Table of contents

Message from the Director.................................................................4
Mission, vision, values and principles.............................................6
Our strategic roadmap: Solidifying our path ......................................10
Maximizing efficiency and effectiveness in business processes and service delivery ........................................13
Developing and enhancing programs ............................................19
Providing clarity and direction through policy and protocol enhancement ..............................................25
Enhancing technology systems to better serve our clients ................31
Developing strategic initiatives to support Memorial .......................35
Ensuring accountability through policy and planning .......................37
Our next steps .............................................................................42
Message from the Director

We are pleased to present our second annual report. This report outlines activities that took place and priorities that guided us during the 2013–2014 fiscal year. The report is an opportunity for us to present our achievements from the past year, be accountable for our actions and provide insight into the direction we will follow in the year ahead.

The theme of this year’s report “Our Path” is a fitting one for us. Like walking a path, we have made it so far but there is still a journey ahead. Through conversations with clients, planning and the HAY Group operational review, we have created our multi-year roadmap or path and are working diligently to meet our objectives and respond to the needs of our clients. We have moved forward in priority areas such as redesigning how we provide service, enhancing the strength of our policies and collective agreements, and developing and enhancing programs to support the development of employees. We are proud of our accomplishments but fully recognize the magnitude of work still to be done.

I would like to thank our partners within Memorial as well as Mr. Kent Decker and his office for their support. I would also like to thank the dedicated people in Human Resources who show commitment to the department and to Memorial on a daily basis. The work of each of these individuals helps us move forward in achieving our plans for the future.

Stephen Dodge
Director of Human Resources
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.

**Mission**

**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.
It has been said that change is the only constant and no truer statement reflects 2013–2014 for us as a department. As we continue on our journey towards changing service outcomes and transforming our department into a strategic business partner for our clients, all areas of our department have been faced with the challenge of changing roles, processes and structure while evaluating and solidifying key priorities.

Early into the year we realized that as we undergo such a significant transformation, our leadership team needed to be calibrated in their focus. We took time to hold planning days where members of the leadership team discussed upcoming priorities and we explored what areas of the department needed to be involved and how to engage our clients to ensure an integrated and holistic approach. As we continue to navigate through our change agenda, constant vigilance and calibration will be pivotal in helping us succeed.

Emerging from our planning days were thirteen key priority areas. These areas speak to specific priorities for the 2013–2017 timeframe and thus form the basis of our strategic roadmap.

Our strategic roadmap: solidifying our path

Priority focus areas: 2013–2017

- Collective bargaining
- Job architecture
- Leadership development and competency identification
- Management of the pension and group insurance plans
- Performance management
- Human capital strategy
- Talent acquisition
- Quality, metric and key performance indicator development, reporting and evaluation
- On-boarding
- Attendance and disability management
- HAY Group operational review recommendations including improving processes and service outcomes
- Employment equity
- Technology enhancements to improve quality and service outcomes
As we reflected on these priority areas, we identified six themes for our strategic roadmap. These themes include:

1. Maximizing efficiency and effectiveness in business processes and service delivery
2. Developing and enhancing programs
3. Providing clarity and direction through policy and protocol enhancement
4. Enhancing technology systems to better serve our clients
5. Developing strategic initiatives to support Memorial
6. Ensuring accountability through planning and reporting

Moving forward, these themes will guide our direction and actions. We recognize the importance of success in all of these areas but are cognizant of the magnitude of work involved in each. Each of these areas require thought, planning, intense activity, and vigilant care and evaluation. Some themes, such as developing strategic initiatives and ensuring accountability through reporting and quality, are at their beginning stages and will be a focus in the upcoming years. Others have been a focus for us during the 2013–2014 year and we are pleased to outline our progress in this report.

