

Maintaining The Works No small job

A lot of behind-the-scenes work goes into maintaining and operating the Field House and Aquarena at Memorial's St. John's campus. For maintenance managers Ed Kenny and Ken Coffey, it is a labour of love and self-sacrifice.

Since 1981, annual maintenance has taken place over the Christmas holidays, the perfect time for getting work done with minimal interruption in services for clients. Heating systems are checked, pumps and motors are inspected, painting and yearly preventative maintenance is carried out, the main pool is drained if necessary, and structural engineers are called in to test existing structures.

This past year, the Field House and Aquarena were closed during the Christmas holidays and staff worked around the clock to get the work done on time, taking only Christmas Day and New Year's Day as holidays. Planning for this event starts in the summer when the managers of various divisions send in their expectations of what needs to be done. It is a large planning process and the budget is set well in advance to cover the cost of the various maintenance projects.

Upgrades to the Aquarena and Field House for 2005 included: pressure cleaning the track; installation of new fitness equipment; construction of a new staff lunch room; new tiling in the change rooms, replacement of saunas; maintenance of existing equipment; new carpeting; and major renovations to the sound system in Field House, just to name a few.

Ed Kenny started working at the Aquarena in 1976. For him, the best part of his job is getting to see people of all ages enjoy the facility.

"This past year I was crawling down the tube slide to test the repairs (fully clothed) and decided to land in the pool instead of climbing back up. We definitely have fun in our jobs and each day is something new and different," said Mr. Kenny with a laugh. "I love to see people of all ages utilizing and enjoying the pool. It makes what we do here that much more worthwhile."



Maintenance managers Ed Kenny (front) and Ken Coffey keep things running smoothly at The Works.

Ken Coffey, like the Field House, is relatively new to Memorial. He joined the staff in 2000 and so far has been enjoying the day-to-day challenge of always doing something different.

"Our challenge over the next few years, as systems wear down and need to be upgraded and repaired, is to keep on top of it. Cleaning the track and refinishing the hardwood floor is a big job and very important. Keeping the facility freshly painted so that it looks well kept up, is important too. Each day is a new challenge and we always have to be looking ahead."

There are 32 maintenance staff members in total for both facilities running and operating the maintenance division seven days a week. Given the size

and activity level of both buildings, the challenge is to make sure there is good management on site.

Anne Richardson, director of The Works, said Ken Coffey and Ed Kenny are two of the operations biggest assets.

"Both men work extremely hard and long hours to ensure that the Aquarena and Field House are well maintained at all times and without interruption of services to students and other customers," said Ms. Richardson. "Neither Ed nor Ken has an easy job as the facility is open seven days a week, 16 hours a day and sees over 30,000 visits each week. They, and the rest of the maintenance division, are to be commended for their commitment and hard work."

Out with the old . . .

In with a new look for *The Communicator*

It's impossible to miss. It's printed on higher quality paper and has a whole new style. After 19 years of publication, *The Communicator* is getting a new look. The Division of University Relations and Department of Human Resources have been hard at work redesigning the newsletter, the first which is in your hands, to make it even more informative and readable for faculty and staff at Memorial.

"We have looked closely at what employees are interested in reading, what information they need, and what should be highlighted and featured," said Ivan Muzychka, manager of Memorial's News Service (University Relations) and managing editor of *The Communicator*. "We met with the Department of Human Resources and have started mapping out where we want employee communications to go. The new look is just part of an overall plan for improving employee communications. The content of *The Communicator* is also getting a bit of a makeover. We are going to focus more on things like wellness and employee health, a growing area of significance to all employees here on campus, and we will continue to try and include more stories about the people who work at Memorial, those people who make Memorial work. This will be an ongoing process and we are looking for feedback on story ideas and even ideas for

permanent features."

Mr. Muzychka said the new look includes full colour on the front and back page and an easier to read text font and layout. The production schedule has also changed from six issues a year to four, to allow for a timely publication and more in-depth coverage of issues of interest to employees. A communications co-ordinator – Tracey Mills — has been hired in University Relations who will be act as the new editor of *The Communicator*.

Retirees from Memorial also receive *The Communicator* and this inaugural issue of the new and improved newsletter includes a profile of pensioner Capt. Wayne

Norman, a retired teacher from the Marine Institute who has discovered a love of song writing. This issue also contains an article featuring Memorial researcher Dr. Barbara Roebothan on how eating well can protect your heart. All the regular features like Career Scene, The President's Message and The Last Word from Gerard McDonald remain. "Keep looking for new features over the coming months," Mr. Muzychka said. "The newsletter will continue to evolve and we look forward to improving it with input from our readers."

Readers who prefer to read an electronic copy will still be able to access *The Communicator* at www.mun.ca/univrel/communicator.

From left: Editor, Tracey Mills; production co-ordinator, Shannon Crotty; and graphic artist, David Mercer, all with University Relations, put their finishing touches to the new and improved *Communicator*.



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From the President

Dr. Axel Meisen

For Memorial University to develop, it must continually examine and refocus itself. One way for the university to do this is through a strategic planning process.

Memorial University developed its first strategic plan, titled *Launch Forth*, in 1994. At that time, five themes were chosen to guide Memorial: quality, outreach education, community resources, mid/north Atlantic and expanding horizons. This was a significant first step for Memorial and led to a second round of strategic planning in 1998. The resulting document, *A Strategic Framework for Memorial University*, built upon the first plan and identified seven priorities: university and the community, student recruitment and retention, research and creative activity, faculty and staff: renewal and development, resources and resource management, academic and administrative reforms and external communications.

A progress report was published in 2004, which showed that many goals had been met or were in the process of being met. Five years have passed since the last strategic planning process and the time has come to set new goals and develop an integrated planning approach. The objective of the new planning process will be to build on the success of Memorial University's previous plans and to develop the important priorities that will guide the university in its next five years and beyond.

The future direction of Memorial University is an area that affects all of us - faculty, staff and students. I invite you to take part in this important strategic planning process and help shape the Memorial of the future.

The process will be officially launched in the spring. I want it to be a thorough, consultative process with plenty of opportunities for discussion and debate for all members of the inside and outside university communities. I will chair a steering committee and Dr. Eddy Campbell (VP Academic) will chair a working group to ensure that the detailed studies and consultations are undertaken. Important background information and ideas have already been developed as part of the submissions to the White Paper Commission on Post Secondary Education. For example, you can find submissions from the Board of Regents, Senior Executive Committee and Senate at: www.mun.ca/whitepaper. The provincial government has a white paper Web site at www.ed.gov.nl.ca/edu/whitepaper/index.htm. A new Web site will be developed for the upcoming planning process to allow access to key documents, information and the views of members of our communities.

