“Memorial is a workplace advocating diversity and internationalization, as well as embracing different cultures. I love working with my professional and caring colleagues. St. John’s is a peaceful but vibrant city; it is my home.”

Ying Zhang
Faculty of Business Administration

INTRODUCTION

The Department of Human Resources contributes to the success of Memorial University and its administrators and employees through leadership, service and excellence in human resources management. It provides various services which are available to all employees as well as advice and guidance on a multitude of staff employment situations.

Human Resources supports Memorial’s 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 and the administration of benefits. In total, as of the close of this fiscal year, Memorial had 3,723 employees (2,438 staff and 1,285 academic) and 2,209 people receiving pensions through the Memorial University Pension Plan. The employees are spread out within a multi-campus environment across a large number of unique organizational units while pensioners are located throughout Newfoundland and Labrador, Canada and beyond.

Who are the employees of Memorial?

While the community of employees that make up Memorial is diverse, here are some interesting facts. A typical staff member at Memorial:

- 10.68 years employed at Memorial
- 6.00 years in current position
- 44.80 years old
- 8.34 missed days of work last year due to illness
- 61.11 years of age when retiring

A typical staff member at Memorial

3,723 employees
2,438 staff
1,285 academic
2,209 pensioners
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’ve had the pleasure of studying, working and teaching at Grenfell Campus since 2002. I can’t imagine a career anywhere else. It’s a great feeling to spend every day at Grenfell with awesome colleagues who genuinely care about the success and well-being of each other and our fantastic students. What’s more, as a member of both the LGBTQ+ and indigenous communities, I feel welcomed and accepted at Memorial.”

Tony Adey
Office of Student Recruitment
and Faculty of Business Administration

CULTURE

Mission
Memorial is an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.

Memorial welcomes and supports students and scholars from all over the world and contributes knowledge and expertise locally, nationally and internationally.

Vision
Memorial University will be one of the most distinguished public universities in Canada and beyond, and will fulfill its special obligation to the people of Newfoundland and Labrador.

Values
Memorial’s core values include excellence, integrity, collegiality, inclusiveness and diversity, responsiveness, accountability, freedom and discovery, recognition, responsibility to place, responsibility to learners, interdisciplinary collaboration and sustainability. Human Resources has developed its own values and principles that support those of the university, these are focused on being: strategic, innovative, professional, respectful, accountable, enabling and transparent.

In supporting the university in fulfilling its mission, vision and values, the department has placed a particular emphasis this year on the university’s commitment to diversity and equity.
Equity

Late in the last fiscal year, Memorial established the Employment Equity and Diversity Advisory Committee (EEDAC) to provide advice on matters relating to diversity, equity and inclusion in employment. This 14 member committee is co-chaired by Human Resources and Faculty Relations.

EEDAC is tasked with developing an Employment Equity and Diversity Plan. A draft project plan was submitted to Vice-Presidents Council in October 2017 and a final plan is due October 2018. The final plan will establish equity and diversity goals and define the steps necessary to achieve them. It will also address under-representation of equity groups and guide equity and diversity programming. In doing this, having a good sense of Memorial’s workforce is key. To gain this understanding, the university’s self-identification survey (also known as the employment equity survey) was updated March 26, 2018.

A notable change in the questions is that in addition to the four designated equity groups (women, Aboriginal Peoples, persons with disabilities and visible minorities), employees who identify as being a member of a sexual or gender minority are now being invited to self-identify.

Over recent years, the number of employees completing the survey has been decreasing. The development of the revised survey and increased communications promoting the completion of the survey will hopefully generate an increase in response rate in the next fiscal year.

![Self Identification Survey Response Rate](chart.png)
Approximately 51 per cent of the workforce identifies as female and 49 per cent identifies as male. With the newly revised survey and the added options of choosing another gender identity and I do not wish to answer, self-identification information is likely to change in the next fiscal year.

Of those who have completed the survey, a total of 13 per cent identified as either an Aboriginal person, a member of a racialized group or a person with disabilities. Based upon respondents to the revised survey, 6.89 per cent of respondents have identified as a person of a minority sexual orientation.

