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“I love what I do and I love where I’m doing it. I feel blessed to be able to use my talents and be creative every day in my career here. I am drawn to the positive and upbeat students, faculty and staff members at our beautiful Grenfell Campus.”

Lori Lee Pike
Graphic Artist and Campus Photographer, Grenfell Campus

Introduction

The Department of Human Resources at Memorial University provides a range of programs and services as well as advice and guidance on a multitude of staff employment situations. With human resources professionals located on the St. John’s, Grenfell and Marine Institute campuses as well as within the Faculty of Medicine, the department provides pan-university support to employees throughout their employment life cycle. This support starts at the hiring process, continues throughout employment and goes into retirement with the running of pensioner payroll, the administration of benefits and regular liaison/engagement with the Memorial University of Newfoundland Pensioners’ Association (MUNPA).

As of the close of this fiscal year, Memorial had 3,887 employees (2,338 staff and 1,549 academic) and 2,362 people receiving pensions through the Memorial University Pension Plan. Employees are spread across campuses and learning facilities throughout Newfoundland and Labrador, including a new Signal Hill Campus that was opened this year. Pensioners are located within the province, across Canada and around the world.

% of Employees that work at the following campuses:
Why work at Memorial?

People come to Memorial for their employment experience for a number of reasons. These reasons are often due to the unique set of benefits the university offers employees ranging from its culture, career opportunities, work environment, compensation and overall benefits package. Together, this mosaic of attributes make up the university’s employee value proposition.
“I have worked at the university for five years and come to work every day with a smile on my face. I really like the multi-cultural environment and enjoy talking with everyone from the students to colleagues. People treat each other with respect and consideration. Overall, I love working at Memorial, it feels like a family here.”

Shawn Lee
Custodian, Signal Hill Campus
The Employment Equity and Diversity Advisory Committee (EEDAC), co-chaired by Stephen Dodge, director, Department of Human Resources, and Ian McKinnon, associate director (acting), Office of Faculty Relations, finalized Memorial’s Employment Equity and Diversity Plan this year. The Plan was submitted to Vice-Presidents Council (VPC) in October 2018, approved in November and came into effect on January 1, 2019.

The Employment Equity and Diversity Plan is a three-year, university-wide plan covering the period from 2019-2021. It includes 38 action items designed to eliminate barriers, promote diversity and reach numerical hiring goals to address under representation of certain designated groups. The core components of the plan include: promoting a culture of respect in the workplace; identifying leadership responsibilities; developing programs that are responsive to Memorial’s needs and address under-representation; removing barriers to employment and advancement; and monitoring and accountability. The Plan will be monitored annually and updated every three years. An annual status update on Plan progress will also be issued to the university community.

Memorial has an online, six-question employment equity self-identification survey that it encourages employees to complete. This confidential survey is designed to help the university better understand its workforce and develop initiatives to improve inclusiveness and diversity.

Of those who completed the survey this year: 7.44 per cent identified as a member of a visible minority, 6.88 per cent identified as a member of a sexual minority group, 3.59 per cent identified as a person with a disability and 2.37 per cent identified as Indigenous.

**Employee Equity Groups**

<table>
<thead>
<tr>
<th>Year</th>
<th>Indigenous Peoples</th>
<th>Members of a Racialized Group (Visible Minority)</th>
<th>Members of a Sexual Minority</th>
<th>Persons with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2.01%</td>
<td>7.60%</td>
<td>2.01%</td>
<td>3.02%</td>
</tr>
<tr>
<td>2018</td>
<td>2.11%</td>
<td>7.57%</td>
<td>2.11%</td>
<td>3.02%</td>
</tr>
<tr>
<td>2019</td>
<td>2.37%</td>
<td>6.89%</td>
<td>2.37%</td>
<td>3.59%</td>
</tr>
</tbody>
</table>

Over recent years, the number of employees completing the survey had decreased; however, following the release of an updated survey in late March 2018 and internal communications efforts promoting the survey, the response rate increased this year to 67 per cent from 58 per cent last year. With the goal of having an 80 per cent response rate, the university still has work to do in this area but it is moving in the right direction.

**Self Identification Survey Response Rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>51%</td>
</tr>
<tr>
<td>2018</td>
<td>58%</td>
</tr>
<tr>
<td>2019</td>
<td>67%</td>
</tr>
</tbody>
</table>
Memorial recognizes employees in various ways throughout the year.

