

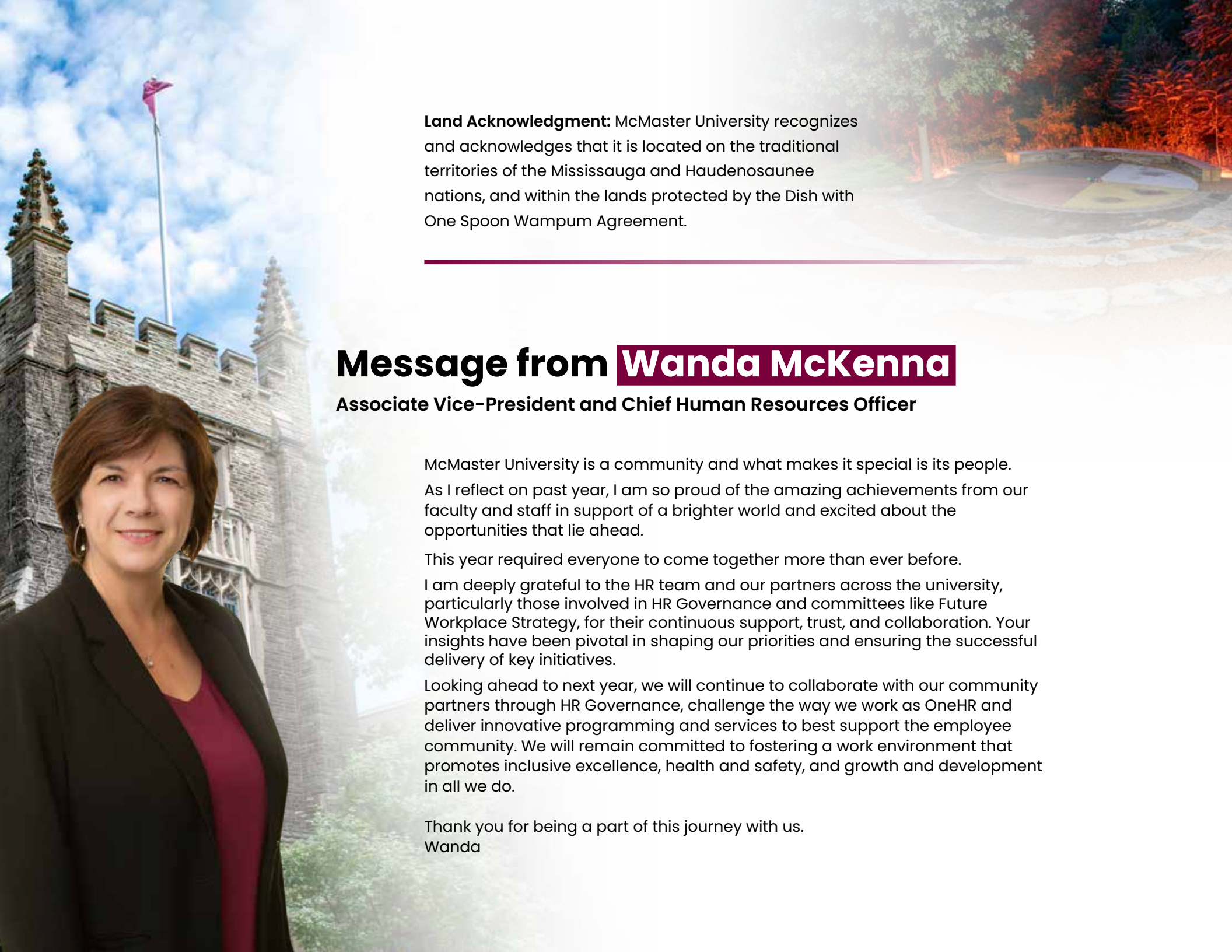


# Human Resources **Annual Report** 2023-2024



Human Resources





**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.

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## Message from **Wanda McKenna**

Associate Vice-President and Chief Human Resources Officer

McMaster University is a community and what makes it special is its people.

As I reflect on past year, I am so proud of the amazing achievements from our faculty and staff in support of a brighter world and excited about the opportunities that lie ahead.

This year required everyone to come together more than ever before.

I am deeply grateful to the HR team and our partners across the university, particularly those involved in HR Governance and committees like Future Workplace Strategy, for their continuous support, trust, and collaboration. Your insights have been pivotal in shaping our priorities and ensuring the successful delivery of key initiatives.

Looking ahead to next year, we will continue to collaborate with our community partners through HR Governance, challenge the way we work as OneHR and deliver innovative programming and services to best support the employee community. We will remain committed to fostering a work environment that promotes inclusive excellence, health and safety, and growth and development in all we do.

