

# Rewarding our leaders



## Total Rewards Program

An Overview for Members of  
The Management Group (TMG)

# Total Rewards Program

McMaster recognizes everyone as a leader in their own role. Our leaders in The Management Group (TMG) are vital contributors to McMaster’s renowned culture of creativity, innovation and excellence. We demonstrate the value we place on our leaders with a highly competitive total rewards package featuring compensation, well-being, growth and inclusion provisions.

This interactive guide provides members of TMG a summary of the compensation, benefits, retirement income, work life, development and career opportunities, and performance and recognition provisions offered at McMaster. To further explore the extensive total rewards program, detailed information can be accessed through the links throughout the guide.



McMaster is proud to be a top-employer in the Hamilton-Niagara Region and one of Canada’s Best Diversity Employers.

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## Our Commitment to Equity, Diversity and Inclusion

McMaster University strives to embody the values of integrity, quality, inclusiveness and teamwork, and has a strong commitment to employment equity.

Building an inclusive community with a shared purpose is something that McMaster University prioritizes. We believe it is important for our workforce to reflect the diversity of our students and community. The diversity of our workforce is at the core of our innovation and creativity and is a key area that strengthens our research capabilities and teaching excellence.

# Philosophy

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## Total Rewards Philosophy for TMG

Members of The Management Group (TMG) play critical roles throughout McMaster's academic, administrative and research areas and are vital to the University's ability to achieve its mission and vision. Members of TMG enable and support McMaster's commitment to creativity, innovation and excellence.

**The Total Rewards Philosophy** underpins the policies, programs and practices that are used to compensate and reward our employees in TMG and serves as the foundation from which pay decisions are made.

McMaster utilizes a Total Rewards approach, providing a competitive salary and benefits package along with programs that support work life, development and career opportunities, performance and recognition to employees incumbent in TMG positions.



# Compensation

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## Offering competitive pay

All jobs in TMG are administered in one of 12 bands – F through Q. Positions are classified in a band on the basis of a job evaluation. At McMaster, jobs in TMG are evaluated using the Korn Ferry Hay Group Guide Chart-Profile Method<sup>SM</sup> of Job Evaluation.

Each band is assigned a [salary range](#) that is set at the 60th percentile of the market. We update our salary ranges every year to maintain this relationship. We use a local, regional and national definition of market, depending on the job bands: F to I (Local); J to M (Regional); N to Q (National).

The midpoint of the salary range is set at the 60th percentile of the defined market. The term, 'Target' is used for the midpoint. McMaster ensures the compensation structure remains competitive by reviewing provisions annually and adjusting salary ranges through analysis of information about comparable organizations and market trends. Adjustments are subject to approval by the President and Vice-Presidents, the Remunerations Committee and the Board of Governors.

As a new hire, you can expect to enter the University between the Minimum and 94.9% of the Target, depending upon individual capability (knowledge, skills and experience) relative to the job requirements and internal equity considerations. Once hired, as an employee, you can expect to progress over time through the salary range to the Target Zone through merit increases awarded in the Annual Salary Review. Your salary may also be adjusted if you transfer to a TMG position in a higher band or your position is re-evaluated in a higher band as the result of the addition of higher level functions to your position. The [Total Rewards Policy](#) for Employees in TMG and the [Guidelines for Cash Compensation Administration for Employees in TMG](#) assist leaders in determining reasonable and appropriate compensation adjustments for TMG.

## Paying for performance

McMaster's pay for performance philosophy ensures that our employees are rewarded for their individual contributions. Employees, with their managers, set annual [performance objectives and development goals](#) that form the basis of understanding work objectives, engagement, career success and for deciding pay increases as part of the Annual Salary Review.

In preparation for the Annual Salary Review, employees and their managers discuss the achievement of work objectives, identify how the University's [Leadership Capabilities](#) were utilized in achieving those objectives, and review achievement of individual development goals. This assessment of performance, which is completed using the [TMG Achievement Program](#), is used to determine individual merit. A merit matrix is used to guide the application of individual merit increases and factors in achievement level and position in the salary range.

Employees in TMG who don't otherwise participate in any bonus programs and who are exceptional performers are eligible for additional reward through two programs:

[The Performance Excellence Program](#) for TMG in Bands F through M is intended to reward truly exceptional performers who are clearly leaders among their peers and have noticeably excelled in their performance over and above what would normally be expected in their role. It is intended that high potential employees would be included.

