

HUMAN RESOURCES SERVICES STRATEGIC PLAN

2016-2021

MESSAGE from the AVP and CHIEF HUMAN RESOURCES OFFICER, WANDA McKENNA

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It is my privilege to be a member of our innovative and inclusive McMaster community which showcases the diverse talents of our more than 7,800 faculty, research, staff and student employees.

As we look to advance McMaster's standing as a Top 100 University in the world, and a Top Employer within the Hamilton-Niagara Region, our Human Resources Services team continues to be focussed on creating a recognized workplace which helps us to retain, attract, develop and inspire our exceptional group of employees.

To promote an engaged, healthy and versatile workforce now and in future, HRS will continue to align our efforts to enable University priorities, collaborate with our various community partners to help them achieve their goals, deliver excellence in service and solutions, empower learning, as well as champion opportunities for individuals to grow their careers at McMaster.

On behalf of our HR team, I am pleased to share our new HR Strategic Plan with you. This document will showcase our priority areas of focus through to 2020, and how we will demonstrate our ongoing commitment and value to our University community.

We look forward to partnering with you as we enhance existing and implement new programming, services and processes which will further McMaster's reputation as a wonderful place to learn, work and thrive.

McMASTER UNIVERSITY MISSION

- To achieve international distinction for creativity, innovation and excellence.

ADMINISTRATION DIVISION VALUES

- Trust
- Respect
- Accountability
- Integrity
- Teamwork

LEADERSHIP CAPABILITIES

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

HUMAN RESOURCES MISSION

As value-added service partners we cultivate human potential and champion an inclusive culture by:

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



ACHIEVING OUR HUMAN RESOURCES MISSION

ENABLING UNIVERSITY STRATEGY

“ We enable University strategy, economic sustainability, and the cultivation of human potential in a manner which is responsive to the evolving needs of our community.”

Align HR services with University strategy and arising needs across the organization

Champion an inclusive, equitable and engaged culture

Demonstrate operating efficiency and organizational affordability

- Enhancing the McMaster brand through our people initiatives (recruitment, development, retention)
- Ensuring we have an effective HR Model
- Developing opportunities to inspire new thinking
- Facilitating creativity, innovation and excellence across our community

- Demonstrating the values of Trust, Respect, Accountability, Integrity & Teamwork
- Building leadership capability to enable a positive workplace culture
- Promoting diversity initiatives to help build an inclusive community

- Maximizing cost savings and streamlining operating expenses
- Delivering Value-added HR programs within our funding allocation
- Generating positive bargaining outcomes

COLLABORATING WITH OUR COMMUNITY

“ We deliver expert advice and excellent service through inclusive and collaborative community partnerships.”

Provide service through alignment of valued HR services and advice

Understand client and stakeholder needs

Build community partnerships

Develop effective strategic communications

- Building strong relationships across our University community
- Promoting and leveraging synergies with University partners to create efficiencies
- Developing programs that drive organizational goals (i.e. equity & inclusion, leadership, health and wellbeing, administration efficiency)

- Reviewing and understanding strategic and operational plans of our client groups

- Informing our community of the HR Service Standards
- Building HR trust and reputation
- Soliciting meaningful feedback on service delivery in all HR areas

- Developing an HR communications plan
- Review and update the HR website

DELIVERING SERVICE EXCELLENCE

“ We continuously review and improve what we do and how we do it to ensure we are aligned efficiently and provide professional HR services.”

Practice continuous improvement

Organize and integrate our internal HR services and resources

Capitalize on available and emerging technologies

Encourage bold ideas and solutions while balancing risks

- Coordinating regular process improvement reviews with key stakeholder groups

- Conducting an HR organizational review
- Building partner capabilities by utilizing HR tools and resources

- Identifying proactive technology solutions with our partners
- Increasing our systems and technology proficiencies to streamline and simplify work

- Performing regular audits
- Encouraging creative thinking and innovation
- Conducting ongoing research of best practices

EMPOWERING LEARNING & GROWTH

“ We embrace diversity, ensure equity, leverage unique strengths, promote continuous learning and celebrate accomplishments.”

Find, keep and develop the right people

Model excellence in teamwork

Recognize and celebrate accomplishments

- Developing a comprehensive people strategy and succession plan for HR
- Hiring and onboarding knowledgeable HR professionals who complement our existing team
- Promoting diversity initiatives which help build an inclusive community
- Mentoring and developing team members
- Building knowledge of leaders and partners who are responsible for HR activities
- Creating a positive employee experience for our HR team

- Providing avenues for open dialogue and collaboration
- Leveraging the strengths and expertise of our team

- Developing a recognition program for HR
- Linking recognition and reward to achievement of goals

OUR HUMAN RESOURCES SERVICES COMMITMENTS

As an HR Department, **we will:**

- Be responsive to the emerging needs of our McMaster community
- Provide trusted consultation and advice subject matter expertise and education
- Be approachable and resourceful to help partners achieve their strategic goals
- Value diverse perspectives and treat others with respect
- Be solution oriented
- Focus on building long term community relationships
- Facilitate change as well as opportunities for innovation and improvement



We will continue to monitor progress on the achievement of our strategic goals through the following Key Performance Indicators.