It is expected that the new planning process will be completed later this year, at which point the document will be sent to the Board of Regents and Senate for review and ratification.

The future direction of Memorial University is an area that affects all of us - faculty, staff and students. I invite you to take part in this important strategic planning process and help shape the Memorial of the future.

People Profile

Capt. Wayne Norman could not imagine what his life would be like without the sea and his music. Born in 1947, one of 12 children, in the small town of Botwood on Newfoundland's north coast, he was itching for adventure and the chance to see the world. He left for St. John's in 1965 to study nautical science, with ambitions to become a ship's officer and eventually a captain.

"From a very early age, a major distraction in Botwood was the great number of ships that used to visit from all over the world to take paper from Grand Falls and iron ore from Buchans," said Capt. Norman, leaning back in his chair. "I would watch the ships loading and heading out and I always had the urge to follow them."

Capt. Norman studied at Memorial College on Parade Street, earning a bachelor's degree in vocational education, followed by a master's degree in maritime safety from the World Maritime University at Malmoe, Sweden. He also holds a Canadian master mariners certificate. To say he accomplished his boyhood dreams of a life at sea would be just the tip of the iceberg.

"I had many wonderful experiences seeing the world through a porthole. I circled the globe a couple of times by sea and air, was ice-bound in Canada's far north and cried with the albatross in the far southern ocean to some of the meanest waves I ever experienced in my life." In 1975, he wrote his first song - *The Thirty Day Fever* - a bluegrass sea shanty inspired by life onboard an oceanographic vessel owned by Columbia University called *Vema*.



Capt. Wayne Norman

Shortly after that he started work at the Marine Institute. In his 20 years there he said he taught nearly every course offered in the nautical science program and was chair of the program in his last seven years before retiring on Feb. 1, 2004.

Even though his academic life kept him busy, he still found time for his music. In 1997, he entered the Unisong International Contest in Hollywood with a song called *You Turned my Life Around* and received a certificate of merit. It was a major motivator for what happened next.

In 1999, with much encouragement from local musicians, friends and relatives, he cut his first album, *The Cape Road*. When asked how he felt about how long it took him to get to this point, he said: "It happened when the time was right, that's all. Perhaps the death of my father in 1999 made me realize that if I wanted to live with his passing, I would have to get busy on something. The first

album, as such, was probably my way of dealing with his death."

This was just the start for Capt. Norman. In 2000 he wrote and, with the help of Dermot O'Reilly, produced his second album, *The Magic Within*. Since then he has written and recorded three more and is working on the sixth album. And the sky's the limit for what he wants to do next. Retirement is not slowing him down.

"I want to continue writing songs, but more than anything I just want to write. I have just finished a full-length three act play and have started on another. I'm also writing poetry," he said. "The sea is such an influence for me and has been all my life. And I want to celebrate that."

— Obituaries —

DR. BROSE VERNON PADDOCK, former dean of education, passed away after a lengthy illness at the Leonard A. Miller Centre in St. John's on Feb. 10, 2005, age 76. Born on Long Island, Newfoundland, he was a school teacher from 1946 to 1967 at which point he joined Memorial University of Newfoundland, where he served until his retirement in 1993.

DR. ORVIL ALVA OLSEN, who taught biology at the St. John's and Corner Brook campuses and received an honorary doctor of science degree at spring convocation in 1989, died in Alberta on Dec. 21, 2004.

DR. HUGH ANTHONY (TONY) WILLIAMSON, a retired faculty member, passed away on Dec. 29, 2004, aged 69 years. Dr. Williamson was the founding head of the Labrador Institute and founding head of the Snowden Centre and, over the course of his career at Memorial, served as the associate director of MUN Extension and as international programs officer.

DR. MICHAEL A. ZAGORSKI, longtime faculty member of the Department of Psychology, died on Jan. 16, 2005, aged 63 years. An early interest in acoustics led him to the field of psychoacoustics and a PhD in Psychology from Indiana University. In 1971 he joined the Department of Psychology at Memorial University where he served until his retirement in 1997. In addition to publishing papers in psycho-acoustics, he was the author of several patents including one for a novel kind of hearing aid that would help older speakers focus in on a conversation in a crowded room. He was also a creative musician and co-founded, with Don Wherry, the Sound Symposium which is held once every two years in St. John's and has become a fixture in world avant garde music circles. He was a member of the experimental music group FUSION, and the improvisational group, the Black Auks.

THE HON. DR. FABIAN A. O'DEA, a former lieutenant-governor of Newfoundland, died Dec. 12, 2004, aged 86 years. Born in 1918 in St. John's, he was educated at Memorial University College, the University of Toronto, and Dalhousie University. In 1939, Dr. O'Dea won the Rhodes scholarship for Newfoundland but postponed his studies to serve in the Second World War. He joined the Royal Canadian Naval Volunteer Service and served as a torpedo officer. In 1945, on discharge, he started at Oxford and was admitted to the English Bar at the Inner Temple in 1948. He practiced law in England for a short time before returning to Newfoundland. In 1949, he passed the Newfoundland bar and became the Governor General's aide-de-camp. Dr. O'Dea, while working as a St. John's lawyer, was also aide-de-camp for Newfoundland's lieutenant-governors from 1949 to 1961. He stayed connected to the navy, however, becoming first commanding officer for Newfoundland's new naval reserve after confederation and heading up the university's Naval Training Division. He also served as Newfoundland's French consular agent, as a member of Memorial University's Board of Regents, and, in 1959, as president of the Canadian Bar Association's Newfoundland chapter. He served as lieutenant-governor of Newfoundland from 1963-69. He was awarded an honorary doctor of laws degree from Memorial at spring convocation in May 1969.

(Obituaries continued on page 6)

THE COMMUNICATOR

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Managing Editor:

Ivan Muzychka

Editor:

Tracey Mills

Contributors:

Shannon Crotty	Peter Morris
Peter Hynes	Brenda Mullett
Dr. Axel Meisen	Ivan Muzychka
Gerard McDonald	David Sorensen

Graphics:

David Mercer

Photography:

Chris Hammond

Mail to:

Editor, *The Communicator*
Division of University Relations
Room A-1024
Arts and Administration Building
Memorial University of Newfoundland
St. John's, NL, A1C 5S7
Telephone: 709-737-2142
Fax: 709-737-8699
e-mail: tmills@mun.ca
016-831-12-04-4,400

Memorial professor recommends eating well for heart health

Making healthier food choices is one way Newfoundlanders and Labradorians, who are at a higher risk of heart disease than anyone else in Canada, can begin improving their heart health according to Dr. Barbara Roebothan, Community Health.



