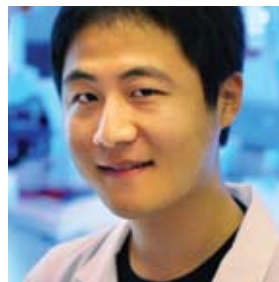
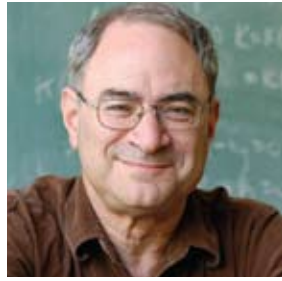


20
ANNUAL REPORT

08

FOCUS ON PEOPLE



HOW ARE WE BUILDING A BETTER WORKPLACE?

With a workforce of 19,000 faculty and staff, it is impossible to provide one answer. Nor do we want to. Instead, we present a collection of stories that reflect the talent and commitment of those who help to make UBC a leading academic institution and one of Canada's top employers.

The following stories do not represent a single department or a single campus; rather, they are stories from faculty and staff who have cultivated and helped shape the *Focus on People* framework since its earliest inception. No one story is more important than the other. Each story offers insight into successes and challenges, including how employee engagement, global citizenship and emerging leadership can all contribute to the development of a healthy, sustainable workplace.

Unique and authentic, these stories represent an important chapter in the milestone first year of the *Focus on People* initiative. To view the entire *Focus on People* Annual Report, visit www.focusonpeople.ubc.ca/annualreport and see how we are providing a strong foundation upon which to continue building a better workplace.



MESSAGE FROM THE PRESIDENT

WHEN I FIRST BEGAN my term at UBC, the university had just concluded a consultation with its faculty and staff on their reasons for joining and staying at the organization. Since then, the views and experiences of our faculty and staff have continued to shape and influence a university that is leading and adapting.

Our *Focus on People* framework is critical in creating and sustaining an environment in which we are able to retain and attract outstanding staff and faculty. This focused priority on our people will also help ensure that our students benefit from an enriching university experience.

The first year of *Focus on People* has led to remarkable milestones that have had widespread impact in nurturing, fostering, and supporting our workforce. New managers and department heads enrolled in leadership programs can transition more seamlessly into their new roles. We're able to hire new applicants more efficiently online and, once they are here, can provide a coordinated orientation to make their first day at UBC every bit as important as *Imagine* is for a new student. Departments are creatively implementing health and wellness initiatives and the *Healthy Workplace Initiatives Program Fund* was created to support these endeavours. Our vision of global citizenship is reflected in the six staff members who volunteered overseas as part of the *Leave for Change* program, as well as those who participate locally through the annual *Community Learning Initiative Leadership Program* during Reading Week. And, the results of our first *Workplace Experiences Survey* will provide a benchmark for engagement and act as a catalyst for future initiatives.

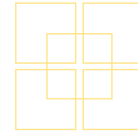
What would make your work experience at UBC even more rewarding? I invite you to visit the online version of the Annual Report where you can provide your views and share your answer to this question.

I look forward to your online response and your presence at our *Focus on People Town Hall* in June.

PROFESSOR STEPHEN J. TOOPE
UBC PRESIDENT AND VICE-CHANCELLOR

OPEN INVITATION TO FACULTY AND STAFF

FOCUS ON PEOPLE TOWN HALL



MONDAY JUNE 8, 2009

Okanagan Campus

1 pm – 4 pm

Fipke Centre Building

Opening remarks: Doug Oworm, Deputy Vice-Chancellor



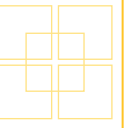
THURSDAY, JUNE 11, 2009

Vancouver Campus

1 pm – 4 pm

Ponderosa Building, Arbutus Room

Opening remarks: President Stephen J. Toope



Join us at the Focus on People Town Hall as we take a reflective look back at the significant milestones that occurred during the 2008/2009 year.

We will release the survey results from the *Workplace Experiences Survey* and provide break-out interactive sessions for faculty and staff on volunteering abroad, defining leadership, creating a respectful workplace environment, and more.