Gender Representation

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>48.6%</td>
<td>51.4%</td>
</tr>
<tr>
<td>2017</td>
<td>49.0%</td>
<td>50.9%</td>
</tr>
<tr>
<td>2018</td>
<td>50.6%</td>
<td>49.4%</td>
</tr>
</tbody>
</table>

Employee Equity Groups

- Aboriginal Peoples
- Members of a Racialized Group
- Persons with Disabilities
- Sexual Orientation

<table>
<thead>
<tr>
<th>Year</th>
<th>Aboriginal Peoples</th>
<th>Members of a Racialized Group</th>
<th>Persons with Disabilities</th>
<th>Sexual Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.7%</td>
<td>2.7%</td>
<td>2.0%</td>
<td>2.1%</td>
</tr>
<tr>
<td>2017</td>
<td>3.6%</td>
<td>4.6%</td>
<td>2.3%</td>
<td>3.0%</td>
</tr>
<tr>
<td>2018</td>
<td>2.5%</td>
<td>3.5%</td>
<td>2.1%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>
As part of the employment equity program, Human Resources invited InclusionNL (part of the Disability Resource Centre) to review the university’s recruitment application process and hold training sessions on building disability confidence.

Information from the review will help inform changes to the application process that are planned for 2018. The training sessions helped employees identify opportunities to increase inclusion and accessibility within their daily practices.

Memorial is committed to recognizing employees for their contributions and holds various events throughout the year.

The President’s Awards for Exemplary Service is awarded annually to five employees who have demonstrated outstanding service and/or made a significant contribution to the university community beyond that normally expected for their positions. 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:

- Dan Dillon, Student Life
- Barbara Morrissey, Discipline of Family Medicine
- Carol Sullivan, School of Graduate Studies
- Keith Small, Department of Facilities Management
- Caroline Koenig, Faculty of Engineering and Applied Science

Recognition events are also held for employees who have met service milestones. This year, 85 employees of the St. John’s and Marine Institute campuses were recognized with either 20 or 25 years of service and another 103 people were recognized with either 30, 35, 40 or 45 years of service, this included two employees with an amazing 45 years of service! An additional 33 people with 10, 15, 20, 25, 30 and 35 years of service were recognized at the Grenfell Campus.

In addition to recognizing exemplary service and service milestones, employee events are organized as an appreciation for all that Memorial employees do. Employees of the St. John’s and Marine Institute campuses are invited to an annual employee and retiree appreciation barbeque in August and the Joy to the World holiday party in December. For both events, those attending are asked to bring a contribution to the Campus Food Bank. As a result, $3,509 and a sizable donation of non-perishable food items was collected this year for this worthy cause. The Grenfell Campus recognizes its employees through an annual employee and family picnic held late summer each year and a Christmas Eve brunch that has become the official kick-off to the festive season at the Corner Brook campus.
“I feel very fortunate to be part of an amazing team of talented, diverse, student-focused professionals. Over the past 15 years I have held a number of rewarding positions at Memorial in the areas of teaching, career advising, business development, entrepreneurship and sponsorship development. Each role has provided me with the opportunity to work with colleagues to provide excellent educational, personal and professional development growth opportunities for students and alumni. My colleagues and I take great pride in working hard every day to provide opportunities for our students to be successful and thrive in the classroom, in their careers and in their communities. I am very proud to be a Memorial graduate and a Memorial University employee.”

Dan Dillon
Student Life
Average Business Days to Post

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days to Post</td>
<td>11.62</td>
<td>11.75</td>
<td>9.48</td>
</tr>
</tbody>
</table>

Total Job Advertisements

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisements</td>
<td>460</td>
<td>407</td>
<td>399</td>
</tr>
</tbody>
</table>

Total Positions Filled

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions Filled</td>
<td>312</td>
<td>266</td>
<td>314</td>
</tr>
</tbody>
</table>

Average Business Days to Fill

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days to Fill</td>
<td>32.80</td>
<td>32.49</td>
<td>28.99</td>
</tr>
</tbody>
</table>
“I like a lot of things about working at Memorial but the highlight has been the opportunity to meet and work with faculty, staff, students and colleagues from around our province, our country and the world. I really enjoy the working relationships and friendships that I have developed while working here.”

Gary Pike
Financial and Administrative Services

COMPENSATION

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 (average 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.

To determine the salary range associated with a position, a detailed job evaluation process is followed. A number of factors are considered objectively and consistently to evaluate all staff positions. The first step in the job evaluation process is the completion of a job fact sheet. The job fact sheet is completed when there is a significant change in the duties of a position or if the position has never been rated before. Human Resources has the goal of streamlining this process, reducing the number of days to complete job fact sheet reviews and limiting the number of outstanding reviews at the end of each fiscal year. Over the past three fiscal years, it has taken an average of 10.4 months to complete a job fact sheet review, which is typical of similar sized organizations.