The [Variable Pay Program](#) for TMG in Bands N through Q is intended to reward truly exceptional performers who, through their involvement in activities within or beyond the scope of their position, directly advance the University's strategic priorities.

# Benefits

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## Health, dental and insurance benefits

McMaster University provides comprehensive health, dental and insurance [benefits](#) to you and your eligible dependants including:

- Extended Health Plan
  - Prescription drugs
  - Vision care
  - Paramedical services
  - Orthotics
  - Hearing aids
  - Nursing care
- Health Care Spending Account
- Emergency travel assistance
- Dental plan
- Life Insurance
- Optional AD&D insurance
- Salary continuance
- Long Term Disability

## Contributing to your future

McMaster is committed to helping employees plan for [retirement](#). TMG employees hired on or after June 16, 2009 are enrolled in the McMaster University [Group RRSP](#). Employees hired before June 16, 2009 are enrolled in the [Salaried Pension Plan 2000](#). On retirement they will receive a pension based on their Best Average Salary and years of Pensionable Service. Participation in the above plans is subject to eligibility requirements.

Employees retiring from a TMG position who were hired before June 16, 2009, will be eligible for post-retirement benefits including:

- Extended health plan
- Retiree Out-of-province/country emergency medical coverage
- Dental Plan
- Life insurance

## Employee discounts

The [employee discount program](#) is available to all employees (and their families) and retirees of McMaster University. With this program, participants have access to special deals and discounts from many brand-name merchants across Canada and trusted local businesses. Discounts are available on everything from clothing and shoes to tickets and restaurants, using location-based services and in-store or online redemptions.



## Providing you paid time away from work

McMaster University’s pay for time not worked includes vacation, management days, pay for specified holidays and other types of leaves.

### VACATION

The chart below outlines [vacation entitlement](#) for regular full-time employees. Vacation entitlement is based on full-time service at June 30. Less than full-time will be appropriately pro-rated.

Vacation Entitlement	A	B
Less than one year (expressed in working days per completed months of service)	1.25	1.67
1 but less than 4 years of service	15	20
4 but less than 10 years of service	20	20
10 but less than 12 years of service	21	21
12 but less than 14 years of service	22	22
14 but less than 16 years of service	23	23
16 but less than 18 years of service	24	24
18 but less than 30 completed years of service	25	25
30 or more completed years of service	30	30

Vacation Group	Category
A	All those in TMG except those in vacation group B
B	Senior Professional/Management employees and equivalent positions (Band M and higher)

Employees on leaves of absence shall accrue vacation pay based on their earnings. Further information can be found in the [TMG Vacation Entitlement Guidelines](#).

### MANAGEMENT DAYS

All full-time members of TMG are allocated five [Management Days](#) each calendar year. Management Days provide TMG with paid time away from work for personal purposes. Management Days facilitate the balancing of life and work in support of overall wellness and provide an element of additional flexibility for TMG positions which can have inherent exceptional demands or work schedules. The reasons for which Management Days may be used vary widely and include attending to a personal or family emergency or appointment. Management Days are not for the purpose of attending work-related training or professional development events, as attendance at work-related events is considered as work time.

### SPECIFIED HOLIDAYS

TMG employees are entitled to [specified holidays](#). These include statutory holidays plus the holiday closure between Christmas and New Year’s Day.

### LEAVES OF ABSENCES

McMaster offers employees paid and unpaid [Leaves of Absences](#) for a number of circumstances including:

- Bereavement Leave
- Jury Duty/Court Service Leave
- Parental and Pregnancy Leave
- Unpaid Personal Leave
- Family Medical Leave
- Deferred Salary Leave

While on Parental and Pregnancy Leave and Family Medical Leave, employees in TMG are eligible for Supplemental Unemployment Benefits (SUB) payments.”

# Work-life

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## Promoting health and wellness

McMaster makes it easy for employees to incorporate health and wellness into a balanced life through a number of activities and initiatives.

### ON-SITE FITNESS FACILITIES

McMaster employees receive a discounted [membership rate](#) to the on-campus athletic and recreation center, which includes an indoor/outdoor track, pool, squash courts and saunas. The on-site fitness center, [The Pulse](#), allows you to take advantage of the fitness classes, weight training equipment, cardio equipment and the climbing wall in one central location.

