



McMaster Human Resources Annual Report 2020-2021

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.

The Indigenous Circle, is called Karahakon Katewienstha (Learning in the Forest) in Mohawk, and Nibwaajkaawin Teg (Place of Wisdom) in Ojibway. It was created under the guidance of McMaster's Indigenous Education Council, which provides advice and support to the University on all Indigenous matters.

Located between Alumni Memorial Hall and Whidden Hall, the space features tiered stone seating set in a natural bowl, arranged around a stage that takes the form of a medicine wheel. The stage overlooks the forest ringing the Cootes Paradise wetland.

The space is decorated with symbols that include the Two Row Wampum, an icon of Indigenous and settler cultures living and growing together. Plantings in the space were sourced from Six Nations of the Grand River.



A message from the Chief Human Resources Officer

Dear colleagues,

The past year has brought significant challenges and uncertainty to our community. Human Resources has remained committed to inclusive excellence and ensuring a safe, welcoming work environment at McMaster, that enables staff and faculty to do their best work every day.

Despite all the anxiety, uncertainty and change, I am extremely proud of the work delivered by McMaster's staff and faculty in support of our teaching and research mission, and also of the work delivered by the Human Resources team in support of our community.

Over the last year, Human Resources Services played a major role in supporting the community through the pandemic. From initiating health and safety protocols and practices, to supporting leaders with decision making and guidance documents, various groups within Human Resources ensured essential activities could continue on campus, and that leaders had the tools they needed to support a remote workforce. While the pandemic required significant unplanned resource and support, all planned programming and HR operations and functional support continued, as well as continued work to improve processes through implementation of HR Review recommendations.

As I look toward the future, and how Human Resources will support the community, I'm encouraged by the progress and improvements made over the past year. The team has prioritized improving the employee experience at McMaster. The continued focus on a transformation of HR processes and support will bring positive change to the entire employee life cycle – from date of hire to retirement for staff and faculty.

The 2016-2020 strategic plan was extended through 2021 as we refined focus on what's needed to support a world class teaching and learning institution and top employer.

The Human Resources team has shown incredible resilience and adaptability to engage, train, and support the McMaster community. The faculty and staff at McMaster truly are the heart of this institution. The HR team is committed to enabling a work environment to support them and ensure they can bring their best to work every day.

It is my privilege to lead and support this team and showcase the work and accomplishments of the past year in the inaugural Human Resources Services Annual Report.

I look forward to your continued partnership and collaboration.

Wanda McKenna

Assistant Vice-President and Chief Human Resources Officer



A class being taught in Hamilton Hall.

BRIGHTER WORLD

The team and McMaster community we serve

Mission

As value-added service partner, Human Resources cultivates human potential and champions an inclusive culture by:

- Enabling University strategy
- Collaborating with our community
- Delivering service excellence
- Empowering learning & growth



Human Resources Client Advisory Services

Human Resources Partners

Employee and Labour Relations

Employee Health Services

Environmental & Occupational Health Support Services

Organizational Development

Total Rewards

Systems Strategy and Analytics

Payroll Services, Tax and Data Compliance

Human Resources Services supports the work and well-being of more than **11,000 staff and faculty members**, with total compensation expenses of **\$676.5 million**.



UNIFOR
Local 5555
2,996

CUPE
Local 3906
3,174

IUOE
Local 772
12

SEIU
Local 2
209

MUFA
970

The Management Group (TMG) **772**

Clinical Faculty **657**

Clinical Scholars, Research Associates and Fellows **287**

Temporary/Casual Staff **6,065**

MUALA
31



For six consecutive years, McMaster has received recognition in **Canada's Top 100 Employer** competition as one of Hamilton-Niagara's Top Employers.

40

The average age of McMaster employees

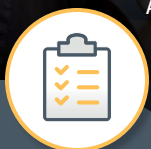
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The average years of service by McMaster employees

Human Resources is involved in so many initiatives across campus, with the goal of supporting the University's five institutional priorities: **Inclusive Excellence, Teaching and Learning, Research and Scholarship, engaging local, national, indigenous and global communities** and **Operational Excellence**. This report outlines recent accomplishments and notable initiatives focused on supporting the university community and helping it to achieve its mission and purpose of the discovery, communication and preservation of knowledge.



More than **12,000** staff, faculty and students completed mandatory COVID-19 Awareness Training.



Practicing COVID-19 safety protocols in the Canadian Longitudinal Study on Aging office at McMaster Innovation Park.

