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Like most people, I was looking forward to a snow day on Jan. 17, 2020. I was not expecting the significant amount of snow we received, I certainly was not expecting a state of emergency, and I absolutely was not expecting the Province to request military assistance.

That said, I was quick to say ‘yes’ when asked to lead a team of soldiers with the Royal Newfoundland Regiment as part of Operation LENTUS.

Operation LENTUS is the Canadian Armed Forces (CAF) response to natural disasters in Canada and when called up to an operation, members are required to commit 100 per cent. In this case, we did not know when “snowmageddon” would end, so I either had to decline to participate, or take time off work to help in the relief effort. When I asked about potentially being away from my job for an extended period, my manager was extremely supportive, and quickly responded “this is important – we will be flexible”.

As it turns out, the State of Emergency lasted eight days, and I spent the entire week shovelling driveways and doorways throughout the city. Along with approximately 380 other soldiers, I was tasked with helping those who needed it most. People with medical appointments, mobility challenges, and those who could not get out of their homes on their own were our top priority.

It was an incredibly rewarding and humbling experience. We worked 16-hour days, shovelling and plowing mountains of snow for 860 homes. At each newly uncovered doorway, we were greeted with hugs, tears and, of course, a hot drink and some food. I am so proud I was able to help members of our community during this time.

Serving in the Canadian Armed Forces is a privilege and I am thankful Memorial continues to support this aspect of my career. The community-building and leadership opportunities that arise through my work with the military are invaluable, and lessons learned often translate to my role at the university.

Hannah Gaultois
Department of Human Resources

Introduction

The Department of Human Resources at Memorial University provides a range of programs and services as well as advice and guidance on a multitude of staff employment situations. With human resources professionals located on the St. John’s, Grenfell and Marine Institute campuses as well as within the Faculty of Medicine, the department provides pan-university support to employees throughout their employment life cycle. Providing support to employees and pensioners is the focus of the department. This support starts at the hiring process, continues throughout employment and goes into retirement with the running of pensioner payroll and the administration of benefits. The April 1, 2019 – March 31, 2020 fiscal year presented unique challenges in how the department supports employees. During this period, two notable events occurred.

In January 2020, a significant weather event took place that resulted in **more than 76 cm of snow and winds of up to 130 km/hour** that impacted the eastern part of the island of Newfoundland. As a result, a state of emergency was declared that lasted from Jan. 17-25 and throughout this period the university was closed. The majority of university employees stayed home while the city dug out with the help of the Canadian Armed Forces. However, some employees stayed on the St. John’s campus to ensure vital services were maintained for students in residence while others, who are military reserve personnel, provided assistance throughout the city of St. John’s. This event impacted the academic calendar and once Memorial was officially reopened, the exam schedule for the winter 2020 semester was modified to accommodate the lost days of teaching and learning.

The second event was the declaration by the World Health Organization (WHO) of the **global COVID-19 pandemic** on March 11, 2020. In the days following this announcement, many Memorial employees were sent home with significant uncertainty as to when they would be returning to campus (these employees were officially sent home on March 17, 2020). In response to this global crisis, the university had to quickly respond to ensure the delivery of the winter semester while adhering to the health and safety protocols in place to manage the pandemic. An extraordinary pan-university effort helped accomplish this goal and particular plaudits to the Centre for Innovation in Teaching and Learning (CITL), Information Technology Services (ITS) and Environmental Health and Safety. Courses were able to be offered remotely and on-line, while employees received remote computer access.



focused on
Providing Support



challenge one
Extreme Weather



challenge two
COVID-19



Human Resources supported employees during this time by ensuring its essential services continued without disruption. Key members of the Human Resources management team participated on the university's **Emergency Operations Centre (EOC)** while payroll, MyHR and our information management staff were made a priority to ensure we could support critical services that employees and administrators rely on. Employees with ergonomic requirements received information on setting up their remote workstations and, when it was deemed safer, they were provided the opportunity to receive their office ergonomic equipment. Once essential services were in place, Human Resources was able to ensure its other services were operating remotely. During this time of change, the department was also able to pivot services and improve educational offerings by providing weekly webinars on a range of subjects from Human Resources policies and procedures to wellness and equity related issues.

With the COVID-19 pandemic extending into the April 1, 2020 – March 31, 2021 fiscal year, some regular business processes and timelines have been shifted. As a result, some data (such as sick leave, accommodations, etc.) is not available for inclusion in this report.

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.



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.



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.



Transparent - We balance requests to share information clearly and openly while respecting the security of confidential and personal information entrusted to the department



During a typical day, Campus Enforcement and Patrol Officer Lynette Wells answers numerous calls for assistance. While some days may feature routine calls, there are other days that can be stressful, even life changing; June 7, 2016, was one of those days.

On this day, CEP received a call from 911 indicating they had received a call for assistance. While emergency services were being dispatched, CEP sent an urgent page to all CEP officers reporting a person had collapsed in the University Centre. Upon receiving the page, Ms. Wells raced from the Chemistry Building to the scene. She arrived to find a gentleman unresponsive on the floor. She immediately began CPR while two others assisted by repeatedly applying an emergency defibrillator to get his heart to start beating. Ms. Wells continued CPR for 30 minutes and did so even after others at the scene felt there was nothing more that could be done to revive him. Emergency responders arrived and Ms. Wells still relentlessly continued CPR. Later, at the hospital, the man's family was told that the person who had performed CPR had saved his life.

Ms. Wells' speed at reaching the scene, skill at CPR, perseverance and endurance were life-saving efforts.