For more details, visit www.focusonpeople.ubc.ca/townhall.



MEASURING EMPLOYEE EXPERIENCES AT UBC

MORE THAN 2,700 faculty and staff responded to UBC's first *Workplace Experiences Survey* which was released in February 2009. Seventy per cent of the responses came from staff and 21% of the responses came from faculty. Our response rate is consistent and slightly better than the average response rate for this type of survey at educational institutions.

The survey was designed to measure the workplace experiences of those who work at the university. Faculty and staff were invited to give an honest and accurate reflection of what it is like to work at UBC, why they joined UBC, and what keeps them here. The survey was voluntary and anonymous and was administered by a third-party consulting firm to ensure confidentiality.

SURVEY HIGHLIGHTS:

- More than 70% of respondents would recommend UBC as a good place to work.
- Nearly 65% of respondents felt a strong sense of commitment to the university.
- 70% of respondents said they were satisfied with their role or job.

Despite the positive responses, only 45% answered that they believe they have sufficient opportunity for advancement at UBC and only 42% believe the university is doing a good job of developing people to their full potential. Consistent with other organizations, more than 20% of our workforce feel that they cannot achieve an acceptable work-life balance.

"The results are a litmus test for us," says Lisa Castle, Associate Vice-President, Human Resources. "We'll use the survey results to identify and understand how the work experiences of our faculty and staff map to the five strategies outlined in *Focus on People* and where we should prioritize areas of concern." The results of the survey will be used to plan for future *Focus on People* initiatives.

Survey results will be released to the UBC community in June 2009 through the *Focus on People* website, two Town Hall events and at various presentations on campus.

Did you participate in the *Workplace Experiences Survey*? Find out how others like you responded by visiting www.focusonpeople.ubc.ca on June 8, 2009 to view the survey results, or join us at a *Focus on People Town Hall* where we will present a summary of the results in person.



Integration Team Helps Departments Focus on People One Step at a Time

BY SUPPORTING OUR WORKPLACE

THE REAL SUCCESS of the university's *Focus on People* framework lies at the department level, when a staff or faculty member has a positive work experience on a daily basis.

An Integration Team was developed to support departments in looking at their people practices and identifying where they could improve the workplace in a meaningful way for the people who work in the unit. The end goal is to create an action plan that not only aligns with the *Focus on People* principles, but also resonates with faculty and staff at the department level. Department plans can be submitted and eventually shared online via the *Focus on People* website.

When the Integration Team first started their outreach services, they discovered some departments were already championing workplace practices and had been doing so for some time. That was the case for Melody Burton, Head Librarian at UBC Okanagan, who enlisted the help of the Integration Team to explore opportunities for creating a positive, healthy workplace for her staff.

After completing an assessment with the Integration Team and learning that her department was already doing many things that aligned with *Focus on People*, Melody was able to focus on what more they could do. Her end result was a strategic action plan for her



MELODY BURTON DISCOVERED THAT HER UBC OKANAGAN LIBRARY UNIT WAS ALREADY ALIGNED WITH SEVERAL *FOCUS ON PEOPLE* STRATEGIES.

department which consisted of coordinating efforts to promote professional development among staff, building a community of practice to encourage campus collaborations, and working more with her Vancouver colleagues.

"I want to build a team...a workplace that's for everybody," she says. "When managers lead by example and are actually participants, it makes a difference to staff and is an endorsement of a positive, full, healthy workplace. Your likelihood for success increases dramatically."

At the Point Grey campus, Manpreet Dhillon, Business Operations Manager for the

Office of Learning Technology was experiencing something similar with her department. Working with the Integration Team, she was surprised at the depth and significance of the various initiatives underway in her own department. "We knew we needed to change," she says. "We just didn't know what the process was going to be."

Her completed action plan included two key priorities: dealing with the workload of her faculty and staff to aid in stress management; and, finding more effective ways to work with her decentralized workforce as her faculty and staff are spread through campus locations and many have flexible working arrangements with virtual offices.

Some departments like the School of Population and Public Health chose to go the do-it-yourself route and developed their plan without the Integration Team. After creating a matrix of priorities and available resources, the department identified their top three initiatives: to improve their performance management system, promote health and well-being by offering lunch-hour exercise options, and create self-managed peer groups for exchanging best practices.

