Moving Forward Along Our Path

HR ANNUAL REPORT

April 1, 2014 - March 31, 2015
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Message from the Director

2014-2015 proved to be another busy year as we continued along our path of change. As many within the Memorial community are aware, the department has been on a journey of significant change over the past two years and this journey continues today.

Last year, we presented a strategic roadmap for 2013-2017 and much of our work throughout the year focused around the six themes contained within this roadmap. The themes stemmed from a planning and calibration process that engaged the HR team while building upon client feedback and recommendations supported by Hay Group in their 2012 operational review of the department. As the roadmap and themes have been guiding our activities, the sections of this annual report are each dedicated to one of the six themes.

In their review, Hay Group was explicit in stating the change journey for the department is significant and requires steadfast commitment: It is a multi-year, multi-phase journey and is a mandate that involves not only finding efficiencies and improving service levels, but building capacity in foundational and necessary HR functions to meet the needs of the Memorial community. As we reflect upon the last year and plan for the upcoming year, it is evident that while progress has been made there is still much to do. The magnitude of the work, the cultural shifts required and the foundational supports needed to enable success are substantial yet achievable.

As we navigate these changes, our structure and the various roles within our department have evolved to better reflect ongoing priorities and needs. During the 2014-2015 year several key changes were made to better align units, roles and services offered within the department.

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 for their commitment to the department and to Memorial. It is because of the work and dedication of each of these people that we have been able to make such significant progress towards achieving the objectives outlined in our strategic roadmap.

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.

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.
Strategic Areas

This year’s report highlights our continued journey along our strategic path and is focused on six strategic areas which were outlined in our 2013-2017 Roadmap. While we move forward, we also reflect on where we were as a department when we began this journey.

MAJOR CHANGE INITIATIVES

- Service delivery focus with Shared Services (new: client interactions, processes (60+), roles/responsibilities & training)
- New technology (Banner, D2L, Ariel, LBI, telephony)
- New procedures
- Advisory Services

FOUNDATIONAL SUPPORTS

- Significant policy work
- Job architecture
- Quality reporting and performance management
- Talent Acquisition Strategy (in development)

- Recruitment Toolbox
- Collective bargaining

STRATEGIC PLANNING

- Building management and leadership capacity
- New on-boarding programs
- New wellness programs
- New programs in development for: performance development, competencies and attendance management
- Employee Value Proposition (EVP) and Human Capital Plan (in planning phases)
- Succession Planning Program
- Some wellness programming
- Preliminary leadership programming

DEMANDS ON REGULAR BUSINESS

- Significant turnover in advisory services
- Lack of stability at director level
- Senior Administration Management implementation and new salary structure for Management Professional Scale
- Ad hoc client engagement
- Increased pension administration demands
- Multiple audits
- Increased emphasis on payroll controls
- Significant organizational changes and restructuring
- Increased recruitment, job evaluations, advisory and expertise needs
- Organizational growth
- Increased client engagement, committee work and formal governance structures
Maximizing efficiency and effectiveness in business processes and service delivery

Like many areas of the university, finding ways to maximize efficiency and effectiveness is an ongoing priority for our department. Throughout the year, we actively worked through changes in our business processes to streamline what we do and create efficiencies while also making improvements to our client experience.

To help some of our key clients within Memorial understand the magnitude of the changes we are going through and the efficiencies that are being created, we held a retreat with senior administrative officers and managers of finance and administration in the winter. During the retreat, an overview of the changes we are making to improve the client experience was provided along with an update on our work related to our operational review. This retreat provided clients with an opportunity to ask questions and for us to hear their ideas and concerns.

Perhaps our biggest opportunity to realize efficiencies and maximize effectiveness stems from the creation of human resources shared services. In 2014, the shared services project was officially endorsed and supported by Memorial’s Organizational Budget Review process as a project that will realize both efficiencies and improvements in effectiveness. Shared services will act virtually and physically as a centralized hub for all HR transactions and is a significant change for us and the Memorial community. This project was initiated in 2013 and planning, evaluation and validation of the model was a priority for most of the 2013-2014 year. With the design solidified, our efforts during the 2014-2015 year were focused on preparing for implementation by ensuring the appropriate resources and supports were in place.