Thank you for being a part of this journey with us.

Wanda

# About Human Resource Services

Human Resources Services (HRS) is committed to delivering people and culture solutions that advance McMaster's vision, mission, and strategic priorities.

**+19,000**  
**faculty, staff**  
**and interim employees**

**HR Vision** | To advance a healthy, safe, and inclusive culture that inspires a diverse and talented McMaster community to contribute to a Brighter World.

**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.



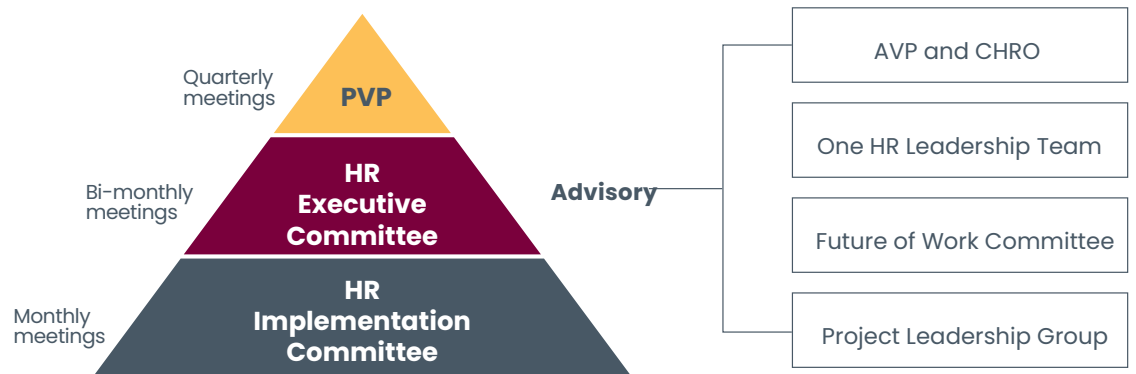
## Integrated OneHR Operating Model

Our blueprint for how we collaborate within HRS to deliver support and services to McMaster's employee community.



## HR Governance

Ensures accountability, transparency and effective planning and decision-making for HR Strategic Priorities.



# HR Strategic Plan 2023-2027

Strategic  
Priority 1



**Championing  
University  
People and  
Culture**

Strategic  
Priority 2



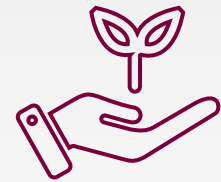
**Collaborating  
with our  
University and  
Community  
Partners**

Strategic  
Priority 3



**Advancing  
Service  
Delivery and  
Operational  
Excellence**

Strategic  
Priority 4



**Promoting  
Learning,  
Development  
and a Growth  
Mindset**





## Strategic Priority 1

# Championing University **people and culture**

We champion sustainable people and culture strategies, in support of an inclusive, psychologically healthy & safe work culture and employee experience.

### Key Objectives:

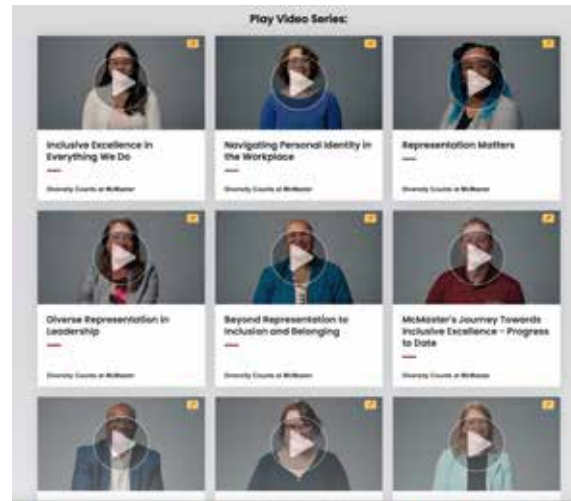
- Align HR (People and Culture) initiatives with university strategy, arising internal priorities and critical external trends.
- Champion an inclusive, psychologically healthy and safe work culture of belonging in alignment with leading global practice.
- Ensure people and culture sustainability through fiscal responsibility.



### Key Accomplishments:

Launched strategic initiatives to advance **Inclusive Excellence**:

- **Employment Equity Census** is an important tool that helps McMaster better understand our workforce composition, measure progress, and inform our continuous efforts towards employment equity and inclusive excellence at McMaster.
- **NEW Diversity Counts Video Series:** We invited a group of employees to share their perspectives and experiences on diversity, equity, inclusion and belonging in a nine-part video series called Diversity Counts.