Inspired to take the first step? Go online to view sample action plans and DIY resources or to learn about the UBC Integration Team and the lessons learned this past year: www.focusonpeople.ubc.ca/annualreport.

Unique Program Enables UBC Staff To Be Global Citizens

BY BECOMING GLOBAL CITIZENS

CLAIRE MOLLER WAS ONE of six UBC staff selected to participate in Uniterra's *Leave for Change*, an international program that supports employee volunteerism in developing countries. UBC is among three Canadian post secondary institutions presently participating in the *Leave for Change* program and entered into the partnership with Uniterra in 2008.

Through this unique program, UBC sends up to six volunteers abroad each year. UBC staff like Claire who have the skills and the passion to help those in need can apply for an overseas placement during their vacation time or annual leave.

Claire was excited about applying her web-based knowledge in a meaningful context. As a User Experience Architect for UBC's Enrolment Services, she was particularly interested in working directly with local communities. Claire was placed as a Website Designer for Women Against Rape (WAR), a crisis centre in Maun, Botswana that provides support to rape survivors and works to bring an end to gender-based violence.

"Claire believes strongly in giving back to both her local and global communities," says James Kim, Director of UBC's



(CLOCKWISE FROM LEFT TO RIGHT) SIX UBC STAFF MEMBERS, MANPREET DHILLON, CLAIRE MOLLER, SHERRY DYCK, ERIN CREAK, SARAH MCCALLA AND CRAIG SMITH, VOLUNTEERED THEIR EXPERTISE OVERSEAS AS PART OF THE LEAVE FOR CHANGE PROGRAM. UBC IS ONE OF THREE CANADIAN POST SECONDARY INSTITUTIONS PARTICIPATING IN THIS UNIQUE PROGRAM COORDINATED BY UNITERRA.

Communication Services and Claire's direct supervisor. "The *Leave for Change* program gave Claire the chance to give back in a way that reflected both her personal ethos and her work skills."

During her time in Maun, Claire found that she approached challenges a little differently than if she was at home.

"There was something about working in Botswana that made unexpected events or setbacks entirely manageable," Claire recalls. "When we faced problems with internet connectivity or

website hosting, we always seemed to find a way to make progress and work together. I think there's something to be gained here, a perspective that focuses on what's possible, not on what's not working."

To share stories and images of their enriching experiences, *Leave for Change* participants were encouraged to maintain a blog while overseas. The *Leave for Change* blog became a dynamic way for UBC staff to interact with fellow program participants, stay in touch with UBC colleagues, and document their journey

of personal and professional growth. Upon returning, many of the participants still keep in touch with their volunteer organizations.

The inaugural group of UBC participants left for their volunteer assignments in the first quarter of 2009 and completed placements in Botswana, Burkina Faso, Malawi and Vietnam.

For all six participants, the volunteer experiences overseas have been immensely valuable, both personally and professionally.

"I have a new depth of confidence in my abilities," says Claire. "Working in another culture can be such a rich experience. I believe that our travel and intercultural experiences imbue us with understandings that serve us as we find ourselves in new and unfamiliar contexts."

Meet all six 2008/2009 participants and see what lessons we learned in the inaugural year of the *Leave for Change* program by visiting www.focusonpeople.ubc.ca/annualreport.

New Healthy Workplace Program Finds Strength in Numbers

BY DEVELOPING A HEALTHY WORKPLACE

WHEN UBC'S HEALTH, Safety and Environment department invited proposals for a new *Healthy Workplace Initiatives Program Fund*, they received an impressive number and variety of applications.

The program allots up to \$100,000 each year in support of healthy workplace initiatives and practices that significantly promote the health and longevity of the UBC workforce, benefit as many staff and faculty members as possible, and are accompanied by a long-term plan to sustain the

initiative after the initial funding period. Funding is awarded in two \$50,000 cycles, one in the fall and one in the spring and is adjudicated by a committee.

