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THE YEAR AHEAD
IT IS WITH PLEASURE that I present our first annual HR report. The report is a reflection upon some of our key activities for the 2012–2013 fiscal year and provides an opportunity for us to share our achievements, recognize where we need to further advance our efforts, and provide insight into where we are going as a department.

It is an interesting, exciting and challenging time in human resource management at Memorial and 2012/13 was certainly an eventful year for the people who work in the Department of Human Resources. This year saw the department embark on a journey which will see us develop new services and programs while at the same time enhancing and improving existing areas.

One of the most fundamental, yet foundational changes for Human Resources is in the way we view our client base. Our commitment is to three important client groups; our employees, our administrators and the university as an entity. This commitment is reflected in our renewed Mission statement, which will help remind us of who we are here to serve.

I would like to take this opportunity thank our partners within the university community, Mr. Kent Decker and his office for their support and guidance and of course the committed staff of the Department of Human Resources who have demonstrated service excellence, focus and commitment to the mission of Memorial University.

The title of this report, Enabling Success, is fitting for the work we conducted throughout 2012 and early 2013 and our evolving role in the university community. As we implement changes, we do so with a view to ensuring that our actions benefit our client groups and help our stakeholders succeed in their work. Enabling the success of our clients and enhancing the abilities of our stakeholders in effective HR management, allows us to contribute to the overall success of the university and make Memorial a great place to work.

Stephen Dodge
Director of Human Resources
REFLECTIONS

A YEAR OF MAJOR CHANGE

THIS PAST YEAR was one of significant change as the leadership team began its work in re-inventing the department to become a true enabler for academic and administrative departments in the achievement of Memorial’s goals.

The Hay Group was engaged to conduct an operational review for the department. Following extensive stakeholder consultations, their findings and recommendations were released in May 2012. Key recommendations included the need to implement a new client-centric operating model, to increase and rebalance the department’s workforce with a focus on improving existing services and focusing efforts on strategic and enterprise level activities, and clearly defining roles and responsibilities with regard to human resources management throughout the university. These recommended changes are extensive and will involve developing the leadership capacity within the university and growing a culture of partnership and collaboration.

The Hay Group also presented a special report on process improvements with regard to job evaluation and the hiring process. They made a series of recommendations that addressed changing levels of authority, simplifying the processes, improving tools and building credibility through transparency, fairness and communication. The leadership team of DHR was supportive of recommendations and initiated the change process in June 2012.

Implementation requires making changes to our department and to the HR function within Memorial. There is recognition that the magnitude of the change is very large, and complete implementation will take years. First steps along this journey were to fill key leadership roles in client and advisory services, strategy, planning and policy and employee relations. A transition framework, which detailed our governance structure, roles, responsibilities and timelines, was developed to help guide actions. Creating an open dialogue with our human resources advisory council, deans council, administrative and academic support directors, senior administrative officers/managers of administration and finance, union executives and vice-presidents’ council was critical and occurred throughout the summer and early fall. In addition, employees throughout Memorial were kept up to date through our website, and the ComMUNicator publication.
In addition to implementing these operational changes, two major enterprise projects were undertaken. Banner HR, which replaced our 25 year old payroll system, was launched in January 2013 with the help and support of many, both within our department and with our partners. Payroll and systems staff worked day and night to ensure that close to 8,000 employees, retirees and students were paid in the first payroll of 2013. We supported Memorial’s sustainability goals by eliminating over 6,000 paper pay stubs and envelopes every pay period and providing this information on our employee self-service site. For the first time, our retirees and student employees gained access to their information through this site as well.

Our new pension system Ariel, which is supplied by Morneau Shepell, was commissioned into production on March 28, 2013. Memorial chose to implement a new pension administration system for a number of reasons. The former system and record keeper had reached the end of its useful life and was no longer being supported by the vendor. Rather than create linkages from Banner HR to an antiquated main frame based pension system, we decided to look for a new state of the art system that incorporated such modern features as built-in actuarial calculation functionality, an enhanced employee self service projection tool, legislated pension rules and regulations, personal computer based architecture and professional support from a Canadian based vendor.

Lastly, as part of our operational review, we heard through stakeholders that changes were needed in our mandate. First, we have to become more efficient and effective with existing high value services and programs. Second, we need to deliver more strategic, value-added support to the institution. In response to that feedback, we engaged in a review of our mandate that saw a change in our mission, vision and values.
FINALIZING OUR MISSION, vision and values was a collective effort. The management team produced draft statements that were shared with all HR staff and a sample of our clients and partners. Valuable input was provided by these groups and the management team regrouped to make refinements and modifications. In March 2013, final versions of our mission, vision and core values were adopted. They serve as valuable tools to guide our actions, clarify our purpose to clients, set expectations to which we will be accountable and promote consistency in our approach and behaviour.