Annually, up to five extraordinary employees who have gone above and beyond the expectations of their positions or who have made significant contributions to the university community are recognized with President’s Awards for Exemplary Service. All non-academic staff of Memorial and its separately incorporated entities are eligible to be nominated. This year, the President’s Awards for Exemplary Service went to:

- Angelo Casanas, Genesis
- Brian Quinn, Marine Institute
- Mary Flinn, Faculty of Science
- Rick Lawes, Department of Facilities Management
- Sharon Pippy, Centre for Institutional Analysis and Planning

Employees are also recognized with service milestones. In the spring, 92 employees of the St. John’s and Marine Institute campuses were recognized with either 30, 35, 40 or 45 years of service and an additional 95 employees were recognized with either 20 or 25 years of service. At an event held in the fall, 31 Grenfell Campus employees were recognized with milestones of 10, 15, 20, 25, 30, 35 and 40 years of service.

Social functions are also held at various times throughout the year. In the summer, the St. John’s and Grenfell campuses hold employee socials. These popular events are well attended and provide employees with the opportunity to socialize and enjoy great food. In December, employees and retirees throughout the St. John’s area are invited annually to the Joy to the World party where they mingle and enjoy pizza, music and prize draws. On Christmas Eve, a popular carol sing is held on the St. John’s campus, the Grenfell Campus hosts a Christmas Eve brunch and the Marine Institute hosts a breakfast for faculty, staff and their families which is an opportunity to celebrate the season together while fundraising for a charity identified by the Marine Institute community. Food and monetary donations are also collected during many of the employee socials for the Campus Food Bank.
“Working at Memorial provides staff and faculty with many unique opportunities to participate in initiatives that make the university community an exemplary part of Newfoundland and Labrador.”

Dr. Adedoyin Odukoya
Grant Facilitation Officer, Faculty of Engineering and Applied Science

Environment

The community of Memorial’s 3,887 employees is diverse with faculty and staff. Information about Memorial’s employees is maintained in a metrics dashboard on the website of the university’s vice-president (administration and finance). The dashboard includes information based on employee group (faculty and staff) and position type (permanent and contractual). Included is information on: average length of service at Memorial, average length of service in a current position, average age, age range and gender.
Memorial employs people at all stages of their careers. While the average age of faculty and staff at Memorial is 46.51, the university has a number of people eligible for retirement. This year, 181 people retired, representing approximately 18 per cent of those eligible to retire. This year’s retirement rate was an increase over previous years (16 per cent of those eligible to retire in 2018 and only 14 per cent of those eligible to retire in 2017).

This year Memorial offered a one-time voluntary retirement program (VRP) which contributed to the increase in the number of retirements. The VRP provided approved applicants with a lump sum payment of one month of salary per year of service up to a maximum of 12 months of payment if they retired on or before Dec. 31, 2018. This program was offered in four stages to long-term employees who met age and service requirements. In addition, those approved for the program had to be operationally funded, permanent academic and non-academic staff enrolled in Memorial’s pension plan. Consideration was given to non-academic staff whose positions could be eliminated or filled in an alternate way that resulted in savings and overall position reduction at the university. In total, 50 academic and 19 non-academic staff members accepted the VRP and retired. The program is expected to result in approximately $10.8 million in savings for the first year of which approximately $4.8 million is to be directed towards the hiring of new faculty.

According to HR Metrics Service, the Canadian benchmark for retirement at participating Canadian universities is age 66.3 for faculty and 62.4 for staff.

The university has a number of policies in place for the people of Memorial. Some of the policies that relate to employees include: Respectful Workplace; Workplace Accommodation; Equity, Diversity and Inclusion in Employment; Compensation; and Leave Administration. A full listing of policies is maintained on the policy website. All employees are responsible for reviewing and familiarizing themselves with the policies.

The Workplace Accommodation policy outlines the university’s commitment to maintaining an environment of understanding and respect for the dignity and worth of each person in support of inclusiveness in its workplace programs and practices. The number of employees requesting workplace accommodations decreased in fiscal 2019 to 121 from 145 in fiscal 2018. The total staff grievance rate also saw a slight decrease in 2019.
“I am given the opportunity to learn something new every day. I have a great work life balance, benefits and amazing co-workers! The ability to help people on a daily basis is something I value.”