For her extraordinary efforts, Memorial recognized Ms. Wells with a President's Award for Exemplary Service this year. In receiving this, Ms. Wells became the first person to ever receive the award twice (she had received it in 2014 as part of a team).

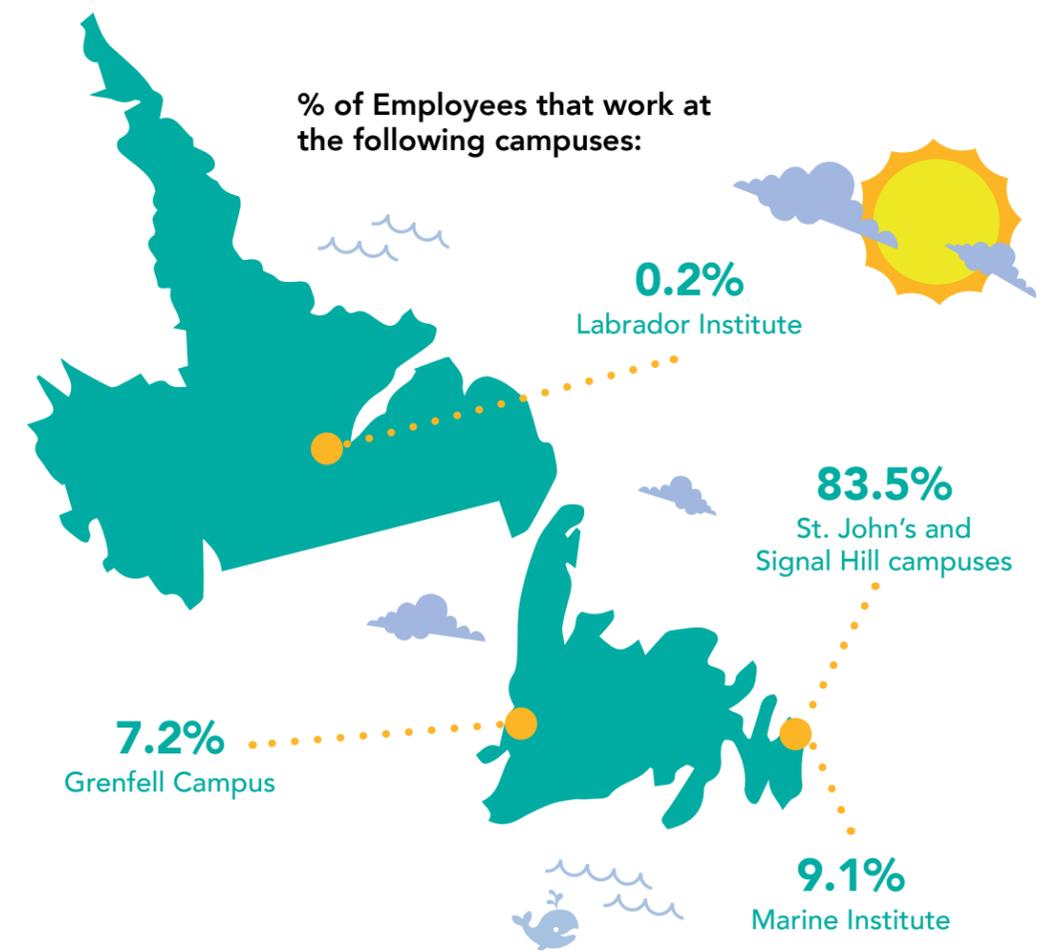
Culture and Environment

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

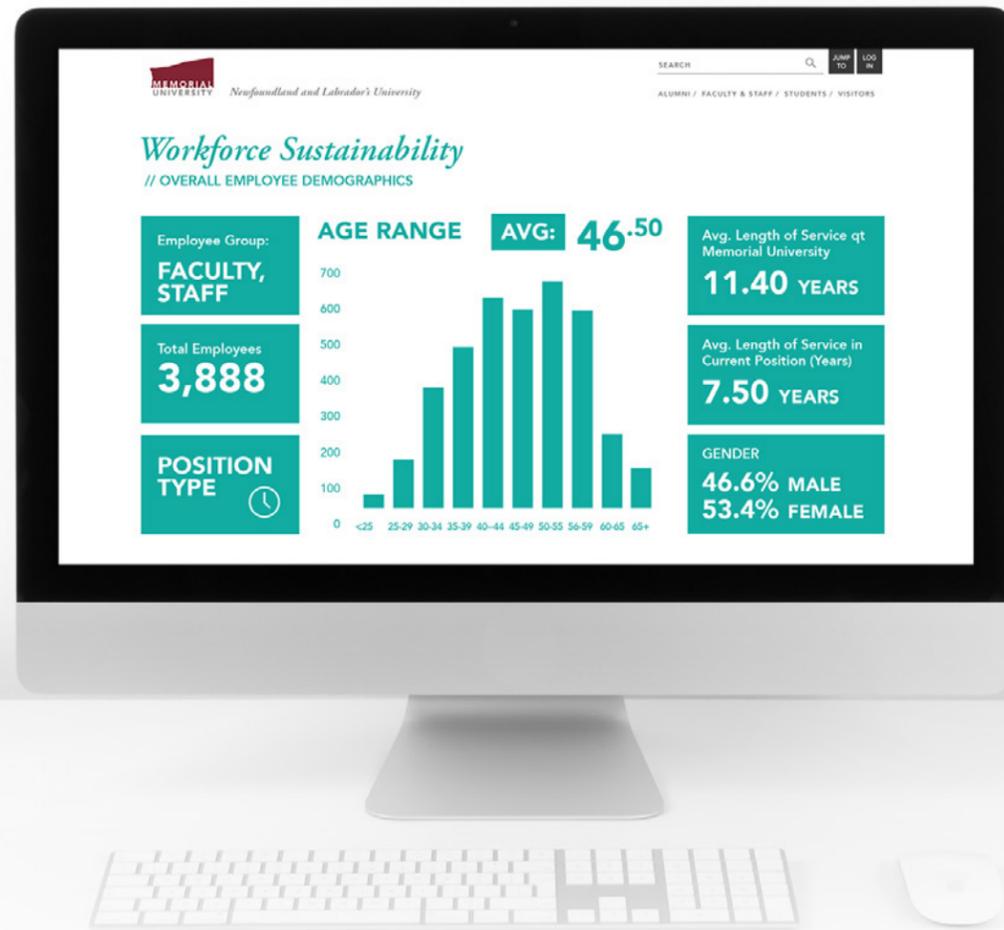
As of March 31, 2020, the university has **3,888 employees** spread across campuses and learning facilities throughout Newfoundland and Labrador. This community of employees is diverse with **1552 faculty** and **2336 staff**.