**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 across the university
- 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 judgment 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.
WITH A VARIETY of staff positions spread across a large number of unique organizational units within a multi-campus environment, managing our talent requires the effort of many. Our HR professionals in Grenfell, Marine Institute, Faculty of Medicine, and within our Client and Advisory Services team at our St. John’s campus, helped to ensure the success of 584 recruitment competitions for the 2012-2013 fiscal year. From discussing the needs of a department and advising on recruitment strategies to participating in the selection of the right candidate through to checking references and making job offers, our team is committed to recruiting strong candidates both internal and external to Memorial. Our presence at six provincial recruitment fairs provided a further opportunity for us to help attract candidates to Memorial as well as promote Memorial as an employer of choice.

Of the 584 competitions that took place; 58 per cent were limited to internal applicants while 42 per cent were open to internal and external applicants. We were pleased that close to 9,450 applicants used our online application system to apply for these competitions while approximately 2,100 additional candidates applied in person, or through fax or email. We recognize that the successful recruitment of potential employees is critical to maintaining a vibrant workforce and we continue to explore ways to improve and leverage our recruitment technology to reach future talent.

While the goal is to provide the best candidate for the university’s needs, it is also important that we place people in the right position at the right time. This requires that attention is also paid to the efficiency of our hiring and staffing process. For internal competitions we were able to provide applications to departments in an average of 2.48 calendar days from the date the advertisement closed. Our processing for external positions was slightly longer with an average of 4.69 calendar days. This variation was expected and reflects the higher volume of applications associated with external positions, yet we continue to look for ways to create efficiencies in our hiring processes. We also recognize the need to capture further analytics surrounding our recruitment efforts to enable us to understand our workforce needs, levels and the effectiveness of our recruitment strategies.
Recruitment efforts in 2012 touched all areas of Memorial. Not surprisingly, close to half of the recruitment competitions stemmed from positions residing under the provost and VP (academic) portfolio which is the largest portfolio for staff positions. Grenfell campus successfully filled the roles of student affairs officer—disabilities, aboriginal liaison co-ordinator and international student co-ordinator; roles that were critical and related to these areas identified in the strategic plan for Memorial University as well as for Grenfell Campus.

We were pleased to receive positive feedback regarding our collaborative recruitment approach from clients. As one director noted, "Collaboration between us and HR was very positive. The process was smooth and although the initial candidate declined the position, we were pleased with how the competition moved on to find a successful candidate. We were serviced well by HR in our recruitment processes and we have seen an improvement in the service level of HR and we are greatly appreciative of the support received."
When I decided to move home from the mainland, Memorial seemed to be the obvious choice for me. I was able to return home and continue to work in the industry that I have a passion for with DELTS, which has a dynamic and creative team. Memorial offers me a secure union position with great benefits including an excellent pension plan. As I get older, benefits and pensions are becoming increasingly important to me.”
Our total compensation package is key to the success of our recruitment and retention activities. As an employer, we provide a strong mix of direct compensation and benefits within a supportive environment. Our defined benefit pension plan is one of the more competitive benefits offered by Memorial and is greatly valued by our current employees while at the same time being an attractive incentive for new employees. Nevertheless, we acknowledge that the value of a total compensation package (i.e. cash compensation, pension plans, benefits, and health & wellness initiatives) is difficult to quantify and not currently fully communicated in a meaningful way to staff. Further efforts are required to determine, measure and explain the true value of working at Memorial.

Our compensation group conducts regular market reviews to ensure our compensation package is competitive. The outcome of their efforts is reflected in salary scales that are aligned to the major staff groups within the institution. In instances where it has been brought forward that unique external factors exist that may require market analysis, compensation experts must first ensure that further analysis is warranted.

In March 2013, the Board of Regents formally approved criteria for the implementation of market differentials. These criteria include exceptional circumstances where:

1. The position(s) exist in a low supply/high demand labour market. This can be characterized by high turnover accompanied by the inability to recruit qualified staff that are deemed critical to the operation of the department/university; and

2. A higher salary is deemed essential to recruit/retain an employee (or employee group) that serves a critical function that cannot be achieved by any other possible means.

