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Message From the Director

This year has been an exciting one for our department as we made significant progress on our journey of change, a journey that is guided by our strategic roadmap for 2013-2017.

In starting our journey, we knew significant changes would need to occur that would require the commitment of everyone in our department working in collaboration with our university partners and moving ahead together. In reflecting upon year three of our journey, I am pleased to report on significant accomplishments and our ongoing commitment to our strategic priorities.

One of the most notable accomplishments this year has been the launch of the pilot phase of one of the largest projects ever undertaken by our department, MyHR. Shifting to a shared services model fits within Memorial’s efficiency goals while positioning us to provide more effective service. In addition to MyHR we also began a new two-year initiative that will impact service delivery and payroll data quality called the Human Resources Management System (HRMS) Improvement Project, offered new programs to support employees and managers, placed a focus on job evaluation, moved forward with initiatives such as performance development and talent acquisition planning, enhanced our focus on quality and updated key human resources’ policies. These are just some of the highlights of the year that occurred in addition to performing our regular yet demanding operational requirements that are vital to our clients! I encourage you to read this report to see some of our highlighted activities for the 2015-2016 year and learn more about our upcoming plans.

While we have made much progress over the past year, we still have two years left of our strategic roadmap. We know a lot of work has yet to be accomplished and we are committed to achieving success. Our team of dedicated professionals is committed to Memorial and looks forward to working with our clients in providing quality service in the upcoming year.

I would like to thank our human resources team, partners within Memorial and Mr. Kent Decker and his office for their support. It is because of the work, dedication and support of all of these people that we are able to continue along our journey of change.

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

Vision
To be highly respected for the quality of advice and service we provide as we work:
• To collaborate and build capacity in human resource management
• To recognize the unique needs of clients
• To contribute to the success of the university

Strategic Roadmap 2013-2017
Commencing in the 2013-2014 fiscal year we presented a strategic roadmap for 2013-2017. Within the roadmap we identified six strategic themes including:
• Maximizing efficiency and effectiveness in business processes and service delivery
• Developing and enhancing programs
• Providing clarity and direction through policy and protocol enhancement
• Enhancing technology systems to better serve our clients
• Developing strategic initiatives to support Memorial
• Ensuring accountability through policy and reporting

These themes guide our work and provide a focus for us as we look to improve upon our service, develop new programs and initiatives and find mechanisms to help us gain efficiencies.
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.
Our quality framework helps us understand our performance and provides an opportunity to enable better planning and decision making as we navigate through our change. The components of our quality framework were solidified in the 2015-2016 year and presented to our Human Resources Advisory Committee for endorsement and support. These focus areas will help us as we strive to meet our vision of being highly respected for the quality of advice and service we provide.

Throughout the year we made progress on a number of our quality focused initiatives. The development of our business continuity plan got tested in July as we were faced with the unfortunate situation of having a serious flood in our payroll and records areas. We learned firsthand the value of having such a plan as we were faced with damage to these areas and to time-sensitive payroll information.

Throughout the year, we also grew our key performance indicator measures and reporting. We are committed to providing a high quality of service and doing so requires that we understand where our performance excels and where we can improve. In addition, our mandate is to provide professional and strategic support to Memorial and our workforce metrics can help inform university decisions. Our quality indicators are based upon five key categories (see table). Many of the indicators help us understand our performance throughout the year and inform our decisions on where we need to improve. Other measures are aimed at taking a broad look at trends within our workforce to help Memorial understand our workplace. This is a new initiative and we look forward to it helping us improve service quality across many areas.

### Quality Indicators Table

<table>
<thead>
<tr>
<th>Service Delivery</th>
<th>Workforce Health</th>
<th>Program Evaluation</th>
<th>Total Compensation</th>
<th>Organizational Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of manual cheques</td>
<td>Grievance rate</td>
<td>Orientation programming</td>
<td>Number and cost of market differential</td>
<td>Retirement rate</td>
</tr>
<tr>
<td>Overpayments, omissions and adjustments</td>
<td>Arbitration rate</td>
<td>Leadership forum attendance rate</td>
<td>Upscale hire rate</td>
<td>Organizational investment in professional development</td>
</tr>
<tr>
<td>Recruitment turnaround time and time to fill</td>
<td>Lost productivity due to accidents</td>
<td>Performance objectives</td>
<td>Pension Fund performance rate</td>
<td>Turnover rate</td>
</tr>
<tr>
<td>Job evaluation review time and appeal rate</td>
<td>Lost productivity due to sick leave</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilization of Ariel</td>
<td>Accommodation rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTD utilization</td>
<td>EAP utilization</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MyHR – Your Path to HR Solutions

MyHR is one of the largest projects ever undertaken by our department. This project, which was officially endorsed and supported in 2014 by Memorial’s Organizational Budget Review process, was realized when the project moved to a pilot phase in the fall of 2015.