3,888
total number of employees



Information about Memorial's employees is maintained in a [metrics dashboard](#) on the website of the university's vice-president (administration and finance). The dashboard includes information based on employee group (faculty and staff) and position type (permanent and contractual). Included is information on: average length of service at Memorial, average length of service in a current position, average age, age range and gender.



Throughout Memorial, there have been significant advancements in the areas of equity and diversity with efforts made to meet equity and diversity targets and goals across various levels in the institution.

The [Employment Equity and Diversity Advisory Committee](#) (EEDAC) guided the development of the university's [Employment Equity and Diversity Plan: 2019-2021](#), which was approved by Vice-Presidents Council (VPC) on Nov. 6, 2018. An annual monitoring report was submitted to VPC this year to outline progress made towards meeting qualitative and quantitative goals and to highlight this year's developments, successes and challenges. The university will continue collaborating and seeking ways to improve our work environment to ensure it is diverse and welcoming.



This year, Human Resources supported the following initiatives.

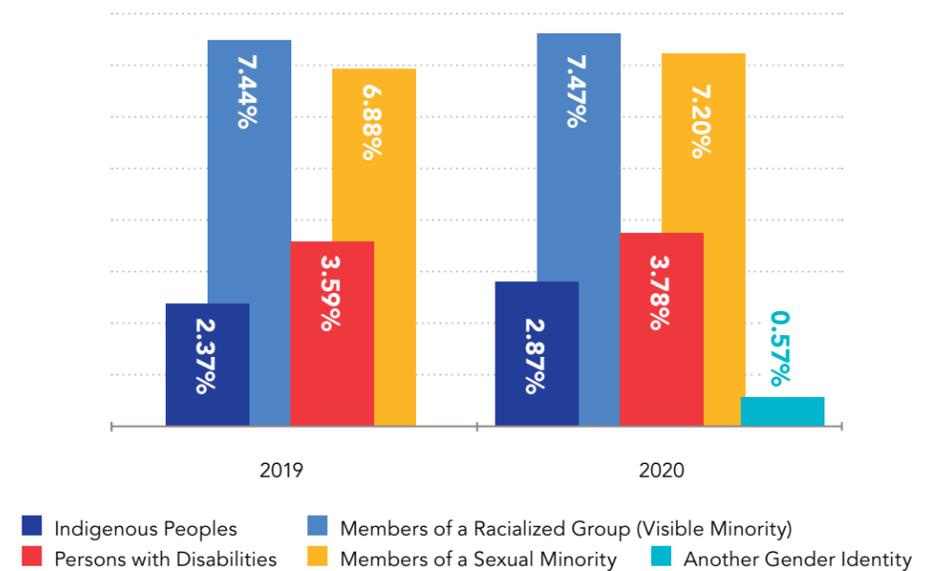
- In a joint training initiative, the departments of Human Resources and Financial and Administrative Services arranged employee Indigenous cultural awareness training which was led by [First Light](#). Four, three-hour training sessions were held and the facilitators provided a safe space to ask questions while participants took part in experiential learning.
- Established a diversity hiring process for short-term administrative positions with assistance from community partners such as the [Canadian Council on Rehabilitation and Work](#).
- Information sessions highlighting the Employment Equity and Diversity Plan, relevant action items and advice to units on how their work relates to the action items were delivered to 15 groups and committees.
- Facilitated unconscious bias sessions to search committees and groups in addition to having assisted in the promotion of intercultural awareness sessions. Memorial's [Recruitment and Selection of Non-Academic Employees](#) policy now requires all selection chairs undergo unconscious bias training.
- Hosted First Light and the [Canadian Centre for Diversity and Inclusion \(CCDI\)](#) in a community circle of reconciliation. The purpose was to examine the roles and responsibilities that employers have in reconciliation. CCDI took participants through the Commission's recommendations related to the workplace and provided examples of ways employers can work toward meaningful reconciliation while First Light shared locally relevant issues around Indigenous inclusion.
- Conducted a review on all new policies and re-visited old policies to remove gendered language.
- Updated employment-related hiring forms to include non-binary gender options.
- In October, to recognize National Disability Employment Awareness Month, Memorial signed on to partner with [InclusionNL](#) for Disabilities Mentoring Day for the third year in a row. Participating in this event is an important part of Memorial's equity, diversity and inclusion commitment and supports community partnerships. It also increases awareness and understanding, across the university, of disabilities in the workplace. In addition to providing mentees with valuable work experience and employment contacts, employee mentors have been able to increase their disability confidence.

