Focused on Client Success

Human Resources Annual Report

April 1, 2016 – March 31, 2017

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Message from the director

This year we continued to follow our strategic roadmap for 2013-2017. In doing so, we maintained our course and saw it to its completion.

Within the roadmap we had six strategic themes that guided our activities. These themes included: maximizing efficiency and effectiveness in business processes and service delivery; developing and enhancing programs; providing clarity and direction through policy and protocol enhancement; enhancing technology systems to better serve our clients; developing strategic initiatives to support Memorial; and ensuring accountability through policy and reporting. I am pleased to report the department has made significant progress in advancing each of these themes and, as a result, we are now in a more effective and efficient place.

The themes guided our activities as we worked towards our goal of improving our services, developing new programs and finding mechanisms to help us gain efficiencies. They also enabled us to focus on our clients (employees, administrators and the institution) and ensure the services we offered best met their needs.

This year’s annual report tells stories from our clients’ perspective. Each of these stories reflects on our themes, activities and collaborations within the institution. The stories we have presented cover MyHR, direct time entry, a significant review that we
performed in collaboration with the School of Social Work, success stories in learning and development and wellness, and an update on the activities of the Pension Plan Sub-Committee. These stories highlight just a few of the activities of our large department this year.

Following the articles, we have included some tables and graphs focused on our pension plan and key quality indicators. The quality indicator information is important as these indicators help us understand our performance throughout the year and inform our decisions on where we need to improve. Quality indicators also provide a broad look at trends within our workforce to help us understand our workplace.

I am proud of the work and accomplishments of our dedicated Human Resources team and would like to thank them, as well as our partners within Memorial, and Mr. Kent Decker and his office. We are able to accomplish so much because of their work, dedication and support.

I encourage you to read this report to learn about some of our highlighted activities for the 2016-2017 year.

Stephen Dodge

Director of Human Resources
Mission
The Department of Human Resources contributes to the success of Memorial University and its administrators and employees through leadership, service and excellence in human resource management.

Vision
To be highly respected for the quality of advice and service we provide as we work:

- to collaborate and build capacity in human resource management
- to recognize the unique needs of clients
- to contribute to the success of the university.

Core values and principles

**Strategically focused**
We advance Memorial University’s mission by thinking and acting in the best interests of the organization and the workforce; in particular, when developing policies and programs and delivering services.

**Innovative**
We are dedicated to quality, excellence and continuous improvement. We work to ensure the university remains competitive in its human resources management policies and practices by actively seeking and developing best practices, methods and approaches.

**Professional**
We adhere to high professional standards of quality, competency and conduct. We act with honesty and integrity. We anticipate and are proactive, collegial and collaborative in our work. We remain current in professional practice; we are fair and equitable.

**Respectful**
We are considerate, thoughtful and engaged in manner and approach. We exercise the considered judgement of a trusted advisor.

**Accountable**
We are accessible and answer to stakeholders for results in accordance with policies, standards, commitments and principles. We document, measure and report performance and evaluate program effectiveness.
Enabling
We enhance the ability of stakeholders to function independently by developing policies, programs, processes, tools and technologies with sustainability and self-service in mind.

Transparent
We balance requests to share information clearly and openly while respecting the security of confidential and personal information entrusted to the department.

Mandate and structure
MyHR

Directional arrows and splashes of green greet visitors to the fourth floor of the Arts and Administration Building on the St. John’s campus. These all conveniently point people to one place, MyHR, the new shared services centre and place to go for HR solutions at Memorial. However, MyHR is more than just a physical location; it is a new way of servicing our clients and managing our business that involves many avenues for clients to interact with our human resources professionals.

The Department of Human Resources officially launched MyHR on May 18, 2016, (it had been in a pilot phase since the previous fall). This is where most of Memorial’s human resources transactional and processing functions have been centralized. It is the place to go for information, intake and handling of requests, direct self-service options, HR solutions and access to a team of professionals to support clients in the overall employment experience. Human Resources at Memorial’s Grenfell and Marine Institute campuses and Faculty of Medicine continue to provide HR solutions to employees at these locations with the teams leveraging the services of MyHR as required.