Dawn French
Recruitment and Leave Management Coordinator, Marine Institute

Career

Memorial’s community of employees has a diverse range of specialties that support the university’s mission through a variety of skills and knowledge in the following areas:

- Academic Services
- Research
- Operations
- Student Enablement
- Community Engagement
- Business Services
- Leadership

Attracting and hiring the best talent is important. This year Memorial reviewed how it can do this more effectively and efficiently. As a result of this review, the Recruitment and Selection of Non-Academic Employees policy was created. This policy was approved by the university’s Board of Regents on Dec. 6, 2018 and came into effect on Jan. 3, 2019. Under this policy, Human Resources and units share the responsibility for the recruitment, selection and hiring of non-academic positions. Human Resources provides advice and guidance throughout the hiring process while maintaining a level of oversight on quality and key processes. Units are responsible for fostering positive relationships with candidates and now have more autonomy. Under the policy, units throughout the university are required to identify a selection committee chair. These individuals are provided with training and resources on topics relevant to the hiring process, such as legal obligations, equity and diversity, and privacy practices. During the hiring process, Human Resources partners with the applicable selection committee chair and unit to ensure the selection of the best candidate.

This year the number of job advertisements posted increased as did the number of positions filled. The amount of time required to post a position improved while the average number of business days required to fill a position increased slightly.
The first point of contact for employees/administrators and the Department of Human Resources is MyHR. Most of Memorial’s human resources transactional and processing functions are centralized in this area and it is the place to go for information, intake and handling of requests, and human resources solutions.

MyHR uses a case management system to track inquiries and process documentation. This system enables the department to maintain detailed records of client cases and helps the team identify areas for service delivery improvements. This year MyHR received 18,968 cases through the case management system. The top categories for cases were: staffing actions, payroll, information management, compensation, leave and benefits.

In addition to the submission of cases to the case management system, MyHR receives thousands of phone calls annually. This year, MyHR received 8,745 incoming calls. The team handled 93.5 per cent of the calls of which 95.02 per cent were answered within 60 seconds, this is an improvement from the previous year where 85.02 per cent were answered within 60 seconds.
Another important human resources tool is **Banner HR**. Banner HR has been used at Memorial since 2012 to support a range of functions necessary for human resources administration including employment and compensation, position control, Employment Equity Office reporting, payroll processing, labor relations, and the administration of leave and benefits. Banner HR also offers self-service by providing employees with access to their personal information on file such as address and telephone, dependants and beneficiaries, pay stub information and annual tax information. This year, Human Resources and ITS undertook the significant job of upgrading the version of Banner HR used at Memorial to **Banner 9**. Following significant testing and the installation of new, dedicated servers, Banner 9 for HR went live at Memorial in October providing users with benefits such as navigation improvements, improved search functions and a modern user interface.

With **MyCareer@MUN**, internal and external candidates applying on a potential career opportunity at the university now experience a streamlined process with a modern, professional and responsive interface. The most notable change is that all applications are now submitted electronically. The new system also removes the use of printed forms, the need to manually store paper and it saves candidate resumes, cover letters and documents in a private and secure manner for a year so people applying to more than one position are able to easily access and update their documents. Those interacting with the new system from an administrative perspective also experience benefits as selection committee members can now receive candidate information electronically and review/screen candidate applications online.
“I have been working at Memorial for 32 years. I have been able to avail of learning opportunities that have advanced my career. I love the benefits package and the job. I have been in a position to retire for some time now but keep working because the university is a great place to be.”

Craig Barnes
Supply Supervisor, Department of Technical Services

Compensation & Benefits

Memorial is committed to providing fair and equitable pay to employees and has a detailed Compensation policy for non-bargaining, management and professional and senior administrative management groups to:

- pay salaries that will attract and retain qualified personnel who can perform the work necessary for the successful operation of the university;
- maintain equitable relationships amongst internal positions with similar requirements; and
- maintain uniform administration of salaries across broad occupational groups.

Salary ranges are based upon the 50th percentile (median pay level) of the appropriate comparator market. The ranges are reviewed by Human Resources and any adjustments are subject to Board of Regents approval. Human Resources may secure market data to determine its competitiveness in the external market, however, the determination of salary adjustments is linked to the university’s budget and overall financial position. Any adjustments are approved by the Board of Regents within the limits of affordability, stewardship and financial feasibility.

Throughout the year, Memorial reviewed the compensation levels for its senior administrative management staff. This work was overseen by Vice-Presidents Council and supported by both internal and external compensation expertise. The resulting pay levels for new senior management employees hired after July 2018 were approved by the Board of Regents and are based upon the 50th percentile of the national broad public sector.