[View videos here](#)

- **Refreshed Employment Equity Policy**  
Following consultations with internal partners and key consulted groups.
- **Inclusive Excellence Leadership Program (IELP).** Through a collaborative partnership between the Equity and Inclusion Office, Human Resources Services, and McMaster Continuing Education, we launched a new [Inclusive Excellence Leadership Resource](#) and Training Webpage, a shift to asynchronous IELP.

# 348

## Employment Equity Facilitators

trained to support departments and faculties across the university.

# 150

## faculty and staff

participated in Equitable Recruitment and Search/Selection Committee Training (908 total to date)

## Key Accomplishments (cont'd):

### Champion a healthy and safe work culture:

- In July 2023, new resources on [Psychological Health & Safety](#) were launched including a website and a training program for managers.
- “[The Working Mind](#),” an evidence-based mental health training program designed to promote mental health and reduce stigma around mental illness in the workplace, was launched in 2023.



# 25

facilitators

have been trained to facilitate  
The Working Mind Program

# 200

leaders and employees

participated in  
The Working Mind Training

- New **Wellness Ambassador program** introducing a network of more than 20 trained Wellness Ambassadors embedded in Faculties and Departments as advocates for well-being.

- **Employee Wellness Week** in collaboration with Athletics and Recreation, offering physical recreation classes free to employees
- **Thrive Week**, in collaboration with the McMaster Okanagan Office of Health & Well-being, a campus wide initiative that focuses on Mental Health & Wellbeing
- 215 **Joint Health and Safety Committee** meetings held across 28 JHSC's

Deliver Talent Management initiatives in support of recruitment and an improved employee experience:



# 2,409

job postings

(a decrease of 15% yoy)

# 102,425

job applications

(an increase of 20% yoy)



LinkedIn

Views: 239,624  
Clicks to apply: 18,282



Indeed:

Views: 6.4 million  
Clicks to apply: 78,911

- New onboarding and offboarding survey pilot through **VidRecruiter** saw a **4.2 out of 5 employee satisfaction rating**.

**Future Workplace Strategy committee is shaping McMaster's workplace of the future:**



Future Workplace  
Strategy

- It brings together faculty and staff, organized into four project design teams, focused on the following key areas: talent planning, learning and innovation, employee engagement and the work environment.

**Renewal collective agreements completed through Collective Bargaining with:**

- CUPE Local 3906 Unit 3 (Postdoctoral Fellows),
- Unifor Local 5555 Unit 4 (Special Constables)
- IUOE Local 772 (Operating Engineers)
- McMaster University Academic Librarian Association (MUALA)

**Continued support for employee benefits and pension programs including:**

- New Definition of Retiree and Eligibility for Supplemental Benefits for Retirees Policy
- 8,099 visits to the online Pension Portal
- 1,038 employees enrolled in the Group RSP and 4,436 enrolled in the pension programs
- 2,838 retirees have received benefits under the pension plan
- **Telus Health** Employee and Family Assistance Program (EFAP) provides access to mental, physical, social and financial wellbeing supports. Accessed 846 times by employees.





## Strategic Priority 2

# **Collaborating** with our University and Community

We ensure ongoing communication and consultation through inclusive and collaborative partnerships, forums, and community engagements to help inform HR initiatives and enhancements.

### Key Objectives:

- Maintain focus on understanding the diverse and arising HR needs across our community.
- Promote alignment and awareness of HR policies, programs, processes, and initiatives.
- Build HR presence and reputation through trusted community partnerships.



### Key Accomplishments:

Participate and host several established committees and working groups, including:

TMG Committee	Employment Equity Committee	BIRS Employee Resource Group
28 Joint Health and Safety Committees		Employee Volunteer Committees
Healthy Workplace group	Incident Response and Reporting group	And more!

### Spotlights:

**Our embedded HR Partners advise and consult with faculty and department leaders to identify and address strategic priorities. A few key highlights from their work include:**

- Global recruitment strategies focused on new immigrants
- Enhanced multiple internal time and attendance and leave processes – including a new app and systems integrations resulting in savings of hundreds of hours!
- Custom training sessions and workshops to build capability of leaders
- Enhanced people management strategies to help departments transition to the enhanced new hire setup process for interim employees.

### Black, Indigenous and Racialized Employee Resource Group (BIRS ERG)

An active network since 2021 supporting the well-being, development and advancement of McMaster staff members who identify as Black, Indigenous, and racialized.



**Manish Katakam**, Business Systems Analyst I, University Technology Services (UTS)

*When I joined BIRS, I was pretty new to the university. I've gotten to connect with various great and experienced colleagues, I've been able to build my community and I've been able to build my connections. BIRS has profoundly impacted my way of thinking, and I'm very happy to be able to contribute to some of their initiatives.*



Future Workplace Strategy Committee enables collaborative partnerships between Faculty and Administration.