Maximizing efficiency and effectiveness in business processes and service delivery

One of the key recommendations of the HAY review was the implementation of a shared services area to improve service delivery and outcomes. Initial design work began in fall 2012 and continued throughout the 2013–2014 fiscal year. Throughout the year, over 66 processes were reviewed and redesigned with a view to streamlining, reducing handoffs, improving efficiency and eliminating unnecessary actions. The redesigned processes will be implemented with our shared services centre and will serve as the foundation by which to base our structure, job roles and responsibilities.
Successfully recruiting employees to Memorial is a major component of our service delivery. With 587 advertised competitions held during the 2013–2014 year and 1,183 appointments, it is our responsibility to uphold the hiring standards, employment law and collective agreement responsibilities across Memorial while working collaboratively with units to ensure the right candidate is hired. Throughout the year, we worked with approximately 35 units to transfer the responsibility and accountability of reference checking from us to them. This change was facilitated through training and formal sign off on responsibilities to ensure that units were aware of privacy and employment standards related to appropriate reference checking. One of the benefits of this transfer is that units are often in the best position to know the requirements of the position being filled and by doing their own reference checking they can ask directly related questions and gauge the appropriateness of the candidate’s experience. We are pleased that feedback from units that have opted to take on this responsibility has been positive and we hope to continue to work with units that are interested in assuming more ownership in reference checking.

Another focus for us was evaluating our strategies related to positions that have been difficult to fill. A number of positions were identified and enhanced measures were taken by our clients and advisory services group to find hiring solutions. For example, Memorial requires power engineers to operate our power facility, which is critical to maintaining power for our St. John’s campus. An intensive recruitment strategy was developed which resulted in HR and facilities management representatives travelling as far as Ireland to recruit.

Proactively seeking solutions to our recruitment challenge, we have initiated the development of a talent acquisition strategy. This strategy will help the institution develop more effective methods of identifying and attracting potential employees and we will continue to work on this throughout the upcoming year.

In designing our shared services area, we also gave thought to our customer service goals and our design philosophy regarding the amount of differentiation we need to allow for within our processes. We engaged Aon Hewitt, global leaders in both the development and operation of shared service centres to validate our design and ensure we were poised for success. Aon Hewitt reviewed in detail our process maps, our proposed structure, the volume of transactions that occur throughout the year and evaluated us against our design objectives for improving efficiency and effectiveness. The shift to a shared services model is a significant one, but we believe it to be in the best interest of client service and it is aligned with the university’s operational and budget review process.

Designing our shared service area required us to gain a better understanding of our current service delivery strengths, areas for improvement, and volume of activity. As a department that serves all employees of Memorial, we are responsible for supporting a high volume of transactions. For the 2013–2014 fiscal year, over 121,000 record entries or changes were made through our banner system alone. These entries represent a multitude of actions that occur throughout an employee life cycle and are the result of our professionals working with units to ensure their HR needs are understood, analyzed, approved and processed in a timely manner. Many of these entries also involve us drafting correspondence to employees and units and maintaining records of these actions after they are processed.
We also re-designed our job evaluation (JE) process during the year. Our re-design required planning, research into alternative and leading practices, and listening to our clients’ concerns. During the fall months we began piloting a revised process at Memorial aimed at improving transparency, fairness and communication as well as being more efficient and timely.

This new process was initially piloted in November 2013 with 10 positions evaluated. As a result of this pilot and the positive feedback received, the new process has been expanded to all subsequent job evaluations. Individuals who had begun the JE process prior to the new process have been given the option to continue with a committee evaluation or to engage in the new process. This year we completed 44 JE reviews of which approximately half were reviewed using the new system.

At Marine Institute a thorough multi-year JE project for research and technical personnel was completed this year which involved the development of a new classification/job evaluation plan for approximately 65 employees who compose a distinct group within MI’s faculty bargaining unit (NAPE 7405). To ensure the project’s success, a joint employer/employee steering committee was established and MI worked with NAPE and the consulting firm of Deloitte Inc. Revised position descriptions for approximately 90% of the employees in the research and technical group were rated using Deloitte’s system. With the project complete, MI now has an up to date JE plan for this group of employees that better reflects the composition of the group, their activities and the work of the MI.

“A lot of cooperative work was done by both the union and management representatives on the project steering committee, as well as the employees themselves, resulting in a new JE system which more accurately and fairly considers the work environments of this group of employees and their contributions to the overall success of the MI.”