Memorial has an online, six-question employment equity self-identification survey that it encourages employees to complete. This confidential survey is designed to help the university better understand its workforce and develop initiatives to improve inclusiveness and diversity. Memorial had a survey response rate of **64.67 per cent**. Of the respondents, **54.91 per cent** identified as **women**; **2.87 per cent** identified as **Indigenous**; **7.47 per cent** identified as a member of a **racialized group**; **3.78 per cent** as a **person with a disability**; **7.20 per cent** as a member of a **sexual minority**; and **0.57 per cent** as another **gender identity**.

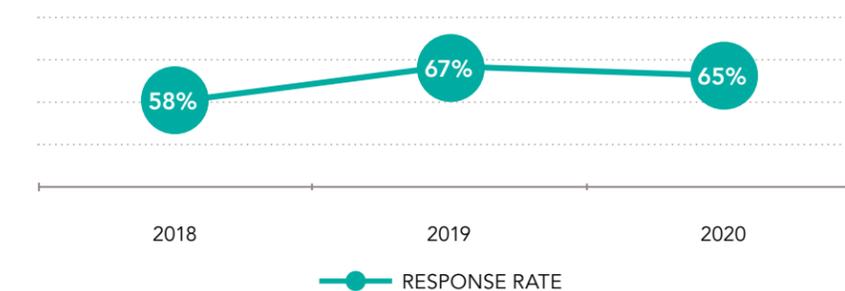


54.91%
of Employees identified as Women

Employee Equity Groups



Self Identification Survey Response Rate





Memorial recognizes employees in various ways throughout the year.

Annually, up to five extraordinary employees who have gone above and beyond the expectations of their positions or who have made significant contributions to the university community are recognized with **President's Awards for Exemplary Service**. All non-academic staff of Memorial and its separately incorporated entities are eligible to be nominated. This year, the President's Awards for Exemplary Service went to:

- Janet Bartlett, Faculty of Medicine
- Yuri Gidge, Student Residences
- Carol Gilbert, Grenfell Campus
- Ernest Stapleton, Faculty of Science
- Lynette Wells, Campus Enforcement and Patrol

Employees are also recognized with **service milestones**. In the spring, **102 employees** of the **St. John's and Marine Institute campuses** were recognized with either **30, 35, 40, 45 or 50 years of service** and an additional **102 employees** were recognized with either **20 or 25 years of service**. At an event held in the fall, **23 Grenfell Campus employees** were recognized with milestones of **10, 15, 20, 25, 30 and 35 years of service**.



Employees with 30-50 years of service
(St. John's and Marine Institute)



Employees with 20 or 25 years of service
(St. John's and Marine Institute)



Employees with 10-35 years of service
(Grenfell Campus)

Social functions are also held at various times throughout the year. In the summer, the St. John's and Grenfell campuses hold employee socials. These popular events are well attended and provide employees with the opportunity to socialize. In December, employees and retirees throughout the St. John's area are invited annually to celebrate the season together. This year, to be inclusive of all holidays that take place during December and early January, the function was named the Happy Holidays Party. On Christmas Eve, the St. John's campus holds a popular carol sing, the Grenfell Campus hosts a Christmas Eve brunch and the Marine Institute hosts a breakfast for faculty, staff and their families which is an opportunity to celebrate the season together while fundraising for a charity identified by the Marine Institute community. Food and monetary donations are also collected during many of the employee socials for the Campus Food Bank.





When I left work on March 17, 2020, I took only what I had brought in with me that day – my purse and keys. Two weeks later, I realized that working from home without my ergonomic chair and trusty rollerball mouse was becoming painful, literally.

When I mentioned this to my co-worker, Gina Jackson, senior administrative officer in the Faculty of Science, we both agreed that ensuring everyone had these vital tools to work comfortably would be essential to continuing to provide our usual service to the university community. As a result, I was able to take my chair and rollerball mouse home, and, with my remote desktop, continue my work in comfort.

Since then, I have been continually surprised by how well working remotely has worked for me. The reasons for this are varied, but the biggest one, I believe, is that I work within a supportive organization and with very supportive people.

Working with such a wonderfully supportive group of people has meant the difference between being productive and not. Throughout the pandemic, our office group has met via Blue Jeans or Webex every week to catch up with each other and check-in to ensure everyone is doing well. We miss the camaraderie of the office, but this is a nice compromise and we all benefit from the weekly contact. During our video calls we remember what Memorial’s president, Dr. Vianne Timmons, has said about not worrying if the dog barks or the children interrupt. This is our current reality and we have to work with it so everyone can be effective and feel supported.

This supportive environment is the Memorial University that I love and have loved for over 34 years.

Gail Kenny
Faculty of Science

Career

Memorial’s community of employees has a diverse range of specialties that support the university’s mission through a variety of skills and knowledge in the following areas:



Shortly after being hired by the university, new employees are invited to an optional New Employee Orientation (NEO) session hosted by Human Resources. This year, two sessions were held (one in June and another in November) with a total attendance of 65 employees.

The first point of contact for employees/administrators and the Department of Human Resources is **MyHR**. Most of Memorial’s human resources transactional and processing functions are centralized in this area and it is the place to go for information, intake and handling of requests, and human resources solutions.