Dr. Barbara Roebothan

"We know that heart disease is a leading cause of death in Canada and that it is very high in Newfoundland and Labrador. Many factors such as age, gender, genetics and exercise play a part in the development of this disease, but the biggest one that we can control is diet," she pointed out.

"Diet has been proven in countless studies to have a direct impact on the development of heart disease. People need to take control of their health, the sooner the better, in order to affect healthy lifestyle choices."

Dr. Roebothan's research examines eating well to maintain health and prevent illness. She authored a study that examined what the people of Newfoundland and Labrador eat. The report, released in May 2004, provides the baseline data required to move forward

with programs to promote healthy eating for cardiovascular disease, cancer, diabetes and many other illnesses.

A phenomenal amount of data was collected over two years. The data gathered from 2,000 interviewed participants pointed to many inadequacies in the diets of Newfoundlanders and Labradorians - inadequacies that are known to cause health concerns.

"What we eat has never before been recorded on a provincial level. Many people say that we eat too much of this or too little of that, but that is based on opinion and not fact. This report is factual and as such it has the potential to be very educational to the general public."

The report is based on nutrients and so all foods were broken down into their component parts. Many of the inadequacies noted, particularly folic acid and vitamin C, are directly linked to low consumption of fruit and vegetables.

The importance of eating fruits and vegetables cannot be stressed enough, said Dr. Roebothan. "The national average indicates that only 30-40 per cent of

people across the country are meeting the nutritional requirements, and Newfoundland and Labrador is the lowest in this rating. Increasing the amount of fruits and vegetables we consume is a positive thing and we need to encourage this so people can start to appreciate and value their health."

There is hope that a lasting change can be achieved that will positively affect the health of people in this province. In order to maintain health and prevent cardiovascular disease, Dr. Roebothan suggested considering it a package deal.

"Do not focus solely on diet or exercise, but instead look at them in combination and stay positive. Make positive changes in diet, changes that can be sustained for a long time. If it means trying a couple of new fruits and vegetables, then do that. But make gradual changes to help ensure your success."

"Make the effort and your heart, and good health, will thank you for it."

For more information go to:
www.med.mun.ca/comhealth/Roebothan/complete%20Report-ver5.pdf

POACHED SALMON WITH SPINACH

Serves four

1 pound salmon fillets
1 ½ cups water
½ cup dry white wine or water
2 green onions, sliced
1 bay leaf

Cut salmon into 4 pieces, rinse, and pat dry. Set aside. In a large skillet, combine water, wine, green onions and bay leaf. Over high heat, bring just to a boil. Carefully add salmon and return to a boil. Reduce heat, cover and simmer 8 to 10 minutes, or until fish flakes easily with a fork. Remove fish and pat it dry with paper towels.

Meanwhile, cook spinach according to package directions. Drain well, squeezing out moisture. Stir in nutmeg.

Preheat broiler. Place fish on a broiler-proof serving platter or on the rack of an unheated broiler pan. Top with spinach mixture, sprinkle with cheese and season with pepper. Broil 4 inches from the heat for 1 to 2 minutes, or until cheese melts. Garnish with lemon slices, if desired.

Calories: 190 kcal Protein: 27g Carbohydrates: 2g Total Fat: 8g Saturated Fat: 2g Polyunsaturated Fat: 2g
Monounsaturated Fat: 3g Cholesterol: 47mg Sodium: 110mg
Reprinted with permission from the American Heart Association Quick And Easy Cookbook, Copyright, 1995 by the American Heart Association. Published by Times Books, a division of Random House, Inc.

½ of a 10-ounce package frozen no-salt-added chopped spinach
⅛ teaspoon ground nutmeg
¼ cup shredded part-skim mozzarella cheese
Freshly ground black pepper
Lemon slices (optional)

Handwashing 101: your best defense against illness

Did you know that studies using hidden cameras in public washrooms have found that between 50 - 80 per cent of people do not wash their hands after using the washroom? Washing our hands regularly and properly, especially after using the washroom, is very important in reducing disease and transmission of colds, influenza, stomach flues and other gastrointestinal infections.

How to properly wash your hands

Regular soap and water does not actually kill microorganisms. Instead they create a slippery surface that allows the organisms to slide off when you lather and rinse well. Antibacterial soaps are typically considered to be an overkill measure for most everyday purposes. For effective hand washing, the following steps are important to remember:

- remove any rings or other jewelry;
- use warm water and wet your hands thoroughly;
- use plenty of soap and lather very well. Liquid soap in disposable containers is best. If using a bar of soap, be sure to set it on a rack that allows water to drain or use small bars that can be changed frequently (rinsing hands in just water is not as effective);
- scrub your hands, between your fingers, wrists, and forearms with soap for 10 seconds (longer if the hands are visibly soiled);
- to help people (especially children) wash long enough, teach them to wash while they are singing a short song such as "Happy Birthday" (10-11 seconds) or "this is the way we wash our hands, wash our hands This is the

way we wash our hands early in the morning" sing twice (takes 10-15 seconds);

- scrub under your nails (use nail brush at home);
- rinse thoroughly (this washes both the soap and the germs off);
- at work, dry your hands with a single use towel or air dryer;
- turn off the taps/faucets with a paper towel after you dry them; and
- protect your hands from touching dirty surfaces as you leave the bathroom (open the door with your paper towel or shirt sleeve). Door knobs or handles are some of the most germ ridden objects we contact everyday.



When should you wash your hands?

Different situations where people can pick up germs include:

- when hands are visibly soiled;
- after using the washroom (includes changing diapers);
- after blowing your nose or after sneezing in your hands;
- before and after eating, handling food, drinking or smoking;
- after touching raw meat, poultry, or fish;
- after handling garbage;
- visiting or caring for sick people; and
- handling pets, animals or animal waste.

If you can't wash your hands, use alcohol-based hand sanitizer

You can buy small bottles to have on hand ... literally. Keep one at your desk, one in your coat pocket, one in your glove compartment in the car, especially for when you are eating out or at drive-through windows. Note, however, that hand sanitizer products are not effective when the hands are heavily contaminated with dirt, blood, or other organic materials. In addition, waterless hand scrubs may have a drying effect on the skin and may have odours which may be irritating to some users.