Michael Fowler
Human Resources manager,
Marine Institute
Developing and enhancing the programs we offer across the institution was another priority for our department throughout the 2013–2014 fiscal year. In particular, our learning and development, job evaluation and wellness programs were of focus as we worked to support employee development and wellbeing along with our overall workforce needs.

In addition to maintaining a host of developmental programs and offerings for employees, a particular emphasis was placed on building leadership capacity through a suite of leadership programs.

Launched in September 2013 with 25 participants, our new management development program was aimed at responding to the need for effective management skills across all units within the university. This program, customized specifically for Memorial’s workplace, enhances the skills of managerial employees and provides the opportunity to learn from colleagues and develop networks that are vital for success in a changing environment. Legacy Leadership, which focuses on five best practices within leadership, was offered to 16 senior leaders throughout Memorial and, in November, two HR leaders achieved Legacy Leadership certification so that we can deliver more offerings of the program in a more cost effective manner while also customizing the program to Memorial’s culture.

“The most valuable aspect of the L&D program I took was the topics covered and the quality of facilitators. All sessions were relevant and it was great to have an opportunity to get to know others in the organization and realize that we have great people!”

– Grenfell campus employee
On April 29, 2013, our first Leadership Forum was held, bringing together over 100 senior leaders across Memorial to learn about mental wellness in the workplace. With Dr. Linda Duxbury acting as the keynote speaker, participants were provided with an informative, professional and insightful discussion regarding mental wellness and its impact on the work environment. Stemming from feedback, mental health first aid certification was offered to over 65 employees and significant work went into the development of the Professional Network Forum; a new program that provides participants with opportunities to network and discuss matters of strategic importance to Memorial while supporting an integrated community of leaders within the university.

Examining the issue of mental wellness in the workplace also led us to examine how we can improve our approach to wellness within Memorial. As a department, we are committed to promoting a healthier workplace and have in the past focused on wellness programming and promotion activities. During the 2013–2014 year, 278 employees/retirees availed of our flu shot clinics at all three campuses, 110 people registered for our Memorial Tely 10 road race team and a number of new attendees participated in the MUN Meditates program which, now in its fifth year, has had almost 600 participants. Our preferred rate program (PRP) reached its 10 year milestone in March 2014 and we are excited by the fact that it has been embraced by over 1,200 employees and retirees.

“Through PRP and the facilities available, there are a number of exercise options for employees including classes, equipment and swimming. No matter your fitness level, there is something there for you. I encourage anyone interested in joining an exercise program to look into the PRP.”

Joy Carew
Research Grant and Contract Services
We recognize however that physical wellbeing is just one piece of a complex puzzle. We know that more Canadians are taking medication for a variety of health conditions. The impact on the Canadian economy is estimated to be in the billions each year. Within Memorial, the impact of illness is very real. During the 2013–2014 year, Memorial’s total sick leave usage was 144,895 hours and there were 57 Workplace Health and Safety Compensation Commission (WHSCC) claims, 34 of which were for lost time. As an organization, Memorial’s current utilization of our employee assistance program (EAP) is 13.39%, which continues to be higher than the industry and national norm.

In working with Shepell-FGI to understand our utilization, they have noted that higher utilization is a positive trend for an organization.

“Higher EAP utilization rarely means a more troubled workforce – quite the opposite. The Canadian Mental Health Association reports that approximately 1 in 4 people will experience a serious mental health issue in their lifetime. Higher utilization shows that the EAP is a trusted resource in an organization, being used as both crisis support and as a preventative tool to keep employees at work, resulting in a positive impact on both engagement and employer health costs.”

– Shepell-FGI
With a shifting priority to examining wellness from a more comprehensive lens, involving the participation of many within our university community, we partnered with Student Affairs and Services to offer employees, retirees and students throughout Memorial’s St. John’s campus the opportunity to visit more than 25 health related exhibits at our wellness fair. During the event, employees were able to participate in activities such as a relaxation yoga session, Tai Chi Chih and enjoy the companionship of the St. John’s Ambulance Therapy dogs. As part of our re-thinking of wellness activities, we also evaluated our internal wellness resource and broadened the role to reflect a more holistic view of wellness issues affecting our workplace. Looking forward, this role will be pivotal as we develop a comprehensive disability management framework.