Pandemic Support and Planning

Pandemic Resources:

- Workplace Checklists
- Workplace Guidance Documents
- Step by Step Reporting Guides

Fall Planning Resources:

- Leader Decision Guide
- Workplace Accommodations Procedures
- Employee Guide for Working on Site
- Health and Safety Training
- COVID-19 Supervisor Guide

COVID-19 Response and Support

The health and safety team focused on prompt development and execution of comprehensive safety protocols, and ensured the health and safety of the campus community was always prioritized.

The team created guidance documents and standard operating procedures, consulting on university strategy and providing direction on remote work advice.

Employee Health Services developed and implemented a positive and probable case protocol for faculty, staff and students. Occupational Health Nurses provided 1:1 follow-up for every case reported by employees and initiated reporting to the broader campus community and the university's Rapid Response Team.

Return to McMaster

The Workplace and Employee Experience Committee, a subcommittee of the larger Return to McMaster Oversight groups, brought together experts from across campus to develop guiding principles and approaches for the gradual return to campus.

HR supported this committee and collected feedback from staff and faculty through an online feedback form and focus groups to understand common concerns, questions and expectations around returning to work at McMaster. The feedback resulted in a thorough recommendations report outlining requirements in the short, medium and long term.

HR has also played an active role in the Return to Campus Operational Committee since early 2020 to plan for health, safety and operational requirements across campus.

Back to Mac Supervisor Resources

Planning for Fall 2021 and beyond meant learning from the pandemic, and supporting leaders to help make decisions.

HR facilitated working sessions, formal discussions and workshops to help leaders at various levels determine optimal operational requirements that would also meet the needs of their teams, and deliver a meaningful student experience.

Psychological safety and mental health impacts were elevated throughout the year, so mental health programming was expanded.



Over **50** guides and documents created related to COVID-19

More than **50,000** views of the HR Covid-19 webpages

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The Safety and Health Week Vendor Fair, pictured here at East Meets West Bistro in 2019, engages, informs and awards employees on health and safety standards and protocols.



Operational Excellence

Human Resources supports McMaster's institutional goals by providing essential support to staff, supervisors and campus activities, with a renewed focus on the employee experience and continuous improvement.

McMaster Human Resources Service Centre

Provides just-in-time answers and support to employees, people leaders, department administrators, retirees, affiliates and external clients on all HR-related matters.

- Maintained a service response standard of 80% of calls answered in 30 seconds.
- Processed over 250,000 paycheques, 17,000+ T4s, 4,300 leaves and 8,770 Records of Employment (ROE forms).
- Since 2019, **more than 151,000** requests (emails, calls, tickets) have been received by the HRSC.

Recruitment

The newly-established Talent Acquisition Team assists departments with finding, hiring and onboarding the right people for McMaster.

Health and Safety

Environmental and Occupational Health Support Services (EOHSS), Employee Health Services, and Risk and Insurance, are all part of the University's Health, Safety and Risk Management Team. They provide guidance, advice, and tools to ensure the university is a safe and healthy environment, and to assist in compliance with health and safety regulatory legislation and best practices. They create tools, processes and programs for supervisors and employees to mitigate and reduce risk for the university.

"McMaster's solid safety record is a direct result of how well the staff in the Environmental and Occupational Health Support Services (EOHSS) department work together. EOHSS staff can be depended upon to use their combined expertise to find solutions to the myriad of health, safety and ergonomics issues the Library comes across on a regular basis."

— Anne Pottier, Associate University Librarian, Library Services, University Library

52,527
chemicals inventoried

17,552
online health and safety training courses completed by employees



1,897
job postings led to
71,785
applicants



HR Reporting Hub

Launched in 2018, the HR Reporting Hub helps departments make evidence-based decisions with detailed employee data in 70 different reports. The Hub is self-serve so managers and administrators can access these reports anytime, at their convenience.

Some of the most frequently used reports include Department Employee Info, Active Special Premium Payments, and Upcoming Contract End Dates.

Labour Relations

Collaborative relationships with union partners are critical to continued success. Partnerships with Unifor, CUPE, SEIU, IUOE and MUALA have led to productive negotiations and mutually beneficial collective agreements. Employee and Labour Relations also support and consult with various leaders and employees to support planning, change and transition, issues intake and dispute resolution.

2020: **four** collective agreements renewed

2021: **five** bargaining agreements to be negotiated

Learning and development

The Organizational Development team works with departments and faculties to design and facilitate custom workshops to support team and individual development. In partnership with Continuing Education, leadership development programming is offered to build on McMaster's six leadership capabilities and integrate various key themes of Leading Self, Leading Others, and Leading at the university.

