

McMaster Human Resources Annual Report 2021-2022

BRIGHTER WORLD
hr.mcmaster.ca

Human Resources



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 Kateweienstha (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,

Fiscal year 2021-22 brought exciting changes and a renewed sense of 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.

We navigated the return to in person learning and working, together. I am extremely proud of the work delivered by McMaster staff and faculty to support 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 has been working to close the final chapters of the HR Service Review that was launched in Fall 2019 and extended into 2021 and move into the next phase of the transformation journey. We remain focused on delivering continuous improvements with a focus on modernizing and enhancing our HR processes, and have McMaster remain a versatile and workforce now, and into the future.

We couldn't have done all of the great work and accomplished so many milestones without the support and collaboration from our partners across campus. From delivering new and innovative technology improvements, to identifying strategic needs and priorities for departments, the road to operational excellence begins with you.

As I look toward the future, there's a lot to be excited about. We are working on updating our HR Strategic Plan, championing the future of HR and further positioning McMaster as a top employer. We will continue to collaborate with our community partners and deliver service excellence, empower learning and champion opportunities for individuals to grow their careers.

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

I look forward to your continued partnership and collaboration.

Wanda McKenna

Assistant Vice-President and Chief Human Resources Officer



Edward's Arch.

BRIGHTER WORLD

The team and McMaster community we serve

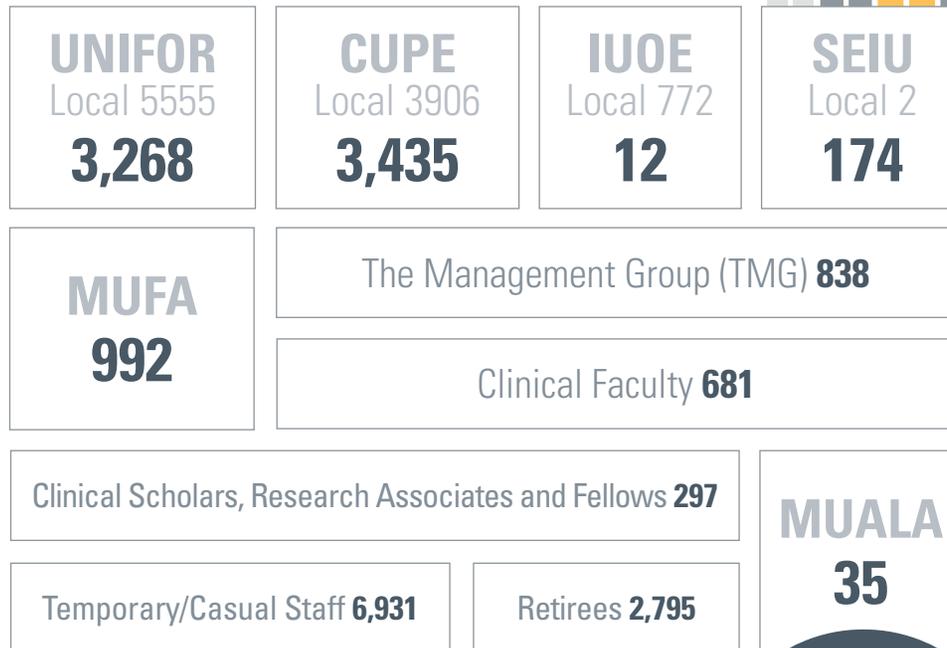
Mission

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

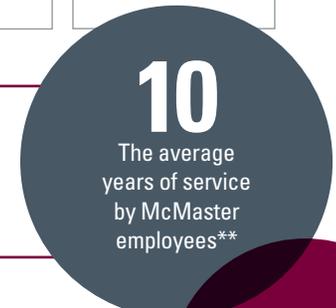
- o Enabling University strategy
- o Collaborating with our community
- o Delivering service excellence
- o Empowering learning & growth



Human Resources Services supports the work and well-being of more than **17,000*** staff and faculty members, with total compensation expenses of **\$731.6 million**.



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



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.

*Note: This report focuses on data primarily collected for the fiscal period of May 2021 – April 2022.
*Staff and Faculty members includes the aggregate of all employee groups (i.e. Staff, Faculty, and Clinical Faculty)
**Excludes McMaster University Faculty, Clinical Faculty and Senior Academic Librarians, CUPE, Temporary Staff, Clinical Scholars, Research Associates and Fellows*



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 university activities, with a renewed focus on the employee experience and continuous improvement.