Providing clarity and direction through policy and protocol enhancement

One of the department’s core values is to be innovative in our approach and to ensure the university remains competitive in its human resources policies and practices. By actively seeking and developing policies that are aligned with leading practice, we help shape Memorial’s reputation and culture as an employer.
After completing a needs assessment we recognized that there were significant policy gaps in key areas. Outdated language along with the absence of policy in some areas meant that decisions were being made based upon past practice rather than being held to a strong, consistent policy directive. As such we embarked on a path of enhancing our policies in the areas of training and development, compensation, respectful workplace, and pension plan management.

In February 2014 a revised Employee Training and Development policy was officially approved by the Board of Regents. The revised policy streamlines language, defines the responsibilities of both the employee and Memorial and establishes a differentiation between career development opportunities and specific job related training. Consultation on the policy was extensive and we were pleased to receive many individual and group submissions for consideration.

We also partnered with the Office of Faculty Relations to work on the creation of an Employing and Hosting Foreign Nationals policy and the revision of a Respectful Workplace policy. Extensive research into comparable respectful workplace policies at other universities across Canada was conducted and, as a result, the revised policy contains several important changes. Final approval of this policy is expected to occur in the fall months.

Another significant policy gap related to the area of compensation for our non-bargaining, management and professional, and senior administrative management staff. Extensive work was carried out throughout the fiscal year to review government practices along with other university policies. Drafting of a detailed policy took place during the fall and winter months and targeted consultation with Memorial’s Vice Presidents, the Human Resources Advisory Council and HR Leadership was initiated in February 2014.
Following approval from Memorial’s Board of Regents and the Minister of Advanced Education and Skills, seven new pension policy directives also came into effect January 1, 2014. These directives included a change in cost basis for buybacks of prior refunded service and other prior service, allowance for contractual employees to purchase period of continuous service leading up to mandatory participation, linking of the interest rate to finance pension buybacks to the assumed rate of return on pension plan assets and setting of interest applied to employee contributions to be based on the pension fund’s actual rate of return.

Collective agreements with our unionized groups are another aspect of our overall policy approach. Memorial’s non-academic collective agreements with five locals of the Newfoundland and Labrador Association of Public and Private Employees (NAPE) and the local from the Canadian Union of Public Employees (CUPE) expired in 2012. As a result, collective bargaining was a significant focus for our team this year.

A respectful and collegial relationship was evident throughout the collective bargaining process with all groups. Tremendous preparation, time and effort were invested by the parties involved in developing mandates and consulting with their respective stakeholders.

Memorial and CUPE utilized an interest-based approach to negotiations while Memorial and NAPE continued to use a traditional bargaining approach.

One of the key highlights of negotiations with CUPE 1615 addressed the important issue of animal care. Both sides were able to agree to a Memorandum of Understanding to ensure the preservation of life of all research animals at Memorial in the event of a strike or lockout.

"It’s critical to maintain ongoing treatment and observation of research animals, even in times of emergency. Reaching this agreement truly speaks to the commitment and dedication of all parties involved towards the ethical treatment of research animals."

Dr. Richard Marceau
vice-president (research)

Collective bargaining with NAPE was also characterized by collegial negotiations and a desire to reach successful agreements. The success of collective bargaining with NAPE 7803 (Campus Enforcement and Patrol) is particularly evident of this commitment as a successful agreement was reached despite the announcement during negotiations that Memorial would no longer be providing security services for Eastern Health at the Health Sciences Complex.

