

# 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.





# 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:**

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

**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:

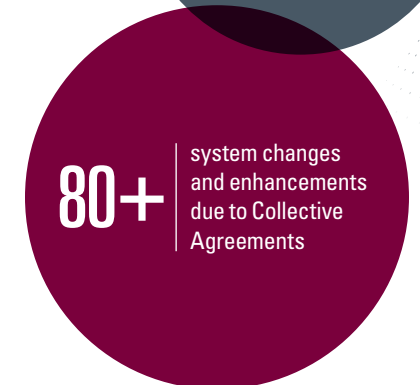
19,774	T4 slips
17,346	New hires and rehires
301,713	Total paycheques (a 12% increase compared to the previous year)

## 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.



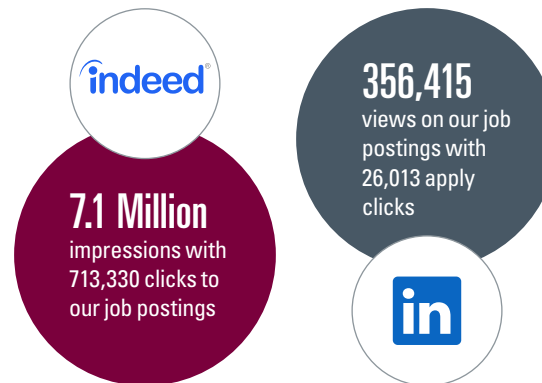
## Employee Recognition

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

## 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

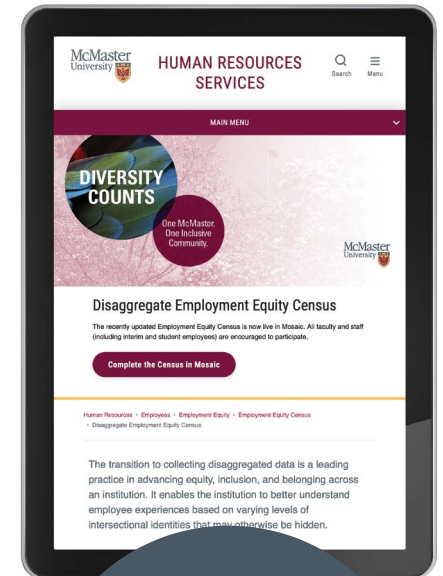
## Employment Equity Census and Action Planning

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.

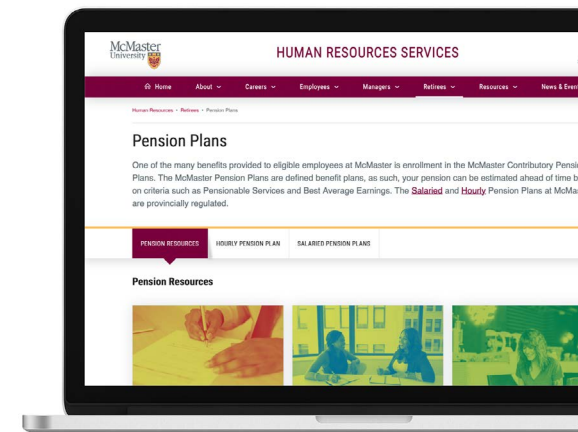
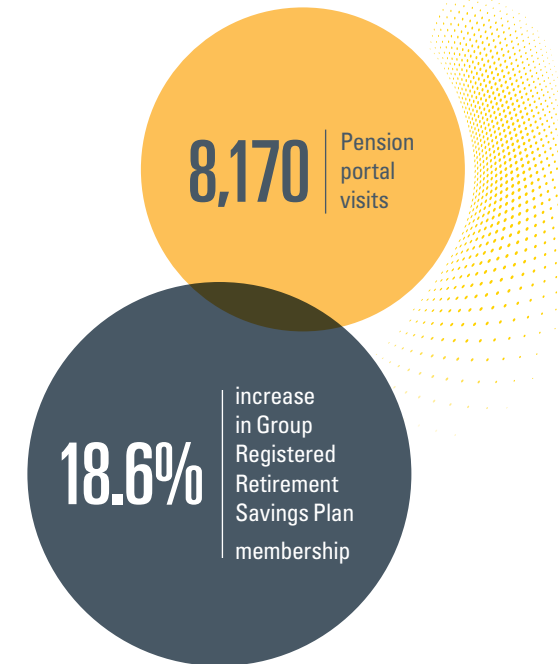