HR Operations Service Improvements

Human Resources has realized notable service satisfaction improvement scores for payroll administration, staffing advice and recruiting*. Improvements to HR service included new eForms and leveraging technology, and the continued expansion of the HR Partner Model.

270,000+ paycheques processed

Recruitment and Talent Acquisition

Customized and proactive recruitment and talent acquisition strategies and experiences remain a key priority area of focus for Human Resources and the University as we continue to enhance our brand globally as a top employer, remain competitive in a dynamic work environment, and advance inclusive excellence into the future. Together with our partners, notable improvements in talent acquisition were delivered including training for hiring managers, new online resources, and a successful pilot of VidCruiter automation.

- Over 150 customized interview guides were created as were various custom job postings and posting templates which significantly improved talent attraction and hiring rates.
- Over 20 new “how to guides” supporting end to end recruitment were created, including content on writing interview questions, onboarding, how to disposition candidates etc.
- 630,000 unique job seekers, 56,000 applications matched to role requirements on Indeed applications matched to role requirements
- Over 110,000 job postings viewed on LinkedIn; 7,180 applications matched to role requirements
- VidCruiter satisfaction rate (candidates and hiring panels): 4.18/5

5.7 million+ impressions on Indeed

HR Technology

As part of Operational Excellence, HR continued its journey towards HR digitization the by streamlining various processes related to the employee lifecycle through leveraging eForm technology. By introducing the HR Technology Roadmap, we are reshaping the HR digitization strategy to develop employee-centric experiences that will drive our strategic decisions and transformations.

People Analytics

The Oracle BI Workforce Dashboard was launched to provide users access to interactive workforce dashboards and reports to help understand and explore employee workforce data in 15 key areas through employee’s lifecycle from hire to retire. HR is also championing Data Governance initiatives and created 100+HR data definitions and launched 49 new reports to the HR Reporting Hub.

Client Advisory Support

Human Resources provided support to the community by executing 25,835 service tickets logged in JIRA with 4.8/5.0 service satisfaction rate reported in Jira by users.

Payroll Services and Workforce Data Management

HR Data Administration and Payroll Services team produced 17,979 T4 slips; 2,392 T4A slips; 15,641 T2200s; 5,312 Record of Employment; 16,460 terminations; 1,395 leaves; 8,278 new hires; 7,643 rehires; 7,539 salary rate updates; 2,829 position changes. The team supported the community through the increased volumes in recruitment, leaves, and terminations through the fiscal year.

Leadership Development, Virtual Leadership and Collaboration

- Transitioned to virtual delivery of development programming with an increase in participation – 850+ participants in 6 programs
- Provided leadership and innovation in virtual facilitation to enable effective delivery of strategic priorities in a distributed online work-setting. Delivered virtual sessions such as People Leader Back to Mac Sessions, Recognition Events and Virtual Project training sessions reached over 100 people per session.
- Facilitated multi-rater leadership assessments, debriefs and coaching for over 45 academic and non-academic leaders

850+
participants in
wellness programs

80
new continuous
improvement
program innovations
this year

Process and Technology Improvements

- HR continues to find innovative and effective solutions for the evolving needs of employees.
- Launched the Pre-Hire MacID eForm
 - Data Cookbook integration with Mosaic
 - Expansion use of MS Power BI

Communication enhancements

- Regular updates to McMaster's HR webpages based on traffic trends and feedback from the community, including AODA compliance and numerous Back to Mac updates.
- Digitization of the News to Use communication vehicle to support leadership, cascade of messages and communication to on-site teams.
- Delivered frequent communications including the monthly HR Update Newsletter, quarterly Workplace Well-Being Newsletter and monthly Employee Well-Being Newsletter.
- Continued focus on stakeholder impacts/assessments to understand employee experience/organizational development consultations and support

1,049,000
page visits to
hr.mcmaster.ca



Recognition Programs

- Years of Service Awards:
490+ employees recognized for 10+ years of service
- The President's Awards for Outstanding Service:
176 employee nominees this year
- TMG Peer-to-Peer Recognition Program:
5 recipients this year



130
employees attended
the 2022 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.

