



HR Review Progress Report

June 2023

ONEHR

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Supplemental Materials:

HR Review Website: [Home— HR Review Implementation \(mcmaster.ca\)](#)

NEW HRS Strategic Plan: [HR Strategic Plan— Human Resources \(mcmaster.ca\)](#)

HR Annual Report – 2021-22: [HR-Annual-Report-2021-2022.pdf \(mcmaster.ca\)](#)

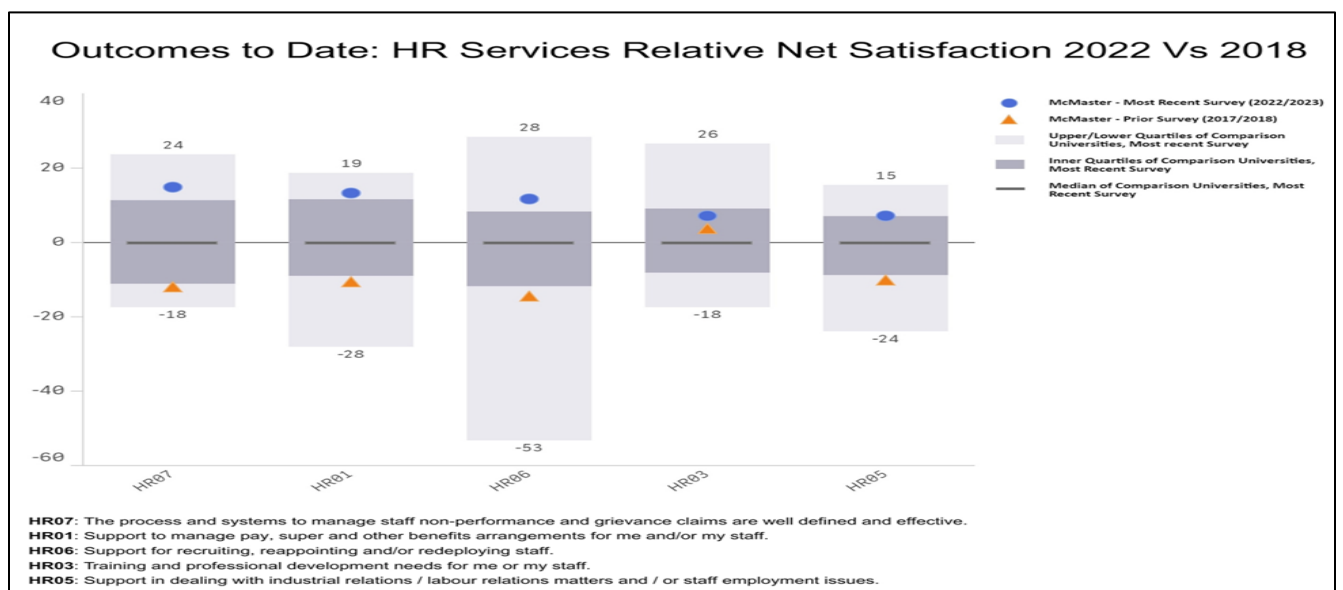
HR Annual Report – 2020-21: [HR-Annual-Report-2020-2021.pdf \(mcmaster.ca\)](#)

Executive Summary

The [Human Resources \(HR\) Review Report](#) was received and shared with the community in October 2019 and since then, considerable progress has been made in responding to the recommendations and to deliver improved support to the University community. The HR Review led to transformation and modernization of many services, and improvements to processes, technology, and the HR operating model. This report is a synthesis of actions taken in response to the HR Review objectives and includes future strategic priorities.

Summary of Projects and Objectives	Actions Implemented
Foundational Projects: Position Management and Mosaic HR eForms	<ul style="list-style-type: none"> ✓ Position Management Reconfiguration and Clean-up ✓ HR Event Form eliminated and new eForms delivered
Objective 1: Payroll Workflow and Standard Operating Procedures	<ul style="list-style-type: none"> ✓ Payroll workflows, automation of processes, guidelines and training and standard operating procedures available
Objective 2: Payroll Metrics and Reporting	<ul style="list-style-type: none"> ✓ HR Reporting Hub and HR Workforce Dashboard delivered in alignment with Data Cookbook and Data Governance framework
Objective 3: Staff Development	<ul style="list-style-type: none"> ✓ Investments made to increase payroll expertise and staff training ✓ HR Network, Communities of Practice and newsletters support knowledge sharing
Objective 4: FHS/HR Service Centre – Responding to Unique FHS Requirements	<ul style="list-style-type: none"> ✓ Payroll work moved from FHS HR to HR Operations team ✓ Strengthened collaboration and partnerships
Objective 5: Human Resources Functional Organization Design	<ul style="list-style-type: none"> ✓ Implemented a New Governance Structure for HR ✓ Created a new OneHR Operating Model
Objective 6: Recruitment and Talent Acquisition	<ul style="list-style-type: none"> ✓ Initiated a Hiring Process Improvement initiative ✓ Implemented VidCruiter; expanded reach of McMaster postings
Objective 7: Update TMG Compensation, Pension and Benefits Plans	<ul style="list-style-type: none"> ✓ Reorganized team and added expert resources ✓ Completed a discovery phase to inform areas for change

The UniForum Service Effectiveness survey demonstrates that this work is having a positive impact on service outcomes with increased satisfaction with HR services for 2022 in comparison to 2018 (pre-HR Review), as shown below.