Related Sources:

Canadian Centre for Occupational Health and Safety (CCOHS)
(www.ccohs.ca/oshanswers/diseases/washing_hands.html)
American Society for Microbiology
(www.microbe.org/washup/Wash_Up.asp)

12 Gifts for Workplace Support and Affirmation

Global Business and Economic Roundtable on Addiction and Mental Health

1. The Gift of Helping Out

Really go out of your way these days to ask your neighbor at work if he or she needs help. Employers: assist your people get off the treadmill at work.

2. The Gift of Clear Expectations

Employers and managers: make doubly sure your people know what you expect of them these days. Unclear job expectations create the kind of tension and uncertainty that grinds people down.

3. The Gift of Job Fulfillment

Bosses, remember this: a pay cheque buys bread for the table. Job fulfillment buys bread for the soul. Go out of your way to help make sure your employees have the tools and the time they need to do the job they are qualified to do. We all want to do a good job. And feel good about it.

4. The Gift of Sharing Success Not Just Work

Co-workers: share the credit for the things that get done well at work and not just the workload itself. Cheer each other on. Let the boss know who really helped you out today.

5. The Gift of E-Mail Ceasefires

Everybody, the next time you are about to e-mail a neighbor at work, don't. Go visit them. The casualties of stress mount daily from information overload and floods of abrupt or uninvited emails.

6. The Gift of Liberation From Call-Forwarding

For all of our sakes, delete useless call forwarding messages. They seldom live up to the promise of a "real person" at the end of the line. Instead, leave a welcoming invitation – in your own voice – and invite the caller to leave an informative message. And call them back.

7. The Gift of Inclusion

More than ever, make sure your neighbors and employees at work are included in meetings, going to lunch, sharing information. A lot of us feel alone these days in the midst of many.

8. The Gift of Casual Chat

These days, ask your neighbor at work how they feel about something that's important to them. Say hello on the elevator. Bring the casual chat back to a hurried and worried work place.

9. The Gift of Listening

Give this gift to someone everyday.

10. The Gift of Trust

Managers: stop breathing down the neck of your employees. Let them know you believe in them. Co-workers, go out of your way to show your neighbors at work that you can be trusted and try hard to trust other people yourself.

11. The Gift of Being Home

In these nervous times, employers may find their people thinking overtime about their kids and their families, wanting to be home when the children come home from school. Respect this. And double-check the work deadlines your people are operating under. Are they reasonable, even necessary? Also, do something else. Be alert to the emotional commitment certain of your employees may have to an ill child or elderly parents at home or in hospital. And the time and understanding they need to manage that commitment.

12. The Gift of Fairness

Go the extra mile to make sure what you do is fair to others and seen to be fair in their eyes. Cut out clubbiness, gossip and speculation wherever you find it at work.

By Bill Wilkerson
Roundtable Co-Founder and CEO
416-598-5790
bill.wilkerson@gpcinternational.com
www.mentalhealthroundtable.ca

The Roundtable is a business alliance dedicated exclusively to mental health and addiction issues—and as a network of CEOs, senior business executives and health professionals, champions a goal to prevent the disability effects of stress, depression and anxiety in the labour force.

Wellness update from the Work-Life Programs Office

The second annual Tely 10 Team Memorial

Due to the great success we had last year, we are repeating this event again this year. This event is open to all faculty and staff, retirees, as well as family members (i.e. spouses and dependents), and participants can be from all fitness levels. This year, for those who are interested, we will be following the 12-week training schedule outlined in this year's *Telegram*. Tentative start date will be the first week in May. Look for more details in the coming weeks.



Updated wellness Web site

The wellness program Web pages are getting a face-lift; in fact, it is more like an extreme makeover. Launch date planned for late April.

Health Risk Appraisal (HRA) tool

An HRA is a series of questions pertaining to your health, your lifestyle, medical history, etc. You simply answer the questions for the type of assessment you would like to do

(stress, heart health, overall wellness, etc.) and then get instant feedback and recommendations for improving your personal health profile. You can even check back every so often to see if your risk profile has changed/improved. Please stay tuned for further details in the coming weeks.

New wellness newsletters available online at the HR Web site

Coming this spring, the Department of Human Resources will be posting two wellness newsletters, accessible from our wellness Web site. Look for more information to be announced on newlines or visit our Web site.

- *Health News*, a monthly publication from Medavie Blue Cross (formerly Atlantic Blue Cross Care).
- *Living Well*, a publication from FGI World (our current EAP provider) usually sent to us in January, April and September.
- *Healthlink* is a new service offered by the Canadian Health Network to provide you with a twice monthly e-mail newsletter featuring all-Canadian articles and events as well as intriguing and little-known health facts about health promotion and disease prevention. Register online to receive this resource.

Coming attractions ...

- Mental Health Week: May 2-8, 2005
- International Day for Physical Activity: May 10, 2005

For more details check out the HR Web site at www.mun.ca/humanres/v4/index.shtml or call Peter Hynes at 737-4782

MEMORIAL UNIVERSITY **A Closer Look**

It's a risky business

The Enterprise Risk Management Unit

Trevor Troake knows a lot about risk. As the director of the newly established Enterprise Risk Management Unit, it's his job to look out for the university and make sure that no unnecessary risks are being taken. It's a big responsibility, but he's up to the challenge.

In early February 2002, Mr. Troake was hired, on contract, to help the university perform a self-assessment from a risk perspective. This was deemed a necessary step after the Board of Regents dissolved the internal audit unit. The plan was for the university to move more towards an enterprise risk management approach, an area that had not been sufficiently considered prior to this time.

An outside company was contracted to assist in assessing the risks faced by the university. They prepared a report that identified a number of risks, typical of most universities, including financial and human resource risks. They then suggested an appropriate risk management structure and in February 2004 the Board of Regents established the Enterprise Risk Management Unit.

Mr. Troake said there are three primary functions of the Enterprise Risk Management Unit: first, the internal audit function (one area being examined is cash handling at the university); second, insurance and liability: his office is responsible for entire insurance program and overseeing all claims; and third, risk issues: examples such as student liability on work terms, campus alcohol policy, etc.



"The Enterprise Risk Management Unit is the central hub, but every dean, director, department head and employee is a risk owner," explained Mr. Troake. "We try to facilitate understanding and communication with respect to risks. We want to make it clear so that everyone understands the risks that the university faces and considers these risks in their day-to-day operations."