Negotiations with the maintenance group (NAPE 7801) had to look towards Memorial’s future as significant infrastructure projects are planned for the university’s continued growth. An added complexity with this round of bargaining involved the highly competitive market for attracting and retaining a skilled trades workforce. Fortunately, the parties were able to reach a successful resolution to move forward with this initiative. Also, as part of our retention and succession planning strategies, Memorial has been working with NAPE to expand our current apprenticeship program to one that is more robust and attractive to potential employees. Memorial has been positioning itself as an ‘Employer of Choice’ in the hope that it will be attractive to these individuals when they finish their programs and hopefully choose Memorial for their long-term careers.
Enhancing technology systems to better service our clients

Increasing our technological capacity was another priority for the 2013–2014 year. In October 2013 our Ariel system went live to allow employees access to a pension projection tool. While an internally developed tool had been available in the past to employees, the ability to track and report on data was limited and the tool did not have a connection to payroll and salary information. With the implementation of Banner HR, there was an opportunity to purchase a fully integrated system, Ariel, from Morneau Shepell.

One of the positive outcomes of the new system is a robust pension projection tool that employees can access to obtain an estimate of their pension income for specific situations. The tool allows employees to explore different dates and see the impact they have on pension income.

"The pension projection tool is extremely useful. Not only does it allow you to see what difference working longer would make to your pension, it provides both a good idea of your total income (MUN pension, CPP and OAS) and what your spouse’s survivor pension is likely to be. This is an excellent and easy to use tool for planning for your retirement. I strongly recommend that anyone contemplating retirement take advantage of it."

Robert Sweeny
chair of MUNFA Pension Committee
The success of our pension projection tool can be measured both in terms of the positive feedback we receive from employees but also in the number of employees who have been accessing the tool since its implementation. In total, 1,512 employees accessed the web-based pension projection tool, with some accessing multiple times resulting in 3,165 total accesses.

2013–2014 was also our first full fiscal year using Banner HR as our HR information system. We knew going into the year we would need to continue to work on cleaning up data, reengineering processes and developing enhanced procedures. Successfully running a payroll at Memorial University is a complex undertaking given the number of employees, pay rates, and intricacies involved within the multitude of appointment types.

Early into the fiscal year, we engaged Ernst and Young to conduct a thorough, objective review of our payroll controls and make recommendations on needed enhancements. As a result of their review, we made changes to how we segregate responsibility for inputting data and running payroll, report requirements, and review of information. We continued to work towards challenges such as shifting towards a single ID with our Banner partners in Financial and Administrative services, the Registrar’s Office and Computing and Communications.

Although typical of large scale implementations of this kind, we unfortunately experienced issues around our parking deductions, LTD premiums for those turning 65, EI calculations for employees who switched EI plans, and errors in withholding appropriate tax amounts from employees who held academic appointments with administrative stipends. When these issues occur, our challenge is to investigate, respond and communicate to affected employees in a timely and proactive manner while seeking both an immediate and long-term solution. While these events are unfortunate, we make an effort to learn from them and are committed to being open and transparent about them with our clients.

**What does a typical payroll at Memorial look like?**

<table>
<thead>
<tr>
<th>NUMBER OF PAY PERIODS</th>
<th>26</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>for employees (bi-weekly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>for pensioners (monthly)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AVERAGE NUMBER OF INDIVIDUALS PAID PER PAY PERIOD</th>
<th>employees (including students)</th>
<th>6,775</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,692 pensioners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AVERAGE COST PER PAYROLL</th>
<th>14 million</th>
<th>4.2 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>per pay period for employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>per pay period for pensioners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Our role in providing service to Memorial as an organization is an important aspect of our mission. While Memorial is a diverse community made up of a multitude of research, academic and administrative units, often with unique needs, it is also important for us to evaluate the needs across all units to ensure our workplace is poised to meet the university’s strategic goals and frameworks. Doing this requires insight into current issues, research into leading human resource practice and intensive planning and consultation. We also recognize that we need to prioritize what we undertake to ensure we have the appropriate resources to achieve success.
In December 2013 we formally explored the development of a modern performance management system with the support of Vice Presidents Council. The formation of a university-wide stakeholder working group was a pivotal step in the development process as the working group will shape and guide performance management at Memorial. Such a system is overdue at Memorial and we remain committed in the upcoming year to making progress towards creating a culture where employee performance can thrive.