The Uniform Service Effectiveness scores show that improvement has been achieved in all HR categories, with the notable improvement in payroll services, recruitment, and staffing advice. These HR services effectiveness scores were in the top quartile as compared to other universities that participate in the UniForum benchmarking initiative.

While progress has been achieved, there is still work to be done. The November 2022 Budget Committee discussions highlighted the complexity in updating processes and technologies. A new Hire-to-Pay Taskforce was created to identify opportunities for improvements to administrative processes across all areas of the university in a way that ensures accurate and timely processing of hiring and payroll for all Faculties, departments and Human Resources Services. A separate recommendation report is being produced by this Taskforce.

Given the ongoing and long-term nature of the initiatives, HR process, technology and operating support projects are now tracked and reported through the HR Governance structure which has emerged as a result of the HR Review. Future updates on the HR Review will be provided as part of the new HR Governance structure.

Background

The 2019 HR Review engaged internal and external reviewers to assess the effectiveness of the HR function at McMaster. While strengths were identified, the HR Review Report also highlighted areas of significant challenges and opportunities. The [20 HR Review recommendations](#) were wide ranging and varied in complexity. A project framework approach was quickly engaged, in partnership with university leaders, to respond to the report. Added to the 20 HR Review recommendations were several projects already underway within HR under the HR Digitization strategy. These were consolidated with the recommendations into [seven \(7\) objectives plus two \(2\) foundational projects](#), each with multiple action plans. This report provides a summary of actions taken under each of these objectives and projects.

Foundational Projects: Position Management and Mosaic HR eForms

Two projects were deemed foundational and required to establish the infrastructure needed for the future. These were successfully implemented as highlighted below.

Position Management Project – Reconfiguration and clean-up

The streamlining of workforce data was required to ensure accuracy in payroll and benefits, manage security access to data, and track positions in each department for budgeting and reporting purposes. This reconfiguration project created a strong, clean hierarchy and understanding of vacant-versus-filled positions that can be utilized for future planning, such as organizational charts, recruitment, talent development and succession planning.

The cleanup uncovered many positions that had invalid or incorrect budget centre information, resulting in incorrect data sent to payroll which in turn caused errors and delays in employee payments and tax records. **20,000** employee records were reviewed and updated as required and **6,000** positions that were vacant for at least 2 years were deactivated. An ongoing maintenance plan was created and is now in place.

Mosaic HR eForms Project

The Position Management reconfiguration and database cleanup set the groundwork to replace the paper-based HR Event Form with Mosaic HR eForms. The HR Event Form was a paper-based process used to administer every step in the employee life cycle. The most serious issues identified in the HR Review report regarding payroll were directly stemming from the HR Event Form, impacting tens of thousands of employee-related transactional processes each year. The digitization of this form was a significant deliverable from the HR Review.

The new Mosaic HR eForms were designed to ensure that the correct information is being entered by the user before moving to the next step – decreasing errors, delay, and re-work, and resulting in a quicker turnaround time.

eForms Impact on Data and Payroll Accuracy as of January 2022				
eForm Types	eForms Submitted	eForms Executed	Activity Summary	Faculties / Departments
Position Management eForm	9090	8739	60% of eForms executed were Request New Position and 37% were Request Position Data Update 50% of the eForms were executed within a 24-hour period	307 depts
Employee Change Request eForms	5684	4529	55% of eForms executed were Contract Extension; 40% were Termination	253 depts
Pre-Hire MacID eForm	863	843	Reduced from 7-days to 0.5 days	32 faculties

eForm technology will enable future improvements in many processes. For instance, in August 2022, the Pre-Hire MacID eForm was implemented to streamline the process of assigning MacIDs to new hires. Users have recognized the timely support, ease and simplicity of the eForms, and the comprehensive instruction guides and training videos

Objective 1: Payroll Workflow and Standard Operating Procedures

Deliverable: *Develop and refine workflow, process charts and standard operating procedures (SOP) for all payroll and employee record maintenance tasks.*

What did we do?

Significant advancements have been made through our foundational projects and aligned payroll improvement activities. Examples of actions include:

- Multiple meetings were held with other leading Canadian universities who had employed PeopleSoft functionality or were in transition to determine best practices.
- Internal HR workflows were updated and/or documented to support related payroll and data management processes; new Knowledge Base repository was initiated within HR Operations, with work underway to share access more broadly.
- Broad consultation was held with the intention to build strong partnerships between HR,

FHS HR and faculty/department leaders to understand and build integrated, end-to-end processes and help address unique requirements or arising trends.

- Created new eForms to enable clear automated workflows and improved data accuracy

A new HR Service Desk leveraging JIRA functionality (as an interim solution) was successfully launched in HRS to facilitate communication between employees, department administrators and HR. JIRA will be replaced with Microsoft Dynamics CRM for HR, which will further improve supports and the employee experience.