One of the recipients from the first round of funding was the UBC Department of Surgery. They developed an 'I Ride To Work' initiative that inspires staff to realize the personal and environmental benefits of cycling to work and be ambassadors for expanding the initiative in the future.

According to Damian Duffy, Managing Director of the Office of Pediatric Surgical Evaluation and Innovation,

healthy workplaces are not only about physical health but also include a spirit of teamwork and commitment to wellness.

"We chose bicycling as it's an inclusive activity for people of various fitness levels, but there was another consideration," he says. "When families come to receive care at the hospital on the Oak Street campus, parking spaces are at a premium and this initiative makes a positive, tangible impact for families by alleviating this shortage."

The Department of Surgery developed a comprehensive action plan that included a promotional strategy, educational component and recognition program. A special 'I Ride To Work' logo was also designed to raise awareness for the initiative which launched in May to coincide with Bike-to-Work Week.

In the first year of the *Health Workplace Initiatives Program*, there were 58 applications received from a broad cross-section of departments. Many UBC departments showed a diversity of ways in using the funding to create vital, positive, sustaining workplace benefits for their staff and promote work-life balance.

For UBC's Food Services department, the program provided the necessary funding to establish a *Pedometer Challenge* program, as well as a department-wide wellness library.



DAMIAN DUFFY IS LEADING A BIKE-TO-WORK INITIATIVE TO PROMOTE HEALTH AND WELLNESS WITHIN THE DEPARTMENT OF SURGERY USING THE FUNDS RECEIVED FROM UBC'S NEW HEALTHY WORKPLACE INITIATIVES PROGRAM.

For the UBC Botanical Garden, program funds helped to create a *Walk and Learn* program where faculty and staff can combine learning with keeping active.

In the coming year, UBC anticipates another strong surge of applications as even more departments become involved in

the movement to build a healthy, sustaining workplace.

What makes a healthy workplace at UBC? Take our online poll between June and September: www.focusonpeople.ubc.ca/annualreport.

Okanagan Leads with Healthy Workplace Culture Strategy

UBC'S OKANAGAN CAMPUS made a healthy workplace a priority even before the university's *Focus on People* framework was approved. In 2007, Okanagan faculty and staff adopted the *Healthy Workplace Culture Strategy* at their annual *Health Symposium*.

The strategy formalized a commitment and campus-wide focus on developing a sustainable, healthy workplace by having consultative discussions facilitated by the Provost and the Health Promotion Coordinator.

A number of developments have been implemented since the consultations, including the development of a childcare working group to address work-life and childcare issues on campus; monthly *Pit Stop* coffee socials sponsored by a different department with proceeds going to the United Way campaign, and the establishment of seven breastfeeding spaces on campus.

Learn more about UBC Okanagan's *Healthy Workplace Culture Strategy* online at www.ubc.ca/okanagan/healthsustainability/workplacehealth/workplaceculture.html.

UBC Program Develops Community of Knowledge for Academic Leaders

BY FOSTERING LEADERSHIP

ONE IS THE DIRECTOR of UBC's School of Music. Another is the Director of the Institute for Resources, Environment and Sustainability. The third is Head of UBC's Division of Physical Medicine and Rehabilitation.

They each represent a different academic unit at UBC and have followed different paths to reach their current positions. But they all share a love for what they do and are committed to being



effective leaders, something they credit UBC's *Academic Leadership Development Program (ALDP)*.

The *ALDP* helps new department heads transition into their roles by providing the professional development they need through their first two years in office. Academics often face a multitude of challenges when they step into their new leadership role. There is often a steep learning curve and some find themselves struggling to address department concerns, support a large team, or access available resources. For those who are recruited internationally, there are worries associated with relocation and settling into a new country, in addition to navigating the intricacies and complexities of UBC.

"There's not a lot of signage when you begin an administrative role," says Dr. Richard Kurth, who became Director of the School of Music in July 2007. "As a manager, you have to find information for people in your department."

The challenge lies in not knowing where to look or who to ask, especially if you are new to the university like Dr. Gunilla Öberg. Gunilla, who worked

in Sweden before landing her "dream job" as Director of the Institute for Resources, Environment and Sustainability three years ago, was "really impressed by the people from UBC." She found that the *ALDP* enabled her to establish key university contacts.