5,792 participants in Organizational Development programs

732 participants in Employment Equity training

4,309 Employees and **7,996** students completed COVID-19 Awareness Training

80

new continuous improvement program innovations this year



182 employees attended the 2021 digital Inspiring from Within Conference

The annual Inspiring from Within Employee Development Conference strengthens and encourages the career and personal growth of McMaster employees by exploring ideas, suggestions and strategies. The conference, pictured here in February 2020, offers employees the opportunity for professional development, networking with colleagues, and a chance to support their personal well-being.

LEAN Six Sigma

HR supports departments and faculties and how they experience change through innovative engagement, training and communication approaches.

78 HR team members trained as Lean Six Sigma White or Green belts to support the culture of continuous improvement.



Process and Technology Improvements

HR continues to find innovative and effective solutions for the evolving needs of employees.

- Automation of Tuition Assistance and Bursary Submission process
- Auto enrollment in required Health and Safety Training for all new employees
- Online Faculty and TMG Merit Statement (Letters)
- Mosaic rapid releases
- Electronic distribution of T2200 forms with webinar support
- Launch an Onboarding webpage
- Onboarding Toolkit Pilot



Recognition Programs

Years of Service Awards:

360+ employees recognized for **10+ years of service**

The President's Awards for Outstanding Service:

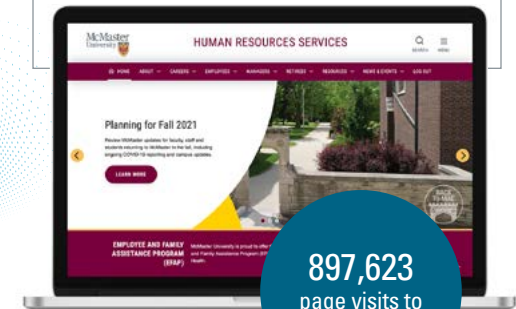
95 nominees this year

TMG Peer-to-Peer Recognition Program:

6 recipients this year

Communication enhancements

- Regular updates to McMaster's HR webpages based on traffic trends and feedback from the community.
- Creation of News To Use communication vehicle to support leadership, cascade of messages and communication to on-site teams.
- Delivered quarterly Workplace Well-Being Newsletter
- Enhanced focus on stakeholder impacts/assessments to understand employee experience/organizational development consultations and support



897,623 page visits to hr.mcmaster.ca

Joint Health and Safety Committees

Joint Health and Safety Committees (JHSCs) are advisory groups made up of management and employee representatives required under the Occupational Health and Safety Act (OHSA). A central Joint Health and Safety Committee (CJHSC) meets monthly to ensure coordinated support.

28 JHSCs meet regularly to:

- Conduct regular inspections to identify workplace hazards
- Participate in accident investigations
- Make recommendations to senior management regarding the identification and control of hazards
- Make recommendations on building improvements, training requirements, and policy/program revision or implementation.



Joseph Kim (standing), Associate Professor, Psychology, Neuroscience & Behaviour, engages with a student.

Inclusive Excellence

Human Resources supports Equity, Diversity, and Inclusion Committees across the institution to promote capacity-building, employee engagement, and shared ownership of McMaster's EDI Strategy and Action plan.

2,500

More than 2,500 staff and faculty participated in employment equity workshops.

9

Provided support to nine EDI Committees and Resource Groups

Employment Equity Training

In an effort to advance employment equity, inclusive excellence, foundational human rights, diversity and inclusion principles, and provide tools and resources for equitable recruitment, hiring and accommodation processes, Human Resources offers various training and workshop opportunities for the McMaster community.

Highlights

- More than 2,500 staff and faculty participated in employment equity workshops.
- 45 Employment Equity Training Sessions held for chairs, hiring managers and search committee members.
- Anti-Racism and Allyship Training series with 800+ registrants.
- 206 trained facilitators to support faculty and staff search committees with an employment equity and inclusive excellence focus.



Employment Equity Census

Human Resources' Employment Equity team manages the biennial Employment Equity Census, which provides a snapshot of the composition of McMaster's workforce, to enable the planning and implementation of evidence-based employment equity strategies. The census also includes leadership composition data, intersectional data and labour market availability, utilization rates and gap analysis.

"The 2019 Employment Equity Census report noted a marginal increase in representation across equity-seeking groups, including a 0.7% increase in representation for LGBTQ+ identified individuals. This is a change in the right direction." – Wanda McKenna

Facilitated 12 sessions on census action planning.