Outcome – Payroll Workflows and SOPs

Tangible outcomes include:

- New process documents and supporting resources are available for the user community; regular sessions established to share related training and updates.
- New HR project and technology roadmaps established with ongoing review.
- New functionality to review active combo codes linked to position management and hire process has significantly reduced errors and the clean-up required.
- Improved workflows, support resources and training are now part of the project framework.

Objective 2: Payroll Metrics and Reporting

Deliverable: *Develop standard payroll accuracy metrics and reports to track and communicate results.*

What did we do?

Advancements in people analytics have been achieved as data integrity has improved.

- The HR Reporting Hub in Mosaic provides a new payroll dashboard and more than 40 new reports to the user community.
- The HR Workforce Dashboard, launched in partnership with Institutional Reporting and Analysis (IRA) provides real-time employee life cycle data to leaders and administrators in respective faculties and departments.
- The Data Cookbook was integrated with the HR Reporting Hub, marking a significant milestone in strengthening the institutional Data Governance framework.
- Further BI dashboards are currently in development to support trend analyses and initiative design.

Outcome – Improving the Employee Experience and Reporting

The charts included in Appendix A demonstrate significant improvement in payroll accuracy and service satisfaction rates.

- 99.5% of paycheques are delivered to employees on-cycle. (Note: Payroll accuracy can be measured through the success rate at which a regular on cycle pay deposit is generated for an employee.) Process discussions continue to address issues impacting service delays.
- A 99.87% resolution rate was achieved for the 26,274 tickets created in the JIRA HR

Service Desk in the June to May 2022/23 period. The resolution rate has improved by 2.03% over the 97.84% resolution rate in 2021/22.

- 4.7 out of 5 average user satisfaction score as reported through JIRA in the same period. (The same satisfaction score was achieved in 2021/22).
- Average 4.3-4.5 out of 5 satisfaction survey results with new HR embedded teams supporting integrated HR transactional matters.

Objective 3: Staff Development

Deliverable: *Ensure all HR Service and Operations staff, as well as employees in faculties and departments who administer HR functions, have the knowledge, skills, and behaviours to deliver exceptional levels of service and accuracy.*

What did we do?

The HR Review indicated the user community wanted better access to HR supports, and to ensure that payroll services were delivered by experts. Numerous actions have been taken in response. Examples include:

- Investments were made to increase payroll expertise, with a Senior Manager for Payroll, Tax and Data Compliance hired in July 2020, and a new Director of HR Operations, Systems and People Analytics hired in April 2021; all payroll team members continue to be fully certified through the Canadian Payroll Association.
- Full re-alignment of HRS team allowed for greater focus on HR operations, priorities and client support, including a revamped HR service desk model.
- Several HR teams were realigned to form HR Centres of Expertise including Compensation, Pension and Benefits; Health, Safety, Well-being, and Labor Relations; Talent, Employment Equity and Development; and Strategic Project Management.
- Strategic HR Partner roles were introduced to support Faculties and departments.
- HR team members received Lean Six Sigma* training.

Outcome – Improved access to Resources and Improved Communication for Administrators in Faculties and departments

To enable knowledge sharing with departmental administrators and leaders, HRS:

- Introduced the HR Network delivering monthly information and training sessions for over 400 Faculty or department administrators who are engaged in HR work.
- Established new Communities of Practice for HR Strategic Partners (monthly), all embedded HR partnership team members (monthly) and Employment Equity Facilitators and embedded EDI Specialist roles (quarterly plus forum).
- Focused efforts towards change management. Training and education, post go live support and on-line resources are provided for every new project,
- The HR Forum continues to be provided two-times per year (since 2016) delivering updates on key trends and HR strategic initiatives.
- An HR Update newsletter provides monthly updates on numerous topics.

Objective 4: Responding to Unique FHS Requirements

Deliverable: FHS and central HR to identify the transactional work that is common across campus and determine where this work is best done from an efficiency (quantitative) and effectiveness (qualitative) perspective.

What did we do?

The Faculty of Health Sciences (FHS) Human Resources team, and HRS collaborated to create a comprehensive work plan for the transfer of accountability for identified workforce data administration transactions from FHS HR to the HR Operations team. Two phases of this migration have been completed so far to ensure a smooth transition. Phase 1 focused on transferring transactions related to interim employee groups, including the newly introduced Short Term Employee group in 2021. Building on this work, Phase 2 transitioned the remaining employee groups, with the exception of specialized functions supporting faculty and clinical faculty. Some work to ensure role clarity is ongoing.

Outcome – Ensured Payroll was transitioned to reduce duplication; Enable FHS HR to Focus on Delivery of the HR Strategic Partner Model

Through effective collaboration and high-level coordination of activities at every stage of the process, transactional payroll and workforce administration processing and support was successfully moved from FHS HR to the HR Operations team. Almost 100% of job data, Additional Pay and department budget table transactions have now been transitioned to HR Operations (See Appendix B for further details):

- 99% of Job data transactions were processed by HR Operations in 2022-23, compared to 87% in 2019-20; FHS HR now processes approximately 1% of job data transactions.
- Department Budget Table transactions processed by HR Operations increased from 78% in 2019-20 to 99.7% in 2022-23; as the percentage of transactions processed by FHS HR decreased from 22% in 2019-20 to just 0.21% of all transactions in 2022-23.