MyHR uses a case management system to track inquiries and process documentation. This system enables the department to maintain detailed records of client cases and helps the team identify areas for service delivery improvements. This year MyHR received **20,012 cases** through the case management system. The top categories for cases were: **payroll, pensions, staffing actions, information management and compensation.**

In addition to the submission of cases to the case management system, MyHR receives thousands of phone calls annually. This year, MyHR received in excess of **7,500 incoming calls**. Due to the COVID-19 pandemic, the MyHR team stopped receiving incoming calls in mid-March and switched the focus of service delivery from phone and in-person to the **myhr@mun.ca** email account.



7,500+
calls presented to MyHR



20,012
cases recorded by helpdesk case management system

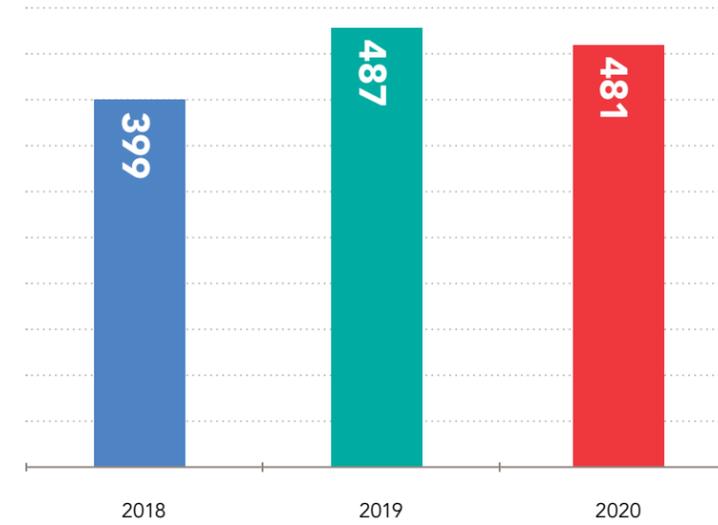
MYHR



While recruitment activity would be expected to decrease during times of attrition, many units within the university have engaged in restructuring positions. As a result, the number of job advertisements posted remained fairly stable (**481 posted this year** versus **487 posted last year**). While job postings remained fairly stable, the number of positions filled went down slightly (**390 filled this year** versus **409 filled last year**). The amount of time required to post a position and the average number of business days required to fill a position increased.



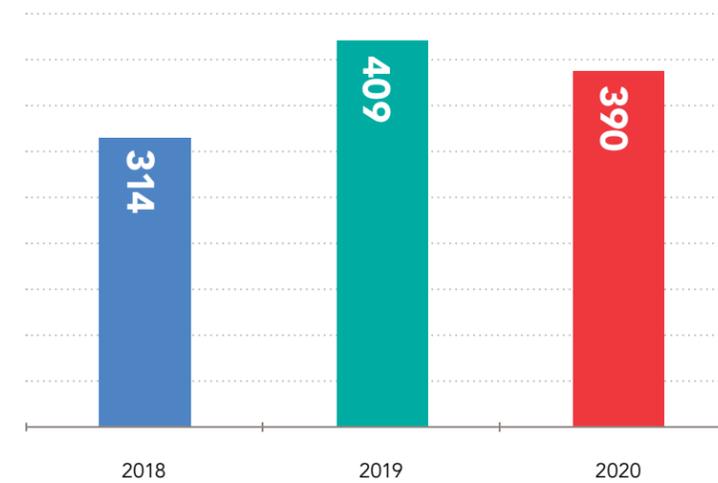
Total Job Advertisements



Average Business Days to Post



Total Positions Filled



Average Business Days to Fill



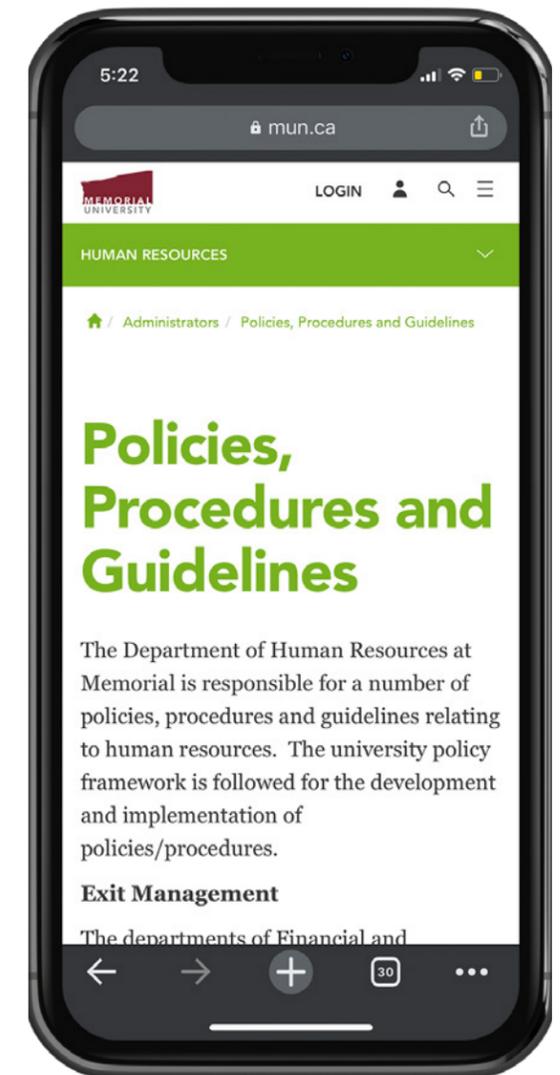
*Data missing for 2020 Q4 for Marine Institute due to COVID-19.



To support employees throughout the employment experience, the university has a number of policies in place. Some of the employee related policies include: Respectful Workplace; Workplace Accommodation; Equity, Diversity and Inclusion in Employment; Compensation; and Leave Administration. A full listing of policies is maintained on the [policy website](#). All employees are responsible for reviewing and familiarizing themselves with the policies.