67%
of full-time employees completed the census in 2019.

Ongoing initiatives

Ongoing initiatives fulfill the commitment to employment equity and inclusion at McMaster.

- Broadening recruitment strategy through institutional partnerships with diverse job boards.
- Implementing equitable recruitment, talent acquisition and engagement strategies.
- Mitigating unconscious bias and systemic barriers in recruitment, hiring and career

advancement practices through robust systematic training to search committees.

- Implementing, facilitating and training leaders on the new *SPS A1 Policy on Recruitment and Selection of Faculty Members* to enable meritocratic, fair, inclusive, and equitable consideration of prospective applicants for faculty appointments throughout the search process.
- Collaboration with the Office of Research Services to implement McMaster's Canada Research Chair (CRC) Equity, Diversity and Inclusion Action Plan.

HR will continue to focus on supporting diversity initiatives within administrative and academic departments in partnership with the Office of Equity and Inclusion.



“The people truly are
the heart of McMaster.”



Compensation and Benefits

Human Resources total rewards team manages compensation and benefits for the entire university.

3,800

approximate number of active
members in McMaster pension plans

618

members in the McMaster
Group RRSP Program

Compensation

McMaster offers competitive total rewards to recruit and retain top talent at the university.

Job Evaluations

Job evaluation is a review, rank and comparison of jobs to assess their value and establish a fair and equitable pay structure.

295

job evaluations completed
for TMG, Unifor and
Interim employees.

Retirement Tools and Support

HR recently launched PenProPlus, a self-serve pension portal for plan members to see how different scenarios like retirement dates and salary increases could impact their future retirement earnings and inform their decision-making.

8,109

visits to the
PenProPlus Portal
since its' launch

5,000

pension estimates
generated

Retirement workshops are offered on a quarterly basis for active employees enrolled in the Salaried Contributory Pension Plan.

employees attending
retirement planning
sessions in the past year

400+

615

Dependant Tuition
Bursary applications
processed

Tuition Bursary and Assistance Programs

The Tuition Assistance and Bursary programs are examples of the dedication and emphasis the university places on helping employees and their families achieve their professional potential and enhance their capabilities.

Psychological Health and WellBeing

A psychologically healthy work environment supports employee engagement, worker health and well-being, recruitment and retention, productivity, effective risk management and corporate social responsibility. The supports provided at McMaster aim to foster mental wellness in you and those you know – including access to:

- Homewood Health – Employee Family Assistance Program
- Key Person Advice Line for people leaders
- Mental Health First Aid Training
- Mental Health Resources for Managers

80

engagement
and wellness
volunteers

118

engagement
and wellness
programs

Benefit Plans

HR manages more than 60 benefit plans for staff and faculty across the university, ensuring the community has access to the most comprehensive coverage.



Teal Mcateer (left) Associate Professor, Human Resources & Management, is a business consultant who specializes in the areas of leadership development, strategic human resource management, motivation, career planning and development, change, stress and time management, as well as health and wellness.



University Partnerships

Partnerships across the university campus are paramount to supporting the community. HR works collaboratively with many partners, including the Faculty of Health Sciences Human Resources team.

Establishment of HR Network

In 2020, the HR Network was formed, formalizing a community of individuals from departments across campus who are engaged in HR-related work as part of their role every day. This group now connects monthly to share experiences, successes, feedback and provide input on projects to improve the employee experience of the greater McMaster community. This group regularly attended HR Forums over the past five years and the network ensures coordinated support for employee processes.

- **95** members across McMaster
- **400+** individuals participated in 12 HR network sessions

HR Review Working Group

Leaders from across the university have been organized to provide input on the implementation and progress of the HR Review work. These individuals have a deep knowledge of HR administration within their faculty/department. This will enable HR review project leads to efficiently gather input and quick decisions on process improvement related to HR functions and activities. The HR Review Working Group now includes the Academic Directors of Finance and Admin, Directors of Finance and HR in FHS, other key leaders who support HR administration in large units as well as leaders with Finance and UTS expertise.

connectME

This initiative gives McMaster employees and their families the chance to grow their university network through the cultivation of innovative and exemplary programming. These programs enhance connections between employees and the greater McMaster community, while promoting work-life balance and personal engagement as key priorities.

