2025 Annual Report

Human Resources

Faculty of Medicine and Health Sciences

McGill | Faculty of Medicine and Health Sciences | Faculté de médecine et des sciences de la santé

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Our people are the driving force behind the Faculty's achievements. Their expertise, collaboration, and commitment enable us to advance our academic mission and serve our community. This report provides an overview of our administrative workforce and highlights the HR initiatives that support employee success, foster engagement, and strengthen organizational effectiveness.

Véronique Paradis, Director Human Resources, FMHS

Many contributions happen behind the scenes every day. By celebrating the impact of day-to-day work through frequent, shared, and behaviour-based recognition, we ensure important work is visible and acknowledged.

– Paradis, Véronique. (2026, June). Ask Me Anything. The Slice.

Director's Message

I am pleased to present the 2025 HR Annual Report, which highlights the dedication, adaptability, and professionalism of the FMHS HR team over a year marked by significant transformation. As I look back at the past year, I am struck by how our collective efforts have shaped a stronger and more integrated HR service for the Faculty.

This year we took an important step forward with the launch of our new HR service model. After significant analysis, consultation, and process review, we consolidated our partnership teams, creating a structure that brings our advisors and administrators together and closer to the Schools and Units they support. This shift was guided by a clear vision: to simplify the client experience, strengthen our understanding of local operational needs, and provide coordinated, consistent HR services across the Faculty.

Our team demonstrated resilience and collaboration as we navigated this transition. Advisors took on enhanced partnership roles, administrators worked with dedication and adaptability within the new support configurations, and we all contributed to refining processes and strengthening backup mechanisms. These changes required flexibility and trust: our team rose to the challenge with professionalism and focused on service excellence.

At the same time, we remained committed to improving efficiency, supporting operational leaders, and staying nimble in a Faculty and University that continues to evolve. Despite the scale of change, we continue to foster a supportive work environment that values well-being, continuous learning, and balance.

As we move forward, we do so with a renewed structure, clearer pathways for collaboration, and a shared commitment to supporting the Faculty's mission. I am proud of what we accomplished together in 2025, and I look forward to the year ahead.

The HR Mandate

The FMHS Human Resources team contributes to the success of the Faculty by supporting its administrative and unionized staff and leaders. We provide services in HR administration, talent acquisition and management, labour and employee relations, training and advising, as well as organizational planning. We have 25 HR professionals on our Faculty team and six at The Neuro

Our Teams

HR Administrators & Coordinators

HR Administrators and Coordinators are responsible for recruitment of Research Assistants and Associates, most Postdocs 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.

Administrative and HR Officers

Administrative and HR Officers are technical specialists. They onboard and train new staff, develop HR processes and training resources and assist the HR administration team with complex cases. They work closely with Central HR and academic partners and support the HR website and communications.

Talent Acquisition & 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

HR Advisors provide 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, leaves and position abolitions. They also provide guidance on performance management, discipline and other labour and employee relations issues. They work closely with HR Administrators and Talent Acquisition Advisors on complex cases.

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

FMHS HR Goals in 2025

Continue shaping HR's service offering and delivery in a manner that is attentive to our clients' needs, effective and standardized, by monitoring client satisfaction, questioning and updating processes and procedures, supporting changes needed, leveraging everyone's strengths and looking for opportunities to use technology to improve efficiency.

Who We Support

The HR team supports a diverse range of employees.

Employee Group	Population as of Dec 1, 2023	Population as of Dec 1, 2024	Population as of Dec 1, 2025
Research Assistants, Research Associates, Postdoctoral Researchers (AMURE) plus Postdoctoral Scholars and Postdoctoral Fellows, and non-unionized Postdoctoral Researchers	623	625	617
AMUSE (Non-Academic Casual Employees)	600	497	441
AGSEM (Teaching Assistants, Invigilators) plus Undergraduate Student Course Assistants	350	377	374
MUNACA (Clerical and Technical Employees)	530	527	509
Academic Casuals (Graders)	45	28	25
MPEX & EXEC (Regular, Term, Casual)	448	439	427
Graduate Research Trainee & Undergraduate Research Trainee (non-employees)	Not currently available	Not currently available	Not currently available