We undertook this project to create efficiencies and improvements to service delivery. While challenging to build, train and implement within our existing resource level we were able to do so by relocating existing professionals to this area from other areas of the department. MyHR is now the place to go for information, intake and processing of requests, direct self-service options, HR solutions and access to a team of professionals to support clients in the overall employment experience. Human Resources at Memorial’s Grenfell and Marine Institute campuses and the Faculty of Medicine are continuing to provide HR solutions to employees at these locations and are leveraging the services of MyHR as required.

“Over the past year, we have brought together a skilled team of consultants from both within the department and externally from similar service centre environments when vacancies occurred. This team continues to undergo training as we evolve our centre. It is exciting to move forward with this strategic initiative.”

Jennine Loder, manager MyHR and HR technology

A central component of MyHR is the LBi case management software that has been incorporated into the centre. This software required customization to address Memorial’s unique human resources requirements. Working in collaboration with our partners in Information Technology Services (ITS), this was rolled out to members of the department in late February. Training began with small group and one-on-one sessions and advanced to larger group training activities. Using this software, clients can email myhr@mun.ca and each request will result in a case being created and a case number communicated to the client. Using this case number, clients can determine the status of any outstanding request.

Developing internal procedures and streamlining our processes was another key component of our MyHR implementation and will continue to be important as we mature our service delivery model. To help us maintain and manage this information, the university’s content management system, Desire 2 Learn, was utilized. With the help of experts in the Centre for Innovation in Teaching and Learning (CITL), we built a centralized repository for MyHR processes, procedures, training documents and support tools.

While much work has been done in creating MyHR, we recognize that as processes mature, further improvements in service delivery can be achieved. Over the next year or two, we will continue to refine and evolve a number of processes and look for further opportunities for streamlining through our technology tools.
With strides being made on the MyHR project, we moved forward and launched another significant project this year that impacts service delivery and data quality improvements.

The HRMS Improvement Project is important to the university as a whole. We began using Banner HR in January 2013 and last year we recognised it was time to do system refinement. We took a step back to look at Banner HR and Memorial’s payroll processes and regroup to determine how we could best move forward to improve upon our data quality. Due to the importance and scope of this project, a project leader was hired and started in December.

This project is being approached in three phases. The first phase involves a focus on strengthening the internal control environment regarding payroll related processes, phase two will focus on data quality improvements and the final phase will focus on system optimization.

By the end of the 2015-2016 fiscal year, the project leader was tasked with focusing on existing risks to mitigate the opportunity for potential errors which may have a financial impact on the university. This included improving financial oversight mechanisms, identifying and addressing data quality issues, improving data intake processes and improving security regarding access to HR information.
Talent Acquisition and Onboarding

Throughout the year, our team of professionals provided support, guidance and advice to the university community related to their talent needs. Our team was often involved in the early stages of the process by discussing a unit’s human resources needs to advising on recruitment strategies through to participating in the selection of the right candidate for a position and helping onboard new employees. With increased governance and financial stewardship surrounding the hiring process at Memorial, our team can assist departments in navigating through the hiring process and can offer advice on alternative ways to manage their workforce levels.

While recruitment was down significantly during the 2015-2016 fiscal year in response to our overall budget environment, a number of key and vital positions were filled including the hiring of Edward Allen in the role of Aboriginal cultural education coordinator. This is an important role that is responsible for developing and delivering a variety of aboriginal cultural education activities at the university.

Notwithstanding the current fiscal environment, the university will still need to ensure it acquires and retains the talent necessary to help Memorial achieve its vision. This is particularly important given the aging demographic of our workforce and impending retirement of significant talent.

Comprehensive onboarding helps ensure their success and increase their early contribution to Memorial.