In addition to market analysis, there have been a number of groups identified throughout Memorial that require specific review. Work has begun to review their job evaluation results as a group to ensure consistency and appropriateness. Outcomes of these reviews will be communicated and assessed as warranted. It is expected that the first series review will be completed in late summer 2013, at which point formal communication regarding results can be expected in mid-fall 2013.

We also continue to be engaged in review of Memorial’s formal job evaluation process, inputs and tools. During 2012–2013, 64 formal job evaluation reviews were completed and communicated to individuals and their respective departments. Our current job evaluation process is extensive and requires significant effort from the employee to complete the required documentation. Once received within our department, our professionals spend considerable time preparing the information for formal review. We have heard from our clients that changes are needed and agree that the timeliness and effectiveness of this process must be improved. Our operational review specifically highlighted the need for change in this area and we have spent time reviewing the process, researching alternatives and discussing the best path forward with clients. We are pleased with the feedback we have received so far and expect that many of these changes will be implemented during fall 2013.
ENSURING OUR WORKFORCE has the right skills and abilities is essential to our long-term success. We support the development of our employees through both credit and non-credit opportunities and our learning and development professionals oversee a wealth of targeted developmental programs. During the 2012 fiscal year, 248 employees availed of professional development opportunities through our programming in the areas of managing deadlines, leading student employees, writing effective briefing notes, workplace communications, conflict management and team effectiveness. Our award-winning Supervisory Skills Development Program saw a total of 18 employees graduate and 32 employees enroll throughout all campuses.

Our mentoring program continued with success as 16 new mentoring relationships were formed. The goals of the program are to share knowledge, develop skills and provide career-oriented guidance to individuals in the university community. Feedback has been positive from both mentors and partners and we are pleased to receive testimonials such as:

“This program has strengthened my knowledge and awareness of leadership and Memorial as a workplace.”
To support online learning opportunities, we worked together with partners in Computing & Communications, to offer more than 1,400 self-paced courses in a wide variety of professional and personal development areas through Lynda.com. This service is free to employees, retirees and students through a cost effective arrangement with Lynda.com. Participants in these learning initiatives require an internet connection and licenses are offered on a two-week rotational basis.

In addition to our in-house programming, employees throughout Memorial availed of non-credit and credit offerings. Credit courses in a range of disciplines including business, education, science and arts were supported at both the undergraduate and graduate levels.

2012 also saw a renewed focus on leadership development. In fall 2012, we formed a Leadership Development Advisory Committee. This committee provides us with a forum for input, discussion and feedback on educational activities impacting leadership development at Memorial. This collaborative mechanism is essential in creating a vision and strategic direction consistent with the university’s expectations for quality and sustainable performance and talent management. Consistent with our goal of developing leadership capacity, the Legacy Leadership program was offered in St. John’s and on the Grenfell Campus.

Non-credit and credit courses taken by employees

- Non-credit (380)
  - Credit: Undergraduate (215)
  - Credit: Graduate (190)
  - Credit: Marine Institute (44)
ONE OF OUR GOALS is to move towards a comprehensive approach to creating a healthier workplace. This is in the best interest of us as individuals and the institution as a whole. While our department has a role to play, a comprehensive approach requires the involvement of many within the Memorial community. As a department, we are committed to doing our part through policy, wellness initiatives and wellness promotion and we continue to lead a host of wellness and health initiatives to help our employees achieve success with their goals. For 2012, over 100 employees participated in our preferred rate program. Under this program, Memorial pays up to 50 per cent of the cost (up to a maximum of $10 a pay period) of a membership at The Works for eligible employees in St. John’s while in Corner Brook, Memorial has partnered with local fitness centres to offer a similar service to employees at the Grenfell Campus. We also welcomed new employees into the MUN Meditates program and 117 employees and retirees participated in the Tely 10 Mile road race.