Notes:

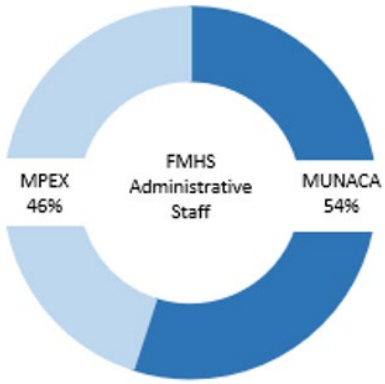
- Not all Postdoctoral Fellows are captured in WD.
- In Administrative Excellence Centres (AECs) 6 & 8 and SBMS Postdocs are supported by Academic Affairs and not HR.
- In AECs 6 & 8 Graduate Research Trainees & Undergraduate Research Trainees are supported by Academic Affairs.
- The Neuro HR supports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

FMHS Administration - Facts and Figures

The following is a snapshot of the MUNACA and MPEX administrative and support staff in the FMHS as of year-end 2025. 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

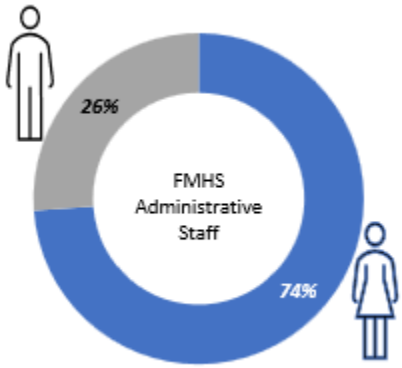
At the end of 2025, the regular administrative team at the Faculty was comprised of 936 employees, a 2% decrease from the end of 2024. The distribution of staff shows a minimal shift from last year.



Note: casual administrative employees are excluded from this data.

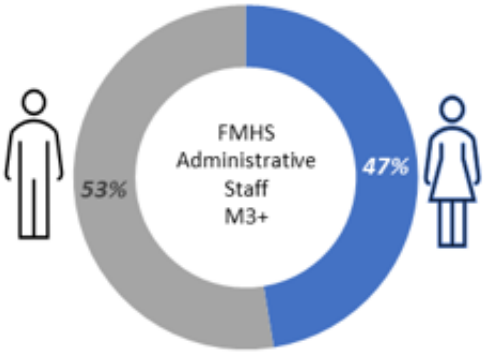
Gender

Our administrative team is three quarters female, and one quarter is male.



Gender in Leadership Roles

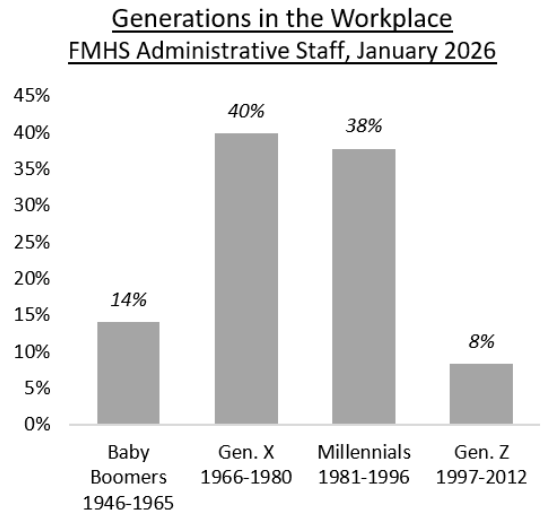
When we consider that the administrative staff population is 74% female, it is apparent that there is a disproportionately high percentage of males in leadership roles. Since last year, there has been a 5% increase in the proportion of men in leadership roles.



We are committed to supporting the advancement of women in leadership roles though initiatives such as the Mentorship Program and Co-development Program.