Job Fact Sheet Review
Average Calendar Days to Complete

<table>
<thead>
<tr>
<th>Year</th>
<th>Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>347</td>
</tr>
<tr>
<td>2017</td>
<td>260</td>
</tr>
<tr>
<td>2018</td>
<td>329</td>
</tr>
</tbody>
</table>
The Human Resources payroll team is responsible for ensuring timely compensation for both employees and pensioners. This is done on a biweekly basis for employees and on a monthly basis for pensioners.

The average bi-weekly payroll for employees was $14.5 million (rounded) with a total employee payroll for the year of $377.7 million (rounded). The average monthly payroll for pensioners was $6.1 million (rounded) with a total pensioner payroll for the year of $73.1 million (rounded).

Payroll is also responsible for the issuing of T4s, T4As and NR4s. Federal Budget 2017 introduced changes enabling employers to send T4s electronically to all employees as long as a secure, electronic portal is provided. Upon reviewing the changes and in the interest of increased sustainability, the department decided to focus on this method going forward.

Tax information was automatically distributed electronically to everyone with the exception of those receiving T4As and individuals who left employment at Memorial this year. As well, employees wishing to receive a printed version from Human Resources after their T4 was posted online could do so by sending a request to MyHR.

<table>
<thead>
<tr>
<th>Tax Slip</th>
<th>Electronic</th>
<th>Printed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>T4s</td>
<td>9,167</td>
<td>640</td>
<td>9,807</td>
</tr>
<tr>
<td>T4As</td>
<td>2,525</td>
<td>1,815</td>
<td>4,340</td>
</tr>
<tr>
<td>NR4s</td>
<td>12</td>
<td>39</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>11,704</td>
<td>2,494</td>
<td>14,198</td>
</tr>
</tbody>
</table>

*The total number of job fact sheets submitted, reviewed and outstanding were not recorded for all of the 2016 fiscal year; these metrics were added in Q3 of 2016.
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. Previously, leave options were included in a number of university policies. To increase clarity, the university consolidated its leave administration practices into a single policy this year. The new Leave Administration policy, went through a lengthy consultation process with over 160 consultation submissions received! The policy was approved by the Board of Regents on March 15, 2018 with an effective implementation date of April 1, 2018. Previous policies that were incorporated into the new policy include: the Deferred Salary Leave Program, Leave Without Pay, Recognizing Previous Service for Determining Annual Vacation Entitlement and the Work Flex Program Policy.

Some of the key changes in the Leave Administration Policy are:

- the ability of permanent employees and employees in contracts that are a minimum length of 12 months to anticipate their leave to the end of the current fiscal year or their contract end date, whichever is shorter;
- the ability to carry forward one year of annual leave;
- an increase in the amount of bereavement leave available to an employee in the event of the loss of a spouse or child;
- the inclusion of bereavement leave in the event of the loss of a niece or nephew;
- the addition of reservist leave language;
- flexible work arrangements including compressed work hours which enable unionized and non-bargaining employees to accumulate up to 14 leave hours in each the fall and winter semesters (these hours must be used in the semesters in which the time is accumulated);
- the addition of information regarding how leave would be processed in the event of inclement weather and university closure. For example, employees will not be reimbursed for the closure day if they had that day and the day either prior to or after the day of closure scheduled for leave;
- the paying out of any overtime accumulated in excess of 35 hours; and
- the removal of unused professional development leave from an employee’s leave bank on April 30 of each year.

"I value the benefits, free education and the stimulating work environment."

Jai Ragunathan
School of Ocean Technology
Marine Institute
A number of wellness opportunities are offered to employees including a Preferred Rate Program, a Health Improvement Program (HIP) and a confidential Employee Assistance Program (EAP). This year 1,092 people availed of the Preferred Rate Program and 72 availed of HIP. The EAP, which is provided by Shepell.fgi, was accessed by employees 700 times this year. The top reasons for accessing the program were personal relationships, mental health and personal stress.

As an academic institution committed to excellence, Memorial supports the learning and development of employees. Eligible employees can avail of funding for one academic credit course per semester (up to a maximum of $255 for undergrad courses and $632 for graduate courses). This year, 84 more applications for credit courses were approved over last year and there was an increase of 4.7 per cent in money spent.

In previous years, Memorial offered the ability to avail of non-credit programming; however, in light of Memorial’s budget realities, funding for non-credit programming was only available in the first two quarters of this fiscal year.