Formalized HR Strategic Partner roles and Community of Practice

This newly-formed team of HR Partners advise and consult with faculty and department leaders to identify and address strategic needs and priority issues. They liaise with other areas of expertise to design and implement HR plans, programs and initiatives in their faculty or department to enable required people strategies and results. This group meets regularly as the HR Partner Community of Practice.

The HR Partner Community of Practice serves as a platform for strategic HR Partners to share experiences and insights from respective portfolios, review arising HR priorities, brainstorm solutions and engage in professional development. This is achieved through a collaborative forum which ultimately drives university-wide HR planning, integration and results.

Take Our Kids to Work Day

Take Our Kids to Work Day is a national program of The Learning Partnership and has existed since 1994. The Take Our Kids To Work Day Committee is made up of a broad cross section of dedicated and committed McMaster employees with the common goal of creating a meaningful and empowering learning experience for our youth.

49

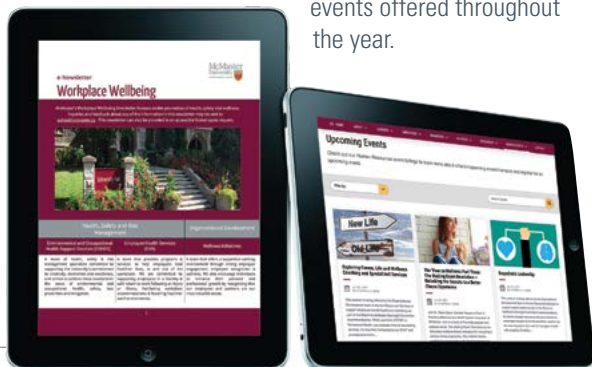
students
attended the
digital TOKTWD
program



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Healthy Workplace Committee

Since 2002, HR has facilitated this committee comprised of employee volunteers from various areas within the University. The shared goal is to improve the health and well-being of employees through education, awareness and participation through health and wellness events offered throughout the year.



\$260,505

was raised by the 2020 McMaster United Way Campaign



McMaster United Way Campaign

The United Way Campaign encourages McMaster's continual growth through community engagement. McMaster's United Way Campaign is a reflection of this approach as it allows McMaster staff, faculty, and students to strengthen their relationship with the surrounding community. For 2020, the McMaster community was encouraged to take part in our digital fundraising events, such as Lunch Hour Trivia Sessions, Online Auction, and a Speaker Series. The United Way Campaign supports McMaster's mission as it reinforces the University's commitment to inclusiveness, teamwork, and serving the needs of our society.

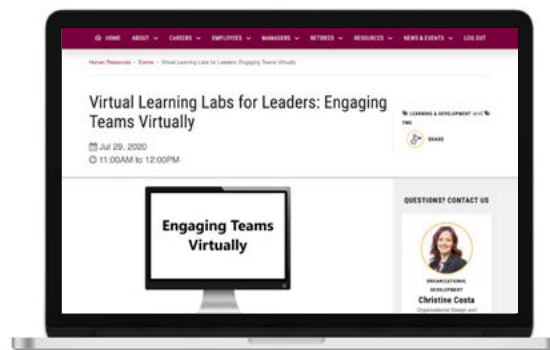
TMG Ways of Caring

- 112 Care Packages were delivered to individuals in need
- 98 notes and letters were written to seniors, frontline workers and individuals receiving food hampers
- 58 activity kits were assembled and donated
- approximately 20 boxes of food were donated

- helped 12 families enjoy their holidays with gifts, food, cooking essentials and gift cards
- 7 individuals received coaching and feedback through online mock interviews; and
- 11 families enjoyed a musical jam session in collaboration with Community Living Burlington

115
activities
completed

Partnered with
13
community
organizations



HRS supported over **60 McMaster leaders** in the shift to virtual leadership and team engagement through the development and delivery of an innovative **Leader's Learning Lab Series**, in direct response to needs emerging from pandemic virtual work.



University employees participating in the United Way Pull/4Mac Bus Pull.



McMaster Physical Activity Centre of Excellence (PACE) employees engaging and working at a computer screen.



Transformation of HR Processes – HR Review Implementation

Twenty recommendations stemming from the HR Review report in 2019 initiated a human resources transformation - ranging from improving HR transactional processes, to improving pay accuracy, to ensuring that McMaster University continues to attract and retain exceptional faculty and staff.

Significant foundational work has been completed to streamline processes and introduce new technology solutions for employee life-cycle transactions from hiring to retirement – and everything in between.