In early 2015 we identified the final members of our shared services group, bringing together a team of individuals from various skills and backgrounds from both inside and outside the organization. Each member of the group brings a diverse skill set that ranges from pensions and benefits to payroll, recruitment and generalist HR activities. As the last members of our team were identified, we temporarily relocated off site to allow for renovations to the existing HR space in the Arts and Administration building. These renovations maximized the space we have and enabled us to create an updated and accessible client service area. In March 2015 a Shared Services Advisory Group was created; this client centred group is comprised of various individuals from throughout the organization who will have direct interaction with various aspects of HR operations. The Advisory Group will assist HR in reviewing processes, developing benchmarks and defining our client service delivery model.

In March, Human Resources shared services was officially named MyHR. While many options were considered, MyHR was chosen for its alignment with the existing my.mun.ca portal and for its implied meaning that we are there for employees and administrators to help them with their HR needs. Further work will carry into 2015-2016 to operationalize MyHR and to integrate its functions within the department (advisory services, payroll, and pension and benefits) and to develop its relationship with human resources clients.
Another initiative that we undertook related to maximizing our efficiency and effectiveness was to revamp our website. Prior to changing the site, website analytics were reviewed that indicated HR website traffic was heavy with pages amongst Memorial’s top visited pages yet content was not mobile friendly and was primarily static in nature. We developed a plan to relaunch as a modern responsive site downloadable from all mobile devices. Due to the size and scope of the new website, it was developed and launched in three phases. The first phase involved moving internal information to the my.mun.ca portal including all HR forms and internal job postings. Phase two focused on relaunching the Learning and Development site in the new design and phase three involved launching the main HR site in the new design with a main tab dedicated to MyHR. Extensive listings of frequently asked questions were created for Memorial employees and administrators and included in the MyHR tab. These listings will help employees and administrators easily get the answers they require to their HR questions. Should MyHR employees find that they are receiving a number of questions on a particular subject then additional FAQs will be developed. Phases one and two of this project were launched this year. Phase three was also completed; however, the testing and launch of this phase is planned for early in the first quarter of 2015-2016.

Another significant component of the creation of HR’s new website was changing and shortening our url to www.mun.ca/hr. This new url should make the site easier for users (especially new users) to find as the address is memorable and is one that users are more likely to associate with the department and university (the former url was www.mun.ca/humanres).
Improving client outcomes continues to be a priority for our department. Many of the changes we have initiated are a direct result of client feedback and recognition that we can serve our three core client groups more effectively. Our work in supporting clients through change and examining our approach to on-boarding new employees were of particular focus throughout the 2014-2015 year.

As senior executive portfolios within the university undergo change, our HR professionals assist in a multitude of ways including recommending structure and role changes, evaluating changes through job evaluation, recruiting new employees to fill critical jobs, helping employees deal with organizational change, and ensuring a healthy labour relationship by effectively resolving grievances if they arise. With many organizational changes happening throughout Memorial, much time was spent this year supporting the institution in these activities. We saw recruitment growth this year. The number of advertised recruitment competitions grew by approximately 14 per cent as a total of 670 advertisements were placed throughout the year. Of these competitions, 359 were open to internal applicants while 311 were open to both internal and external applicants.

Our professionals helped to fill a number of key positions this year including the hiring of a new sexual harassment advisor with Memorial’s Sexual Harassment Office. To fill this position, an extensive search process was conducted that included a stakeholder search committee; this committee unanimously recommended Ms. Rhonda Shortall for the role. Ms. Shortall who is a leader in clinical and professional development, program and policy development, critical thinking and system innovation has brought her extensive experience (over 25 years of clinical experience) to the role.