## Strategic Priority 3

# Advancing Service Delivery and **Operational Excellence**

We are committed to continuously reviewing and progressing our policies, programs, processes, and professional HR services as we strive for operational excellence and seamless delivery.

### Key Objectives:

- Explore and leverage technology to advance HR services and efficiency.
- Use evidence-based data approaches to inform HR planning and design.
- Enable innovation and continuous improvement.
- Communicate the HR Operating model, define service levels and update as required.



### Key Accomplishments:

We continue to see **strong service satisfaction** and effectiveness rates on our HR services:

**4.8** out of **5**  
**employee satisfaction rating**  
 (from 2,160 responses via JIRA)

**26,790**  
**services tickets**  
 created and resolved

**System enhancements** completed in order to improve efficiency include:

## Mosaic

- **79** enhancements added to Mosaic to improve user experience.
- **20+** new policy and Collective Bargaining Agreement items added in Mosaic
- Implemented Special Premium Payment (SPP) eForms with over **1,300 eForms** processed since January 2024 launch (as of May 1, 2024)
- Launched External Tuition Assistance Bursary Program eForm

Digital delivery of

**21,129**  
 T4  
 and  
**2,529**  
 T4A  
 tax forms

**Improved information sharing, data access/integrity, and overall experience for community:**

- **HR Data Governance** framework improved community's experience with HR data and generated more consistent HR reports.
- Successfully integrated the University's centralized repository for data definitions and specifications (the **Data Cookbook**) with the self-service reports and queries for Special Premium Payment (SPP) eForms in Mosaic HR.
- Created a **Job Description Database** (Unifor and Interim) for self-serve access
- Leveraged data to inform HR planning and program design through the expansion of the Power BI tool.





## Strategic Priority 4

# Promoting Learning, Development and Growth Mindset

We promote a community of continuous learning and belonging where our employees contribute their strengths and expertise, can be their authentic selves, have the opportunity to grow personally and professionally, and be celebrated for their accomplishments.

### Key Objectives:

- Provide innovative and inclusive employee development opportunities for each phase of their career journey.
- Advance leadership capability and capacity
- Promote a culture of belonging and recognition.
- Continue to grow HR team expertise and engagement.



### Key Accomplishments:

Health and Safety programs launched this year include:

- New training module, **S.A.F.E.** (Slips/ Falls, Asbestos Awareness, Fire Safety, Ergonomics) in Fall of 2023.
- University Health and Safety, Campus Safety Services, Student Case Management and the Equity & Inclusion Office partnered on specialized training delivery for Faculties and departments
- Emergency guidance documents and training materials for instructors, Teaching Assistants, and presenters, to support emergency preparedness.
- **Safety and Health Week**  
As part of Health and Safety Week recognition in 2023, McMaster hosted a large on-campus barbecue and vendor fair. At the event the annual award of health and safety excellence was provided to an individual and team who went above and beyond their normal role to support workplace health and safety.



**41,110**  
Health and Safety training sessions completed

University Health and Safety team also supported safety planning for events from

**300+**  
student groups

Leadership Programs:

**995**  
Leaders

participated in leadership programs including Personal, Knowledge and Strategic Leaders

- Explored new **Organizational Leaders Program** pilot. A unique blend of learning experiences, curated to foster connection, challenge thinking, and encourage introspection.

Key Accomplishments (cont'd):

32

**nominees and recipients**

of President's Awards for Outstanding Service

6

**extraordinary employees**

recognized with TMG Peer-to-Peer Awards

375

**community members**

attended the McMaster Children's Party and other community events, made possible by employee volunteers

181

**McMaster employees**

attended the Inspiring from Within conference

We value our employees and the community around us. Our formal recognition programs and community engagement events are some of the ways we show our support and drive engagement.

United Way Campaign engaged

244

donors  
and raised

\$250,000

in 2023



**United Way**  
Halton & Hamilton

Joint Union-Management Award  
at the 2023 United Way Evening of Celebration



# What's ahead: **Moving Forward Together** as we advance a Brighter World

## As we look to the year ahead,

- We will continue to foster collaborative partnerships with many parts of the university to support and deliver services
- Coordinate various Communities of Practice with partners across the University to help us drive our HR Strategic Plan forward
- Our HR Operational Strategy will guide us as we prioritize to focus on what matters most
- A collaborative, service-focused approach to the way we work through our HR Governance structure and OneHR operating model
- Regular updates and information will be shared through various connection points with our community and on our HR website

Thank you for your continued partnership, collaboration and innovation!

Human Resources Services

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