ENABLING UNIVERSITY STRATEGY

- Recognition in the Canada's Top 100 Employer competition (annual)
- Employment Equity Census results (year over year)
- Collective bargaining agreements delivered within mandate (annual)

COLLABORATING WITH OUR COMMUNITY

- Overall Employee Engagement Survey scores (survey over survey)
- Number of participants in Training programs (Health & Safety, Leadership/Employee Development) (annual)
- Number of community members involved in HR/OD facilitated committees and working groups (annual)

DELIVERING SERVICE EXCELLENCE

- Overall Customer Survey Satisfaction score (survey over survey)
- Self-service utilization rates (on-line HR modules and resources)
- Number of process reviews completed/implemented

EMPOWERING LEARNING & GROWTH

- Overall HR Employee Engagement results (survey over survey)
- HR retention ratios (annual)
- HR MPDA/Tuition Assistance usage rates to support development activities (annual)



“

At McMaster University our people are our most valuable asset,
and we strive to attract, develop and retain the best staff,
researchers and faculty members in the world.

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OUR HUMAN RESOURCES SERVICES TEAM

HUMAN RESOURCES SERVICES CENTRE

The HRSC acts as the initial point of contact for professional human resources and pay-related inquiries and support to all McMaster employees (Faculty, staff, managers, retirees). Our HR Operations and HR Reporting & Control teams provide support including:

- Employment Services (hiring, on-boarding, immigration)
- Employment documentation and verification
- Status Change Requests
- Benefits and Retirement Plan administration
- Time and Payroll inquiries
- Reporting and Analytics requests
- General policy and legislation interpretation

905-525-9140 ext. 222-HR | Campus Services Bldg. 202
Contact your HR Advisor

EMPLOYEE AND LABOUR RELATIONS

The Employee & Labour Relations Team leads in the provision of Human Resources Services in these areas:

- Collective Bargaining
- Collective Agreement interpretation and administration
- Labour Relations and employment expertise and advice
- Employee Relations
- Strategic grievance, arbitration and /or litigation processes
- Dispute resolution
- Training related to labour and employment
- Intake and investigation of employee discrimination, harassment and sexual harassment complaints
- Independent Contractor (ICQ) administration
- Tuition Assistance and Dependent Bursary administration

905-525-9140 ext. 23850 | Gilmour Hall 304
Contact your ELR Advisor

HEALTH, SAFETY & RISK MANAGEMENT

Environmental & Occupational Health Support Services (EOHSS) is a team of health, safety and risk management specialists committed to achieve standards in the areas of environmental and occupational health, safety, loss prevention and mitigation.

- Prevention
- Health & Safety training & development
- Risk Management advice & support
- Campus Insurance
- Lab Safety
- Occupational health testing

905-525-9140 ext. 24352 | Gilmour Hall 304
Email: eohts@mcmaster.ca

Employee Health Services (EHS) is available to assist you maximize the relationship between your job and your health.

- Early & Safe Return to Work
- Occupational Health
- Employee Family Assistance Program inquiries
- Medical Leave (Sick Leave, Salary Continuance, Long Term Disability)
- Medical Accommodation
- Occupational Injury or Exposure (WSIB)
- Medical Surveillance/Medical Monitoring

905-525-9140 ext. 24554 | Gilmour Hall 304
Contact your EHS consultant directly:
<http://www.workingatmcmaster.ca/ehs/>

TOTAL REWARDS

This team of HR professionals are available to answer any questions you may have regarding:

- Compensation policies and program design
- Benefits and Retirement Plans policy and program design
- Job Evaluation for TMG and Unifor
- TMG Total Rewards
- Pay Equity

905-525-9140 ext. 24554 | Gilmour Hall 304

ORGANIZATIONAL DEVELOPMENT

Organizational Development fosters a collaborative, healthy and inclusive workplace culture through:

- Employee engagement, recognition and wellness strategies
- Enabling community volunteerism and citizenship
- Personal and professional development experiences
- Building Leadership and organizational capability
- Consultation and program design
- Partner support with new and existing OD initiatives
- Employee Empowerment (on boarding through pre-retirement planning)
- Employment Equity and Diversity initiatives

905-525-9140 ext. 24554 | Gilmour Hall 304 | Email: od@mcmaster.ca

University Advancement Human Resources Manager:
905-525-9140 ext. 26697 | MUSC 225

University Library Human Resources Coordinator:
905-525-9140 ext. 23873 | MML208

Employee Career Services supports and empowers employees with strategies that contribute to achieving their highest personal and professional potential.

- Career, leadership & job competition coaching;
1-1 leadership coaching for managers
- Resume, interview, & career management workshops
- Strategies for developing & advancing careers
- Education and professional development planning
- Post-retirement/career coaching
- Self-marketing and networking

905-525-9140 ext. 26545 | CSB 113
<http://employeecareers.mcmaster.ca/>

FHS HUMAN RESOURCES OFFICE

The Faculty of Health Sciences Human Resources Office in collaboration with Human Resources Services provides leadership, advice, support and resources to faculty and staff to foster the creation of an environment that is inclusive, diverse and engaging.

Working with our partners within the Faculty and beyond, we are responsible for recruiting a large and diverse number of individuals locally, nationally and internationally. We support the over 1,600 staff members as well as, 770 full-time and 1,800 part-time faculty members who help the Faculty to accomplish its mission and vision. These are dispersed amongst the Schools and Departments in the Faculty of Health Sciences.

Faculty of Health Sciences Human Resources:
905-525-9140 ext. 22207 | HSC 2J1A
http://fhs.mcmaster.ca/hr/contact_us.html

Faculty of Health Sciences Safety Office:
905-525-9140 ext. 24956 | HSC 1J11A – Purple section