Partnership between HR Operations, FHS HR, FHS directors of administration, and the department administration team, has helped advance the transition. Continued efforts to address service clarities such as issue escalation path and resolution continue. The ongoing work will help to continuously enhance transactional efficiency and service delivery.

Significant work has also been completed as part of the Special Premium Payment (SPP) initiative. This major initiative is aimed at streamlining departmental and finance processes in FHS. Further details can be found in the Future Initiatives section of this document.

Objective 5: Human Resources Functional Organization Design

Deliverable: *Develop a framework for determining where HR functions can most effectively be led and managed. Using process maps and measures, this framework will reflect where the greatest value (quantitative and qualitative) is created. Clarify distributed HR functions (decentralized) and processes; roles and structures need to be developed and approved.*

Implement a new Governance Structure for HR

What did we do?

Administrative support units must operate in a structure that delivers coordinated services, administrative effectiveness, and operational excellence, while also ensuring value for money. Recognizing the need for coordinated decentralization, the same concepts applied to create the IT governance model were used to create the HR Governance Model.

Outcome – Coordination and Alignment of HR Projects, Priorities and Structures

The President and Vice-President (PVP) group approved a new internal HR Governance structure, intended to enable stronger integration, planning and coordination of HR service delivery. HR Governance fosters partnerships between University and Human Resources in support of McMaster's vision, institutional priorities, and strategic framework.

This new framework has been key to decision making, alignment and information sharing. It supports the University's mission by building shared understanding on specific and broader community HR issues and enables an integrated approach to collaboration on and align HR strategy and operations with University's overall objectives.

The current HR Governance (see Appendix C) includes the PVP group as the HR Executive; the HR Working Group including administrative leaders from across the University; and the planned HR Innovators Council as expected to enable employee voices. Together these groups help set strategic direction, monitor progress and outcomes, and provide critical input into HR priorities, programs, and processes. Further evolution of the governance model is expected.

HR Operating Model

What did we do?

The HR Review recommended changes regarding the organization design and delivery of HR services in payroll, benefits and HR advisory services. It also highlighted the need to build expert teams, and the importance of ensuring leaders in Faculties and departments have access to expert HR support. In a highly decentralized environment, it is critical that the HR operating model for McMaster University is well-integrated and coordinated to achieve process efficiency and enable an exceptional employee experience.

Understanding these opportunities, a new Operating Model (see Appendix D) for HR was approved by PVP in Fall 2020 and has been used to redesign how HR services are delivered at McMaster. Efficiency can be achieved in a coordinated model which permits streamlined processes, well defined roles and hand-offs between levels of supports.

Outcome – Decentralized Coordination, Operational Excellence; Process and Administrative Efficiency; OneHR

The new OneHR Operating Model has four integrated components.

1. **HR Self-Service** enables employees and managers to review/update personal information, complete core transactions and search for general HR information.
2. **HR Operations** provides employees and managers with consistent general HR support and answering operational HR inquiries or escalated matters requiring attention.
3. **Embedded HR Partners** support senior leaders and administrators in faculties/departments to provide customized HR strategic advice and internal enhancements to HR processes and operational matters. This partnership is enabling restructuring and realignment of work to embedded HR roles, achieving efficiencies, reducing errors, and helping to support area goals.
4. Re-alignment of **HR Centres of Expertise (CoE)** supporting Health, Safety, Wellbeing and Employee Relations; Compensation, Pension and Benefits; and Talent Equity and Development to provide oversight over policies, collective agreements, and act as the key driver of HR organizational level programming such as leadership development, talent and equity strategies, and employee health, safety, and wellness.

Almost every HR role has been redefined to ensure partnership, information sharing and integration of services.

Objective 6: Recruitment and Talent Acquisition

Deliverable: *Assess the current and desired state for recruitment and talent acquisition for faculty and staff focusing on the importance of efficiency and effectiveness in attracting world class talent to McMaster. Develop and implement plans to close the gap between current and desired states.*

What did we do?

At the time of the HR Review, HR was already working to improve recruiting practices and outreach for top candidates. Recognition as a Top Employer in the Hamilton/Niagara region was first achieved in 2016 and has been acknowledged in successive years since then. McMaster has been acknowledged as one of Canada's Top Diversity Employers beginning in 2018 and has continued to achieve for each of the past 5 years as part of the Top 100 Employers work. A selection of deliverables to date include:

- Continued to expand presence on LinkedIn and Indeed generating over 1 million candidate views and 73,000 qualified applications external to Mosaic annually.
- Launched new virtual onboarding resources.
- Collaborated on the successful operationalization of the SPS-A1 policy advancing Equity, Diversity and Inclusion in faculty recruitment.
- New staff hiring guidelines, supporting resources and training.
- Multiple external partnerships launched to advance diverse sourcing strategies.
- The Hiring Process Improvement Initiative in collaboration with the Faculty of Engineering resulted in 41 recommendations delivery completed by Fall 2021.
- Implemented VidCruiter technology solution featuring online candidate screening, interviewing, candidate tracking and referencing capability.
- Continued to support Employment Equity, training and supporting a network of more than 300 Employment Equity Facilitators.