Jennine Loder, manager MyHR and HR technology, is pleased with the response of the university community to MyHR.

“While the concept of a Human Resources shared services centre is new to Memorial, it didn’t take long for clients to begin accessing MyHR for assistance. From the time of the official launch in May 2016 until March 31, 2017, the MyHR team was kept busy with the creation of more than 20,000 cases,” said Ms. Loder.

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Total number of cases opened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 (this quarter had shortened reporting as numbers began with the official opening on May 18 and went to June 30)</td>
<td>3,266</td>
</tr>
<tr>
<td>Q2 (July 1- Sept. 30)</td>
<td>6,094</td>
</tr>
<tr>
<td>Q3 (Oct. 1-Dec. 31)</td>
<td>5,293</td>
</tr>
<tr>
<td>Q4 (Jan. 1- March 31)</td>
<td>5,593</td>
</tr>
<tr>
<td>Total</td>
<td>20,246</td>
</tr>
</tbody>
</table>

Clients can access MyHR in a number of ways. They can email myhr@mun.ca, call 864-2434, use Memorial’s internal mail system or visit the MyHR service desk. Each request for assistance is logged by MyHR, which results in a case being created and a case number communicated to the client. Using this case number, clients can determine the status of any outstanding request.
Stacey Fagan, administrative staff specialist II, Department of Facilities Management, is the hub for all Facilities Management MyHR requests. She has found the use of case management software in the centre particularly helpful.

“The MyHR case management system provides an interactive way for clients and MyHR representatives to openly communicate on issues. Some of the key benefits that I have found in the system are the ability to place and track a request using a unique case number, see who has been assigned to follow-up on an issue and access the documents associated with a case. Overall, case management has provided me with another organizational tool to help me achieve my work goals.”

As part of her role, Ms. Fagan interacts regularly with Human Resources.

“In its first year of operation, I placed between 500-700 MyHR cases and I expect the number to be higher in the upcoming fiscal year as I am now using the case management system to its full capacity,” she said.

Ms. Fagan’s number of interactions with MyHR is high due to the nature of her department’s workforce. Facilities Management’s people are in diverse roles and its workforce includes both unionized and non-unionized employees, with a number of people doing shift work and temporary assignments.

While Ms. Fagan is a high user of MyHR, there are others in the university community who may only need to connect with MyHR periodically. Whatever the usage rate, the MyHR team is ready to provide assistance and ensure client needs are addressed.

The MyHR team is dedicated to providing clients with the HR solutions they require. To ensure client needs are being met, Memorial’s Centre for Institutional Analysis and Planning (CIAP) was asked to conduct an anonymous and voluntary survey of MyHR users once the centre was operational for a six-month period. The survey provided the team with a lot of helpful information, much of which is already being incorporated into MyHR’s operations.
The following are some of the survey user results:

- 83 per cent were satisfied with the level of knowledge of MyHR staff
- 69 per cent were satisfied compared to their past Human Resources experience
- 74 per cent were satisfied with their overall experiences
- 67 per cent used MyHR for payroll services
- 34 per cent used MyHR ten times or more over the previous six months
- 69 per cent were satisfied with the timeliness of the response they received from MyHR

Receiving client feedback is important to the department’s on-going efforts to improve the quality of services provided. As such, feedback from MyHR clients will be sought on a regular basis going forward.

Direct time entry transition at Grenfell Campus

Over the years thousands of time reports have been sent to Human Resources and keyed in manually to ensure hourly paid employees, mainly students, received their pay cheques. However, in fall 2015 this was identified by the university auditor as having a high risk for error. To fix this and other issues, Human Resources created the position of Human Resources management system (HRMS) improvement project lead and hired Ms. Cheryl Whitten in the role.

Earlier in 2015, Human Resources had initiated two pilot projects: one at The Works and the other in Facilities Management. The Works and Facilities Management were transitioned to direct time entry in BannerHR; with this process, units key and approve hours worked directly into the university’s software system and a manual timesheet is no longer sent to Human Resources.

After reviewing the centralized process weaknesses as well as the benefits of the direct time entry process, the decision was made to transition all units across all campus locations to direct time entry.