Unionized employees at Memorial are represented by various union locals. This year, Human Resources participated on Memorial’s bargaining team with the Newfoundland and Labrador Association of Public and Private Employees (NAPE) and reached tentative agreements covering the period of April 1, 2016 to March 31, 2020 for the following locals: 7803 and 1804; 7804 and 1809; and 7801. Unionized employees on the St. John’s and Grenfell campuses. Memorial’s Board of Regents approved these tentative agreements at its March 14, 2019 meeting and a formal signing of the agreements will take place in April 2019. Faculty Relations participated in bargaining and reached agreements with MUNFA, LUMUN and TAUMUN this year.
The Human Resources payroll team is responsible for ensuring timely compensation payment for both employees and pensioners. This is done on a biweekly basis for employees and on a monthly basis for pensioners.

Payroll is also responsible for the issuing of T4s, T4As and NR4s. Tax information at Memorial is automatically distributed electronically to everyone with the exception of those receiving T4As and individuals who left employment at Memorial during the year. Also, employees who wish to receive a printed version of their tax information from Human Resources after it is posted online can do so by sending a request to MyHR.

### Employee Payroll

<table>
<thead>
<tr>
<th>Biweekly</th>
<th>$14.3 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly Total</td>
<td>$372.5 million</td>
</tr>
</tbody>
</table>

### Pensioner Payroll

<table>
<thead>
<tr>
<th>Monthly</th>
<th>$6.3 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly Total</td>
<td>$75.6 million</td>
</tr>
</tbody>
</table>

AVERAGES ROUNDED

Tax Slip | Electronic | Printed | Total
---|---|---|---
T4s | 9,018 | 912 | 9,930
T4As | 2,900 | 1,567 | 4,467
NR4s | 24 | 57 | 81
Total | 11,942 | 2,536 | 14,478

Memorial offers employees a strong mix of direct compensation and benefits within a supportive environment. The university’s comprehensive benefits package includes leave options, health and wellness offerings, educational opportunities and a defined benefit pension plan. Employees receive a number of university holidays scheduled throughout the year as well as annual leave. In addition, other leave options are available to employees to assist during times of illness, injury and various life events. Employee leave options are detailed in the Leave Administration policy.

Health and wellness opportunities are popular at Memorial and include a Preferred Rate Program (PRP), a Health Improvement Program (HIP) and an Employee Assistance Program (EAP) to name a few.

This year 1,250 people availed of the PRP and 101 availed of HIP. Employee access to the EAP, which is provided by Shepell.fgi, was consistent with last year and remained at 700 accesses. The EAP is a comprehensive, confidential service available to Memorial employees, retirees and their immediate family members at no cost, 24 hours a day, seven days a week. The top reasons for accessing the program this year were also consistent with last year and were in the categories of personal relationships, mental health and personal stress.

Memorial’s employees who experience illness can avail of sick leave. Sick leave usage has remained fairly consistent over recent years and was an average of 8.52 days per employee this year.

The average number of employees accessing Long Term Disability (LTD) has also remained relatively stable over recent years. The top reasons for accessing LTD are mental health, musculoskeletal and cancer.
To address musculoskeletal injuries (MSIs), the Wellness and Ergonomics programs teamed up to develop and introduce a new pilot project this year. In phase one of this program, Memorial’s trades employees attended a 90 minute in-class training session to learn about MSI signs/symptoms and risk factors, proper body mechanics, stretches and wellness initiatives. Demonstrations of proper stretches were provided as were any needed accommodations. Following the demonstrations, daily morning stretching became mandatory for these employees. Phase two of this project will focus on employees who spend the majority of their day at a desk setting and will be introduced in the next fiscal year to members of the Human Resources team.

The ability to avail of credit courses at Memorial is a benefit that many employees enjoy. With this offering, eligible employees can avail of funding for one academic credit course per semester (up to a maximum of $255 for undergrad courses and $635 for graduate courses). This year, there was a decrease in approved applications over last year and an increase in the money spent. The increase in spending is a result of the types of courses employees are engaged in as graduate studies have a higher program rate.

### Number of Credit Courses Taken

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>741</td>
</tr>
<tr>
<td>2018</td>
<td>825</td>
</tr>
<tr>
<td>2019</td>
<td>716</td>
</tr>
</tbody>
</table>

### Investment in Employee Credit Course Development

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$181,197</td>
</tr>
<tr>
<td>2018</td>
<td>$189,623</td>
</tr>
<tr>
<td>2019</td>
<td>$195,832</td>
</tr>
</tbody>
</table>
Memorial and its major unionized employee groups (CUPE, NAPE and MUNFA) reached a preliminary agreement this year on a framework for Pension Plan reform to jointly sponsor the plan. This draft agreement was provided to the Government of Newfoundland and Labrador, the university is currently awaiting Government’s response. Subject to Government input on the proposed reform agreement, Memorial and employee groups will recommence joint sponsorship discussions in the 2019-2020 fiscal year.