The program, a collaboration between the Department of Human Resources and the Centre for Teaching & Academic Growth (TAG), is comprehensive in providing valuable tools and resources to its participants. Program components consist of problem-based workshops that focus on topics such as goal setting and conflict resolution, as well as studio sessions which allow participants to bring the issues or projects they are currently working on. One-on-one coaching support, peer mentoring and an online e-learning platform are also available.

This year, more than 32 participants benefited from the program. Participation rates have doubled since the program's inception in 2006 and Gary Poole, Director of TAG, is energized by the response rate and anticipates continued growth in the year ahead.



DR. GUNILLA ÖBERG (LEFT) AND DR. RICHARD KURTH BENEFITED FROM PARTICIPATING IN UBC'S ACADEMIC DEVELOPMENT LEADERSHIP PROGRAM WHEN THEY BEGAN THEIR NEW DIRECTOR ROLES.

For Dr. Andrea Townson, Clinical Assistant Professor and Head of the UBC Division of Physical Medicine and Rehabilitation, the *ALDP* provided a great learning experience. In her dual role, every process and deadline is new to her, and while she was aware of UBC's organizational structure, she "didn't fully appreciate the inner workings" until she participated in the program. Now, for the first time, she feels

"really engaged and very much a part of the hospital and UBC."

Are you a new Department Head or Director committed to becoming an effective leader? Visit www.aldp.ubc.ca to learn more about the *ALDP*. You can also find out how we are creating a community of knowledge for new managers at UBC at www.focusonpeople.ubc.ca/annualreport.

Why Did You Join UBC?

UBC IS HOME to more than 19,000 faculty and staff who make up the social fabric of our academic institution. Knowing why people joined UBC provides insight into how we can continue to retain and support our people. We went to members of the UBC community to find out what attracted them to UBC.



◀ **VINCENT DURONIO** FACULTY OF MEDICINE
YEARS AT UBC: SINCE 1992

"Growing up in Ontario, I came to UBC after my post-doctoral training. I fell in love with Vancouver on my first weekend visit for the job interview and I've never regretted the decision to come. Our family is now well entrenched in local life and Vancouver has become our home."



▼ **DON ERHARDT**
LAND & BUILDING SERVICES
YEARS AT UBC: SINCE 1997

"Within a few years of working here, I became aware that UBC is a place where curiosity is nurtured, good work is celebrated, and enthusiasm opens the window of opportunity. The collective energy of the students and faculty create a workplace that I never would have expected from the outside looking in."

▶ **ANNE-RAE VASQUEZ** OFFICE OF LEARNING TECHNOLOGY
YEARS AT UBC: SINCE 1991

"I am grateful to be able to work in such a flexible and respectful environment. Having to commute from Surrey has been bearable because I work from home two days a week and enjoy a flex day every other week. My time is well balanced between my family and my work life."



▲ **LAURA LAVERDURE**
UBC ROBSON SQUARE
YEARS AT UBC: SINCE 2006

"As a student just out of university, UBC offered the job training, flexibility and security to gain valuable work experience while providing opportunities to pursue and develop my own academic interests and career goals. I have learned the ins and outs of freelance article writing, travelled around Europe and continued my post secondary education past the BA all within the comfort of job security and the multitude of benefits that UBC provides."



◀ **CLAUDE DESMARAIS** CRITICAL STUDIES
YEARS AT UBC: SINCE 2008

"I was enticed by inquisitive and critically-minded colleagues, the university's spirit, and embarking on this new venture called UBC Okanagan. Faculty, staff, and students that are bright and engaged, yet friendly and down to earth, and an administration that actively seeks to promote community and is open to new ideas were further ingredients that drew me to UBC-O. Did I mention the beautiful Okanagan and the dramatic mountain backdrop on my way to work?"



YOUR VIEWPOINT

TO READ MORE STORIES FROM OUR ANNUAL REPORT OR TO TELL US WHAT YOU THINK, VISIT WWW.FOCUSONPEOPLE.UBC.CA/ANNUALREPORT.

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