In addition to formal policies, a number of processes and procedures are in place to help with the employment experience. This year, Human Resources worked with the departments of Financial and Administrative Services, and Information Technology Services to develop new mechanisms for the process to follow when an employee is leaving Memorial. This new process for documenting and processing employee exits ensures a departing employee's access is terminated, university assets/ records are returned and outstanding financial matters are reconciled in a timely manner.

This year, Memorial's Environmental Health and Safety team took the lead in developing and delivering on-line training on workplace violence and harassment. Human Resources provided support to this program and encouraged the timely participation of all members of the Human Resources team. This training program received a university-wide participation rate of more than **85 per cent**.





Soon after I started to work at Memorial in 2004, I heard about the Preferred Rate Program (PRP) at the Works. At the time, I was intimidated about going to gyms; however, I decided to sign up and give it a try. A lot of my co-workers were members as well and it didn't take long before there was a group of us.

I kept hearing people in the group talk about the Tely 10 and the university's team in the annual road race. Running the Tely was something I had thought about, but had never pursued. Now that I was regularly going to the gym and had colleagues on Team Memorial, I decided to look into it. My contact in Human Resources was so supportive that I got the confidence that it was something I could do and I joined the team. Everyone from Team Memorial was encouraging and made running the Tely something to take on together. The experience was so good that I have now run the Tely 10 numerous times (thirteen to be exact!). Over the years, we have even had our own little running group from Facilities Management that we call the FM Runners.

In addition to the PRP and Team Memorial, I have participated in other wellness programs offered by the university. Most recently, I took part in the training and stretching program focused on the prevention of musculoskeletal injuries (MSIs). Since starting this program a couple of years ago, I have found that I don't start off each running year with an injury. I've also noticed that when employees come back from holiday, they are usually stiff. When I see this, I say to myself, "that's because you haven't done your stretches."

Dan Owens
Facilities Management

Compensation & Benefits

Memorial is committed to providing fair and equitable pay to employees and has a detailed [Compensation](#) policy for non-bargaining, management and professional and senior administrative management groups. This policy aims to: pay salaries that will attract and retain qualified personnel who can perform the work necessary for the successful operation of the university; maintain equitable relationships amongst internal positions with similar requirements; and maintain uniform administration of salaries across broad occupational groups.

Salary ranges are based upon the **50th percentile** (median pay level) of the appropriate comparator market. The ranges are reviewed by Human Resources and any adjustments are subject to Board of Regents approval. Human Resources may secure market data to determine its competitiveness in the external market, however, the determination of salary adjustments is linked to the university's budget and overall financial position. Any adjustments are approved by the Board of Regents within the limits of affordability, stewardship and financial feasibility.

Unionized employees at Memorial are represented by various union locals. This year, Human Resources led Memorial's bargaining teams with the Newfoundland and Labrador Association of Public and Private Employees (NAPE) and the Canadian Union of Public Employees (CUPE). The following collective agreement milestones were reached:

- **April 8, 2019** – Memorial and NAPE representatives officially signed collective agreements covering the period of April 1, 2016 - March 31, 2020, for NAPE locals 7803, 1804, 7804, 1809 and 7801. These locals represent Campus Enforcement and Patrol employees as well as Custodial and Maintenance employees on the St. John's and Grenfell campuses.
- **Nov. 6, 2019** – Memorial and CUPE representatives officially signed a collective agreement covering the period of April 1, 2016 – March 31, 2020 for CUPE local 1615. This local represents Administrative, Instructional, Technical, and Technical Support Personnel on the St. John's and Grenfell campuses.
- **Feb. 27, 2020** – Memorial and NAPE representatives officially signed a collective agreement covering the period of April 1, 2016 – March 31, 2020, for NAPE local 7850. This local represents Support Staff at the Marine Institute.



Human Resources also assisted the Memorial University Recreation Complex (MURC), which is a separately incorporated entity, and CUPE with their collective bargaining process.

Included in the collective agreements between the university and the unions representing Memorial employees is the payout of severance for eligible employees. Employees throughout the Human Resources department have been working on the calculation and processing of these severance payments and will continue to do so into the next fiscal year. By March 31, 2020, 548 severance payments had been processed.

The Human Resources payroll team is responsible for ensuring timely compensation payment for both employees and pensioners. This is done on a biweekly basis for employees and on a monthly basis for pensioners.

Employee Payroll	Biweekly	\$13.5 million
	Yearly Total	\$351 million
Pensioner Payroll	Monthly	\$7.14 million
	Yearly Total	\$85.7 million

AVERAGES ROUNDED

Payroll is also responsible for the issuing of T4s, T4As and NR4s. Tax information at Memorial is automatically distributed electronically to everyone with the exception of those receiving T4As and individuals who left employment at Memorial during the year. Also, employees who wish to receive a printed version of their tax information from Human Resources after it is posted online can do so by sending a request to [MyHR](#).