Memorial also offers eligible employees a group insurance plan that provides automatic coverage for the following: Basic Group Life Insurance, Dependent Life Insurance (this is only available with the family health option), Basic Accidental Death and Dismemberment Insurance, Long Term Disability Insurance, Supplementary Health Plan, Dental Plan and a Travel Health Plan. Eligible employees may also choose to participate in optional plans such as: Term Life Insurance, Accidental Death and Dismemberment Insurance, and Spousal and Dependent Child Term Life Insurance. The Employee Benefits Guide provides detailed information regarding eligibility and coverage.

The Memorial University Pension Plan is one of the largest public sector pension plans in Newfoundland and Labrador and provides a lifetime defined benefit pension upon retirement. The plan is funded through contributions made by employees and Memorial, as well as income from its investments. The plan is a central component of the university’s benefits package and provides plan members with retirement pensions based on a predetermined formula utilizing an employee’s best five year average salary, years of pensionable service and a 2 per cent accrual factor.

The pension plan has 3,643 active members contributing to it with an average age of 47.3.

**Plan Membership**
- Active Members: 58%
- Retirees (Incl. Prin. Ben.): 22.3%
- Deferred Pensioners: 5%

**Distribution of Assets**
- Real Estate: 24.6%
- US Equity: 7.6%
- Canadian Bonds: 22.3%
- Canadian Equity: 10.8%
- Int’l Equity: 26.4%
- Mortgages: 5.3%

**Investment Performance**

<table>
<thead>
<tr>
<th>INVESTMENT PERFORMANCE</th>
<th>1 YEAR</th>
<th>4 YEARS</th>
<th>5 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annualized Return</td>
<td>8.13%</td>
<td>6.64%</td>
<td>8.16%</td>
<td>9.83%</td>
</tr>
<tr>
<td>Benchmark Return*</td>
<td>7.25%</td>
<td>5.61%</td>
<td>6.99%</td>
<td>8.83%</td>
</tr>
<tr>
<td>Value Added</td>
<td>0.88%</td>
<td>1.03%</td>
<td>1.17%</td>
<td>1.00%</td>
</tr>
<tr>
<td>Percentile Ranking</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>19</td>
</tr>
</tbody>
</table>

* The benchmark is the expected return of the Fund based upon a passive investment in the indices underlying the policy asset mix.
This year the Human Resources team successfully moved a number of projects forward. This progress was made within an environment of fiscal challenges at the university, this environment is not expected to change in the upcoming year. With budgetary challenges in mind, the department will continue to look for efficiencies and ways to streamline practices and processes while enhancing our technologies and sustainability practices.

The April 1, 2019 to March 31, 2020 fiscal year will see collective bargaining with the remaining NAPE locals at the Marine Institute as well as with CUPE. Once collective bargaining is concluded the Human Resources team will turn its attention to future planning. Some of the projects the department will be working on include updating and developing a number of the policies and procedures related to the people of Memorial such as the Exit Management, Respectful Workplace and Position Management policies. The department will also be working with EEDAC on implementing action items related to Human Resources identified in the Employment Equity and Diversity Plan.

In providing service and programs to the people of Memorial, the department values the feedback of employees. Employee feedback informs the team about what people like about working at the university, helps identify services and programs that are valued and highlights things that can be improved. Employees are encouraged to email evp@mun.ca and let the Human Resources team know what they feel about their employment experience. Employee identities will be held confidential while feedback will be used to help inform future initiatives.

Looking Ahead

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Looking Ahead

“Having the opportunity to live in and learn from the lands and waters of Labrador, while working with an amazing team of people to rethink higher education in times of reconciliation and Northern leadership, is both unique and inspiring, personally, professionally and academically. It is a privilege to work at a university that supports Northern leadership and sovereignty in higher education, and I feel incredibly honoured to work with and learn from amazing Innu and Inuit leadership and communities, as we strive, together, to meet the dreams and aspirations for healthier, flourishing communities in Labrador and across the North.”

Dr. Ashlee Cunsolo
Director, Labrador Institute

We want to hear from you!
evpmun.ca