One example of a recent enquiry about a potentially risky situation was during Celebrate Memorial 2004 and the Barnes House truck pull. There was an obvious question about liability issues, and, as a result, waivers for participants were drafted to outline the risks involved.

Mr. Troake added: "When people carry out their day-to-day work, risk is often not at the forefront of their minds. We are trying to instill a sense of risk management so that we can all be cognizant of it."

Reporting directly to the VP (finance and administration), Kent Decker, Mr. Troake's job is to protect and

minimize exposure of the university to liabilities, to be cognizant of risks that may or may not arise, and to have practices in place to mitigate these risks.

"It is foolish to think we can get rid of risk entirely; it is an inherent part of any operation," he said. "But what we can do is adopt a more proactive approach and thereby mitigate our exposure to risk."

Currently, both Mr. Troake and risk analyst Leslie Parrott are preparing a seminar on risk and liability for senior officials of the university. There they will explain the university's insurance program, outlining what is covered, and lead a question and answer period that will likely include representatives from the university's insurance agencies, CURIE and Marsh Canada. Details on the upcoming seminar will be announced soon.

Mr. Troake said these moves are all part of a growing trend as many universities move towards an enterprise risk management model of assessment. "For the university's employees, this move translates into a safer environment for everyone."

MEMORIAL UNIVERSITY **Campus News**

Scholarship fundraising

Technical Services are still going strong on their fundraising initiatives which started six years ago. This past December, they introduced something new which they hope will help them achieve their goals of another \$20,000. A silent auction was held in the atrium of the Arts and Administration Building in early December raising \$1,927. All items on auction were made by staff from Technical Services and included a number of glass Christmas ornaments, a glass whale, dolphin and rose, cribbage boards, brass naval canon, mantel clock, and a collectible beer telephone, to name just a few. They also held a beer bottle drive in January 2005 raising \$97.

Plans are underway to hold a flea market in the spring. All staff members of the university community are invited to make donations if they have items to contribute. To date, eight students have been awarded with scholarships, each of \$500 value. Scholarship recipients are relatives of people working in Technical Services. If no appropriate person is identified, the scholarship money goes into the general Memorial scholarship fund. Robert Shepard, director of Technical Services, said they are working towards increasing the amount to \$1,000 and with the great support they have received to date, this goal is highly attainable.



From left: Kelly Spencer, Dan Dalton, Bob Sheppard, Cal Snook, Sharon Fagan, Jason Barrett, Terry Harris, David Snook, Randy Thorne, Baxter Pope. Missing: Fred Walsh.

Provincial budget brings good news for Memorial

Securing the quality of higher education and enabling Memorial University's continued growth are among the positive messages received by the university in the provincial budget.

The budget provides an increase in the grant to Memorial University that will enable it to continue to freeze tuition fees for Canadian students while, at the same time, providing necessary resources for the growth of the institution and its educational initiatives. In addition, new funding is allocated to encourage research which will enable Memorial to grow its multi-million dollar annual research program.

President Axel Meisen said the budget provides a clear indication that the government recognizes the importance of the university to the future development of the province. "The budget confirms to me that the government is committed to ensuring the quality and development of Memorial as an outstanding university, while keeping tuition fees unchanged for Canadian students," he said. "This is an investment in the university and in the future of the province. We need to continue to develop a highly skilled and educated workforce if Newfoundland and Labrador is to achieve its tremendous potential. We also need to promote and encourage innovation and creativity and this budget provides the means for doing that."

Dr. Meisen highlighted a number of other initiatives in the budget that he said are positive news for the university:

The allocation of \$5 million to the Industrial Research and Innovation Fund (IRIF) will enable Memorial and other organizations in the province to expand on their research programs

and lever additional research funding from federal and other sources.

The funding of a \$500,000 feasibility/planning study for the establishment of a proposed centre of environmental excellence in western Newfoundland involving Memorial's campus in Corner Brook, Sir Wilfred Grenfell College.

The provision of \$4 million to cover deferred maintenance and \$1 million for teaching equipment will enable the university to continue its program to renew and refurbish its infrastructure.

Fulfilling final pledged commitments to The Opportunity Fund (\$500,000) campaign.

The enhancement of fine arts education throughout the school system is an initiative that will have a positive impact on arts, education and fine arts students at Memorial.

The provision of funding for employment programs will help mitigate the issue of debt for postsecondary students.

Some of the detail of the budget's investment in postsecondary education remains to be revealed when the provincial government releases its White Paper on Postsecondary Education. "I congratulate the government on its commitment and foresight and I look forward to the release of the White Paper, which will provide further details on the future directions of the university," said Dr. Meisen.

The White Paper is slated for release by the Department of Education sometime this spring. "In the interim, the university and all its constituent parts including the Marine Institute, Sir Wilfred Grenfell College, the Labrador Institute, the Harlow campus and our special facilities will continue to provide support for the development of our province," said Dr. Meisen.

MEMORIAL UNIVERSITY
Career Scene

The following career changes have received approval since the last issue of *The Communicator*. They are provided by Human Resources and are current at the time of publication.

ACADEMIC**Appointments – Tenure-Track**

Dr. Sharene Bungay, Department of Computer Science, assistant professor, Sept. 1, 2005

Dr. Duncan McIlroy, Department of Earth Sciences, assistant professor and Canada Research Chair (Tier II) petroleum geosciences, Dec. 1, 2004

Dr. Annie Mercier, Ocean Sciences Centre, assistant professor, May 1, 2005

Dr. Sandra Wright, Sir Wilfred Grenfell College, assistant professor, Aug. 1, 2005

Dr. Anand Yethiraj, Department of Physics and Physical Oceanography, assistant professor, March 1, 2005

Appointments – Regular Term

Donna Batten, Department of Computer Science, lecturer, May 1, 2005

David Reid, School of Music, assistant professor, May 1, 2005

Appointments – Other

Dr. Mahmoud Haddara, Co-operative Education, interim director, effective Nov. 1, 2004

Dr. Scott MacKinnon, Interdisciplinary Workplace Health and Safety Research, SafetyNet chair, commencing Feb. 1, 2005

Slavko Manojlovich, Queen Elizabeth II Library, associate university librarian (IT), effective Jan. 1, 2005

Dr. Holly Pike, Sir Wilfred Grenfell College, vice-principal, effective Jan. 1, 2005

Cross-Appointments

Dr. Rod Byrne, Department of Computer Science, cross appointed to Faculty of Engineering and Applied Science, Feb. 1, 2005

Dr. Quiing Chen, Department of Physics and Physical Oceanography, cross appointed to Faculty of Engineering and Applied Science, Feb. 1, 2005