A further reorganization of the Talent, Equity and Development team is underway to focus on organizational level program design, implementation, and management. This next evolution is expected to advance critical priorities regarding employment equity, employee experience, talent acquisition and onboarding strategies, organizational learning and development.

Outcome – Ensuring McMaster is able to recruit the skilled talent it will need for the future.

The Post-COVID environment has dramatically changed the market for talent. While the HR Review provided recommendations to improve recruitment processes, changes within the external environment have created tremendous pressure to build new and evolving workforce strategies. As part of our ongoing commitment to Inclusive Excellence and Operational Efficiency, HR will continue to adjust its recruitment and retention strategies. The recent Strength, Weakness, Opportunities and Threats (SWOT) analysis (see Appendix E) articulates future areas of focus related to our compensation strategies.

Objective 7: Update TMG Compensation, Pension and Benefits Plan

Deliverable: *Review and update McMaster’s pension and benefits plan designs. Ensure they reflect current market practices and remain relevant and sustainable. Address concerns surrounding job evaluation for TMG (The Management Group) roles.*

The HR Review highlighted the need to streamline more than 60+ health and dental plans, and the need to modernize job evaluation processes for TMG. Compensation is negotiated as part of collective bargaining, or remuneration discussions with each employee group, and represents the largest operating cost for the University. Change in plan design will take time and must be carefully navigated in consideration of market trends and competition for talent.

What did we do?

HR re-organized the Total Rewards team and recruited a new Director, Compensation, Benefits and Retirement Programs in the Fall of 2022. A discovery phase of the staff compensation, benefits and retirement programs and provided recommendations for the future direction of the programs including those outlined in the next table.

TMG Compensation	Benefit Programs	Retirement Programs
<ul style="list-style-type: none"> Align with university vision, strategy, and values Agile design for effective management of the compensation program in a highly decentralized and diversified environment Compensation supporting organizational structure and talent management objectives. Technology enabled job analysis and evaluation 	<ul style="list-style-type: none"> Alignment with university vision, strategy, and values Harmonized program, if possible Improved flexibility / customizability to allow for personalization. In-depth analytics to inform future decisions / improve relevancy 	<ul style="list-style-type: none"> Alignment of the design with university vision, strategy, and values Market-competitive retirement income program for all employees

Expected Outcomes: Talent Attraction, Retention; Administrative Efficiency; Inclusive Excellence

Several program-specific initiatives aligned with the above objectives were subsequently identified. The projects' governance and implementation timelines for the first few initiatives are being finalized and further information will be provided in future updates.

Future Initiatives and Technology Projects

HR Projects are ongoing and are discussed regularly under the HR Governance structure. Projects are prioritized and consider various dependencies. The work of UTS and the delivery of recent technology solutions is critical to leveraging future efficiencies and process improvements. The HR project prioritization list, and technology roadmap includes forthcoming projects in the following areas (explained in Appendix F):

- Special Premium Payment Process Optimization
- New Hire Transaction Digitalization
- Self-Service System Expansion through existing Mosaic and eForm solutions
- CRM (Microsoft Dynamics 365) in Support of Operational Excellence
- People Analytics Initiatives

Hire-to- Pay Taskforce

As a complimentary exercise, a new Hire-to-Pay taskforce was created in January 2023 at the request of the Provost and Vice President, Operations and Finance, and is Chaired by Susan Mitchell, former Director of Financial Administration in the DeGroote School of Business. Recognizing the end-to end nature of processes which initiate at the point of hire and extend through to set up of a new hire, the intent of the Taskforce was to collaboratively review hire and pay related processes and issues causing service delays or errors and make actionable recommendations to the executive sponsors.

The Taskforce, including membership from Faculties, HR, UTS and Finance, met bi-weekly and took an institutional lens and employee centric approach to assess issues and make recommendations. There was consensus that all staff who play a role in these processes must be set up for success if the issues are to be solved sustainably, including department administrators, embedded HR roles in each faculty and HR Operations. The Taskforce reviewed data from Mosaic and Uniform to gain a fulsome understanding of the administrative staff involved in these processes and payroll metrics around volumes and error rates.

At the time of writing of this report, the Taskforce recommendations are being finalized. It is expected that these recommendations will influence future HR process related priorities and will continue to build integration and improved communication across teams.

Conclusion

This report summarizes progress on the key recommendations outlined in the HR Review Report, and progress to create a new HR Governance model to oversee future project priority setting and delivery. The collaborative efforts of the key partners and community have helped to address key process challenges, and established a solid foundation for continuous improvement, and growth towards service excellence delivery.

Throughout these initiatives, tangible improvements in practices, communications, and overarching service delivery have been realized. By implementing the key recommendations, major service gaps have been successfully addressed and set a strong precedent for collaboration and operational excellence.