In June 2016 the first transition occurred and provided information as to where some tweaks to the system would be beneficial. After these modifications were completed, the transition across the entire university community began in October.

Ms. Whitten is pleased with the roll-out.

“Units throughout the university responded positively to this change. As a result, a lot of learning has occurred across units from a payroll perspective. Units are now more in control of the process of ensuring employees are paid accurately and on a timely basis,” said Ms. Whitten.
Anxious to remove the requirement of scanning and emailing timesheets for processing into the St. John’s campus, the Grenfell Campus was quick to jump on board.

Ms. Whitten worked closely with Jessica Couture, the Grenfell Campus HR manager, who identified timekeepers and approvers for all departmental units. Together they undertook the task of reviewing all jobs held by Grenfell Campus employees to assign each job to the correct unit for time entry purposes. A HR technology analyst also worked closely with the team to ensure the necessary system access configuration changes were completed. After many hours of analysis and review, the job profiles were updated in the BannerHR system and the team was ready to initiate training.

Unlike many St. John’s campus units, Grenfell Campus units had not previously been transitioned responsibility for leave entry. Leave entry was being keyed and approved centrally by Grenfell Campus Human Resources. This opportunity was used to also provide leave entry training since all the right people were coming together and the processes are very similar.

On Oct. 31 Ms. Whitten travelled to the Grenfell Campus to provide hands on training to a group of 19 units represented by more than 30 “soon-to-be” timekeepers and approvers. To ensure Grenfell Campus employees were paid on time, the group had a deadline of Nov. 2 at 5 p.m. to have all hours entered and approved. Over the course of three days, training sessions were filled with questions regarding specific scenarios. These sessions were successful and the 5 p.m. deadline was achieved.

Kerry Ryland, general services foreman at the Grenfell Campus, attended the training.

“The training sessions were very informative and the presenters made it engaging. The sessions provided me with the knowledge and tools to be able to prepare my department’s leave and time entry data and reduce my paperwork requirements,” said Mr. Ryland.
According to Ms. Couture, the change has been successful. “It’s been a relatively smooth transition here at Grenfell and the change has led to an overall efficiency. I believe that those employees on hourly payroll are being paid in a timely manner and units are now better equipped to troubleshoot and resolve issues when they arise as they have a better understanding of the payroll process,” she said.

With the Grenfell Campus transition complete and units throughout Memorial moving to adopt this process, it is expected that more than 100 units will be completely transitioned by early in the next fiscal year.

Successful review

With 423 students, 35 employees, new leadership, a comprehensive program offering and expansion of both its undergraduate and graduate programs, Memorial’s School of Social Work embarked on a path of change in 2014. This path led representatives of the school to Human Resources and resulted in a two-year intensive collaboration.

As part of the collaboration, Human Resources provided the school with guidance and support. The Human Resources manager of organizational effectiveness and an HR advisor met with the school’s dean and senior administrative officer on a bi-weekly basis from early 2014 to mid-2016. During this time the team completed an administrative review which included a joint analysis of problems, engagement of the whole school, co-creation of solutions and the implementation of changes as they went along.

According to Dr. Donna Hardy Cox, dean of the School of Social Work, the review came at an important time.

“Over recent years, the School of Social Work experienced significant growth and doubled in size. While growth is exciting, it can also create challenges. With the support of Human Resources, a team approach and the engagement of employees throughout the School of Social Work, we are now in a great position as we continue to move forward and respond to ongoing changes,” said Dr. Hardy Cox.

The review team utilized a process consultation approach. According to Robert Barker, Human Resources, manager of organizational effectiveness, this approach is best used when collaboration, advice and support are needed over an extended period of time.

“Early on we recognized that the needs of the school would best be successfully addressed by joining all of our knowledge and skills. Fortunately, each member of the team had a unique skill set that contributed to the team’s success and we were all
willing to commit the time, be persistent, learn and adapt as the review progressed," said Mr. Barker.

The skills of the team covered a number of areas. Mr. Barker brought experience in process consultation and change management. The advisor brought knowledge of policies, procedures and practices, as well as an understanding of what had worked in other academic units. Dr. Hardy Cox brought leadership and communication skills and academic administrative experience while the senior administrative officer brought administrative knowledge and skills and her ability to engage with staff.

