2023 Annual Report

Human Resources
Faculty of Medicine and Health Sciences
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DIRECTOR’S MESSAGE

2023 was a very dynamic year for the Faculty of Medicine and Health Sciences (FMHS) and for our HR team. Externally, we witnessed the continuation of high inflation, the aftermath of what was called the “Great Resignation” and a demographic shift – all impacting staff recruitment and retention. Internally, the McGill hiring freeze changed the ground rules for administrative hires. All these factors presented challenges for supervisors in navigating the turbulent waters of work-life balance, flexible work arrangements and a tight employee market while meeting administrative service commitments. Hats off to all supervisors and their teams who have shown resilience and have continued to adapt to these numerous challenges and changes.

Early in 2023, a structural change within the HR Office set us up to better respond to these challenges, with three members of our team moving into more specialized roles in Talent Management and Data Analysis. Their initiatives have helped our supervisors and leaders retain and invest in top talent and gave us a clearer picture of who we are and how to weather this period of change.

As we move into 2024, we continue to invest in bringing staff and supervisors the services, special programs and data-based insights they need to support the teaching and research mission of the Faculty.

THE HR MANDATE

The FMHS Human Resources team contributes to the success of the Faculty by supporting its administrative staff and leaders. We offer services in HR administration, talent acquisition and management, labour and employee relations, training and advising, as well as organizational reviews. Some of the 33 HR professionals in the Faculty are distributed across local units, such as The Neuro and the School of Biomedical Sciences (SBMS), while others work out of the central team.

OUR TEAMS

HR OFFICERS, ADMINISTRATORS & COORDINATORS
This team is responsible for recruitment of Research Assistants and Associates, Postdocs (in some cases) and casual employees. They also manage recruitment for Teaching Assistants, Invigilators, Graders, Undergraduate Course Assistants, Undergraduate Research Trainees and Graduate Research Trainees. In addition, they administer trial and probation periods, contract renewals and terminations and they are Workday experts who initiate and approve a range of HR-related business processes.

TALENT ACQUISITION ADVISORS & TALENT MANAGEMENT ADVISORS
Talent Acquisition Advisors create and classify new administrative positions, update existing job descriptions and classifications, recruit new staff and establish trial and probation periods. Talent Management Advisors also provide guidance and lead programs on talent attraction, onboarding, employee development and retention, and Equity, Diversity and Inclusion.
HR ADVISORS
This team provides guidance on the application of McGill personnel policies and collective agreements on topics such as trial and probation periods, vacation, salary increases or adjustments, temporary alternative work arrangements (TAWAs), medical leaves and other absences, and leaves and position abolitions. They also provide guidance on performance management, discipline and other issues related to labour and employee relations. And they work hand in hand with HR Administrators to support them in any complex situation that may arise.

PROJECTS AND PERFORMANCE
The Projects and Performance Team leads organizational change projects and provides data monitoring and insights to guide HR activities and decision making.

Our objective is to provide these services in a consistent, coordinated fashion with a high level of professionalism and client-service.

THE POPULATION WE SUPPORT

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Population as of December 1, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Assistants, Research Associates, Postdoctoral Researchers (AMURE) plus Postdoctoral Scholars and Postdoctoral Fellows.</td>
<td>623</td>
</tr>
<tr>
<td>AMUSE (Non-Academic Casual Employees)</td>
<td>600</td>
</tr>
<tr>
<td>AGSEM (Teaching Assistants, Invigilators) plus Undergraduate Student Course Assistants</td>
<td>350</td>
</tr>
<tr>
<td>MUNACA (Clerical and Technical Employees)</td>
<td>530</td>
</tr>
<tr>
<td>Academic Casuasls (Graders, Mentors)</td>
<td>84</td>
</tr>
<tr>
<td>MPEX &amp; EXEC (Regular, Term, Casual)</td>
<td>448</td>
</tr>
<tr>
<td>Graduate Research Trainee &amp; Undergraduate Research Trainee (non-employees)</td>
<td>Not currently available</td>
</tr>
</tbody>
</table>

Notes:
- Not all Postdoctoral Fellows are captured in WD.
- In Administrative Excellence Centres (AECs) 6 & 8 and SBMS Postdocs are supported by Academic Affairs and not HR.
- In AECs 6 & 8 Graduate Research Trainees & Undergraduate Research Trainees are supported by Academic Affairs.
- The Neuro HR supports additional profiles not represented in this table.
GOALS IN 2023

1. Develop strategies to ensure optimal delivery of training and professional development for HR administrative staff and FMHS supervisors.
2. Ensure a strategic focus on:
   - Employee retention
   - Talent management (recruitment, pools of candidates – internal and external; exit interviews, onboarding, performance management, etc.)
   - Career development
   - Employer branding
   - Review of processes, metrics and KPIs
   - Best practices in HR
   - Optimizing organizational structures
   - Resource planning and improved control measures
   - Develop opportunities to influence University decisions

FMHS ADMINISTRATION - FACTS AND FIGURES

ADMINISTRATIVE STAFF OVERVIEW
The following is a snapshot of the MUNACA and MPEX administrative and support staff in the FMHS as of year end 2023. MUNACA is the McGill University Non-Academic Certified Association, the union at McGill for clerical and technical staff. MPEX stands for Management, Professional and Excluded positions.