### NATURE AT McMASTER

McMaster is situated within an area rich with biological, ecological, and geological diversity. Hamilton's spaces alone range from wetlands, marsh, and hardwood forests to prairie and escarpment habitats. McMaster provides many opportunities to [explore the outdoors](#) and experience the natural beauty that engulfs the campus.

### EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Through Homewood Health, McMaster provides the [Employee and Family Assistant Program](#) (EFAP), which is a professional service that offers counselling, coaching, information and support for all issues relating to: mental health, career, life balance, health management and achieving greater personal well-being. These resources can be accessed face-to-face, over the phone or on the online platform.

### HEALTHY WORKPLACE EVENTS AND SEMINARS

Workplace Wellness is integral to the personal and professional growth of McMaster staff. McMaster offers a variety of [events and seminars](#) year round to promote emotional, financial, intellectual, physical, social and spiritual wellness.



## Community involvement

McMaster is committed to creating and linking McMaster employees to meaningful volunteer opportunities which allows for personal and professional development, provides networking and collaborative opportunities across the University, mobilizes and supports community-driven change, and builds partnerships with the greater community. Whether it's our [United Way](#) campaign, the [McMaster Children's Party](#), or the national [Take Our Kids to Work Day](#) program, employees can get engaged with the community through numerous worthwhile [volunteer and committee activities](#). If you want to get involved, or better yet, start a new event yourself, we have something to offer. There are also sporting and cultural events – everything from theatre productions to Marauder basketball and football games – which are organized for employees and their families.

### TMG WAYS OF CARING

Each year the McMaster TMG group volunteers in the community through the [TMG Ways of Caring](#) initiative. The University partners with a local service organization to take part in volunteer service for a day.

### COMMITTEE PARTICIPATION

There are a number of [committees](#) to volunteer your time within the McMaster community.

### EQUITY, DIVERSITY AND INCLUSION

McMaster University strives to embody the values of integrity, quality, inclusiveness and teamwork, and has a strong commitment to employment equity. Employment Equity is a key component of diverse recruitment, promotion, and retention, and cannot be successful without the participation of our staff and faculty. The Office of the Provost, Faculty of Health Sciences, Human Resources Services, Equity & Inclusion Office, and other equity-seeking groups and individuals collaborate to deliver [Equity, Diversity and Inclusion training and workshops](#) for staff, faculty, and students at McMaster University.

## Workplace flexibility

McMaster offers a number of alternative workplace arrangements to adapt to the individual work-life needs of our employees. These arrangements include job sharing, hybrid work arrangements, part-time employment and sessional employment.

## Supporting care for dependants

### ON-SITE DAY-CARE

McMaster offers an [on-site day-care](#) which provides a play-based developmentally enriching program for children ages 18 months to 5 years, in an inclusive family-focused facility.

### MARCH BREAK AND SUMMER CAMPS

McMaster camps share the joy of play, learning and friendship. Camps highlight a variety of disciplines and areas at McMaster including [Athletics and Recreation](#), and the Faculty of Engineering [Venture Academy](#).



# Performance and recognition

## The TMG Achievement Program

The TMG Achievement Program is our performance review and development planning program for members of TMG. In keeping with McMaster’s pay for performance philosophy for TMG, an important component of the [TMG Achievement Program](#) is the documentation and discussion of your annual objectives and development goals. It provides an opportunity for collaboration between an employee and their manager to assist in clarifying overall expectations, ensure alignment to team, department and University goals, gain individual commitment and engagement, and assess performance relative to those expectations.

## Recognition

McMaster understands the importance of the hard work and contributions of its employees and we provide opportunities for the community to notice and appreciate this work.

**Recognition** is provided through:

- Long service awards
- Quarter century club
- President’s awards for outstanding service
- TMG Peer-to-Peer Recognition Program

## Core leadership capabilities

At McMaster we believe in the ongoing cultivation of human potential, leveraging the diverse talents of our employees and by recognizing everyone has the opportunity to be a leader in their own role.

Our [Leadership Capabilities](#) matrix incorporates core leadership behaviours for all leadership levels. Our Core Leadership Capabilities are:

- Takes a strategic approach
- Communicates and collaborates
- Drives results
- Champions change and innovation
- Develops people
- Invests in relationships



# Development and career opportunities

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## Affording life long learning opportunities

As a community, McMaster is dedicated to the pursuit of [lifelong learning and skills development](#). The Tuition Assistance and Bursary Benefits are an expression of that dedication and emphasize the University's commitment to the well-being of its employees and their families.