Tax Slip	Electronic	Printed	Total
T4s	9,200	844	10,044
T4As	3,200	1,403	4,603
NR4s	23	55	78
Total	12,423	2,302	14,725

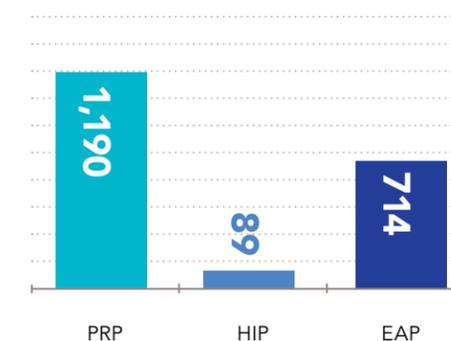
Memorial offers employees a strong mix of direct compensation and benefits within a supportive environment. The university's comprehensive benefits package includes leave options, health and wellness offerings, educational opportunities and a defined benefit pension plan. Employees receive a number of university holidays scheduled throughout the year as well as annual leave. In addition, other leave options are available to employees to assist during times of illness, injury and various life events. Employee leave options are further detailed in the [Leave Administration](#) policy.

This year, on Dec. 5, 2019, Memorial's Board of Regents approved changes to severance and other post-employment benefits (OPEB) for non-bargaining, management and professional, and senior administrative management employees. The approved changes will ensure consistency in the application of severance and OPEB practices for Memorial's staff employee groups. Within these groups, only employees hired before Oct. 1, 2004, accrue severance. With the changes, severance accrual will cease effective Dec. 31, 2021. Severance accrued to that date will be paid to the applicable employees over the following 12 months. Employees may, at their option, request an earlier payout. Detailed information on the [elimination and payout of severance](#) is available on the Human Resources website. OPEB are the group insurance benefits provided by the university to retirees and their beneficiaries in respect to coverage under the life insurance, supplementary health, travel and dental plans. The eligibility criteria for OPEB changed effective Jan. 1, 2020. Detailed information on the [OPEB eligibility criteria](#) is also available on the Human Resources website.

Health and wellness opportunities are popular at Memorial and include a [Preferred Rate Program](#) (PRP), a [Health Improvement Program](#) (HIP) and an [Employee Assistance Program](#) (EAP) to name a few.

This year **1,190 people** availed of the PRP and **89** availed of HIP. Employee access to the EAP, which is provided by Shepell.fgi, went up slightly (**714** accesses this year versus **700** accesses last year). The EAP is a comprehensive, confidential service available to Memorial employees, retirees and their immediate family members (provided they are also covered under the university's health plan) at no cost, 24 hours a day, seven days a week. The top reasons for accessing the program this year were also consistent with the previous year and were in the categories of personal relationships, mental health and personal stress.

Sign-ups By Program



The Wellness and Ergonomics programs continued to roll-out a pilot program this year to address **musculoskeletal injuries** (MSIs). This program includes in-class training to learn about MSI signs/symptoms and risk factors, proper body mechanics, stretches and wellness initiatives. Demonstrations of proper stretches were provided and daily morning stretching was mandatory for participating employees.



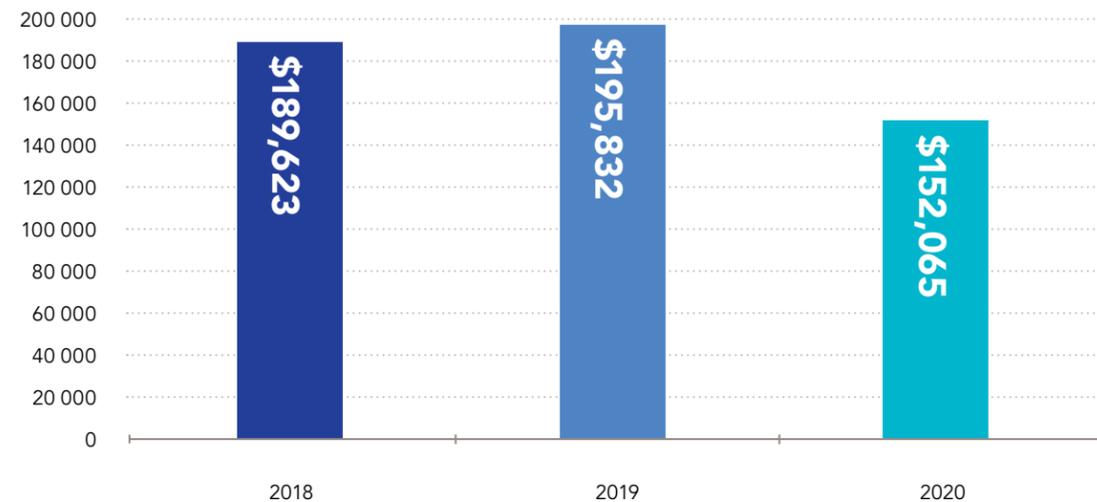
“Erin Bradbury, the ergonomist in Human Resources, was very helpful in assessing and subsequently solving my problem. She ordered the required equipment and it really has helped me a lot. Many thanks to Erin and the Ergonomics team.”

Dr. Emmanuel Haven
Faculty of Business Administration

Memorial has also continued to offer a number of popular programs including a bi-weekly blood work clinic, an annual flu shot clinic and a Team Memorial for the annual Tely 10 road race.