In addition to our regular onboarding suite of programs, we piloted a Memorial Navigators program during the 2015-2016 year. Memorial Navigators aims to help with the onboarding of senior hires by pairing them with senior leaders on campus for mentoring. Over the course of the last year, five Memorial Navigator relations were established allowing new leaders the opportunity to network and develop relationships outside of the new hire’s direct reporting structure.

Coaching and mentoring are an effective way to familiarize new hires with Memorial’s culture in a way that may not be covered in a formalized orientation session. The Memorial Navigators program will be available to all new hires in the university community through a newly developed on-boarding suite of supports and resources to be introduced in the upcoming year.

I can attribute my initial success in my new role to both the welcome from and helpfulness of my colleagues and the wider Memorial community. Their receptiveness to me and to what I endeavoured really made the position proper.
Edward Allen, Aboriginal cultural education coordinator

Onboarding Program Suite
• Employee orientation sessions
• New Employee Success Program
• Memorial Manages

In an effort to modernize Memorial’s approach to acquiring talent, we developed a talent acquisition strategy during the 2015-2016 year based on a review of the university’s recruitment function, contemporary practices in talent acquisition and interviews with people who work in the field. The strategy includes four areas of strategic focus for the university to pursue over the next five years:
• Enabling technology
• Candidate relationship management
• Talent brand
• Digital and social media

We look forward to gaining approval and beginning the implementation of this strategy in the coming year. Adopting the plan’s recommendations and strategic focus areas will increase the university’s ability to be both competitive and relevant in today’s labour market.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Recruitment Competitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>584</td>
</tr>
<tr>
<td>2013-2014</td>
<td>587</td>
</tr>
<tr>
<td>2014-2015</td>
<td>670</td>
</tr>
<tr>
<td>2015-2016</td>
<td>460</td>
</tr>
</tbody>
</table>
**Job Evaluation**

Job evaluation was an area of focus throughout the year as we remain committed to improving our turnaround times and finalizing outstanding job evaluation activities. In addition to the review of 59 job fact sheets, job evaluation activities involved five appeal hearings and over 35 tentative ratings and position submissions to Vice Presidents Council. Our job evaluation consultant worked closely with managers throughout the university to act as a consultant on job evaluation activities while also providing training to educate employees and managers about the job evaluation process.

While a lot of progress has been made in the area of job evaluation, we recognize that further improvements can be made on our communications, timing and turnaround. As we successfully resolve the outstanding backlog of submitted job fact sheets our turnaround time for new submissions is expected to improve. The implementation of the LBi software tool within MyHR is also expected to help with our communication in this area by providing updates to employees with regards to their job evaluation status.

**Employee and Labour Relations**

Our team values maintaining a cooperative and collegial working relationship with the union locals present at Memorial and we continued our focus on resolving grievances. Throughout the year, regular meetings were held to review and/or settle outstanding grievances. For the 2015-2016 fiscal year a total of 54 grievances were submitted. Our labour management committees continued to be active which is necessary to ensure that issues have an opportunity to be addressed before they escalate. This process has also proven beneficial in enhancing union/management relations.

Memorial’s eight collective agreements expired on March 31, 2016. As a result, we spent time during the last fiscal year actively preparing for upcoming negotiations. Consultations took place with various departments in an effort to seek input regarding areas or articles they would like to see enhanced or changed during the collective bargaining process. In addition, research has been ongoing in an effort to determine possible methods of achieving overall efficiencies within the various collective agreements.
Building a performance development program for senior administrative managers and management and professional staff at Memorial was another priority for our team in the 2015-2016 year. Information gathered from consultations held in the last fiscal year was used to update program objectives and inform program design. The working group, comprised of both human resources and representatives throughout the university, held a planning day to make decisions on program design, model, and the design and evaluation of a pilot project. A consultation session was also held with an academic expert in the field and information from the session was then used to help refine the working group’s approach.

The performance development program will be based on a foundation of regular conversations using coaching and feedback methods. A decision was made to pilot the program in a selection of academic and administrative units. Planning for pilot training and implementation is currently underway. To align with our focus on performance development, our third annual senior leadership forum was held and attended by 104 leaders at Memorial. This forum themed “The Coaching Habit” featured Michael Bungay Stanier, senior partner at Box of Crayons, a company that helps organizations do less good work and more great work. His powerful and engaging session provided our leaders with direct exposure and relevant coaching practice to help embed coaching conversations into everyday interactions.
Supports for Employees

Our team offers a variety of programs and initiatives to support Memorial's employees in furthering their development goals and in promoting their overall health and wellness. Some highlights for 2015-2016 include the Administrative Support Development Program, the Mindfulness Program and the Health Improvement Plan.