ADMINISTRATIVE POPULATION AND BREAKDOWN BY MUNACA/MPEX

At the end of 2023, the overall regular administrative team at the Faculty was comprised of 967 employees, with 55% unionized (MUNACA) staff and 45% management or professional staff (MPEX). Note: casual administrative employees are excluded from this data.
Our administrative team in the faculty is mostly female. Almost three quarters of the team is female and only one quarter is male. (Less than 1% of staff identified their gender as other.)

When we look at leaders in M3 level positions and above, relative to the overall male vs female distribution across administrative roles in FMHS (26% vs 74%), males occupy a higher percentage of leadership roles (47% vs 53%).
Eighty percent of the Faculty’s administrative team belongs to either Gen X or Gen Y (otherwise referred to as Millennials). These are two generations that are understood to seek career advancement quickly, and value investment in growth and career opportunities.

PROJECTS AND INITIATIVES – A YEAR IN REVIEW

Every year, we augment our services with a wide array of projects and initiatives geared to supporting employee growth, success and satisfaction and integrating best practices and emerging HR trends.

TALENT MANAGEMENT TEAM BRANDING: FROM A WORKING PLACE TO A GROWING PLACE

In 2023, the Talent Management Team adopted the new logo below, reflecting an emphasis on opportunities to grow and develop skills within the Faculty. Multiple initiatives were rolled out under this banner throughout the year.

WINTER 2023

STAY INTERVIEWS

Stay interviews are a proactive approach to assessing and improving employee engagement, satisfaction, and retention. The interviews are designed to identify potential concerns and where possible to improve the overall employee experience within an organization.

FMHS HR developed a methodology and tools for stay interviews and rolled out three faculty-wide virtual training sessions, attended by approximately 150-200 managers. Surveys showed that 100% of employees who had received a stay interview were still in their position or in the Faculty six months later. In addition, FMHS managers have expressed appreciation for this tool as a complement to the other tools presented in the Faculty.

This training was also presented to the University’s Central Staffing team and shared with other Faculties and units of the University. An article on stay interviews authored by two of our FMHS HR leaders was published in the November-December 2022 issue of the HR magazine of Ordre des conseillers en ressources humaines agréés (CRHA) and was featured in the summer of 2023 as one of the top 20 most popular articles of 2022-2023.
In Spring 2024, we will provide the stay interviews training and tools again for new managers, or any managers who would like to attend.

SPRING & SUMMER 2023

MANAGER CO-DEVELOPMENT

Professional co-development is a management training approach for peer-to-peer learning to improve skills and consolidate practice. Participants reflect on challenges, individually and in groups, using a non-judgemental, positive approach where they take on the roles of clients and consultants presenting their case and in turn advising on the cases of peers.

Since March 2023, three cohorts (23 managers of all levels) have participated in the program with 6-8 monthly sessions per cohort. 95% reported being satisfied or very satisfied with the program.

This program is being offered again in 2024. Two cohorts of participants started in January 2024 and will participate in these sessions for the next 8-10 months.

WELCOME DAY AND ONBOARDING BEST PRACTICES

The Welcome Day is an online event for new employees, designed to introduce them to McGill University and to the Faculty, and to provide them with essential information to facilitate their integration into the organization. It was launched to make new employees feel welcome while providing them with this essential information.

The Welcome Day is offered twice a month to employees with start dates in the two weeks prior. In 2023, 18 sessions welcomed a total of 137 new employees. Surveys we have conducted are telling us that Welcome Days are effective: 83% of new employees who responded to the survey agreed or strongly agreed with a series of measures indicating that they feel welcome and appreciate the content that is shared.

In 2024, we will update the Welcome Day presentations to support greater equity and diversity, such as adding information on resources for neurodiverse employees.

ONBOARDING TRAINING

In March 2023, we gave online onboarding training sessions to Faculty managers, to share current best practices and encourage thoughtful and robust onboarding practices. According to the Brandon Hall Group,1 organizations with a strong onboarding process can improve new hire

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1 Based on a survey conducted by the Brandon Hall Group, a professional development company that provides data, research, insights, and certification to Learning, Talent, and HR executives and organizations.
retention by 82% and productivity by over 70%. In addition, employees who feel their onboarding experience was effective are more than 29 times more likely to feel satisfied with their jobs.