The addition of Ms. Shortall to the Sexual Harassment Office will help Memorial live up to its commitment of having a respectful and harassment free environment on all of its campuses.
Our new employee on-boarding process begins with our trusted HR advisors making offers of employment to new hires. By connecting a new hire to our HR professionals we can ensure a smooth transition to Memorial. Through a needs assessment that included focus groups, research and a review of best practices, we designed an innovative, economically sustainable on-boarding program that integrates face-to-face and online components. The orientation experience has been reengineered and streamlined to increase flexibility and efficiency while improving the experience for new hires. Three face-to-face sessions were held throughout the year to a total of 123 employees. These employees were also provided access to our online New Employee Success Program where they can learn about Memorial and our community.

To supplement our orientation process, a new Memorial Manages program was launched. While primarily designed for new hires, the program was also offered initially to existing managers and registration surpassed expectations with a total of 108 individuals participating throughout the year. These participants were provided five half day sessions on relevant topics including the university context and governance, financial administration, human resources for administrators, internal audit, finding your way around computing at Memorial, the Office of the Chief Risk Officer and the Information Access and Privacy Office.

Organizational changes have also influenced our job evaluation (JE) activity. After piloting our revised and streamlined JE process during the 2013-2014 year, we rolled out the new process to the university community during 2014-2015 fiscal period. With streamlined forms and procedures, we were able to finalize a total of 121 job evaluation actions through a variety of mechanisms including submitted job fact sheets, tentative rating process, organizational change initiatives, and collective bargaining and grievances resolutions processes. Our revised procedures have enabled us to achieve more in this area; however, we acknowledge that further improvements can be made to timelines. We remain committed to resolving outstanding reviews and finding further ways to maximize our efficiency and effectiveness in this area.

Another focus area where we supported clients this year was reducing the number of outstanding grievances. We view successfully resolving grievances as an important labour climate indicator and, as such, initiated a process with our union groups to host regular, bi-weekly meetings. Management and the unions invested considerable time with the goal of reducing the number of grievances previously filed by the various locals. This commitment to a positive labour relations environment included multiple meetings and discussions with the various stakeholders, including Human Resources, supervisors, grievers and union representatives from each local. With a commitment from those involved, the number of grievances was drastically reduced. In fact, over 60 grievances were resolved by Human Resources and NAPE Locals 7804, 7803, and 7801 and CUPE Local 1615.

Ensuring that new employees are provided with the supports needed to succeed is foundational to the success of departments and Memorial. Building positive, long lasting relationships with new employees while providing a streamlined onboarding experience was a priority this year, we worked on designing a strategic on-boarding process with supporting orientation and onboarding programming.

Memorial Manages objectives:

1. Develop an enhanced understanding of Memorial’s key business processes
2. Develop the knowledge and skills to support university and departmental success
3. Learn about Memorial resources and support services
4. Connect and network with other Memorial managers
Developing new programs and enhancing existing offerings for employees and employee groups is an important priority for us. Our professional development programs help ensure that employees build the right skills and competences to help them succeed while our wellness initiatives support their ongoing health.
As part of our commitment to wellness, Memorial offers an Employee Assistance Program (EAP) that is provided through Shepell-FGI. EAP utilization at Memorial has been consistent at around 13 per cent over the past three years (this year the annual participation rate was 13.18 per cent). This level of utilization is considered positive as it indicates employees know about the program and are using it. In addition to employees, a number of spouses and dependents as well as retirees have availed of the program. Our EAP utilization helps inform where we need to enhance our wellness programming. For example, our experience indicates that mental health is a significant aspect of our utilization. Knowing this, we broadened our focus to include programs that centre on a holistic approach to wellness.

During the 2014-2015 fiscal year, we partnered with the Student Health Centre to offer our annual flu shot clinics. In total, 585 employees availed of the flu shot clinics that were offered at varying locations throughout the university including the St. John’s and Marine Institute campuses, the Ocean Science Centre and the Offshore Safety Centre. This was a significant increase compared to the 243 employees that received flu shots during the 2013-2014 fiscal year.

At Memorial the top three reasons the EAP program was used this year were:

- Personal relationships: 30.6%
- Mental health: 20%
- Personal Stress: 15.5%
This year we also launched a pilot project for employees in the department of Information Technology Services (ITS). This program, called the Health Improvement Plan (HIP), was designed to improve the health of participating employees by focusing on clinical health measures, fitness testing, goal setting and lunch and learn information sessions. This program is self-driven and includes follow-up testing to determine overall improvement levels. Given the positive feedback received and the overall success of this pilot project, the program will now be implemented university wide with interested employees being able to register for various sessions offered throughout the year.