Dr. Ian Fleming, Ocean Sciences Centre, cross appointed to Department of Biology, Sept. 1, 2004

Dr. Paul Gillard, Department of Computer Science, cross appointed to Faculty of Engineering and Applied Science, Feb. 1, 2005

Dr. Hélène Volkoff, Department of Biology, cross appointed to Ocean Sciences Centre, Jan. 1, 2005

Confirmation in Appointments – Tenures

Dr. Stephen Crocker, Department of Sociology, assistant professor, Sept. 1, 2005

Dr. David Dibbon, Faculty of Education, associate professor, Sept. 1, 2005

Dr. Kurt Gamperl, Ocean Sciences Centre, assistant professor, Sept. 1, 2005

Dr. Kelly Hawboldt, Faculty of Engineering and Applied Science, assistant professor, Sept. 1, 2005

Dr. Philip Hiscock, Department of Folklore, assistant professor, Sept. 1, 2005

Dr. Faisal Khan, Faculty of Engineering and Applied Science, associate professor, Sept. 1, 2005

Dr. Alison Leitch, Department of Earth Sciences, assistant professor, Sept. 1, 2005

Dr. Elizabeth Murphy, Faculty of Education, associate professor, Sept. 1, 2004

Dr. Yuri Muzychka, Faculty of Engineering and Applied Science, assistant professor, Sept. 1, 2005

Dr. David Peddle, Division of Arts, Sir Wilfred Grenfell College, assistant professor, Sept. 1, 2005

Dr. Lisa Rankin, Department of Anthropology, assistant professor, Sept. 1, 2005

Dr. Todd Wareham, Department of Computer Science, assistant professor, Sept. 1, 2005

Promotions

Dr. Dennis Hanlon, Faculty of Business Administration, associate professor, Sept. 1, 2005

Dr. Ken Kao, Faculty of Medicine, professor, Sept. 1, 2004

Dr. Debbie Kelly, School of Pharmacy, associate professor, Sept. 1, 2005

Dr. Wayne King, Faculty of Business Administration, associate professor, Sept. 1, 2005

Retirements

Dr. Barbara Burnaby, Faculty of Education, full professor, April 30, 2005

Andrew Crichton, Faculty of Business Administration, co-op education co-ordinator I, Aug. 31, 2005

Dr. Herbert Gaskill, Department of Mathematics and Statistics, full professor, Feb. 28, 2005

Dr. Peter Narváez, Department of Folklore, full professor, Aug. 31, 2005

Dr. A. J. Shawyer, Department of Geography, associate professor, Aug. 31, 2005

Dr. Evan Simpson, Department of Philosophy, full professor, Aug. 31, 2005

Dr. Clifford Wood, Department of Geography, full professor, Aug. 31, 2005

ADMINISTRATIVE**Appointments**

Lliana Dimitrova, Faculty of Medicine, electron microscopy technologist II, Jan. 5, 2005

Renee Elliott, Division of Distance Education and Learning Technologies, manager of client relations, Feb. 16, 2005

Michael Smith, Department of Technical Services, craftsperson (trainee), Dec. 6, 2004

Contractual to Permanent Appointments

Emily Benson, Department of Human Resources, human resources analyst, Dec. 23, 2004

Constance Dinn, Office of the Registrar, intermediate clerk, May 10, 2004

Tracey A. Powell, Division of Distance Education and Learning Technologies, instructional design specialist, Jan. 12, 2005

Janet Rideout, Department of Facilities Management, hazardous materials officer, Nov. 17, 2004

Dwayne Simmons, Department of Computing and Communications, pc consultant II, Jan. 26, 2005

Kelly Spencer, Department of Technical Services, technologist III, Dec. 20, 2004

Contractual Appointments (one year or more)

Ian Atkinson, Major Research Partnerships, contractual employee, Nov. 1, 2004

Robert Comerford, Faculty of Business Administration, contractual employee, Dec. 6, 2004

Michael Hanrahan, Office of the Vice-President (Research), contractual employee, Dec. 1, 2004

Sara-Lynn Heath, Faculty of Medicine, research assistant II, Feb. 7, 2005

Sara D. Murray, Division of Lifelong Learning, program developer, Feb. 7, 2005

Michael N. Pickard, Division of University Relations, associate director-marketing, Jan. 17, 2005

Marc Poujol, Major Research Partnerships, research and project geochemist, Jan. 3, 2005

Paul Preston, Faculty of Business Administration, contractual employee, Oct. 25, 2004

Michael B. Shaffer, Core Research Equipment and Instrument Training Network, research laboratory co-ordinator, Feb. 1, 2005

Geoffrey Smith, Faculty of Business Administration, contractual employee, Nov. 1, 2004

Ellen Wright, Major Research Partnerships, secretary, Feb. 1, 2005

Promotions & Transfers

William Bidgood, Department of Technical Services, technical services metal fabrication supervisor, Jan. 31, 2005

Glen Brophy, Department of Computing and Communications, pc consultant III, Dec. 6, 2004

Carl Dohey, Office of the Dean of Arts, administrative staff specialist III, Dec. 20, 2004

Jeff Fifield, Department of Facilities Management, campus enforcement and patrol officer IV, Feb. 1, 2005

Beverley Greene, Sir Wilfred Grenfell College, library assistant VII, Jan. 10, 2005

Donna Haynes, Sir Wilfred Grenfell College, library assistant VI, Feb. 7, 2005

Ruby O'Keefe, Queen Elizabeth II Library, library assistant III, Jan. 10, 2005

Beth MacNeil, Sir Wilfred Grenfell College, secretary, Jan. 5, 2005

Paul Matthews, Department of Facilities Management, radiation/bio-safety control officer, Jan. 12, 2005

Fred Miller, Financial and Administrative Services, delivery person, Jan. 5, 2005

John O'Leary, Queen Elizabeth II Library, library assistant I, Jan. 5, 2005

Patricia Penton, Faculty of Medicine, academic program administrator, Jan. 17, 2005

Don Riggs, Faculty of Medicine, financial analyst, Feb. 7, 2005

Wayne Rose, Student Affairs and Services, manager of finance and administration, Jan. 5, 2005

Jacqueline Stanley, Faculty of Medicine, administrative program assistant, Dec. 22, 2004

Linda L. Winsor, Core Research Equipment and Instrument Training Network, research laboratory co-ordinator, Oct. 4, 2004

Kai Zhang, Core Research Equipment and Instrument Training Network, research laboratory co-ordinator, Oct. 4, 2004

Secondments

Dale Fraser, Division of Distance Education and Learning Technologies, contractual employee, Sept. 1, 2004

Fred Perry, Office of the Vice-President (Research), contractual employee, Nov. 1, 2004

Michael Tubrett, Core Research Equipment and Instrument Training Network, icp-ms facility supervisor, Jan. 17, 2005

Retirements

Mary Duke, Department of Facilities Management, custodian I, Nov. 30, 2004

Gail Lidstone, Faculty of Medicine, intermediate secretary, Jan. 7, 2005

Sterling Pritchett, Marine Institute, instructor, Jan. 31, 2005

* Please note there was a mistake in the Dec. 2004 issue of the Career Scene, under academic retirements. Dr. Maureen Laryea, School of Nursing, is a full professor not a visiting associate professor.