Introduction of the Healthcare Spending Account (HCSA) for TMG in July 2022 and the upcoming implementation of the benefit for Unifor Unit 1 employees was a step towards flexible and inclusive benefits.

- 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.



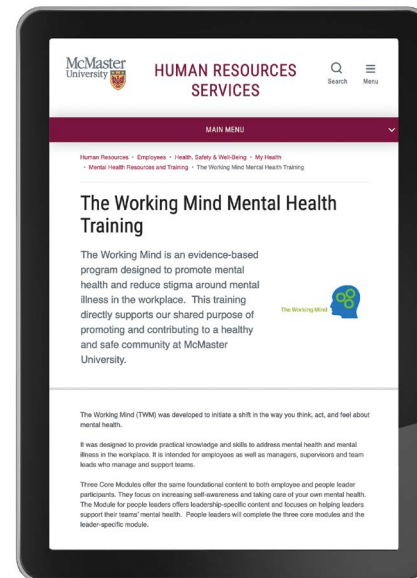
## Workplace Health and Well-being Strategies

- 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

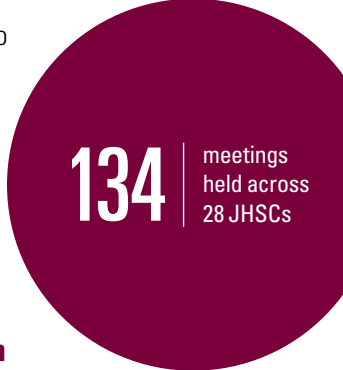
- The Well-being Ambassador Pilot Project certified 13 employees to champion university wellness in various faculties and departments across campus.



## 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 (OHS). 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.

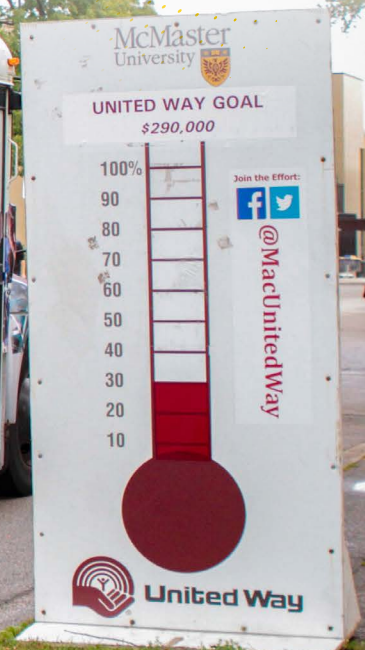
**TMG Days of Service:** This year's TMG Day of Service was hosted at McQuesten Urban Farms, an innovative neighbourhood development initiative advocating for good food. In 2022-23, 65 employee volunteers donated more than 195 hours of their time.