“I have noticed a significant improvement in my health since beginning HIP. The primary advantage has been my mobility. When I started HIP, I couldn’t walk across campus, now I can do it quite readily. Also, at the beginning of the program, I wasn’t able to complete the testing which is something I can now do. Overall, HIP has been extremely beneficial to me.”

Mr. George Leslie, Project Manager, ITS

HIP PILOT PROJECT

Number of participants:
21 employees

Types of activities/measures:
Clinical health measures, fitness testing, goal setting and lunch and learn information sessions

In addition to the four main programs, a personalized program was developed for one of the participants, Mr. George Leslie, project manager with ITS. When Mr. Leslie began the program, he couldn’t complete the cardiovascular testing. As a result, the team developed a personalized six week one-on-one training session for him. Mr. Leslie has reported positive results in his health and well-being as a result of this program.
September 2014 also marked the 10th anniversary of our Supervisory Skills Development Program (SSDP). Over the past 10 years, the program has helped build and strengthen the Memorial community by providing an opportunity to develop relationships across units while preparing employees for a supervisory role. Since its inception, a total of 372 employees have graduated from the SSDP from all areas of Memorial.

Employees who availed of funding for undergraduate credit courses
253*

Employees who availed of funding for graduate credit courses
233*

Employees who availed of funding for non-credit training
211*

Number of new mentoring relationships formed during the 2014-2015 year
17

Employees who availed of programming from Lynda.com
316

Employees who availed of programming offered through Human Resources (excludes those participating in Supervisory Skills Development Program, Management Development Program, Memorial Manages and Senior Leadership Development programming)
311

* Please note this number does not include the Faculty of Medicine, Grenfell Campus, Separately Incorporated Entities (SIEs) or Revenue Generating Departments (HFCS, Bookstore, etc.) based on eligibility and operationalization of request approvals.

**Building leadership Capacity**

Another priority area for programming relates to building our leadership and management capacity throughout Memorial. Twenty leaders throughout the university participated in a multi-month legacy leadership program facilitated by two of our HR managers who have been certified from the Legacy Leadership Institute. This program combines an initial face to face workshop with five post session meetings that incorporate coaching, mentoring, learning partners and customized development planning. We were also pleased to welcome David Zinger as our keynote speaker during our second annual Senior Leadership Forum that was attended by over 100 senior academic and administrative leaders throughout Memorial.

After a successful launch in 2013, our Management Development program was offered for a second year. This program responds to the need for effective management skills across all units within the university. Customized specifically for Memorial’s workplace, this program continues to enhance 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. September 2014 saw the start of a new MDP cohort on the St. John’s campus with 27 participants who completed the program in spring 2015.

“The MDP has been an invaluable addition to my management and leadership toolbox. Throughout the past year, I benefited from timely new topics and updates in key areas which are critical to management. The topic selection was great and the many instructors were on mark. This training opportunity offered practical insight into changes in policy, legislation, risk management, health and safety, etc. By attending the MDP courses I am better equipped to perform my duties and prepared for challenges that arise. It has allowed me to better lead, manage and serve.”

– MDP participant

**My mother participated in the original offering of the SSDP. Having heard about the program from her, I had been interested in participating in it myself for some time. I was thrilled to learn last summer that I was accepted into the program this year. The topics covered are relevant to my day-to-day work and the opportunity to learn from colleagues was very appealing to me.**

