



Human  
Resources  
University-wide  
Review

# Overview

- **Review process**
  - Previous IT and research finance reviews
  - Internal + third-party experts, 40 stakeholder meetings
- **Key findings – 4 core themes:**
  - Payroll process needs improvement
  - Need for standardized and simplified processes overall
  - Revise the service model to increase structure & accountability
  - Reinvigorate recruitment support
- **Timelines for change**

# HR Review Implementation Committee

- **University-wide representation**
  
- **Implementation Committee:**
  - Roger Couldrey (Chair)
  - Linda Coslovi, Provost's Office
  - Gayleen Gray, Chief Technology Officer
  - Laura Harrington, Faculty of Health Sciences
  - Dee Henne, Chief Financial Officer
  - Maureen MacDonald, Dean of Science
  - Wanda McKenna, Chief Human Resources Officer
  - Additional working committees to be developed

# Overview of recommendations

- **20 Recommendations – same 4 core themes:**
  - Payroll process improvements
  - Standardize and simplify processes
  - Integrated service model, structure & accountability
  - Recruitment improvements

The HR function should deliver a seamless employee experience for all faculty and staff. An integrated, productive HR service team should aid McMaster's strategic goals.



# Summary of Recommendations

# Recommendations – 20 overall: 4 groups

## 1. Payroll processes

- Leverage technology
  - Review system architecture across functions (HR/Finance)
- Analyze workflow and procedures
- Minimize manual processes
- Develop documentation, training materials, procedures, checklists to improve responsiveness
- Support faculty and clinical faculty pay, benefits and tenure clock, proper records and tracking
- Strategy to simplify benefit and pension plans
- Enhance benefit and pension expertise
- Single electronic record for all employee files within a document management system with a governing policy

# Recommendations – 20 overall: 4 groups

## 2. Standardize and simplify processes

- Streamline processes
- Clarify functional accountabilities
- Take deliberate steps to improve transactional processes

# Recommendations – 20 overall: 4 groups

## 3. Structure

- Enhanced partnerships needed between central HR and FHS-HR to meet FHS unique needs
- Evolve the HR Service and partnership model
  - Expert support needed for researchers as priority
- Enable Centres of Expertise
  - Benefits, pensions, compensation, systems, data, pay, employee/labour relations, organizational development, employee health, health and safety, etc.
- Recognizing McMaster's decentralized nature, responsibility, authority and accountability for HR function lies with AVP-CHRO



# Recommendations – 20 overall: 4 groups

## 4. Recruitment

- Develop a talent acquisition team in central HR
- Map recruitment process for faculty and clinical faculty



## Next Steps

- Priorities
- Implementation
- Timeline

# Implementation processes: high-level

- Using a process lens for issues and solutions
- Foster strong and positive collaborations – need for everyone across the university to be thinking and acting on this
- Work jointly to deliver Seamless Service Excellence, and create a great employee experience
- Identify opportunities to streamline pan-institutional processes
- Review common gaps and barriers
- Develop strategies to support unique needs and integrated solutions
- Continue to Build HR Community of Practice, complementing expertise
- Evolve the HR model needed to support McMaster's future

# Implementation

- Immediate changes
  - Posting for Director, HR Services, Systems and Payroll
  - Structural realignment, clarify roles & accountabilities
  - Hire expert external consulting support
- Short-term changes
  - Payroll process focus – reduce transactional work
    - Special premium payments processing (SPP) pilot in FHS
    - Contract end-date processes
  - HR service intake enhancements: phone triage / email tickets
  - Increased partnership between central HR and departmental administrators, managers and HR staff

# Implementation

- Medium-term changes
  - Work on process mapping, documentation, streamlining processes, increasing self-service options
  - Consider opportunities to evolve the advisory model to a business-partner model to serve on-campus “clients”
  - Leverage technology to support strategic goals
    - Improving integration between HR and finance modules in Mosaic

# Implementation underway: recent initiatives

- HR began a continuous improvement initiative in 2016 with more than 200 process improvements completed since then (120+ in 2019)
- First phase of digitization project
  - Focus is on reviewing Position Management, Workflow, and recruitment processes/system
  - Digitizing the functions of the HR events form
  - Mosaic onboarding module pilot
  - Employee departure checklist
- Efforts to streamline administrative practices through changes in policies, collective agreements
- New communications (newsletter, web, forums, etc.)
- Employment Equity and recruitment support/training



# Questions



Thank you