Employee Engagement

Coordinated with internal partners and vendor to implement employee engagement and pulse surveys and/or action plans to support over 780 faculty and staff members.

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.



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.

311 Delivered training to 311 Facilitators as part of the Employment Equity Facilitator Program

Employment Equity Training

In an effort to advance employment equity, inclusive excellence, fundamental human rights and equity, 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

- 77 Equitable Recruitment & Selection Training sessions held for chairs, hiring managers, and search committee members.



- 311 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 2021 Employment Equity Census report saw an increase in the number of equity-deserving groups represented across some of our biggest employee groups. This is an encouraging move forward." – Wanda McKenna

- 30+** engagement sessions with senior leaders and key groups to review latest census results and create action plans
- 100+** people managers participating in the Inclusive Excellence Leadership Program
- 749** Faculty and Staff have completed the Equitable Recruitment & Search/Selection Committee Training.

Ongoing initiatives

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

- Provided support to 9 EDI committees and Resource Groups
- Over 250 participants across 101 sessions providing additional EDI training, coaching, consultation and support
- 36 Unconscious Bias sessions held in 2021-2022
- Supported revision of the Policy on Recruitment & Selection of Faculty Members, incorporating equity and inclusive excellence principles and practices, and supported the development of a new Handbook along with supporting implementation
- Integrated EDI and Inclusive Excellence in Employee Recognition Awards (President's Awards and TMG Peer to Peer Recognition Program)
- Enhanced all leadership programming with inclusive leadership content
- Extended pilot of Inclusive Excellence Leadership Program in partnership with Equity and Inclusion Office

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



Total Rewards

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

McMaster compensates employees for their contributions to the success of the University with competitive total rewards: salary, benefits, retirement savings, wellness programs, paid time off, as well as personal and professional development supports.

We aspire to be a psychologically healthy, inclusive, and accessible university which promotes and supports the mental health and well-being of every student, staff, and faculty member in all of its activities and creates the conditions for all to flourish.

Staff and faculty are supported in their well-being through enhanced extended health care benefits, disability management and return-to-work support, an employee and family assistance program, stigma-reducing initiatives, mental health training, and well-being resources and initiatives which support the whole-person.

These programs and resources are continually reviewed and managed by a team of subject matter experts to ensure supports are available to our people as needed.

Psychological Wellness

Whether it is a comprehensive EFAP, mental health education, access to a meditation / religious observance room, community fridge or another one of more than 118 initiatives, our programs support mental health, emotional health, and healthy social connections.

- **\$2.4M** in mental health claims were paid through our benefits plan
- Our EFAP provider responded to nearly **700** requests for urgent mental health support

Physical Health

Our competitive benefit program as well as ergonomic workstations, fitness classes, nutritional education and many other initiatives support prevention and treatment of illnesses. Over the last few months, we have enhanced data analytics around these programs to ensure future programming decisions can be made quickly to respond to arising needs of our employee population.

- **46,907** claims for paramedical services were submitted for reimbursement to our benefits provider
- In 2022, HR Services supported a partnership between McMaster Athletics & Recreation and Sun Life resulting in an opening of a full-access employee-only gym: **Pulse at Pace.**

Financial Health

Financial health is a critical aspect of overall wellbeing. Our insurance programs (life and disability insurance), retirement savings and planning, recently enhanced pregnancy / parental leave SUB benefit as well as employee discount program support day to day financial decisions, financial literacy, and long-term financial planning.

- We helped **153** individuals transition to retirement
- **208** individuals received pregnancy / parental SUB payments
- Participation in our Group RRSP program increased by **25%** over the prior year. The pension plan saw a **7%** membership growth.

Career and Personal Growth

Our programs are designed to help individuals looking for growth through tuition support and bursaries, professional development (in-house and financial support for external programs) or mentorship.

- **308** new jobs created
- **1,772** staff advanced their careers at McMaster, accepting a new appointment, career growth opportunity or a promotion



University Partnerships

Partnerships across the university campus are paramount to supporting the community. HR fosters collaborative partnerships with many parts of the university to support and deliver services.