Dawn Corbett, Distance Education, Learning and Teaching
With a mandate to provide pan-university policy and standards related to employment matters, 2014-2015 saw a focus on concluding bargaining for our NAPE union groups as well as solidifying compensation policy language for our non-union groups. This year, collective bargaining negotiations were finalized and signed with the Marine Institute and the Newfoundland and Labrador Association of Public and Private Employees (NAPE). The agreements covered NAPE Local 7850 (Support Staff) and NAPE Local 7405 (Instructors, Demonstrators, and Research and Technical Personnel). Collective bargaining agreements were also finalized and signed with Memorial University and the Newfoundland and Labrador Association of Public and Private Employees, Locals 7804 and 1809 (Custodian Personnel), Local 7801 (Maintenance Personnel), and Local 7803 and 1804 (Campus Enforcement and Patrol). A tremendous amount of time and effort was invested by the parties in order to achieve a successful collective bargaining outcome. The traditional bargaining approach was utilized throughout negotiations with NAPE and Memorial University with an environment of mutual respect being evident throughout the process.
As we continue our work to address critical policy gaps, this year saw a **policy milestone** on October 16, 2014 when the Board of Regents officially approved Memorial’s first compensation policy for non-bargaining, management and professional, and senior administrative management groups. In the past, a lack of policy language in this area led to confusion and a lack of transparency. Much time was spent researching and drafting language that aligns with leading practice and Memorial’s environment while trying to advance Memorial’s compensation practices. Through the policy we were able to solidify our approach to various compensation elements as well as develop three philosophical statements that clarify the university’s compensation objectives.

### Compensation objectives

1. **Pay salaries that will attract and retain qualified personnel who can perform the work necessary for the successful operation of the university**

2. **Maintain equitable relationships amongst internal positions with similar requirements**

3. **Maintain uniform administration of salaries across broad occupational groups**

The adoption of this policy also involved changes in the areas of temporary assignment and salary administration related to job evaluation. Minimum time amounts were introduced related to when employees are eligible for temporary assignments. Doing so aligned Memorial with other universities and large employers within the province. This change also reduces the administrative cost associated with processing hundreds of short term temporary assignments.

With the introduction of red-circling language, changes were also made to strengthen Memorial’s approach and transparency in salary changes stemming from job evaluation. Red-circling provides a level of protection to employees while ensuring that organizationally position level changes can be made in a fair and transparent manner.

In addition to formalizing a compensation policy, another priority was to provide clarity surrounding the employee group of grant funded employees. Our experience, similar to other research-intensive universities is that employees within this category tend to have a unique employment relationship with Memorial. The nature of their funding often equates to short to medium term employment contracts with employees that have highly specialized skills. Early in the year, a stakeholder group was formed to evaluate this issue and information was collected from the top 20 research intensive universities as published in the 2014 Maclean’s listing. The result from this work was an approved set of guidelines for grant funded employees that balance the need for flexibility with our institutional obligations.
Enhancing technology systems to better service our clients

Technology is a growing priority as we aim to meet the needs of our clients. A significant portion of Memorial's budget is dedicated to the salaries of our skilled and knowledgeable workforce and our technology systems directly influence our ability to navigate changes and understand our resourcing from both a planning and financial perspective. Technology solutions also play a pivotal role in providing timely, beneficial service to our clients.

As part of the development of MyHR, the need for new technology to serve employees and administrators became apparent and in January 2015 we were pleased to be supported in the purchase of a case management system from LBI Helpdesk Solutions. Partnering with ITS enabled us to secure a system and the support necessary to customize a solution to our needs. Our case management solution will be pivotal as we roll out MyHR and will ensure that employee requests are tracked and acted upon in a timely and consistent manner.

As we entered our second full year with Banner HR, we also spent significant time listening to clients regarding potential reporting and system improvements that would help them in their work. As with any new system of this magnitude, we knew it would be three to five years until the system matured. We acknowledge that there have been frustrations along the way and recognize that the effectiveness of Banner HR has a direct relationship with the effectiveness of our clients being able to understand and rely on salary and resourcing information. With a total payroll of approximately $368,625,000 for active employees and $55,950,000 for pensioners during the 2014-2015 year, it is critical that we ensure the integrity of the information processed and contained within the system and that we continually look for ways to improve and enhance Banner HR's functionality. With a multitude of transactions occurring within Banner HR, further work is planned to improve the functionality of the system and the integrity of the data and we look forward to partnering with a number of units to advance these goals.
### NUMBER OF PAY PERIODS