Offering programming aimed at increasing physical activity is just one element of building a healthy workplace. We strive to provide programs that help employees and their families effectively manage physical, financial and mental health. We know that Memorial, like many employers, is facing increasing costs within our benefit plan and our employee population health challenges also reflect what is happening in our society. In 2012 our total spending on the “top five” drug types alone was close to $3 million. Our spending on mental health drugs saw the largest increase over previous years with an increase of 6.8 per cent. We have responded to such trends by initiating work targeted at gaining an understanding of the mental health issues facing our workforce. Over 200 employees participated in five mental health lunch and learn sessions and extensive work into a mental health forum took place throughout 2012. As a department, we remain committed to furthering our work in this area and working with other areas of the university to foster a healthy workplace.
Top 5 drug costs

Providing a comprehensive benefits package to employees is also critical in fostering a healthy workplace. Memorial’s group insurance experience over the past number of years has been very good and this has allowed the university to maintain competitive premium rates and benefit levels. The financial positions of the health, dental and LTD plans in particular are quite positive and as a result Memorial, through the work of the University Benefits Committee, has been able to make some very important improvements while at the same time holding premium rates unchanged and in some cases even reducing rates. As a member of Interuniversity Services Inc. (a not-for-profit organization that administers volume purchasing arrangements for member institutions throughout Atlantic Canada), Memorial is able to avail of lower fees/costs and coverage advantages while maintaining independence over our own plan.
EFFECTIVE POLICY REFLECTS the organization’s culture and direction and guides and actions of managers, administrators and employees and is fundamental to the success of Memorial and its people. We play an essential role in developing, reviewing and administering university-wide policy in the area of people development and employment practices and have renewed our focus in this area to ensure our clients have the information they need to make decisions.

December 2012 marked a major policy milestone as the Workplace Accommodation Policy was formally approved. The creation of this policy was the result of a collaboration between Human Resources, the Office of Faculty Relations, and the Office of General Council and supports Memorial’s legal and ethical commitment to maintaining an environment of understanding and respect in support of inclusiveness in its workplace programs and practices. Supporting our commitment to a respectful environment for all employees, we also delivered education sessions on our respectful workplace policy and initiated a formal review of the policy in partnership with the Office of Faculty Relations. Our advisory services team also participated in in-depth harassment investigation training to ensure that we are able to effectively respond to and resolve workplace concerns.

For the 2012–2013 fiscal year, our employment equity office reviewed five new or revised policies to ensure compliance with Memorial’s Employment Equity requirements and was instrumental in determining the requirement for a new Kullik Burning and Smudging Policy. In addition, consultation on a revised training and development policy took place during the fall months and our Service Recognition Policy was formally approved in February 2013. As we continue to make changes in our hiring and job evaluation processes, policy work in the areas of compensation and job evaluation will remain a priority for our department.
enabling success

HR’s First Advisory Council 2012.
WITH ONE OF THE LARGEST and most diverse workforces in the province, Memorial fosters a welcoming work environment for all individuals and is committed to removing workplace barriers that negatively affect individuals or groups. Memorial values inclusiveness and diversity in its community and our workforce reflects this value. As a member of the Federal Contractors Program, which provides guidance to employers in planning and implementing an employment equity program to comply with the Employment Equity Act, it is critical for Memorial to maintain an effective program in order to procure beneficial federal contracts. Human Resources takes this requirement seriously, placing a high value on employment equity and is pleased that our performance has been recently recognized as quite favourable by the HRSDC Labour Program.

With a dedicated Employment Equity Office, a pan-university Employment Equity Committee, a Joint Equity Committee and many individual champions, we support the implementation of positive employment practices in the recruitment and advancement of all our employees. Our employment equity program maintains up-to-date data on target group representation among our workforce and monitors areas in which we are doing well and areas that require further attention. In 2012 we initiated employment equity surveys to 629 staff and 420 faculty members for a total of 1,049 employees. With an overall response rate of 28 per cent, we were able to combine this information with existing equity data to capture our workforce representation:

![Equity Data on Workforce Representation](image-url)
Our 2012 data demonstrates that there have been small increases over the past three years in the percentage of women, visible minorities and people with disabilities who work at Memorial. While positive, we continue to remain focused on increasing employment equity to ensure a representative workforce. We celebrate our achievements in meeting labour market representation of females as a target group in our overall workforce and our successes in increasing our representation of visible minorities and persons with disabilities. We recognize our challenges in closing the gaps between our workforce representation and the labour market in three out of four target group areas and continue to work at all levels to develop and implement strategies to correct these gaps.

We have also made great strides in increasing awareness and education throughout our campuses. Our staff conducted educational sessions throughout the university and played a pivotal role in training 75 employees in the Intercultural Development Inventory and the Intercultural Conflict Style. These sessions serve to elevate an employee’s awareness of their approach to cultural diversity. For the fiscal 2012 year, close to $45,000 from our Diversity Education Fund was invested in training employees in the areas of racial and cultural diversity, gender training and an aboriginal guiding circles workshop.