Credit Courses 2018

84 more applications approved over last year

Number of Credit Courses Taken

Investment in Employee Credit Course Development

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Courses</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>837</td>
<td>$164,205</td>
</tr>
<tr>
<td>2017</td>
<td>741</td>
<td>$181,977</td>
</tr>
<tr>
<td>2018</td>
<td>825</td>
<td>$189,253</td>
</tr>
</tbody>
</table>

Top Reasons for EAP Access

- Personal Relationships
- Life Planning
- Mental Health
- Work Related
- Personal Stress
Memorial’s defined benefit (DB) pension plan is a central component of the benefits package and provides plan 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 2 per cent accrual factor. The plan, which is funded through contributions made by employees and Memorial, as well as income from its investments, is mandatory for full-time permanent employees and for contractual employees who have been appointed for a period of six months or greater and work at least 20 hours per week. In addition, employees of certain separately incorporated entities and affiliated employers are eligible to participate in the plan.

Memorial’s Board of Regents provided the university’s administration with direction to engage employee groups and begin the process of working toward agreement on joint sponsorship of the plan. As a result, joint sponsorship negotiations began in fall 2017 and continued throughout the remainder of the fiscal year. The proposed parties to the joint sponsorship, the university and the unions, have reached preliminary consensus on many of the associated guiding principles and funding policy issues. With the progress that is being made on this front, these negotiations are expected to conclude in the 2018-2019 fiscal year.

The pension plan has 3,778 active members contributing to it with an average age of 47.2. These employees have web-based access to their personal pension statements and information via the Ariel™ pension system. Overall, Ariel experienced a decrease in access in 2018 from 2017, while the number of pension projection tool accesses remained fairly consistent.

Tracking the university’s retirement rate is important as this information is used as a key workforce planning metric. By monitoring retirement information, Human Resources can determine how quickly the talent pipeline will need to be re-supplied and the level of development that will be needed to replace the knowledge and experience that leaves when employees retire. This year, 159 people retired of the almost 1,000 people who were eligible. This can be broken down to 104 staff and 55 academic employees. The average age at retirement was 61.11 years for staff and 64.95 for faculty.

### Plan Membership

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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Members</td>
<td>3,778</td>
<td>3,860</td>
<td>3,961</td>
<td>3,907</td>
<td>3,966</td>
</tr>
<tr>
<td>Average Age of Active Members</td>
<td>47.2</td>
<td>46.8</td>
<td>46.6</td>
<td>46.5</td>
<td>46.4</td>
</tr>
<tr>
<td>Retirees (incl. survivors)</td>
<td>2,209</td>
<td>2,084</td>
<td>1,961</td>
<td>1,796</td>
<td>1,688</td>
</tr>
<tr>
<td>Deferred Pensioners</td>
<td>260</td>
<td>252</td>
<td>268</td>
<td>362</td>
<td>314</td>
</tr>
<tr>
<td>Average Age at Retirement</td>
<td>61.30</td>
<td>61.23</td>
<td>61.02</td>
<td>60.97</td>
<td>60.94</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilization of Ariel™</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
</tr>
<tr>
<td>my.mun.ca Login</td>
</tr>
<tr>
<td>Annual Pension Statement</td>
</tr>
<tr>
<td>Pension Projection Tool</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out of 1,000 Employees Eligible to Retire in 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>159 people retired</td>
</tr>
<tr>
<td>104 staff members</td>
</tr>
<tr>
<td>55 academic employees</td>
</tr>
<tr>
<td>average age 61.11</td>
</tr>
<tr>
<td>average age 64.95</td>
</tr>
</tbody>
</table>
INVESTMENT PERFORMANCE

<table>
<thead>
<tr>
<th></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>6.00%</td>
<td>8.17%</td>
<td>9.78%</td>
<td>7.39%</td>
</tr>
<tr>
<td>Benchmark Return*</td>
<td>4.73%</td>
<td>6.92%</td>
<td>8.22%</td>
<td>6.26%</td>
</tr>
<tr>
<td>Value Added</td>
<td>1.27%</td>
<td>1.25%</td>
<td>1.56%</td>
<td>1.13%</td>
</tr>
<tr>
<td>Percentile Ranking</td>
<td>21</td>
<td>3</td>
<td>4</td>
<td>17</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.

Distribution of Assets

- Real Estate: 23.8%
- US Equity: 8.3%
- Canadian Bonds: 26.0%
- Canadian Equity: 11.1%
- Int’l Equity: 23.1%
- Mortgages: 7.6%

Memorial’s group insurance plan complements the pension plan with automatic coverage for eligible employees under the following programs: 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. Detailed information including eligibility and coverage in the Group Benefits Plan is available in the Employee Benefits Guide.
“I enjoy working at Memorial because I am able to be part of a community I love. My work/life balance helps me be the best I can be while providing a great service.”