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<thead>
<tr>
<th></th>
<th>Employees (bi-weekly)</th>
<th>Pensioners (monthly)</th>
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<tbody>
<tr>
<td>Pay periods</td>
<td>26</td>
<td>12</td>
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### T4s ISSUED FOR 2014

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<thead>
<tr>
<th></th>
<th>Paper</th>
<th>Electronic</th>
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<tbody>
<tr>
<td>Employees</td>
<td>10,258</td>
<td>3,663</td>
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### PAYROLL PAID FOR FISCAL 2014/15 (ROUNDED)

<table>
<thead>
<tr>
<th></th>
<th>Employees</th>
<th>Pensioners</th>
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<tbody>
<tr>
<td>Payroll</td>
<td>368.6 million</td>
<td>56 million</td>
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### AVERAGE COST PER PAYROLL

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<thead>
<tr>
<th></th>
<th>Employees</th>
<th>Pensioners</th>
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<tbody>
<tr>
<td>Payroll</td>
<td>14 million</td>
<td>4.7 million</td>
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### T4As ISSUED FOR 2014

<table>
<thead>
<tr>
<th></th>
<th>Paper</th>
<th>Electronic</th>
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<tbody>
<tr>
<td>Employees</td>
<td>2,898</td>
<td>567</td>
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### NR4s ISSUED FOR 2014

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<td>NR4s</td>
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Ensuring that Memorial is poised for success from a broad workforce and people perspective requires a committee to advance long term strategic initiatives that provide a solid foundation for human resource management across the institution. Throughout the year we focussed on two significant initiatives of developing an expanded performance management system and initiating the development of a job architecture model.

The university adopted a performance against objectives process for the senior administrative management (SAM) group during the 2008-2009 fiscal year. However, other professional and management positions within Memorial have not benefited from a performance management system and, as such, Vice Presidents’ Council accepted a recommendation from Human Resources to create a working group responsible for designing a modern and expanded performance development program for SAM and management and professional staff (MPS). This working group is represented by management and professional staff who are knowledgeable of performance development programs and represent the Grenfell, Marine Institute and St. John’s campuses as well as academic and non-academic areas. During its first meeting in May 2014 the working group reviewed best practices from other organizations and has spent time reviewing options and approaches that are best matched to Memorial’s environment. Effective performance development programs are based on a foundation of regular communications on performance. Best practices include: clarifying performance expectations; providing feedback and developmental coaching; linking what employees do to core values; development planning; and the inclusion of competencies as a guide to how we do our jobs.

Developing strategic initiatives to support Memorial

The working group engaged a number of university committees to help inform program design. In addition, a communique was sent to MPS and SAM employees in February 2015 calling for volunteers to participate in focus groups. These focus groups have provided input on program design, training, philosophy and objectives.

Another significant initiative that was initiated and supported during the year relates to how Memorial’s non-bargaining, management and senior administrative management groups are fundamentally organized. Developing a job architecture, or job family model, requires us to think about how our positions can be organized based upon shared skills, competencies and similar attributes. Memorial has a diverse workforce that is representative of the diverse programs, services and research undertaken within its campuses. Creating an organized structure around how these positions are organized, labelled and related to each other provides an opportunity for us to bring transparency, consistency and greater understanding of our workforce. With Vice Presidents’ Council official endorsement, a university-wide advisory committee was formed. This advisory committee which is co-chaired by the University Registrar and the Director of Human Resources includes individuals from varied backgrounds across all Memorial campuses. We look forward to sharing more about this exciting initiative in the upcoming months!
With responsibility for pan-university standards and programs related to our people practices and workforce data, ensuring we analyze trends and build upon reporting mechanisms is a key strategic area of focus. Analyzing our employment equity data is one example of how we ensure we understand our workforce patterns. Throughout the year we continued our commitment to creating an inclusive workplace that is dedicated to diversity, equality and respect. An important part of this commitment is the collection of statistics on the university’s workforce. All employees are asked to complete a short self-identification survey through my.mun.ca. The information from the survey is important as it helps us identify barriers to employment and advancement. Accurate data helps us monitor areas that we are doing well and identify areas that require attention.