Another area of focus was the researching of a job architecture model. Memorial has a wealth of unique positions and classifications; however, we have been challenged with our nomenclature and our workforce reporting ability. A job architecture model is an approach used by many organizations including other universities to place definition around our positions and create a foundation for many beneficial programs such as succession planning, career development and workforce planning. Initial research has been conducted and we will continue to explore, plan and evaluate the feasibility of a job architecture model for Memorial in the upcoming year.

Ensuring accountability through planning and reporting

As we continue to work through our change mandate and focus our efforts on our strategic roadmap, reporting to our clients will be an increasing priority. Our annual reports are one example of increasing our focus on accountability and we remain committed to continuing our reporting in key areas of equity and pension plan management.
Our employment equity data indicates that we are continuing to move in a positive direction toward a workforce that represents the labour market. Diversity training sessions help Memorial eliminate barriers to employment of under-represented target groups through education and awareness. During this fiscal year, employment equity data for all employees was migrated from our legacy system to Banner HR, improving our reporting capacity. The employment equity survey was also moved to the Banner HR system and we have focused on ways to increase our response rate.

Perhaps our most significant area of accountability relates to Memorial’s Pension Plan. The Memorial University Pension Plan, through our administration, is dedicated to the provision of secure, affordable and competitive retirement incomes for employees of Memorial University. The plan is a contributory defined-benefit pension plan, established in 1950 under statute of the provincial legislature. The pension fund itself performed very well for the fiscal year 2013–2014, achieving a total rate of return of 16.5%, placing it in the 35th percentile as compared to other Canadian pension funds (1st percentile being the top performer and 100th being the worst). 2013–2014 also marked a milestone for the fund; in June the fund reached the $1 billion mark in total value and continued to climb throughout the year, to stand at $1.18 billion at March 31, 2014. Assets for the fund are distributed over a number of sectors including Canadian, US and international equity, real estate and Canadian fixed income.

### Employment equity survey data

<table>
<thead>
<tr>
<th>Total number of participants</th>
<th>4,084</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>52.60%</td>
</tr>
<tr>
<td>Aboriginal people</td>
<td>1.31%</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>5.33%</td>
</tr>
<tr>
<td>Persons with disability</td>
<td>1.62%</td>
</tr>
<tr>
<td>EE survey response rate</td>
<td>77%</td>
</tr>
</tbody>
</table>
Understanding our workforce demographics can aid in anticipating the demands on the plan in future years. Enrolment in the plan has been steadily climbing both in terms of active members and retirees. At the same time, our average age at retirement has held relatively stable and our age distribution of active members in our pension plan suggest that a growing proportion of active members are nearing retirement in the upcoming years. These age demographics place increased pressure on our pension plan and, as a result, we are steadfast in our commitment to the prudent administration of the fund. These demographics also require the institution to plan for the probability of higher levels of retirements in the coming years.

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**Plan membership statistics**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Members</td>
<td>3,966</td>
<td>3,823</td>
<td>3,863</td>
<td>3,728</td>
<td>3,636</td>
</tr>
<tr>
<td>Retirees (incl. survivors)</td>
<td>1,688</td>
<td>1,637</td>
<td>1,549</td>
<td>1,463</td>
<td>1,392</td>
</tr>
<tr>
<td>Deferred Pensioners</td>
<td>314</td>
<td>292</td>
<td>287</td>
<td>238</td>
<td>206</td>
</tr>
<tr>
<td>Average Age at Retirement</td>
<td>60.94</td>
<td>60.90</td>
<td>60.49</td>
<td>60.56</td>
<td>60.43</td>
</tr>
</tbody>
</table>

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**Age distribution of active members**

![Age distribution of active members graph]

**THEME SIX:** Ensuring accountability through planning and reporting
With our strategic roadmap in place, the next several years will continue to be times of change, re-engineering and transformation. We must continue to make improvements to our efficiency and effectiveness while growing capacity in our technology, planning and strategic programming. We must also ensure that we support the ongoing operational needs of the institution. This journey will require commitment, patience and partnership with many of our clients. We look forward to walking this path with you.