Penny Kennedy
Campus Enforcement and Patrol

ENVIRONMENT

Memorial has a diverse workforce with both unionized and non-unionized employees. In developing policies and programs and in delivering services, Human Resources is dedicated to all employees and works to support a positive workplace culture.

In delivering service, the first point of contact between Human Resources and employees/administrators is typically 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. For client satisfaction it is important for MyHR to handle requests efficiently and effectively. MyHR was presented with 9,008 phone calls for assistance this year, of which 87.5 per cent were handled (the remainder of calls were abandoned) and the helpdesk case management system recorded 19,247 cases! The top reasons employees/administrators sought assistance were: staffing actions, payroll, benefits and information management. In addition to MyHR, clients are supported by human resources advisors who provide expertise and guidance for a range of complex human resource scenarios.

MyHR 2018 Caseload

- 9,008 calls presented to MyHR
- 19,247 cases recorded by helpdesk case management system

Top Reasons for Assistance Recorded by MyHR Case Management System
Unionized employees at Memorial are represented by various union locals. The Human Resources management team and the unions maintain a collegial working relationship by respecting differing points of view while working to achieve successful outcomes.

Memorial strives to ensure employees are aware of their rights and responsibilities. To that end, the university is providing education and awareness regarding some of the challenging issues that are arising in the work environment. As part of this, a number of respectful workplace presentations were held throughout Memorial this year.

The Human Resources team is also committed to resolving workplace grievances in a timely manner and held regular meetings to review and/or resolve grievances. A total of 47 staff grievances were submitted this year, which is up slightly from last year and two grievances were referred to arbitration.

The Workplace Accommodation policy outlines Memorial’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. This year, 145 accommodation requests were supported, which was an increase of approximately 53 per cent from the previous fiscal year. Human Resources remains committed to ensuring employees and their units are aware that the accommodation process is available.

Monitoring sick leave rates is an important way to gain insight into the health of the university’s workforce. Sick leave usage over the past three fiscal years has remained consistently around an average of eight days per employee in a fiscal year.
The Human Resources team interacts with employees throughout Memorial and receives feedback from many on their employment experience. Some employees indicate that they like the work-life balance at Memorial, while others comment on their sense of autonomy at work, their enjoyment of wellness programs and their employment benefits.

"Grenfell Campus of Memorial University is a great place to work due to the team atmosphere among the staff both within the university and the broader community. Working in the Office of Student Recruitment is very rewarding as we see students come into the university often nervous and unsure and we are able to provide guidance and support. It’s great to be able to follow their successful journey throughout their time at Grenfell Campus and often beyond!"

Peter Smith
Office of Student Recruitment
Grenfell Campus

"What I enjoy most about working at MUN is the diversity of my work and the people with whom I interact. Whether it’s with colleagues from my own faculty, individuals from other departments, students or visitors, the daily connections make my job more interesting and rewarding."

Cathy Madol
Faculty of Education

"MUNPA, the MUN Pensioner’s Association, represents retired faculty and staff and principal beneficiaries. HR is our principal contact with the university and we meet regularly with representatives of the department. What is remarkable is that things run smoothly so that there are few problems to be addressed."

Steve Wolinetz
Vice President
MUN Pensioners Association

"One of the great things about working at Memorial is the option to continue with post-secondary education through programs provided by Human Resources and the university. And on a completely different note, summer hours allow us that little extra time in the evening — get in a hike, relax on the deck or finish some work in the garden."

David Pippy
Office of Student Recruitment

"I like working in Facilities Management (FM) at Memorial because of the family-like atmosphere and the sense of dedication the FM team has to providing top notch customer service to our students, faculty and staff."

Jeffrey Boland
Department of Facilities Management

Human Resources would love to hear from you. Please email evp@mun.ca and let the team know what you feel about your employment experience at Memorial. The team will hold your identity confidential while your comments will be used to inform future initiatives.
While this year has seen many highlights, there have also been challenging times as units throughout Memorial looked at ways to face the university’s budgetary challenges while balancing service delivery and client needs. This will continue into the next fiscal year and, for Human Resources, will involve revisiting how things are done and exploring technology options that can help create efficiencies and streamline processes. The Human Resources team is excited about some of the opportunities that are available and has already begun to work collaboratively with other units within the university community on some key initiatives that will benefit clients such as a new apply online process, an electronic file management system and upgrades to Banner HR.

“What I love most about Memorial is that it is a public university serving the public good. I engage with people and organizations inside and outside the university to create relationships and partnerships so, together, we can collectively make a difference in our province and in our world. Even on the most difficult days, I love that I get to work on solving some of the great mysteries and challenges facing us today.”

Jennifer Adams
Office of Public Engagement