### TUITION ASSISTANCE

Eligible McMaster employees receive monies for tuition fees for undergraduate or graduate degree credit, diploma or certificate courses taken by employees as offered by other accredited educational institutions or approved professional bodies. This is to assist employees in achieving their professional potential and enhance their capabilities. [Tuition Assistance](#) is available to a maximum amount, equivalent to 18 units of the minimum per-unit undergraduate fee, in each academic period from September 1st to August 31st of the following year. The current amount is posted and updated yearly on the McMaster University [Human Resources website](#).

### TUITION BURSARY FOR DEPENDANTS

A tuition bursary is available for eligible dependants (spouses and children) of McMaster employees, enrolled in degree courses and programs offered by the University for which the Board of Governors sets the fees. The tuition bursary is offered to a maximum amount, equivalent to 30 units. The current amount is posted and updated yearly on the McMaster University [Human Resources website](#).

### EXTERNAL TUITION BURSARY/REIMBURSEMENT PROGRAM FOR THE SPOUSE AND DEPENDANTS OF TMG

A pool of \$150,000 per academic year will be available, in total, to eligible dependants (spouses and children) of TMG members to provide support to those completing undergraduate and graduate programs at other Canadian post-secondary institutions and at international institutions that are evaluated for equivalency to McMaster University. Reimbursements are provided in the Fall following the academic year in which the course(s) were taken.

### MANAGEMENT PROFESSIONAL DEVELOPMENT ALLOWANCE (MPDA)

McMaster University promotes a culture of career planning and development for all employees and is committed to investing in the professional development of its management staff. The MPDA is designed to enable each TMG employee to invest in self-directed career development. All full time members of TMG will be allocated [MPDA](#) funds each fiscal year to be used by the individual for professional development purposes.

## Career advancement opportunities

### CAREER OPPORTUNITIES

McMaster offers a large number of career avenues and supports opportunities for employee growth and development. Whether it be pursuing your initial job at McMaster, excelling at the job you hold, transferring to another job, or exploring temporary growth and development appointments which allow you to try out new roles, refine and develop new skills, and further develop as an employee, McMaster supports and encourages your professional growth, your desire to advance, and your career success.

### CAREERS AT McMASTER

To help you understand the many career options at McMaster, a new [Career Framework](#) is in development. You'll find information on the many career pathways available, the current job opportunities at McMaster, useful resources to help guide you in navigating your career journey, as well as inspirational stories from employees of their personal career success at McMaster.

## Coaching and mentoring

### ORIENTATION PROGRAM

New employees at McMaster have the opportunity to participate in the [New Employee Orientation Program](#), to learn about the University's mission, structure, culture and some key services that will help you acclimate to the McMaster community. This session also provides you the opportunity to network with colleagues from across the organization and explore the campus environment.

### LEADERSHIP DEVELOPMENT

At McMaster, we believe in the ongoing cultivation of human potential, leveraging the diverse talents of our employees and recognizing that everyone is a leader in their own role. We have a number of supporting resources and programs to help build a strong leadership culture, with key elements embedded in all our organizational practices and leadership programs. Members of TMG are encouraged to participate in the [Leadership Development](#) offerings.

## Professional development

### INSPIRING FROM WITHIN CONFERENCE

The [Inspiring from Within](#) professional development conference brings together employees across the University for a leadership focused day. Speakers focus on a variety of leadership topics that strengthen and encourage the career and personal growth of McMaster employees by exploring ideas, suggestions and strategies based on a theme of "Inspiring from Within".



# Total rewards inventory

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## Compensation

### TOTAL REWARDS PHILOSOPHY

- [Pay for performance](#)
- [Salary ranges targeted at the 60th percentile of the defined market](#)

### SALARY RANGES

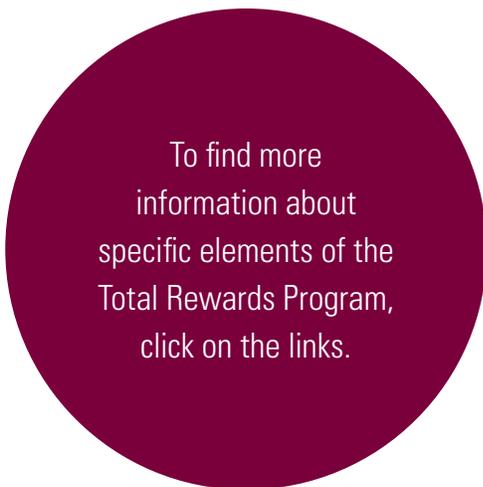
- Salary ranges adjusted annually in July
- Target set at 60th percentile of market