Generational Split

Seventy-eight percent of the Faculty's administrative team belongs to Generation X and Generation Y (Millennials). These generations are understood to seek career advancement quickly, and value investment in growth and career opportunities. In 2025, we observed a 2% decrease in the population of Baby Boomers. This change highlights the need to adopt strategies to engage and retain a younger generation.



Onboarding

We use onboarding surveys to gather insights into the experience of our new employees, tracking two key metrics: onboarding success and engagement. Onboarding success measures the percentage of employees who agreed or strongly agreed that their onboarding felt structured and supported. Onboarding engagement reflects those who felt welcomed and connected to the Faculty. Throughout 2025, both metrics consistently received highly favourable ratings, with over 80% of respondents expressing positive feedback.

Average time to fill positions

The Time to Fill metric is important for assessing recruitment efficiency. It measures the time it takes to hire a candidate, from the approval of the request to fill a position to the acceptance of the offer. In 2025, our Faculty's average time to fill for administrative positions was 35 days, which is on average 18 days faster than in 2024.

2025 Projects and Initiatives

In 2025, we are pleased to showcase both new and long-standing HR initiatives that continue to make a meaningful impact across the Faculty. These efforts strengthen employee support, enhance collaboration and community, and reinforce our commitment to an inclusive, high-performing work environment.

Interview Guide for Candidates

In the summer of 2025, the Talent Acquisition team introduced an Interview Preparation Guide to reduce uncertainty, support candidate preparation, and foster an inclusive, respectful, and engaging recruitment experience.

Early feedback was positive, highlighting improved clarity and confidence throughout the process.

"I appreciate the thoughtful preparation and the high standard demonstrated throughout the process."

– Candidate Feedback

Retirement Guide

In Fall 2025, we launched the Retirement Preparation Guide to support employees as they plan for the transition to retirement. The guide offers clear, practical guidance on financial planning, health and wellness, lifestyle considerations, and the emotional aspects of retirement, empowering employees at all career stages to make informed decisions.

In 2026, the Faculty HR will partner with the McGill Pensions team and Sun Life to offer personalized one-on-one retirement consultations.

HR Process Mapping

In September 2025, HR launched a Process Mapping initiative to strengthen collaboration across the newly consolidated team. Representatives from each functional area met in person every other Monday to map out key HR processes, clarify roles and responsibilities, and identify opportunities to improve efficiency and service consistency.

Using an engaging, hands-on approach - complete with sticky paper, Post-its, swim-lane diagrams, and lively discussion - the group systematically broke down processes step by step. Over the course of nine sessions, the group successfully documented 11 HR processes, strong progress toward ensuring a shared understanding across HR operations. Additional processes will be reviewed and refined throughout 2026 as this initiative continues.

Silver Level Sustainability

In December 2025, the FMHS HR team proudly achieved Silver Sustainable Workplace Certification, investing in sustainability and teamwork. To achieve the silver certification, we ensured that all bronze-level actions were still in place while implementing new initiatives like labeling light switches to reduce energy use, centralizing office supplies to minimize waste, and investing in eco-friendly cleaning products.

We also continued practices that strengthen community and sustainability culture, from sharing updates on McGill's Climate & Sustainability Strategy to organizing team experiences like photo contests and community gardening. These efforts remind us that sustainability is a collective responsibility: every small action matters, and together, we serve the greater good.

Community Recognition Event

The annual FMHS Community Recognition Event celebrates the exceptional contributions of our administrative and support staff. Launched several years ago to strengthen connection and appreciation across our community, the event is organized in collaboration with HR and was redesigned in 2025 to reflect a budget-conscious approach.

The 2025 Community Recognition Event was held from June 9 to 13, 2025, with an additional gathering on June 19 at Campus Outaouais. It was offered in a hybrid format, combining online activities and in-person gatherings. Over 170 staff members participated, demonstrating strong engagement.

Participants enjoyed a wide range of programming, including mindfulness sessions, a plant giveaway supported by the Sustainability Projects Fund, and a closing celebration featuring team games and prize draws. Feedback was positive, highlighting the feeling of community, variety of activities, and opportunities for connection.