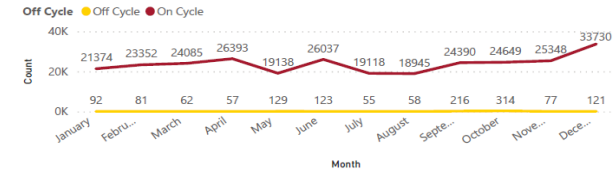
As this report is submitted, a refreshed [Human Resources Services Operational Strategic Plan](#) has also been approved by the President and Vice-Presidents, following significant consultation with the University community. Moving forward, the HRS Strategic Plan, together with strong partnerships enabled through the HR Governance structure, is expected to enable continued service enhancements and delivery of future system and process improvements. We remain committed to fostering a culture of teamwork, collaboration, innovation, and excellence within OneHR and across the university as a whole. Together, we will shape a future where HR plays a pivotal role in achieving our institutional goals and aspirations, supporting the people and culture needed for McMaster's future.

Thank you to so many partners from across the University who have been involved in the HR Review process and transformation. The deliverables outlined in this report would not have been possible without the expertise, support, and trust of our leaders, campus partners, and our dedicated team members.

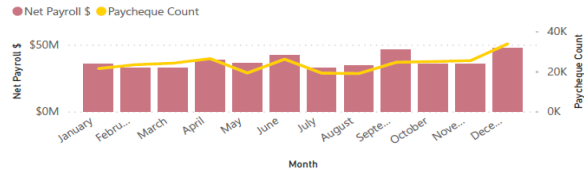
Appendix A: Payroll Accuracy Stats and Satisfaction Rate in JIRA

Payroll Accuracy Summary - Off Cycles vs. On Cycles CY 2022

McMaster University Off Cycles & On Cycles



McMaster University Net Payroll Dollars & Paycheque Count



VP Grouping	Net Payroll \$	Net Payroll as a % of Total	Paycheque Count as a % of Total	Paycheque Count as a % of Total
VP Academic	\$215,785,038.48	48.12%	137588	47.78%
On Cycle	\$214,805,132.18	47.90%	136762	47.50%
Off Cycle	\$979,906.30	0.22%	826	0.29%
VP FHS	\$168,913,435.87	37.67%	109473	38.02%
On Cycle	\$168,224,415.39	37.51%	109173	37.91%
Off Cycle	\$689,020.48	0.15%	300	0.10%
VP Administration	\$44,738,904.47	9.98%	31526	10.95%
On Cycle	\$44,589,640.44	9.94%	31302	10.87%
Off Cycle	\$149,264.03	0.03%	224	0.08%
VP Research	\$11,804,261.84	2.63%	6022	2.09%
On Cycle	\$11,781,711.67	2.63%	5999	2.08%
Off Cycle	\$22,550.17	0.01%	23	0.01%
VP Advancement	\$5,850,536.52	1.30%	2862	0.99%
On Cycle	\$5,842,375.35	1.30%	2852	0.99%
Off Cycle	\$8,161.17	0.00%	10	0.00%
President	\$1,342,794.09	0.30%	473	0.16%
On Cycle	\$1,341,841.77	0.30%	471	0.16%
Off Cycle	\$952.32	0.00%	2	0.00%
Total	\$448,434,971.27	100.00%	287944	100.00%

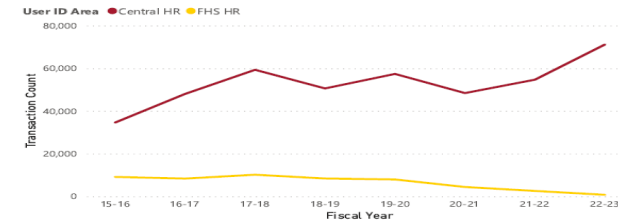
99.5%
of total CY 2022 paycheques issued as on cycle

The payment of an off cycle cheque implies an employee missed a full payment, missed a portion of their payment, or are in receipt of an anomaly payment.

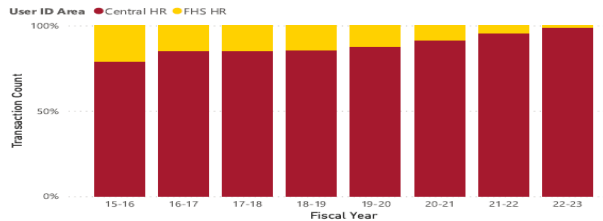
Appendix B: Transactions Transitioned from FHS HR to the HR Operations Team

Job Data Transactions:

Job Data Transaction Count by Area Processing the Transaction



Distribution of Job Data Transaction Count by Area Processing the Transaction



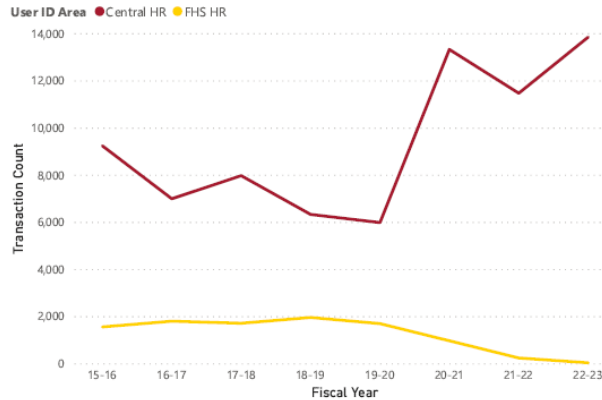
User ID Area Fiscal Year	Central HR Transaction Count	Central HR Transaction Count as a % of Fiscal Year	FHS HR Transaction Count	FHS HR Transaction Count as a % of Fiscal Year	Total Transaction Count	Transaction Count as a % of Fiscal Year
15-16	34593	79.13%	9122	20.87%	43715	100.00%
16-17	48023	85.19%	8348	14.81%	56371	100.00%
17-18	59329	85.39%	10155	14.61%	69484	100.00%
18-19	50599	85.79%	8382	14.21%	58981	100.00%
19-20	57400	87.86%	7932	12.14%	65332	100.00%
20-21	48418	91.67%	4401	8.33%	52819	100.00%
21-22	54700	95.55%	2550	4.45%	57250	100.00%
22-23	71184	98.96%	747	1.04%	71931	100.00%

Key Insights:

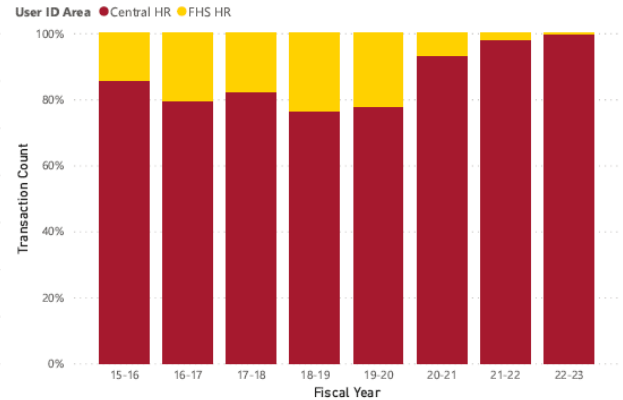
- > The distribution of job data transactions represents the proportion of transactions performed by the HRSC vs. FHS HR staff.
- > Central HR job data transactions as a fraction of the total job data transactions shared between Central and FHS HR has steadily increased year over year since fiscal year 2016. The biggest spikes in increase were from fiscal years 2016 to 2017, 2020 to 2021, 2021 to 2022, and 2022 to 2023.
- > In fiscal year 2023, Central HR saw a 3.41% increase in job data transactions as a proportion of total job data transactions between Central HR and FHS HR.
- > In fiscal year 2023, FHS HR subsequently saw a 3.41% reduction of the fraction of job data transactions between Central HR and FHS HR.
- > Since fiscal year 2016 (to fiscal year 2023), Central HR has seen a 19.83% increase in job data transactions as a proportion of total job data transactions between Central HR and FHS HR. FHS HR has subsequently seen a reduction in 19.83% job data transactions as a proportion of total job data transactions between Central HR and FHS HR.

Department Budget Table Transactions:

Department Budget Table (DBT) Transaction Count by Area Processing the Transaction



Distribution of Department Budget Table (DBT) Transaction Count by Area Processing the Transaction



User ID Area	Central HR	FHS HR	Total
Fiscal Year	Transaction Count	Transaction Count	Transaction Count
15-16	9230	1550	10780
16-17	6985	1793	8778
17-18	7964	1706	9670
18-19	6321	1951	8272
19-20	5975	1690	7665
20-21	13316	962	14278
21-22	11461	233	11694
22-23	13839	29	13868

Key Insights:

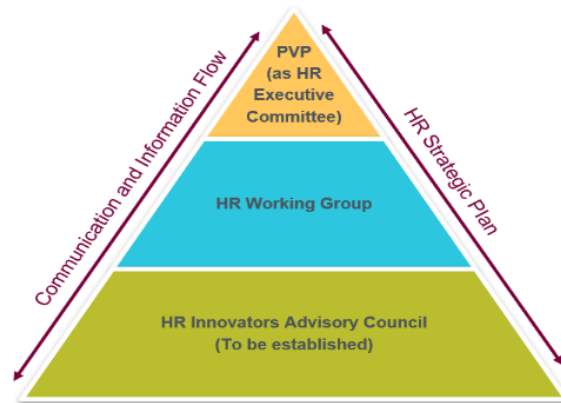
- > In fiscal year 2023, Central HR saw a 1.78% increase in department budget table (DBT) transactions as a proportion of total DBT transactions between Central HR and FHS HR.
- > FHS HR subsequently saw a 1.78% reduction of the fraction of DBT transactions from fiscal 2022 to 2023.
- > Since fiscal year 2016 (to fiscal year 2023), Central HR has seen a 14.17% increase in DBT transactions as a proportion of total DBT transactions between Central HR and FHS HR. FHS HR has subsequently seen a reduction in 14.17% DBT transactions as a proportion of total DBT transactions between Central HR and FHS HR.