**\$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



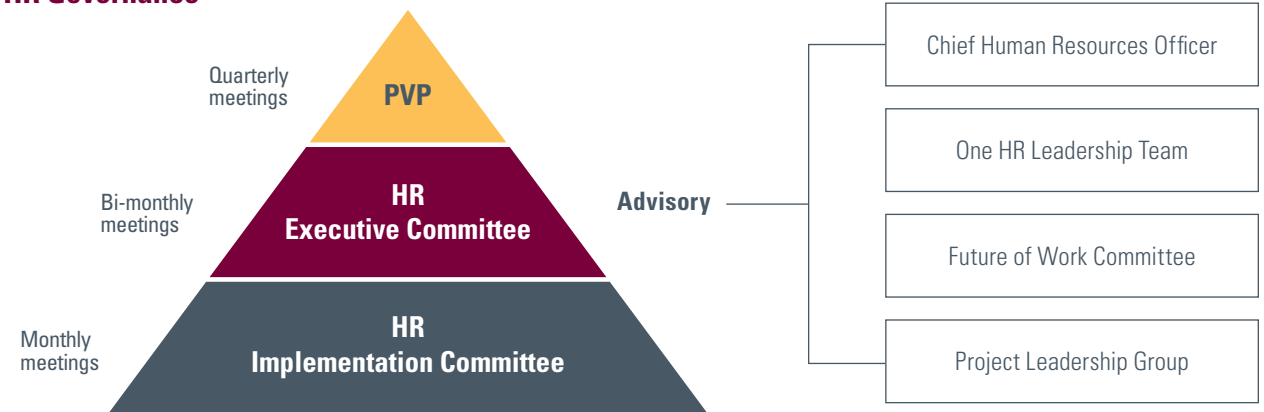
## HR Governance and Operating Model

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



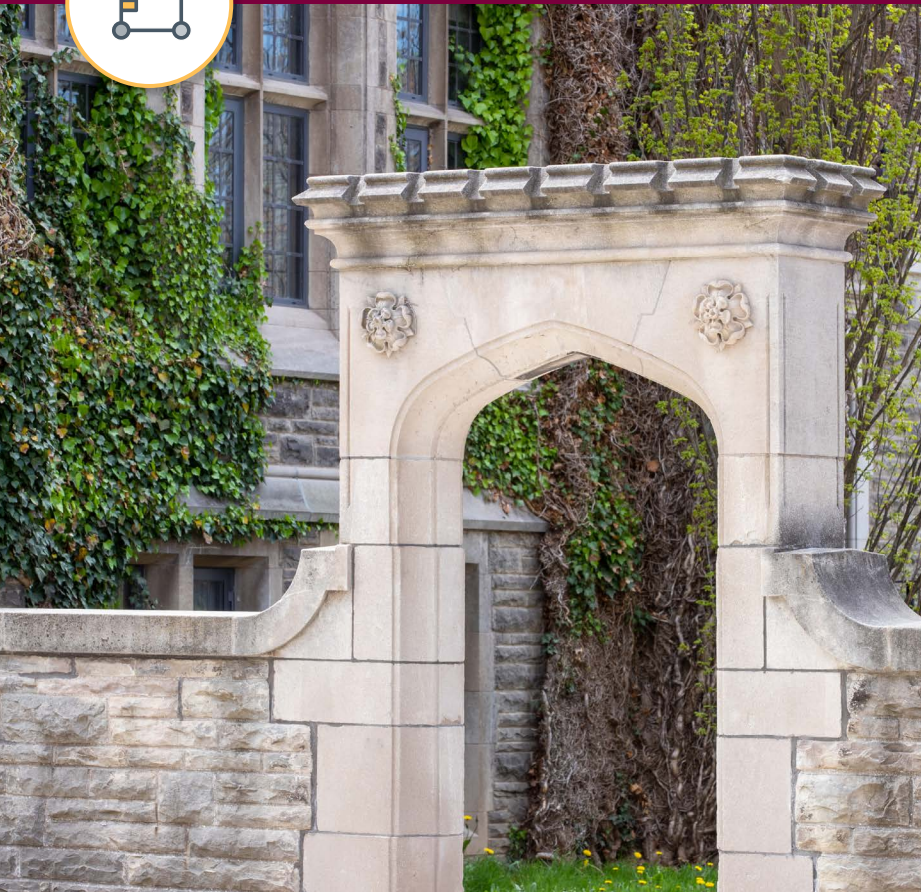
### Integrated "OneHR" Operating Model



# 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](mailto:hr.mcmaster@mcmaster.ca) | [hr.mcmaster.ca](http://hr.mcmaster.ca)