The 2025 redesign successfully met its goal of offering recognition that is meaningful, inclusive, and aligned with sustainability values. In 2026 we will continue to refine the format while maintaining the goal of bringing colleagues together in appreciation and support.

Co-Development Workshop for Managers

Launched in 2022, the FMHS Leaders' Co-development Workshop provides people managers with a dedicated space to reflect, problem solve, and strengthen leadership competencies. The program brings peers together to discuss real life leadership challenges and learn from one another's experience in a confidential and collaborative forum.
The workshop follows a structured model of monthly meetings, each two hours in length, facilitated by a trained co-development animator. Participants are committed to full participation and to the program's values of trust, collegiality, and constructive dialogue. Each session centers on one participant presenting a current challenge, followed by group discussion focused on insights, perspectives, and potential solutions.

Participation has grown steadily since the program's launch. Over three years, six cohorts - two per year - have engaged 37 managers from across the Faculty. Evaluation results continue to be highly positive, with 100% of respondents reporting satisfaction and noting improvements in their leadership practice.

The initiative continues to meet its goal of providing meaningful peer support and leadership development.

"It was truly amazing. Very beneficial to me and I am sure everyone else. It was great having people from different departments together and it enhanced the experience for me specifically. Thank you!"

– Participant Testimonial:
Co-Development Workshop for Managers

Lunch and Learn

The Lunch and Learn initiative was created in 2022 to share management best practices and demystify key HR processes. It offers monthly one-hour virtual sessions from September to May. During the 2025 season, sessions were attended by 40–50 participants each and received positive feedback. With topics such as The Multigenerational Workplace: Embracing Diversity for Success and Recognition: Building a Culture of Appreciation, the sessions were noted as relevant, practical,

and well aligned with managers' needs. Lunch and Learn topics are informed by challenges identified by managers, ensuring ongoing relevance and value.

Mentorship Program

Launched in early 2024, the Mentorship Program supports professional and personal development through voluntary, confidential mentor-mentee relationships. In 2025, two cohorts brought together 24 participants.

Feedback was overwhelmingly positive, with mentors valuing meaningful dialogue and knowledge sharing, and mentees reporting enhanced professional skills, deeper subject-matter understanding, and personal growth. Strong mentor-mentee matches fostered lasting connections, and the program successfully met its development objectives. At the end of 2025, a third cohort was launched, extending the program into 2026.

Data Support

In 2025, HR advanced its data-driven approach to planning and service delivery. The HR projects and performance team continued to refine a comprehensive suite of metrics aligned with University reporting standards and Faculty strategic priorities, providing improved visibility into workforce trends, emerging needs, and service outcomes.

2025 also saw an expansion of support for reorganizations. Units received tailored data analyses and advisory services to help structure teams effectively and navigate periods of organizational change.

Throughout the year, the team refined its analysis of key HR metrics and contributed to multiple process improvement initiatives, enhancing capacity to measure results and adjust programs and organizational structures in response to emerging needs.

Ovation Awards

The VP-Dean's Ovation Awards celebrate the exceptional contributions of administrative, operational, and technical staff across the Faculty. Each year, the program recognizes three individuals whose dedication, excellence, and service have a lasting impact on the FMHS community.

The Ovation Award Committee meets regularly throughout the year to plan the nomination campaign, coordinate the rigorous selection process, and organize the event. In November 2025, three staff members were recognized at an in-person ceremony, reflecting the continued engagement and meaningful impact of this returning annual tradition.

Feedback from award recipients and nominators is highly positive, affirming that the initiative continues to meet its goal of fostering appreciation and visibility for outstanding staff. Planning for the 2026 edition is underway.

The Last Word

As we reflect on 2025, we extend our sincere appreciation to all staff and leaders across the Faculty of Medicine and Health Sciences for your ongoing collaboration and trust in the HR team. As we navigate new opportunities and challenges, the HR team will continue to draw on its expertise, dedication, and shared commitment to deliver impactful programs, responsive services, and strategic support that advance the Faculty's mission.