### Cash Compensation

- Base salary

### ANNUAL SALARY REVIEW

- Merit-based increases
- [Performance Excellence](#) and [Variable Pay Plan](#) programs for truly exceptional employees



## Benefits

### HEALTH PLANS

- [Extended Health plan](#)
  - prescription drugs
  - vision care
  - paramedical services
  - orthotics
  - hearing aids
  - nursing care
- [Health Care Spending Account](#)
- [Emergency Travel Assistance](#)
- [Dental plan](#)
- [Life Insurance - Basic and Optional](#)
- [Optional AD&D Insurance](#)
- [Salary continuance](#)
- [Long Term Disability \(LTD\)](#)

### GROUP RRSP

- [TMG hired after June 15, 2009](#)

### PENSION PLAN

- [TMG hired before June 16, 2009](#)

### POST-RETIREMENT BENEFITS

for [TMG hired by the University before June 16, 2006:](#)

- Extended Health plan
- Emergency Travel Assistance
- Dental plan
- Paid out life insurance

### PAY FOR TIME NOT WORKED

- [Vacation](#)
- [Specified Holidays](#)
- [Bereavement leave](#)
- [Pregnancy/Parental Leave – SUB](#)
- [Leaves of Absence](#)

### EMPLOYEE DISCOUNTS

- [Employee discount program](#)



## Work-life

### WORKPLACE FLEXIBILITY / ALTERNATIVE WORK ARRANGEMENTS

- Flex-time
- Job sharing
- Part-time employment
- Sessional employment
- [Hybrid work arrangements](#)

### PAID AND UNPAID TIME OFF

- [Pregnancy/Parental Leave](#)
- [Bereavement Leave](#)
- [Management Days](#)
- [Family Medical Leave](#)

### HEALTH AND WELLNESS

- [Employee and Family Assistance Program](#)
- [On-site Fitness Facilities](#)
- [Workplace Wellbeing Initiatives](#)
- [Financial Wellness program](#)
- Employee Lounges

### COMMUNITY INVOLVEMENT

- [TMG Ways of Caring](#)
- [Opportunity for involvement in TMG & University Committees](#)
- [United Way Workplace Campaign](#)
- [TMG Committee](#)

### FAMILY PROGRAMS & SERVICES

- [On-site day-care](#)
- [Take Our Kids to Work Day](#)
- [Camp Programs](#)
- [ConnectME Initiatives](#)

### EQUITY, DIVERSITY AND INCLUSION

- [Employment Equity at McMaster](#)
- [Employment Equity Facilitator Program](#)
- [Employment Equity Training](#)



## Performance and recognition

### PERFORMANCE

- [TMG Achievement Program](#)
- [Annual Objectives and Development Goals](#)

### RECOGNITION

- [Service awards](#)
- [Quarter Century Club](#)
- [Appreciation events](#)
- [President's Awards for Outstanding Service](#)
- Department Awards programs
- Health & Safety Award
- Lifetime Achievement Award
- Recognition Toolkits
- [TMG Peer to Peer Recognition Program](#)



## Development and Career Opportunities

### LEARNING & DEVELOPMENT SUPPORT

- [Tuition Assistance for McMaster and non-McMaster courses](#)
- [Tuition Bursary for Dependants](#)
- [External Tuition Bursary/Reimbursement Program for the Spouse and Dependants of TMG](#)
- [MPDA](#)
- [Leader Development programming](#)
- [Linked in Learning](#)
- Custom Workshops
- [Orientation programming](#)
- Professional Development Website resources
- [Leadership Coaching](#)
- Professional Development Conferences
- [Career Frameworks](#)

### ADVANCEMENT OPPORTUNITIES

- Job shadowing
- [Internal job opportunities](#)
- Temporary Growth and Development Appointments within TMG

### RETIREMENT SUPPORT & TRANSITION

- [Retirement Planning Workshops](#)

# Mission

As value-added service partners, McMaster Human Resources cultivates human potential and champions an inclusive culture by:  
Enabling University strategy | Collaborating with our community |  
Delivering service excellence | Empowering learning & growth

For more information on the Total Rewards Program offered at McMaster, contact Human Resource Services at:  
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