To begin, the team agreed on the scope of the review. The scope included documenting duties of administrative employees, identifying administrative needs, clarifying roles and responsibilities, improving communications, cross-training staff, and promoting and supporting a better work-life balance. In working through this scope of work, the team benchmarked with three Canadian schools of social work and three internal Memorial academic units, reviewed data and identified key themes. The team also engaged employees and sought their input and feedback.

As a result of the review, the School of Social Work and its employees have increased transparency in their actions, improved clarity in Human Resources and administrative processes, updated the organizational chart, developed formal job descriptions, reduced overlap in positions and improved the organizational culture. The school also now conducts annual reviews, employee consultations and has offered targeted employee training.

Dr. Hardy Cox said, “The review has been a success. Through this process we have learned that frequent communication and the ability to adapt are key. I would recommend that any unit interested in conducting a review ensure they have the right team in place early on by engaging Human Resources and that team members remain committed to change throughout the process.”
Learning and development

With dedication, persistence and the assistance of Memorial’s academic credit program for employees, Jill Purcell, full-time Memorial employee and grandmother of six, became the first person in her immediate family to receive a university degree.

Ms. Purcell is a Human Resources Advisor who has worked at Memorial since 2007. Prior to joining the university she worked in human resources with the City of St. John’s. In both roles she has sought out educational opportunities and steadily worked on her degree.

Studies that began in 1981 turned into a 35-year journey as Ms. Purcell left university to raise her family and begin her career. In the early 1990s, she heard about a learning and development program her employer offered that provided support for employees furthering their education. She looked at the degree she had started, considered her current interests and began taking courses in human resources and labour relations. Once these courses were completed, she thought about what program she would like to work towards and focused her attention on the Faculty of Business Administration.

“I was interested in getting a certificate of business and, upon looking at what I had done, discovered I was halfway through the program without even knowing it! I finished the requirements for the certificate in 2004 and then checked to see what I would need to complete a degree,” said Ms. Purcell.
She discovered that she only needed a few courses to complete a Bachelor of Business Administration; however, she encountered a new hurdle in attaining her goal.

“Unfortunately, from my first year of university to this point, the requirements for the degree had changed so some of the courses I had completed were no longer applicable. As a result, I had to do additional courses to finish my degree. It took a little longer, but I stayed focused and was pleased to finish my last course in fall 2016,” said Ms. Purcell.

The per-course program at Memorial that Ms. Purcell availed of enables eligible employees to take one academic credit course per semester up to a maximum of $255 for undergrad courses and $632 for graduate courses. Eligible employees include all permanent, operating-funded employees contributing to the university’s benefits program, this includes operating-funded contractual employees whose contract or series of contracts is for a period greater than six months and who contribute to the university benefits program.

According to Heather Stamp-Nunes, the university’s manager of learning and development, the per-course academic credit program for employees is a well utilized benefit.

“The program receives a lot of interest. Each semester this year an average of 185 employees participated. As a result of this program, we have employees working on a number of degrees throughout the university. A key point employees should remember is that to receive program funding, they must receive approval for financial assistance for their credit courses prior to the beginning of the semester for which assistance is requested,” said Ms. Stamp-Nunes.

Ms. Purcell is a proponent of the program.

“It is fabulous that this is offered to employees. As a result of this program, I was able to complete my degree and had the honour of walking across the stage at convocation with family, friends and colleagues cheering me on. It truly was a special moment. Now, my six-year-old niece says I am the smartest person in our family,” said Ms. Purcell.

With her BBA behind her, Ms. Purcell is considering what is next in her educational journey and is looking into masters programs. She finds working and studying at the same time to be a rewarding experience that she would like to continue.

“When you work and take a course, it is beneficial both ways as you are able to bring your work experiences to the classroom and then take your classroom learnings back to the workplace,” she said.
Employees interested in learning more about the academic credit program should consult the Employee Training and Development Policy. The Application for Credit Training form can be accessed on the my.mun.ca portal under the Employee tab, HR Forms.

