamwork

LEADERSHIP
CAPABILITIES
• Takes a strategic approach
• Communicates & collaborates
• Develops people
• Invests in relationships
• Drives results
• Champion change & innovation

HUMAN RESOURCES
MISSION
As value-added service partners we cultivate human potential and champion an inclusive culture by:
• Enabling University strategy
• Collaborating with our community
• Delivering service excellence
• Empowering learning & growth
OUR HUMAN RESOURCES MISSION

ACHIEVING OUR HUMAN RESOURCES MISSION

COLLABORATING WITH OUR COMMUNITY

Provide service through alignment of valued HR services and advice
- Building strong relationships across our University community
- Promoting and leveraging synergies with University partners to create efficiencies
- Developing programs that drive organizational goals (i.e., equity & inclusion, leadership, health and wellbeing, administration efficiency)

Understand client and stakeholder needs
- Reviewing and understanding strategic and operational plans of our client groups

Build community partnerships
- Informing our community of the HR Service Standards
- Building HR trust and reputation
- Soliciting meaningful feedback on service delivery in all HR areas

Develop effective strategic communications
- Developing an HR communications plan
- Review and update the HR website

We enable University strategy, economic sustainability, and the cultivation of human potential in a manner which is responsive to the evolving needs of our community.

We deliver expert advice and excellent service through inclusive and collaborative community partnerships.

ENABLING UNIVERSITY STRATEGY

Align HR services with University strategy and arising needs across the organization
- Enhancing the McMaster brand through our people initiatives (recruitment, development, retention)
- Ensuring we have an effective HR Model
- Developing opportunities to inspire new thinking
- Facilitating creativity, innovation and excellence across our community

Champion an inclusive, equitable and engaged culture
- Demonstrating the values of Trust, Respect, Accountability, Integrity & Teamwork
- Building leadership capability to enable a positive workplace culture
- Promoting diversity initiatives to help build an inclusive community

Demonstrate operating efficiency and organizational affordability
- Maximizing cost savings and streamlining operating expenses
- Delivering Value-added HR programs within our funding allocation
- Generating positive bargaining outcomes

SERVICE EXCELLENCE

Practice continuous improvement
- Coordinating regular process improvement reviews with key stakeholder groups

Organize and integrate our internal HR services and resources
- Conducting an HR organizational review
- Building partner capabilities by utilizing HR tools and resources

Capitalize on available and emerging technologies
- Identifying proactive technology solutions with our partners
- Increasing our systems and technology efficiencies to streamline and simplify work

Encourage bold ideas and solutions while balancing risks
- Performing regular audits
- Encouraging creative thinking and innovation
- Conducting ongoing research of best practices

We continuously review and improve what we do and how we do it to ensure we are aligned efficiently and provide professional HR services.

ENABLING UNIVERSITY STRATEGY

At McMaster University our people are our most valuable asset, and we strive to attract, develop and retain the best staff, researchers and faculty members in the world.

As an HR Department, we will:
- Be responsive to the emerging needs of our McMaster community
- Provide trusted consultation and advice subject matter expertise and education
- Be approachable and resourceful to help partners achieve their strategic goals
- Value diverse perspectives and treat others with respect
- Be solution oriented
- Focus on building long term community relationships
- Facilitate change as well as opportunities for innovation and improvement

We will continue to monitor progress on the achievement of our strategic goals through the following Key Performance Indicators.

COLLABORATING WITH OUR COMMUNITY

Overall Employee Engagement Survey scores (survey over survey)
- Number of participants in Training programs (Health & Safety, Leadership/Employee Development) (annual)
- Number of community members involved in HR/OD facilitated committees and working groups (annual)

DELIVERING SERVICE EXCELLENCE

Overall Customer Satisfaction Survey score (survey over survey)
- Self-service utilization rates (on-line HR modules and resources)
- Number of process reviews completed/implemented

EMPOWERING LEARNING & GROWTH

Overall HR Employee Engagement results (survey over survey)
- HR retention ratios (annual)
- HR MPDA/Tuition Assistance usage rates to support development activities (annual)

Commitments

- Recognition in the Canada’s Top 100 Employer competition (annual)
- Employment Equity Census results (year over year)
- Collective bargaining agreements delivered within mandate (annual)

- Align HR services with University strategy and arising needs across the organization
- Champion an inclusive, equitable and engaged culture
- Demonstrate operating efficiency and organizational affordability
- Provide service through alignment of valued HR services and advice
- Practice continuous improvement
- Find, keep and develop the right people
- Model excellence in teamwork
- Recognize and celebrate accomplishments

EMPOWERING LEARNING & GROWTH

Recognize and celebrate accomplishments
- Developing a recognition program for HR
- Linking recognition and reward to achievement of goals
THE FACULTY OF HEALTH SCIENCES HUMAN RESOURCES OFFICE

The Faculty of Health Sciences Human Resources Office (FHS HR) fosters a collaborative, healthy and inclusive workplace culture by providing HR professionals with strategies that contribute to achieving their highest personal and professional potential.

Employee Career Services supports and empowers employees with strategies that contribute to achieving their highest personal and professional potential.

Employee Health Services (EHS) is available to assist you in maximizing the relationship between your job and your health.

EHS offers the following services:
- Medical Leave (Sick Leave, Salary Continuance, Long Term Disability)
- Medical Accommodation
- Occupational Injury or Exposure (WSIB)
- Medical Surveillance/Medical Monitoring

Employee Relations offers the following services:
- Collective Bargaining
- Collective Agreement interpretation and administration
- Labour Relations and employment expertise and advice
- Employee Relations
- Strategic grievance, arbitration and/or litigation processes
- Dispute resolution
- Training related to labour and employment
- Intake and investigation of employee discrimination, harassment and sexual harassment complaints
- Independent Contractor (ICQ) administration
- Tuition Assistance and Dependent Bursary administration

Safety and Risk Management offers the following services:
- Environmental & Occupational Health Support Services (EOHSS)
- Health, Safety, and Risk Management specialists
- Achieving standards in the areas of environmental and occupational health, safety, loss prevention, and mitigation.
- Prevention
- Health & Safety training and development
- Risk Management advice and support
- Campus Insurance
- Lab Safety
- Occupational health testing

Employee Career Services offers the following services:
- Self-marketing and networking
- Post-retirement career coaching
- Education and professional development planning
- Strategies for developing and advancing careers
- Resume, interview, and career management workshops

Organizational Development offers the following services:
- Employee engagement, recognition and wellness strategies
- Building Leadership and organizational capability
- Consultation and program design
- Partner support with new and existing OD initiatives
- Employee Empowerment (on boarding through pre-retirement planning)
- Employment Equity and Diversity initiatives

Total Rewards offers the following services:
- Compensation policies and program design
- Benefits and Retirement Plans policy and program design
- Job Evaluation for TMG and Unifor
- TMG Total Rewards
- Pay Equity

Contact us 8:30 a.m. to 4:30 p.m. Mon-Fri for consultation, advice and support: http://www.workingatmcmaster.ca/contacts/index.php