Our workforce also contains a mix of unionized and non-unionized groups. With approximately 700 employees within our NAPE groups, and roughly 1,000 employees in our CUPE bargaining group, our relationships with union members are an important part of what we do. We continue to dedicate resources and expertise to maintaining a healthy labour environment through active labour-management and health and safety committees and through grievance and conflict resolution mechanisms. During the fall 2012 months, we commenced negotiations with both CUPE and NAPE locals. Negotiations continued until February 2013, and are expected to resume again in fall 2013. We have once again engaged in interest-based negotiations with CUPE, and traditional bargaining with our NAPE locals. We look forward to the conclusion of these discussions and the successful renewal of the collective agreements with both union groups.
Examining our retirement trends and demographics provides insight into our current workforce and projected workforce levels. 106 faculty and staff members retired during the 2012-2013 fiscal year. This number is up from previous years and marks our highest number of retirements since 2006. With an average employee age of 45.65 years (as of March 31, 2013) and only 8.7 per cent percent of our employee population being under the age of 30 we expect to see continued years of increasing retirements. Our retirement planning sessions provide employees with valuable information as they prepare for retirement and close to 140 employees attended our 2012 sessions. We recognize the need to meet this trend of increasing retirement from a workforce planning perspective as well. Continued attention is therefore required to develop policy and aid departments and faculties in preparing for their upcoming workforce changes.

Projecting retirement levels is often a challenging task. Increasing numbers of employees who are eligible for retirement are choosing to remain at work or offer their talents in different ways. In fact, our longest serving employee has reached almost 46 years of service and nine employees received awards for either 40 or 45 years of service in 2012. For the 2012 calendar year, our annual service awards ceremony saw a total of 420 employees receive recognition for service. Retention is one of our workplace strengths and understanding the implications of this on our workforce is a growing priority for us as we seek to align our workforce levels with future demands.

Planning for our future and creating strategies is an emerging priority for us. In September 2012, we hired a manager of HR strategy, policy and planning who will help build our capacity for planning by utilizing our technology to develop and report on key metrics. Our objective is to gain insight into our current workforce and engage leaders within the university to help ensure who our talent is aligned with Memorial’s strategic goals. By understanding our current workforce, we are better equipped to prepare for the future by ensuring we have the right mix of talent with the right skills to meet the organization’s goals.
Service recognition for calendar year
2012

Yearly retirements
2004 – 2013

Service recognition for calendar year 2012

Yearly retirements 2004 – 2013

2004  (67)
2005  (84)
2006  (98)
2007  (66)
2008  (85)
2009  (56)
2010  (65)
2011  (82)
2012  (95)
2013  (106)

Service recognition for calendar year 2012

- 10 year (116)
- 15 year (14)
- 20 year (62)
- 25 year (70)
- 30 year (55)
- 35 year (32)
- 40 year (7)
- 45 year (2)
THE UPCOMING MONTHS will continue to be a time of change for our department. Priorities stem from the major initiatives we have undertaken with our partners including developing programming to support our workforce, streamlining processes to increase client satisfaction, developing new and enhancing existing policies to support and guide the actions of administrators and employees and building capacity in our technology. Specific goals and priorities include:

1. PROGRAM DEVELOPMENT
Developing our talent and ensuring that our employees have the right skills and competencies is a priority that will continue over the next several years. We are committed to providing employees and administrators with the tools and skills they need and we plan on enhancing our existing offerings and developing new offerings to ensure employee success.

2. SERVICE DELIVERY AND BUSINESS PROCESSES
As we continue to implement changes in how we deliver our services, core business processes will be reviewed and modified. We have taken the time to strategize, consult and plan to ensure we effect meaningful change and are now ready to focus on implementation of our plans and changes. Recruitment and job evaluation will continue to be key areas that will see significant changes and improvements. The implementation of our one-stop service centre will streamline client transactions with us and provide enhanced customer service for all employees.

3. POLICY ENHANCEMENT
Policy development and enhancements related to employment practices and people development is a renewed focus as we move forward with our objectives. Specific attention to the areas of training and development, respectful workplace, independent contract vs. employment work, compensation, and job evaluation will help ensure that we have effective policy to support the actions of our clients and the work we all do.

4. HR TECHNOLOGY
We will continue to focus on our technology by enhancing the reporting capabilities with Banner HR and our Ariel pension system and changing processes to allow us to gain efficiencies in how we do our work. We will develop key indicators that can be tracked and reported within these technologies to further our workforce planning objectives. We will also strive to address gaps which still exist in our technology that will assist the university in activities such as talent acquisition.