Wellness at Memorial

Every day a fitness routine is scheduled into Dr. Ron Lewis’ day. Sometimes it is a spin class, other days it is an aerobics class. Whatever the activity, Dr. Lewis embraces it and always ensures he has the time to attend. This dedication to physical activity wasn’t always the case. It started in 2016 when, with an already growing desire to be more active, he encountered a communications piece promoting the Health Improvement Program (HIP).

Dr. Lewis, instructor and chair of the Underwater Vehicles Program in the School of Ocean Technology at the Marine Institute, was one of this year’s new HIP participants.

<table>
<thead>
<tr>
<th>Health Improvement Program (HIP)</th>
<th># of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2016 offering</td>
<td>21 new; 30 returning</td>
</tr>
<tr>
<td>Fall 2016 offering</td>
<td>27 new; 34 returning</td>
</tr>
<tr>
<td>Winter 2017 offering</td>
<td>36 new, 32 returning</td>
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</tbody>
</table>

HIP is a program that provides motivation, support and encouragement to employees interested in improving their health. The program, overseen by HR’s wellness consultant with the assistance of work-term students from the School of Human Kinetics and Recreation, involves clinical health measures, fitness testing, goal setting, fitness classes, and lunch and learn information sessions. This program also includes follow-up testing to determine overall improvement levels.

The testing and conducting of measurements is what caught Dr. Lewis’ attention.

“When I heard about HIP, I was impressed by the fact that the program conducted measurements of participants at the beginning and at the end of the program to help show results. I wasn’t interested in regularly getting on a scale, but to know there was a measurement of results appealed to me. I had my measurements taken and then I started by going to exercise classes twice a week, gradually I advanced by adding additional days,” he said.
“This program gave me the motivation I needed to start a healthier lifestyle, one that I have been able to continue as I moved from my previous position in the Faculty of Engineering to my role at the Marine Institute,” said Dr. Lewis.

Kathleen Wall, HR wellness consultant, has been overseeing the program for the past two years and has found that HIP participants experience a number of health benefits.

“Employees who participate in HIP report health benefits such as increased energy levels, enhanced focus, increased physical activity, better sleeping patterns and the ability to make better food choices,” said Ms. Wall.

“HIP is a great resource that we have access to as employees,” said Dr. Lewis. “Participating in HIP can improve your health and general well-being, it reenergizes your day and personally I feel this program opened the door for me to get into a good routine. Exercise is now something I will always seek out.”

HIP was originally a pilot project offered to one unit on the St. John’s campus in 2014-2015. Since then, the program has continuously grown and is now offered to employees on the St. John’s, Marine Institute and Grenfell campuses with sessions offered three times a year. HIP saw a number of new and returning participants this year, including six participants from the Grenfell Campus. Grenfell participants had a
modified, self-driven program that included weekly emails from the wellness consultant who provided motivational support.

In addition to HIP, HR offered a number of health and wellness initiatives to Memorial employees in 2016-2017 including: lunch and learn workshops, the annual flu clinic, a walking club, the organization of a Memorial Tely 10 team, various fitness challenges and the Preferred Rate Program.

Pension focus

Retirement plans for more than 3,800 employees throughout the university involve receiving a Memorial University pension upon retirement. Whether retiring at age 55 or older, employees who have contributed to the plan have the comfort of knowing it is there for them when they are ready to pursue their post-retirement activities.

Participation in the plan has been part of the benefits package for eligible employees since 1950. Eligible employees are full-time permanent employees and contractual employees who have been appointed for a period of six months or greater and work at least 20 hours per week. The plan provides members with retirement pensions based on a pre-determined formula utilizing an employee’s best five-year average salary, years of pensionable service and a two per cent accrual factor.

To ensure the continued sustainability of the plan into the future, the University Pensions Committee established an ad hoc subcommittee in summer 2016 to conduct a review.

The subcommittee was given a mandate to review the funding and structure of the plan and tasked with making recommendations regarding a joint sponsorship model that would involve both the university and its employees (similar reviews and transitions to jointly sponsored models have already been done in other public sector pension plans in the province).