The Administrative Support Development Program was developed and customized specifically for the university setting. This new program places a focus on individual and professional development, aims to enhance existing skills and provides participants with an opportunity to learn from colleagues and develop and build networks. To be eligible for this program, participants have to provide direct administrative support to deans/directors/department heads/managers and programs within the Memorial community. During the 2015-2016 year, 24 people successfully completed this program.

The Mindfulness Program was piloted to 14 employees from September to December 2015. Workplace Mindfulness aims to provide training in the skillful use of mindfulness tools and methods which can be used to address the most difficult circumstances in an employee’s professional or personal life. When employees are feeling highly stressed, overwhelmed, distracted or are experiencing doubts, mindfulness practices can reveal fresh perspectives that invite resourcefulness and clarity. This program endeavours to provide employees with specific tactics to ensure they are less affected by second-guessing and hesitation and are better able to move forward with confidence and integrity when action is required.

The pilot Health Improvement Plan (HIP) that was detailed in last year’s annual report has become a focal point of our employee wellness suite and was offered to employees throughout the St. John’s and Marine Institute campuses during the last year. With modifications including greater accountability, two dedicated weekly fitness classes, weekly motivational emails and check in points along the way, 94 employees enrolled in the program in September 2015. Participating employees reported health benefits as a result of the program including increased energy levels, enhanced focus, increased physical activity, better sleeping patterns and the ability to make better food choices.

As part of our commitment to the ongoing wellness of our employees, we continued to analyze our Employee Assistance Program (EAP) utilization rate and trends. Consistent with other recent years, we saw an increase in both our overall utilization rate (15.44 per cent) and the percentage of mental health related claims. To enable our team to better help employees and managers deal with mental health issues within the workplace, two of our managers became certified facilitators of The Working Mind, a certification program offered through the Mental Health Commission of Canada. The Working Mind: Workplace Mental Health and Wellness is an education-based program designed to address and promote mental health and reduce the stigma of mental illness in a workplace setting. Also, recognizing our obligations under the Human Rights Act, our team of professionals placed significant time and attention in accommodating 44 employees with varying disabilities during the fiscal year. In many cases these efforts have proven successful, allowing employees to safely return to the workplace earlier than expected.

Top reasons EAP was accessed

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Relationships</td>
<td>32.5 per cent</td>
</tr>
<tr>
<td>Mental Health</td>
<td>21.7 per cent</td>
</tr>
<tr>
<td>Personal Stress</td>
<td>11.0 per cent</td>
</tr>
</tbody>
</table>
Snapshot of On-Going Programs and Sessions

- **215+ employees attended** Retirement Planning Seminar held on two campuses
- **134 employees trained** Intercultural Sensitivity Training
- **Employee recognition** 97 employees recognized with 30, 35, 40 or 45 years of service, 143 employees recognized with either 20 or 25 years of service
- **198 employees took part** Learning and Development Courses
- **198 employees took part** Mentoring
- **484 flu shots given** Health Improvement Program
- **94 employees participated** Lynda.com
- **433 employees availed of programming** Monthly wellness lunch and learn sessions
- **75 employees certified** Mental Health First Aid Certification
- **75 employees completed** Management Development Program and Supervisory Skills Development Program
- **837 approved applications** Credit Training
- **49 employees completed** Non-Credit Training
- **323 approved applications** Non-Credit Training
- **250 employees** Enrollment Improvement Program
- **27 new mentoring relationships** Mentoring
- **94 employees participated** Learning and Development Courses
Pension Management

The effective stewardship of our pension plan is a key mandate for our team. With almost 1,000 employees eligible for unreduced retirement by 2019, careful planning and effective management is a top priority for us. The Memorial University Pension Plan is a contributory defined-benefit pension plan designed to provide retirement benefits to full-time permanent employees and qualifying contractual employees of the university. In addition, employees of certain separately incorporated entities of the university and affiliated employers are eligible to participate in the Plan. Benefits, which are integrated with the Canada Pension Plan, are based on an employee’s years of pensionable service, best five-year average pensionable salary and a two per cent accrual factor.