Expanded HR Strategic Partnership teams and Community of Practice

The HR Strategic Partners support the needs of our faculties and departments by identifying and addressing strategic people plans and arising HR priorities. Involved leaders have recognized greater alignment and improvement in HR related activities and experiences as a result of this enhanced level of consultation. As the model continues to grow and evolve, several areas have introduced new embedded HR Partners, Coordinators and “hub” teams who remain focused on advancing specific internal HR, EDI and recruitment support within respective faculties and departments.

Based on the diverse needs across the community, HR Strategic Partners have been helping leaders to assess needs and design customized plans, processes and solutions to progress key people deliverables, engaging HR colleagues within their areas of expertise as required to deliver meaningful results.

This group collaborates regularly as the HR Partner Community of Practice, sharing experiences and insights from respective portfolios, reviewed arising HR priorities, helped to develop solutions and engaged in shared learning. HR Strategic Partners have been instrumental in informing university-wide HR planning, identifying opportunities for enhancements, and championing implementation of key HR priorities and projects across our community.

HR 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.

HR Network

The HR Network formalizes 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.

- **115** members from departments across McMaster
- HR Network sessions held monthly since March 2021

HR Forum

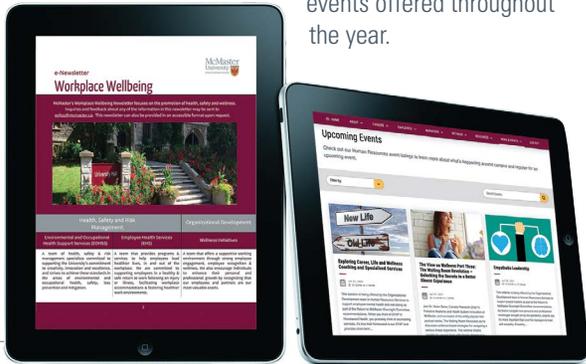
The HR Forum is hosted semi-annually for HR professionals and employees engaged in HR related work activities across campus, to collaborate and learn together. This initiative provides guidance and updates on HR initiatives and priorities, and looks for ways to continue to advance the HR services that McMaster delivers.



In 2021
439
employees
participated in
2 HR Forums

Healthy Workplace Committee

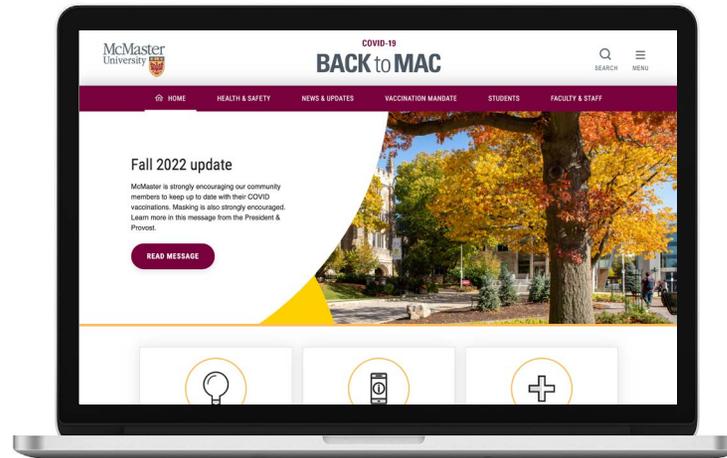
Since 2002, HR has facilitated this committee comprised of employee volunteers from various areas within the University. The shared goal is to improve the health and well-being of employees through education, awareness and participation through health and wellness events offered throughout the year.



TMG Days of Service

This year's TMG Day of Service was hosted at McQuesten Urban Farms, an innovative neighbourhood development initiative that provides a space where people can come to together to advocate for good food. TMG members worked in their community urban garden which supports food insecurity in one of Hamilton's largest food deserts.

55
employee
volunteers donated
more than 1,500
hours of their time



HR supported over **470 McMaster leaders** through the transition to hybrid work with virtual leadership, inclusive workforce strategies and team engagement.

\$295,542 was raised by the 2021 McMaster United Way Campaign



McMaster United Way Campaign

Every day, United Way Halton & Hamilton has a profound impact on our community by ensuring an essential network of programs and services work together to achieve lasting, positive change. The United Way Campaign encourages McMaster's continual growth through community engagement and allows McMaster staff, faculty, and students to strengthen their relationship with the surrounding community. McMaster raised more than \$295,000 in the 2021 campaign and was presented the Inspiring Local Love Award for the 2021 campaign. 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.