These sessions were attended by the majority of FMHS managers. Since their delivery, we have been monitoring employee and manager feedback on onboarding to ensure satisfaction with the process. In 2024 we will continue to monitor this data and add this training to our manager toolkit.

**FINANCE INTERNSHIPS**

Our team developed and rolled out a Finance Internship pilot program last year to bridge the gap between new graduates and professional positions. We formed a partnership with Dawson College as they offer an internship program in both the DEC (Diplôme d'études collégiales) and the AEC (Attestation d'études collégiales) during the spring term.

During the pilot, the Faculty hosted two interns. Both remained with the Faculty for the summer after their internships, and one was offered a permanent position as Senior Accounts Administrator. We hope to continue our partnership with Dawson College and to explore expanding internship opportunities to other CEGEPs/Universities.

**DATA ANALYSIS**

This year, we dedicated an HR Advisor position to focus on data analysis and reporting, to gain insight into our administrative population, identify trends and service needs and support data-based decision making.

The FMHS HR Data Analyst has built a network with the data teams in Central HR and the Provost’s office, as well as other data analysts in the Faculty. They have developed a set of well-defined metrics that correspond to University reporting measures wherever possible and support our Faculty’s priority metrics goals. This new function has strengthened our ability to identify needs, measure impacts and to adjust programs to meet emerging needs.

In 2024, this advisor will continue to conduct comprehensive analysis on key HR metrics to support informed decision making. They will also pilot and monitor an employee engagement survey and support emerging priorities such as process improvement initiatives, in alignment with the Faculty’s strategic priorities.
FALL 2023

OVATION AWARD REVAMP
The VP-Dean’s Ovation Awards recognize the exceptional contribution of employees based on the quality of work, initiative, creative problem-solving, dedication and caring, service excellence and innovation. Each of the three award winners receives a cash prize of $2,500.

In 2023, the Faculty revamped the nomination process and the website, simplifying it and making it more user-friendly. We continue to work on improving the user experience and on developing new outreach modalities to ensure our community is aware of the awards and can nominate with ease.

JOB FAIRS - DAWSON COLLEGE AND MCGILL’S DESAUTELS FACULTY OF MANAGEMENT
FMHS HR participated in two Job Fairs in 2023 with a focus on meeting students who may be candidates for employment opportunities in HR, Management and Accounting. These one-day, in-person job fairs provided a great networking opportunity and initiated new partnerships with Dawson College and Desautels Faculty of Management. Job fairs are also a means by which to stay connected with our community, to continue to be visible in the labour market and to ensure we are considered as a potential employer. Our team was received very positively by the organizers and met a number of motivated candidates.

CAREER CONVERSATIONS
Career Conversations are a talent management tool to address employee engagement and retention. In 2019, LinkedIn reported that 94% of employees would stay longer in an organization that invests in their training and development and 15% are more engaged in their roles following a Career Conversation.2

A Career Conversation is a structured conversation between employee and supervisor during which they discuss the employee’s aspirations, strengths and weaknesses, and strategies for advancement.

In the fall of 2023, the Faculty delivered three virtual training sessions to approximately 200 supervisors on how to facilitate Career Conversations with their teams. In 2024, we will augment this initiative with a mentoring program linking more established senior colleagues with junior colleagues to share their experience.

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2 LinkedIn, Workplace Learning Report, 2019
BRONZE LEVEL SUSTAINABILITY
McGill’s Sustainable Workplace Certification program promotes a wide range of sustainability practices, from choosing more environmentally friendly and socially responsible supplies and proper waste management to promoting health and wellbeing and accessibility and inclusion.

In December, our HR team attained Bronze Certification under this program. We undertook this initiative to align with McGill’s sustainability goals. The Bronze certification has increased mindfulness of our team in areas related to the environment and to wellness; improved our understanding of the meaning behind sustainability (not only eco-friendly practices!); and prompted a positive shift in our routines towards adopting eco-friendly practices in our work habits on campus and at home.

One hundred percent of the FMHS HR team has committed to the certification and it continues to be a top-of-mind initiative in our unit. In 2024, our objective is to continue to meet the commitments of the Bronze Certification and to participate in University-wide sustainability initiatives.

LOOKING AHEAD
Thank you to the staff and leaders in the Faculty of Medicine and Health Sciences for putting your trust in the HR team. 2024 is shaping up to be another challenging year. We are committed to providing meaningful and timely programs, professional services and advisory support, as we move forward together.