In order to have an accurate picture of our workforce, we encourage all employees to take a few minutes to complete the survey. Employees can review and update their employment equity information at any time and be assured that their personal information will be kept confidential. This year we saw a drop in the employee survey response rate; as a result, we have plans to increase communications to employees encouraging survey completion in the next fiscal year.

Memorial’s Joint Equity Committee regularly reviews competition files for academic staff positions of one year or longer. During this year, 56 academic staff positions were reviewed by the committee and the Employment Equity Office provided information and guidance to departments regarding these searches.
Another key area that we report on annually is the performance of the Memorial University Pension Plan. The effective stewardship of our pension plan is a key mandate for our team. The plan is a contributory defined-benefit pension plan that was established in 1950 under statute of the provincial legislature. It is designed to provide retirement benefits to full-time permanent employees and qualifying contractual employees of the university. In addition, employees of certain SIEs and affiliated employers are eligible to participate. Benefits, which are integrated with the Canada Pension Plan, are based upon an employee’s years of pensionable service, best five-year average pensionable salary and a two per cent accrual factor.

The April 1, 2014 to March 31, 2015 annual activity report of Memorial’s pension plan was the first performance-based report to be presented under the pension activity plan for 2014-2017. This year the pension plan posted a 14.5 per cent annual return, ranking it in the 26th percentile as compared to other Canadian pension funds (1 per cent being the top performer and 100th being the worst). Net assets available for benefits increased by approximately $183 million, this is up from $1.176 billion at March 31, 2014 to $1.359 billion at March 31, 2015.

<table>
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<th>Plan membership statistics</th>
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<tbody>
<tr>
<td>Active Members</td>
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<tr>
<td>-----------------</td>
</tr>
<tr>
<td>3,907</td>
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<tr>
<td>Retirees (incl. survivors)</td>
</tr>
<tr>
<td>Deferred Pensioners</td>
</tr>
<tr>
<td>Average Age at Retirement</td>
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Within the pension plan this year there were: 3,907 active members; 1,549 retirees, 247 survivors; and 362 deferred pensioners. Please refer to the Pension Plan Membership Statistics table for detailed membership statistics over the past five years including average age at retirement.
To help Memorial employees plan for their retirement, we held a full day retirement planning seminar this past winter that was attended by a record number of employees. With almost 1,000 employees eligible for unreduced retirement by 2019, this year’s seminar had approximately 190 participants. The seminar was open to employees and their spouses and was attended both by those who anticipate retiring in the next few years and those who are planning ahead for their retirement in years to come. During the seminar, participants learned about the university’s pension and post-retirement benefits, the Canada Pension Plan and Old Age Security Benefits. Presentations were also provided by a representative of Memorial University of Newfoundland Pensioners’ Association (MUNPA) and from a financial planning and consulting firm.

The development of a quality framework for our department was another accountability goal for the 2014-2015 year. We value the principles of quality, transparency and accountability and are committed to providing high quality service to employees, managers and administrators, and Memorial University. As we undergo a transformation, a quality framework is necessary to ensure we provide a high level of service and to inform our decisions. After developing a list of meaningful indicators we conducted a pilot during the January 1-March 31, 2015 period and analyzed information on a range of activities including recruitment, payroll, job evaluation, learning and development, compensation and pension administration. We are committed to looking for ways to build upon the information collected and to use the data to inform our decision making and help us work effectively with our clients.

The goals of building a quality framework within the department are:

- To ensure high level of service to client groups
- To ensure consistent and correct application of policies, procedures and collective agreement obligations
- To protect the integrity and privacy of information the department is entrusted with
- To provide meaningful data, metrics, indicators etc. to support the vision and mission of DHR
- To reduce costs associated with errors, lost time, etc
The path we are on is a multi-year one. We are pleased with our progress to date and look forward to continuing to gain momentum in the years to come with our planned initiatives and envisioned changes. Next year we will see the realization of one of the department’s largest undertakings to date, the official launch of MyHR. In addition to MyHR, the department will move forward on a number of fronts making improvements to our efficiency and effectiveness. We are committed to working collaboratively with our clients throughout Memorial as we continue forward following our strategic roadmap for 2013-2017.
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