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



HR Transformation

Since 2020, the pandemic accelerated the digital transition that was already underway throughout the HR Review implementation, a number of service improvements and new initiatives have been launched on the journey towards Human Resources service excellence.

As we transitioned from the HR Review to HR Governance in 2022, our experience makes clear that there is great potential to continue to be innovative, transforming Human Resources Services to be digitized, strategic and employee centric, with a focus on continuous improvement.

Human Resources will continue to collaborate with community partnerships across the university and utilize advancing technologies to address the increasingly complex HR processes and challenges.

HR Governance Model

A new institutionalized HR Governance Structure has been developed to foster a partnership between the university and human resources leadership. Effective governance promotes transparent and timely decision making, prioritization of HR programs and resources, ongoing HR communication and information sharing across the university and solution focused problem solving and issue resolution. This new governance structure will support McMaster's operational and inclusive excellence priorities.



Improving the Employee Experience

Since implementing the initial Mosaic HR eForms, users continue to share positive experiences about the process improvements they are seeing.

MOSAIC eFORMS* SNAPSHOT

- **1,937** Position Management eForms completed and entered into the system across 216 departments.
- **792** Employee Change Request eForms completed and entered into the system across 327 departments.
- **Two-day** median completion turnaround time for Position Management eForms.

Additional Process Improvements Completed in 2021-22

As part of the HR transformation process, the following improvements have been made:

- Launched the Pre-hire MacID Form
- Launched Position Management and 5 new employee change request forms
- SB Consultations (consulted 80% people)
- Special Premium Payment stakeholder consultations

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



Thanks to the cross-functional collaboration, engagement and feedback with many departments and faculties across campus, who support the continued transformation of HR processes.



Return to McMaster University

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 guidance documents and standard operating procedures, consulting on university strategy and providing direction on the hybrid work model. They also worked with university leaders to help make decisions and meet the needs of teams across campus.

Workplace Employee Experience Committee

McMaster University's Workplace and Employee Experience Committee reconvened in 2021 to develop initiatives that foster a positive experience for everyone that works at McMaster and contributes to its success.

The committee included representatives from human resources, faculty and department administrative representatives, and academic leaders.

The committee identified five priority areas to focus on the future of work for all employee groups, including faculty and staff. These priority areas were:

- Vision and strategy
- Talent planning
- Learning and innovation
- Employee experience
- Work environment

Flexible Work Guidelines

An outcome of the Workplace and Employee Experience Committee was the development of the University Flexible Work Guidelines which assisted managers and employees in navigating the flexible work arrangement process. This included the flexible work website, featuring examples of different flexible work options, a step-by-step proposal process with templates and samples, and many additional resources to help successfully guide staff and supervisors in establishing and maintaining these arrangements. To encourage two-way communication and feedback, an interactive opportunity for employees to share their experiences with flexible work at McMaster was also included.

Health and Safety

University Health & Safety, formerly known as 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 McMaster maintains a safe working environment and remains in compliance with all health and safety legislation and best practices. They also create tools, processes and programs for supervisors and employees to mitigate and reduce risk for the university.

60

recommendations
surfaced
through WEEC
subcommittees

25,143

online health and
safety training courses
completed by employees

Vaccine Validation

Human Resources Services introduced a new Vaccine Validation Team in September 2021 to support the operationalization of our Vaccination Mandate for faculty, staff and students as well as all related intake, triage, exemption, validation and reporting processes. This team also acted as a central point of contact for vaccination related policy and process inquires and support for the broader McMaster community, including visitors, volunteers, lessees and contractors. 74,013 vaccination records were processed up to May 1, 2022.



Planning for the Future

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

In the year ahead, a new Human Resources Strategic Plan will be implemented to further align with McMaster's institutional priorities. The HR Operating Model will continue to evolve towards Service Excellence and OneHR.

Improvements to HR Operating Model

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 HR team will continue to enhance collaboration and consultation with the entire 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 is able to 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 non-value added work



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

BRIGHTER WORLD
hr.mcmaster.ca

Human Resources