The work of the subcommittee began in September 2016 as it embarked upon a process of becoming familiar with the various issues associated with joint sponsorship, including those related to the day-to-day running of the plan, the level of contributions required and the benefits offered. To assist with its review, the subcommittee employed the services of the plan’s actuary, Eckler Limited.

The review and resulting discussion focussed on high level governance issues as well as more detail-oriented considerations relative to funding and how joint sponsorship agreements are set-up. Throughout the course of its review, the subcommittee was mindful of the plan’s existing unfunded liability and modelled a variety of funding assumptions with Eckler.
Dr. Robert Sweeny, professor, Department of History and 2017 retiree was the MUNFA subcommittee delegate.

“One of the most important discoveries of the subcommittee was that a large portion of the plan’s present unfunded liability was the result of a move to a new made-in-Canada set of mortality tables that recognize we are living longer and a reduction in our projected average annual rate of return on investments,” said Dr. Sweeny.

According to Glen Roberts, Human Resources manager, benefits and pensions, subcommittee members are being diligent in their review.

“The subcommittee is preparing a number of recommendations relative to joint sponsorship and the related guiding principles and plans to have its recommendations ready for presentation to the full University Pensions Committee in spring/summer 2017. In preparing its recommendations, the subcommittee has been looking at a number of options and is keeping the interests of plan members in mind,” said Mr. Roberts.

When presented, the recommendations will require the support of the full committee and will be the subject of a focussed negotiation process which will begin with the university and pension plan stakeholder groups. The recommendations will also be shared in with pension plan members for their input and feedback.
Pension Plan Highlights

Net Assets Available for Benefits

$1,500,468,000

$886,376,000
$733,568,000

Memorial University Pension Fund

Distribution of Assets

- Canadian Equity, 26.9%
- Canadian Bonds, 24.5%
- US Equity, 23.4%
- Int’l Equity, 10.6%
- Mortgages, 7.7%
- Real Estate, 6.9%
# Plan Membership Demographics

<table>
<thead>
<tr>
<th></th>
<th>March 31</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Members</td>
<td>3,860</td>
</tr>
<tr>
<td>Average Age of Active</td>
<td>46.8</td>
</tr>
<tr>
<td>Members</td>
<td></td>
</tr>
<tr>
<td>Retirees (incl. survivors)</td>
<td>2,084</td>
</tr>
<tr>
<td>Deferred Pensioners</td>
<td>252</td>
</tr>
<tr>
<td>Average Age at Retirement</td>
<td>61.23</td>
</tr>
</tbody>
</table>

## Plan Membership

![Plan Membership Diagram](image)

Legend:
- Active (62.30%)
- Retirees (29.68%)
- Deferred (4.07%)
- Survivors (3.55%)

## Age Distribution - Active Members

![Age Distribution Chart](image)

**March 31, 2017**
Quality Indicators

Recruitment – Time to Fill

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Total Positions Filled</th>
<th>Average Days to Fill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter Four</td>
<td>57</td>
<td>33.9</td>
</tr>
<tr>
<td>Quarter Three</td>
<td>77</td>
<td>29.06</td>
</tr>
<tr>
<td>Quarter Two</td>
<td>82</td>
<td>30.7</td>
</tr>
<tr>
<td>Quarter One</td>
<td>50</td>
<td>25.9</td>
</tr>
</tbody>
</table>

Categories of most common MyHR inquiries

- Payroll: 24.80%
- Staffing Action: 22.25%
- Leave: 18.51%
- Information Management: 13.76%
- Position Control: 12.28%
- Others: 8.39%
Employee Assistance Program (EAP) Participation

<table>
<thead>
<tr>
<th></th>
<th>Accesses</th>
<th>Employee Participation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter One</td>
<td>199</td>
<td>4.85%</td>
</tr>
<tr>
<td>Quarter Two</td>
<td>144</td>
<td>3.51%</td>
</tr>
<tr>
<td>Quarter Three</td>
<td>161</td>
<td>3.93%</td>
</tr>
<tr>
<td>Quarter Four</td>
<td>214</td>
<td>5.22%</td>
</tr>
</tbody>
</table>

Top Reasons for Accessing EAP

- Personal Stress
- Personal Relationships
- Mental Health