Appendix C: HR Governance Structure

HR Governance

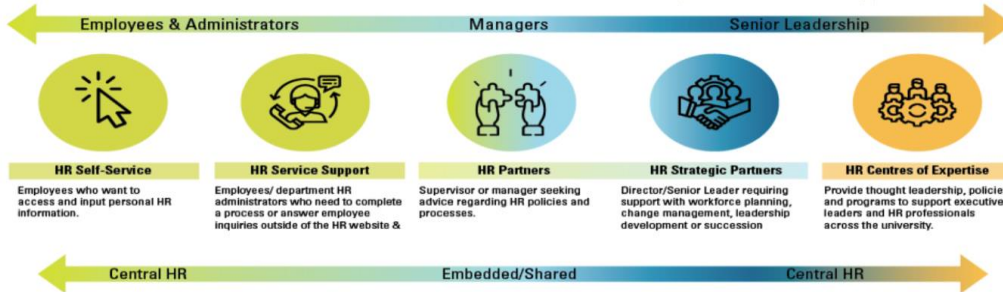
Human Resources institutionalized a governance structure to:

- ✓ Prioritization of HR programs and resources required to support
- ✓ Ongoing HR communication and information sharing across the university
- ✓ Alignment across HR and departments, connecting back to, and reinforcing the HR Operating Model
- ✓ Problem-solving, risk and issue resolution, and consistent tracking of action items
- ✓ Transparent decision rights and timely decision making
- ✓ Solution-focused escalation based on signing authority



Appendix D: HR Functional Organization Design

HR Operating Model – Approved November 2020



OneHR Integrated Operating Model – Current State 2023



Appendix E: Strength, Weakness, Opportunities and Threats (SWOT) analysis

		Internal	
		Strengths	Weaknesses
External	Opportunities	<p>Leverage our strong brand and culture as well as comprehensive total rewards to attract those looking for employment with an organization aligned with their values and expectations.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> reframe external Employee Value Proposition (EVP) messaging apply holistic support approach 	<p>Engage in dialogue with employees (current, future and leaving) on what matters to them to create a feedback loop and inform design & delivery.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> engage in employee listening create a flexible structure to allow for further personalization and inclusiveness of programs leverage technology to improve administration and delivery
	Threats	<p>Enhance people's understanding and appreciation of the value of rewards offered at McMaster.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> reframe internal EVP messaging / education on available supports commit to analytics and ongoing monitoring of plan usage for ongoing relevance 	<p>Address employee / manager feedback on current programs; leverage market intelligence and assess the applicability of market trends regularly.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> Identify and address the source of issues brought forward by employees / managers rethink current benchmarks and benchmarking methodologies to ensure we offer relevant programs address perceived inequities / coverage gaps

Appendix F: Future Initiatives and Technology Projects

Current projects include:

- **Special Premium Payment Process Optimization**

More than \$51 million in special premium payments (SPP's) were processed in 2022-23, with \$41 million of this amount issued for appointments within the Faculty of Health Sciences. Improving the SPP processes will ensure proper controls and approvals, and support pay accuracy issues. The discovery phase of the SPP project is complete, capturing a comprehensive understanding of how the SPP process is used to execute several types of payments. The new SPP eForms targeted to be launched in Fall 2023.

- **New Hire Transaction Digitalization**

A revamp of the current new hire transactional processes is urgently needed. The objective is to expedite the automation, streamline processes and enhance the new employee experience. The TA-hiring is particularly problematic given the reliance on the admin tool, paper-based and manual procedures. HR is collaborating with key partners to explore potential interim solutions in advance of Fall 2023, while also building out a streamlined longer-term solution for 2024.

- **Self-Service System Expansion through existing Mosaic and eForm solutions**

While improvements have been made to employee self-service functionality in Mosaic, plans are underway to expand the self-service capability, to digitalize transactions from end to end.

Such efficiencies would enable employees, department administrators, and hiring managers to access and update basic transactions through eForm technology with pre-defined workflow.

- **Integrated Hiring, Onboarding and Talent Modules**

HR and UTS continue to explore options to utilize Peoplesoft Fluid functionalities to automate hiring end-to-end processes, including accessing comprehensive features for screening and evaluating candidates, modernizing the workflow and providing timely updates on application status. This work continues in the discovery phase, and with the ultimate scope of work expected to vastly improve the hiring experience for both candidates and hiring managers.

- **CRM (Microsoft Dynamics 365) in Support of Operational Excellence**

Approval has been received to extend the Microsoft Dynamics 365 CRM Solution to employee/HR related processes. Utilizing AI-powered solution to automate employee inquiry and HR complex case management is expected to transform the current service experience. This solution will enable better tracking and transparency of service requests and reduce wait times. A unified knowledge base platform to better support departmental administrator and provide greater access to standardized tools and resources through self-service will also be delivered.

- **People Analytics Initiatives**

The practical data analytic solutions are enabling better access to data for evidence-based decision making. HRS will build more interactive Business Intelligence dashboards for the community and expand self-serve HR reporting to move away from traditional data extraction. This will enhance payroll audit reports and provide HR users with improved audit tools to validate payroll results. HRS will continue to focus on Data Governance through the Data Cookbook initiative to improve data quality and alignment across the community.