Obituaries (continued from page 2)

DR. DESMOND ROBB, professor and chair of the Discipline of Laboratory Medicine at Memorial, passed away Dec. 11, 2004, in Bonn, Germany, while having a major operation. Dr. Robb joined the faculty at Memorial in 1988, having trained as a resident at Memorial the year previously. His education included a B.Sc. (Hons) in chemistry from Belfast in 1965 and a PhD in chemistry from Cambridge University in 1969. He did his medical training at Trinity College, Dublin. Besides his faculty appointment, Dr. Robb also held an appointment with the Health Care Corporation of St. John's as an anatomic pathologist and as divisional chief for the Division of Immunology, Cytogenetics and Molecular Genetics in the Laboratory Medicine Program. He had an impressive research career and was a member of the Colorectal Cancer Interdisciplinary Health Research Team which involves researchers at Memorial University and the University of Toronto working together to develop and strengthen resources for colorectal cancer research in Ontario and Newfoundland.



The Last Word

Gerard McDonald
Director of Human Resources

Current activities in Human Resources

There are a number of current activities in Human Resources which are of interest to employees. Here's a quick update on a few of them.

New Look for *The Communicator*

The Communicator is an important vehicle for communication among employees of Memorial University. Together with the Division of University Relations, we've been considering for some time how we can improve the format and presentation of this newsletter to make it an even more meaningful part of the way employees gather information about their workplace, their co-workers and the university generally. Coincident with the new look, we will be adopting a quarterly publication schedule, and we will be strengthening our emphasis on events and activities featuring or involving our employees, both in the workplace and outside.

Please feel free to send us an idea for *The Communicator* content at any time. You can reach us by e-mail at humanres@mun.ca or call my office at 737-4615.

Benefit Plan Renewal

The cost of the university's group health, dental, LTD and life insurance plans is reviewed annually. The Employee Benefits Committee met twice in February to review the renewal proposals from our plan providers and to approve a series of recommendations to the Board of Regents for necessary benefit plan adjustments with effect from April 1, 2005. The changes approved by the Board are available at www.mun.ca/humanres/v4/pdf/Benefits_Renewal_Notice_April_2005.pdf.

Evaluation of the Preferred Rate Program

The MURC Preferred Rate Program for employees and retirees was implemented in March, 2004 on a 12 month pilot basis. The university's senior administration have accepted a recommendation by the Department of Human Resources that the PRP be renewed, and funding has been approved for a further one year period to March, 2006. The registration deadline for the coming year is April 22nd. See our web site for details at www.mun.ca/humanres.

Portability of Pensionable Service

The Board of Regents has approved a new reciprocal

transfer agreement with the Government of Canada to permit the two-way transfer of pensionable service between Memorial University and the federal government for individuals who move between these two employers' pension plans. I expect this agreement will be formally signed within the next several weeks.

Last fall the Board of Regents approved a number of proposed amendments to the Memorial University Pensions Act. One of these would provide for incoming portability of pensionable service from another employer's pension plan for new employees of the university. Such transfers would be computed on an actuarial basis, thus they would be cost-neutral to the Memorial University Pension Plan.

For more detail on this proposed amendment and others which we have submitted to the provincial government for attention, you may refer to the article which appeared in the December, 2004 edition of *The Communicator*.

Valuation of the Memorial University Pension Plan

The Pension Benefits Act requires that an actuarial valuation of the Memorial University Pension Plan be conducted every three years. Memorial's plan was last reviewed on March 31, 2002, and will be reviewed again on March 31, 2005. The purpose of this valuation is to determine the funded status of the pension plan and the adequacy of university and member contributions to the plan. The valuation report should be completed and available to the university by late May.

By the end of March all employees should have received a copy of our first annual report to Pension Plan members. This report briefly highlights key aspects of the status and financial performance of the Memorial University Pension Plan, and I hope you will have found it helpful.

Employment Equity Self-Identification Questionnaire

If you haven't already, you may soon receive an Employment Equity Self-Identification Questionnaire. This survey is being sent only to those employees of the university for whom we do not have self-identification information. For employment equity planning purposes, it is necessary for us to be aware of the extent to which certain designated groups

are currently represented in our workforce. Under the Federal Contractors Program (FCP), by which the university is governed by virtue of its participation in federal research funding, the following designated groups are identified for employment equity purposes – women, visible minorities, aboriginals and people with disabilities.

Your co-operation in completing this questionnaire, if you receive one, would be very much appreciated. In addition to the legal requirements of the FCP, faculty, staff and students benefit from the diversity resulting from a successful employment equity program, and your completed questionnaire will assist our efforts in this important area.

Tely 10 Challenge

Last summer, approximately 90 employees of the university and their family members participated in the university's Tely 10 Challenge. We were very pleased with this level of interest in a Memorial team approach, and very excited about the fact that many in this group walked or ran the Tely 10 for the first time. We will be promoting the same challenge again this year, with more advance notice. Watch for the follow-up communication from our wellness and active living co-ordinator, Peter Hynes.

On-Line Employee Self Service (ESS)

We are planning to provide an online Employee Self Service facility to employees of the university later this spring. This service will be provided to employees through a Web-based faculty-staff portal, through which employees will be able to gain convenient, confidential access to personal information such as their pay history, leave utilization and balances, and other personal data. We are hoping the ESS will provide some update capabilities as well. Extensive testing will be conducted before this service is made available. We will not implement ESS until we are satisfied it is fully functional and secure.

A Face Lift for HR's Wellness Web Site

With help from the Department of Computing and Communications, we have been working on an upgrade to our Wellness and Active Living Web site. Our focus has been on strengthening the educational aspects of this site to make it a stronger and more user-friendly reference source for employees on matters related to personal health and wellness. Watch for a further notice on this in April.