To start, PeopleSoft (McMaster's Mosaic Human Resources Information System) was reconfigured to build accuracy and timeliness into the payroll and employee record systems, and enable the ability to track, report, and manage employee data. The reconfiguration and a significant database cleanup set the groundwork to replace the paper-based HR Event Forms with Mosaic HR eForms. These guided workflows now automate the information needed to ensure accuracy for pay and benefits, and all employee life-cycle changes such as parental leave, tuition and bursary administration and a simple, standard approval process for introducing and filling new positions.

16,897

employee records updated

4,377

positions deactivated

Improving the Employee Experience

Since implementing the initial Mosaic HR eForms, feedback from users and departments has been positive. Users have conveyed the ease and simplicity of the eForms, the comprehensive instruction guide and training videos, and the rapid responsiveness of the project team to mitigate any issues users experience.

MOSAIC eFORMS* SNAPSHOT

- **1,222** eForms completed and entered into the system across **180** departments
- **Two-day** median completion turnaround time



*between May 17 - June 30, 2021

"The form is super simple and user-friendly. Looking forward to using it more!"

– Department of Medicine

"Amazing process. It has saved days of work from the old process and eliminated the steps for having to chase for approvals, which could take days and weeks."

– Department of Athletics and Recreation

Thanks to the cross-functional collaboration, engagement and feedback with many departments and faculties across campus, the implementation has been met with great success.

Additional Process Improvements Completed in 2020

HR Review findings also highlighted or supported the need for:

- Some Faculty of Health Science HR transactional work to be transferred to the HR Service Centre.
- This was completed earlier in the year to streamline processes, with Standard Operating Processes, training and systems documentation developed to support a smooth transition.
- Leave of Absence administration enhancements to enable employees to make benefit, pension or RRSP contributions easily while on leave.
- New faculty recruitment (SPS A1) and onboarding systems, reporting and training implemented in line with new policy provisions to help increase the diversity of applicant pools and improve the hiring process.

More information about the HR Review recommendations and its projects can be found at hr-review.mcmaster.ca.





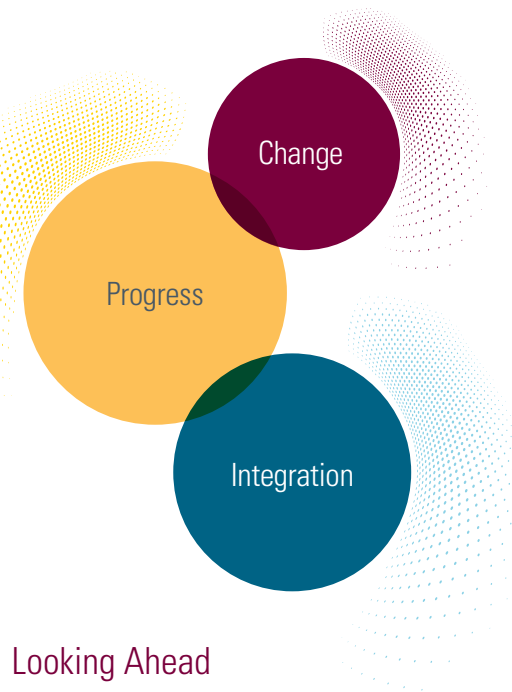
Peter George Centre for Living and Learning during construction.

Planning for the future — through 2021 and beyond

To deliver on strategic objectives, advances to the university's operating model for HR are planned to further enable operation and inclusive excellence.

Improvements to Operating Model for HR

Through the extension of the Human Resources Strategic Plan, an integrated, service-focused model will be in place to support the university community. The model will focus on:



With a comprehensive service delivery model in place; the HR team will enhance collaboration and consultation with the McMaster community through:

- Numerous Programs, resources and support to enable a safe, healthy, engaging and inclusive work environment.
- Interactive HR self-service capability
- A modernized and accessible HR contact centre with enabling technologies
- Intuitive and automated processes to drive operational efficiency and data integrity
- Agile HR partnerships that advance key priorities and integrated solutions leveraging a OneHR approach
- New hiring, onboarding and workplace experiences and platforms aligned with leading global practice
- Comprehensive HR programming in all areas of expertise, including supports for managers and administrators
- Programming to support opportunities for learning, development and career growth

Looking Ahead

The future of Human Resources Services at McMaster will represent change, progress and integration.

The concept of OneHR will be expanded to deliver enhanced, comprehensive support that reflects the needs of the entire university community. As we progress through the next year, it is expected that a new HR Governance structure will be established to enable planning and decision-making on key HR-related programs and initiatives supporting McMaster's operational and inclusive excellence priorities.



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Human Resources