During the 2015-2016 fiscal year the Memorial University Pension Fund achieved an annual return of 0.88 per cent. While this is a low absolute return, the Fund performed well compared to other Canadian pension funds. When compared to similarly invested funds, the Memorial Fund ranked in the 10th percentile where the 1st percentile represents the top performer and the 100th percentile, the worst. On a longer term annualized basis, the Fund has been a top performer within its peer comparator group (for example, over a five year period it has earned an annualized return of 9.02 per cent and on a ten year basis it has generated an annualized return of 6.43 per cent, ranking it in the 26th percentile).

The 2015-2016 year was a challenging year for the Memorial Pension Plan as it faced multiple headwinds to funding, including the deferral of the special payment, low absolute fund returns and a lowering of the key discount rate assumption. Despite these challenges, the Pension Plan is well positioned to meet its objective of providing retirement income security for employees of the university. The Board, through the work of the university administration and stakeholder groups, will continue its efforts to ensure that funding goals are achieved and that the Pension Plan remains competitive and affordable for its constituent groups.
Plan Membership Statistics

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Active Members</td>
<td>3,961</td>
<td>3,907</td>
<td>3,966</td>
<td>3,823</td>
<td>3,863</td>
</tr>
<tr>
<td>Average Age of Active Members</td>
<td>46.6</td>
<td>46.5</td>
<td>46.4</td>
<td>46.2</td>
<td>46.2</td>
</tr>
<tr>
<td>Retirees (including survivors)</td>
<td>1,961</td>
<td>1,796</td>
<td>1,688</td>
<td>1,637</td>
<td>1,549</td>
</tr>
<tr>
<td>Deferred Pensioners</td>
<td>268</td>
<td>362</td>
<td>314</td>
<td>292</td>
<td>287</td>
</tr>
<tr>
<td>Average Age at Retirement</td>
<td>61.02</td>
<td>60.97</td>
<td>60.94</td>
<td>60.90</td>
<td>60.49</td>
</tr>
</tbody>
</table>

Distribution of Assets
Memorial University Pension Fund
- Canadian Equity 26%
- US Equity 21%
- International Equity 10%
- Canadian Bonds 26%
- Real Estate 7%
- Short Term 2%
- Mortgages 8%
March 31, 2016

Age Distribution
Active Members

<table>
<thead>
<tr>
<th>Age</th>
<th>20-24</th>
<th>25-29</th>
<th>30-34</th>
<th>35-39</th>
<th>40-44</th>
<th>45-49</th>
<th>50-54</th>
<th>55-59</th>
<th>60-64</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>33</td>
<td>216</td>
<td>372</td>
<td>497</td>
<td>575</td>
<td>597</td>
<td>747</td>
<td>533</td>
<td>289</td>
<td>102</td>
</tr>
</tbody>
</table>

Membership Distribution
Plan Membership
- 268 Deferred Pensioners
- 1729 Retirees
- 232 Survivors
- 3961 Active Members
March 31, 2016
Strengthening our policies and procedures helps us deliver more effective service while also increasing a shared understanding of the standards that govern employment matters.

In September 2015 our Determination of Employee or Independent Contractor Status policy was formally approved. This policy provides guidance on determining the status of an individual or business entity providing services to Memorial and ensures our compliance with statutory regulations. To assist individuals in understanding the policy, we partnered with CITL to create a quick educational video. We encourage you to check it out to help understand the basics of this policy.

Another policy priority for us was the initiation of a comprehensive leave administration policy. This policy was approved for development in July 2015 and our policy experts partnered with clients to form a working group mandated to research best practices, streamline language and develop the policy. With much of the language drafting occurring throughout the 2015-2016 year, clients can look forward to consultation on this policy in the upcoming fiscal year.

In February 2016, the Board of Regents approved the adoption of the Equity, Diversity and Inclusion in Employment (formerly Employment Equity) policy. Through the work of a drafting group, a policy was developed which aligns with Memorial’s statement on vision, mission and values. The revised policy contains several important changes including a broader scope, making reference to addressing and removing barriers in the recruitment and selection process and the promotion of full participation in an inclusive workplace.

Looking Ahead

Armed with our strategic roadmap we look forward to our continued journey of change and service enhancement. While many of the foundations have been formed, our time and attention is required to evolve our MyHR initiative as well as improve upon our data and reporting while still meeting our regular operational demands and pushing forward on strategic initiatives to support the Memorial community. As always, we remain committed to working collaboratively with our clients throughout Memorial as we continue on our journey.
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