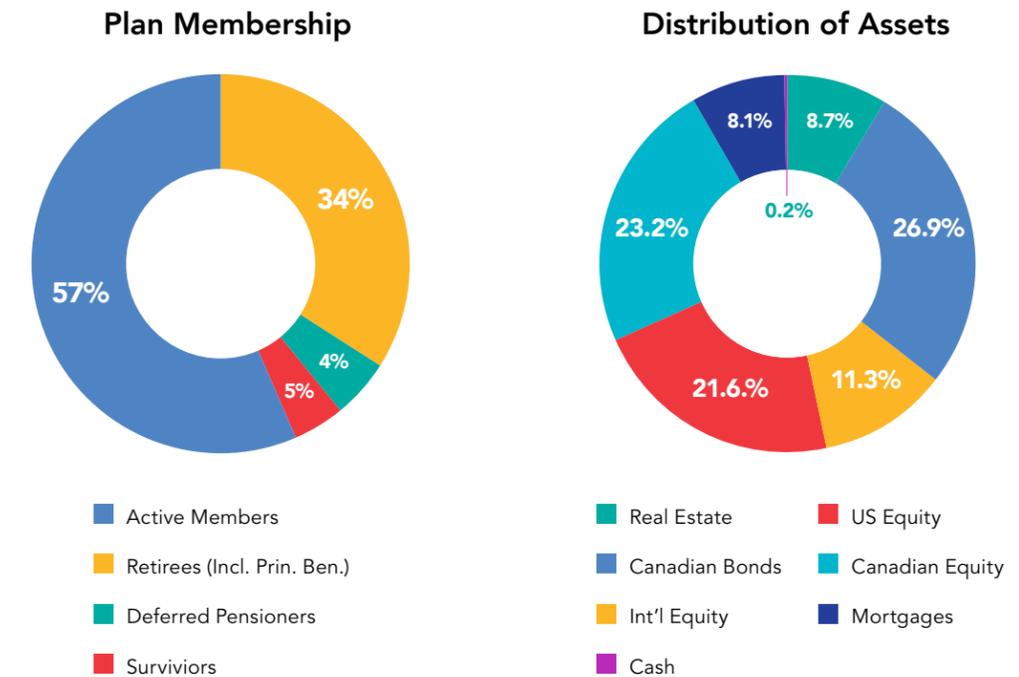
The ability to avail of credit courses at Memorial is a benefit that many employees enjoy. With this offering, eligible employees can avail of funding for one academic credit course per semester (up to a maximum of **\$255 for undergrad courses** and **\$635 for graduate courses**). This year, there was a decrease in approved applications over last year which resulted in a decrease in the amount of money invested.

Investment in Employee Credit Course Development



The Memorial University Pension Plan is one of the largest public sector pension plans in Newfoundland and Labrador and provides a lifetime defined benefit pension upon retirement. The plan is funded through contributions made by employees and Memorial, as well as income from its investments. The plan is a central component of the university’s benefits package and provides plan members with retirement pensions based on a predetermined formula utilizing an employee’s best five year average salary, years of pensionable service and a 2 per cent accrual factor.

The pension plan has **3,621** active members contributing to it with an average age of **47.5**.



Investment Performance

INVESTMENT PERFORMANCE				
	1 YEAR	4 YEARS	5 YEARS	10 YEARS
Annualized Return	- 0.65%	6.24%	5.14%	8.11%
Benchmark Return*	- 2.55%	5.08%	3.92%	6.66%
Value Added	1.90%	1.16%	1.22%	1.45%
Percentile Ranking	2	2	1	3

* The benchmark is the expected return of the Fund based upon a passive investment in the indices underlying the policy asset mix.



When the Fisheries and Marine Institute of Memorial University (Marine Institute) completed its new vision and strategic plan, *To The World*, in late 2019, it confirmed what most at the Institute already knew, that the Institute's people are one of the foundations to its current and future success. Every group involved in the planning process stressed the value of maintaining the Institute's positive and progressive culture.

The planning process served as a journey of self-reflection and team building for the Marine Institute community. The importance of the Institute's people in this vision and strategic plan was reflected in the identified goals of diversifying the workforce, mission-oriented staffing initiatives, and developing the leaders of the future through professional development opportunities and succession planning.

Jillian Kavanagh, manager, Office of the Vice-President, Memorial University (Marine Institute), who led this strategic process commented that, "The support of the Institute's employees is crucial to the success of our planning processes. The input and feedback from employees as we developed the iterations of the new vision and strategic plan ensured that we had support throughout the process and that it aligns with the Institute's culture. Our aim is for everyone at the Institute see themselves in our vision and strategic plan and work together to achieve it."

In establishing the vision "To guide Newfoundland and Labrador to the world through global leadership in applied oceans education and research," it was clear that reaching this goal will depend on the continued strength of the Institute's people and culture.

Looking Ahead

This year has certainly been different from a Human Resources perspective. With a significant weather event in January 2020 and the COVID-19 pandemic that spread around the world, Memorial, like many employers, has had to address unprecedented situations.

As we continue with the uncertain times created by the COVID-19 pandemic, Human Resources is committed to supporting employees throughout Memorial.

Supporting employees as we enter the April 1, 2020 to March 31, 2021 fiscal year, will involve a number of Human Resources actions. Some of the activities planned for early in the next fiscal year include:

- Updating the department's website to include more information on ergonomics, health and wellness.
- Developing online program offerings on a wide range of subjects including: employee health and wellness; employment equity, diversity and inclusion; policy information sessions; and "Ask the Expert" sessions.
- Exploring options, such as a live chat capability, to facilitate communication with employees seeking MyHR assistance.
- Examining the longer term impacts of the pandemic on our workforce and ensuring the department develops a planned approach to our services that best meets the needs of employees and administrators.

The needs of Memorial employees will be different in the upcoming fiscal year and it is difficult to foresee what some of the needs will be. As a result, the Human Resources team is committed to being flexible and responsive to the new environment.

In providing service and programs to the people of Memorial, the department values the feedback of employees. Employee feedback informs the team about what people like about working at the university, helps identify services and programs that are valued and highlights things that can be improved. Employees are encouraged to email evp@mun.ca and let the Human Resources team know what you feel about your employment experience. Your identity will be held confidential while your feedback will be used to help inform future initiatives.



We want to hear from you! evp@mun.ca

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