Retirement Planning Sessions

Two retirement planning workshops were sponsored by the Department of Human Resources in St. John's in February. These sessions were very well subscribed, with approximately 115 employees and spouses attending in total. A similar session is planned for employees of Sir Wilfred Grenfell College in mid April.

As always, any employee who requires assistance with a pension issue should feel free to contact any of the staff in our Pensions and Benefits Section. You can reach us by e-mail at pensions@mun.ca or by calling Linda at 737-7406.

MEMORIAL UNIVERSITY Retirements

The Faculty of Education held a celebration for **Thelma Christian** who retired on March 16, 2005, after 11 years of service with Memorial. She worked in the Faculties of Arts, Science and Medicine, Botanical Gardens and the Learned's Secretariat before joining the Faculty of Education in May 1999 as Student Centre Officer (Aboriginal Programs). Here she assisted and inspired many young students towards the completion of their programs.



Thelma Christian (R) with Bernadette Power, manager, Finance and Administration, Faculty of Education

Computing and Communications celebrated the retirement of **Mike Callahan** (second from left) with a large party on Wednesday, March 23. Mike started at Memorial in the Mail Services Unit, Administrative Services, in November 1969. Since then he has worked in



Mike Callahan (second from left) with his family

various functions throughout the Mail Services Unit which later merged with Computing and Communications in 1990. His peers praised him for his commitment to outstanding service and for his fun-loving character.



Memorial
 University of Newfoundland

President's Award for Distinguished Teaching

This award honours faculty members who, through their creative approaches and sustained commitment to teaching have made Memorial University a valuable experience for their students. The award is intended to recognize excellence in teaching over an extended period of years.

If you want to nominate a professor for his/her outstanding commitment to teaching, information on nomination forms and criteria can be obtained from the Web site:

www.distance.mun.ca/faculty

or

Dr. Maureen Dunne
 Instructional Development Office
 Room ED 1004, Phone: 737-6725
 E-mail: mdunne@mun.ca

**Deadline for completed nominations
 is May 16, 2005**

News from Human Resources

Human Resources to promote stronger focus on staff training and development

Recently, the university's senior administration and the Board of Regents endorsed a plan for strengthening our approach to staff development and training. Ensuring that employees have the knowledge and skills they need to perform their job well is critical to the university's success and growth.

Mr. Gerard McDonald, director of Human Resources, firmly believes in building a learning culture for employees and is committed to promoting ongoing training and skills development. As a result, Ann Marie O'Keefe-Penney has been appointed learning and development officer with the Department of Human Resources for this project. An alumna of Memorial with degrees in psychology and education, diplomas in adult education and business and with a masters in business administration in progress, she is no stranger to training and skills development. She has spent more than a decade working in education, first as a teacher in the secondary school system, a student adviser with the provincial college system, a program administrator with a private training institution and most recently as a program developer with the university.

Ms. O'Keefe-Penney says of her challenge, "It is our hope that this project will create effective processes, tools and supports that not only facilitate learning, but also better equip employees to perform their jobs well."



Ann Marie O'Keefe-Penney, learning and development officer with the Department of Human Resources.

The university will continue to provide training and training assistance to employees under its existing staff training and development policy. However, Ms. O'Keefe-Penney will also lead a pilot project which will focus on two areas: the immediate training needs of one or two units within the university, and the provision of group training across units in the area of management and supervisory skills. Both projects will be rolled out simultaneously and will require the support of the university community. In the former, Ms. O'Keefe-Penney will be working collaboratively with the unit to identify and procure the best possible training to meet its unique

needs. It is hoped that this process will serve as a training model for future needs identification and training. In the latter the primary focus will be on leadership development through the identification of core competencies critical to management and supervisory job performance.

The Department of Human Resources hopes that the training program delivered in 2005-06 will be reflective of the university's commitment to people development and will be a strong foundation for continued skills development.

What do you like about working at Memorial?



"Memorial is a wonderful place to work. It's a busy, yet very friendly environment, and our work is greatly appreciated by faculty, staff, students, co-workers and the general public. The satisfaction I get from helping so many others get their job done successfully makes it all worthwhile."

Nora Comerford, intermediate clerk stenographer, Faculty of Engineering and Applied Science

Wage increase for student employees approved

Providing students with valuable work experience is a significant part of a university education. In 2004 Memorial University employed over 2,000 undergraduate students in academic, research and administrative support capacities. Memorial recognizes that the opportunity to work on campus provides students with valuable experience which benefits their career, financial and life decisions.

The university has always maintained a competitive salary for student employment with the local labour market. The Board of Regents, at the Feb. 1, 2005 meeting, approved increasing Memorial's hourly rate of pay for undergraduate students. Effective June 1, 2005, hourly salary rates paid to students employed in academically related or non-academic capacities in an academic semester or off semester, including MUCEP students, will increase from \$6.50 to \$6.75 per hour. In addition, the hourly rate will increase by \$0.25 per hour to \$8.75 per hour, for students employed as laboratory demonstrators, markers, IT consultants, student supervisors, terminal assistants and Writing Centre tutors, effective June 1, 2005. Additional details on future increases are available on the HR Web site at www.mun.ca/humanres.

If you have any questions please contact the Department of Human Resources at 737-7401 or e-mail jobeval@mun.ca.

New help for finding a job at Memorial

Did you know that Memorial University of Newfoundland is one of the largest employers in the province? The university offers a wide diversity of opportunities in the academic, instructional support, student services, research, technical, administrative, fiscal, facilities and clerical occupational groups, to name just a few. The expertise within this group of employees is world renowned.

In 2004 the Department of Human Resources introduced a new Request to Fill a Position Form for departments to use when a vacancy or request to hire occurs. The new form is

available on the HR Web site under "Forms" (www.mun.ca/humanres). To provide greater access to job opportunities for employees, the Department of Human Resources also introduced the electronic distribution of job advertisements where individual employees can subscribe to receive daily notices of new job postings. To subscribe to the listserv:

- Send an e-mail to listserv@mun.ca
- Use a plain text e-mail message
- Type a single line of text: subscribe jobs
- Remove any signature files
- Do not use a title on your message
- Do not use hotmail.com addresses as some mail software that performs spam filtering will reject listserv mail as spam.
- To unsubscribe from this list, send an e-mail to listserv@mun.ca using the procedure as stated above. Type a single line of text: signoff jobs.

If you have any questions or comments please contact recruitment@mun.ca.

