

UBC REPORTS

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CONNECTION

ANNUAL REPORT 2009

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PRESIDENT'S MESSAGE



The year 2009 marked an important turning point for UBC's people practices.

It was a year of aspiration, with the launch of Place and Promise and a pledge to create an outstanding work environment for our faculty and staff, and an important continuation of the University's Focus on People framework.

UBC provides prospective and new faculty with support and services through the newly opened Work-Life Relocation Services Centre. A new mentorship program in the Okanagan provides every faculty members with the opportunity to thrive and succeed with the help of Vancouver colleagues. An additional 108 child care spaces were created on the Vancouver campus for faculty, staff, and student parents.

But, it was also a year of changes in an economy rocked by uncertainty. Several departments were restructured, creating anxiousness amongst those affected. UBC's benchmark data continues to show a higher than expected turnover among young staff at the university. And, we continue to dissect the results of last year's Workplace Experiences Survey to better understand how to address retention and recruitment concerns.

In the last two years, the responsiveness and willingness to turn the conversations we have had with faculty and staff into action-oriented deliverables has been momentous.

UBC is trying every day to be an outstanding employer for you and for those it wants to welcome to the University. I invite you to find out more about how UBC is committed to the employer and employee experience by reading a selection of recent milestones from the past year at www.focusonpeople.ubc.ca/annualreport.

PROFESSOR STEPHEN J. TOOPE
UBC PRESIDENT AND VICE-CHANCELLOR

LEADERSHIP IN A TIME OF CHANGE



What kind of leadership is needed when your department is faced with restructuring? Building Operations staff were impacted by departmental changes that continue to reverberate today.

SEVERAL UBC DEPARTMENTS experienced large organizational changes this past year. One case in point: Plant Operations and Utilities became Building Operations last April, impacting more than 700 staff, including senior management, as a direct result of restructuring within the

portfolio of the Vice-President, Finance, Resources, and Operations.

Find out how the department is faring a year after the changes – and how others can learn from their experience – by reading their full story online at www.focusonpeople.ubc.ca/annualreport.

NEW WORK-LIFE RELOCATION Services Centre Welcomes New Faculty to Campus

QUIETLY TUCKED AWAY on the Vancouver campus is the two-person team behind the Work-Life Relocation Services Centre. Their days are spent on-the-go, supporting faculties in their recruitment of national and international faculty and post-doctoral fellows to UBC, as well as helping new faculty relocate to Vancouver.

New faculty members preparing to arrive on campus this summer have embraced the Centre. Find out why they feel it's a vital service to the campus by reading the online article at www.focusonpeople.ubc.ca/annualreport.



Providing newcomers with a warm welcome to the UBC family, the Centre is an important resource in attracting outstanding faculty talent.

UBC IS A COMMUNITY of more than 19,000 people who work together to support, contribute, and create an exceptional learning environment. Together, we are committed to providing an outstanding work environment, a vital part of recruiting and retaining talent at UBC.

Each year, we present a collection of stories that represent the successes and challenges we face with our people practices. Discover the workplace experiences of others in the university community. Learn about those who work with you and beside you. Contribute your viewpoints – share your own story on what makes a workplace experience outstanding.

Our Annual Report is a microcosm of the people who make UBC what it is – a place of opportunity and excellence for faculty, staff, and students.

Read all our stories online at www.focusonpeople.ubc.ca/annualreport.



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

CREATING AN OUTSTANDING WORK EXPERIENCE – YEAR 2

LAST YEAR, we received more than 2,700 responses to UBC's first *Workplace Experiences Survey*. The results were released online and at town halls during the summer and we have spent the latter half of 2009 analyzing and assessing the survey data in a more detailed manner.

In addition to the surveys, the Department of Human Resources tracks annual benchmark statistics – including factors such as turnover, entrance and exit surveys, length of time to recruit – to validate the survey research and gain a better understanding of the UBC workplace. Over time, trends and patterns will emerge and influence priorities in addressing faculty and staff needs.

WHAT WE HEARD

Staff and faculty need to feel fulfilled and recognized for their work, which needs to be reflected in UBC's retention practices. Recurring leadership programs from the first year will continue to support the professional and personal growth of our workforce.

WHAT WE'RE DOING

Pilot a career pathing project with Information Technology to highlight professional growth and development, and develop a critical building block for career paths for staff at UBC.

A university-wide Recognition Committee assessed the recognition practices for staff and faculty. Their recommendations have resulted in two additional *President's Staff Awards*, two new emerging leadership awards, and the commitment to develop of recognition principles and philosophy in 2010.

Encourage and implement job exchanges, secondments, and job sharing within and outside the university. Best practices already exist in some departments.

A healthy workforce is a productive workforce. UBC needs to continually look at what it can do to provide a healthy and sustainable environment for its faculty and staff. Creating an inclusive work environment needs to be elevated to a higher priority, with defined measurements and a clear commitment.

More than \$160K funds have been allocated to departments through the *Healthy Workplace Initiatives Program Fund*, which encourages departments to launch health and well-being initiatives internally. Funding continues each spring and fall and proposals continue to be submitted by departments.

UBC Child Care has opened five new child care centres at the Vancouver campus this past year, providing additional support for staff, faculty, and student families. UBC currently houses the largest number of child care centres on-site for any university in North America.

The *Task Force on Family Responsibilities* reviewed the family needs of faculty and staff. Work on their final recommendations begins this year.

Expansion of intramural programs and increased access to on-site recreational facilities is being reviewed for the benefit of faculty and staff use.

In a crowded labour market, UBC needs to highlight its uniqueness as an employer and be responsive to the changing needs of prospective hires and ensure the recruitment process is more user-friendly, for applicants and recruiters.

UBC established a Work-Life & Relocation Service Centre last year to help transition new faculty and post-doctoral fellows (and their families) to their new life and community at UBC and Canada.

Since implementing an online recruitment system last year, UBC has received more than 55,000 applications electronically and currently 158 departments are using the eRecruit system for posting their staff positions. Next steps: rolling out the process of posting faculty positions in the same manner by the end of the year.

44% of those who responded to the *Workplace Experiences Survey* believe that UBC's senior leaders will take meaningful action on the issues identified in the survey.

UBC's first *Workplace Experiences Survey* results were released online and at two Town Halls. The survey results have shaped the *Focus on People* initiatives for 2010/11 and Human Resources continues to segment, analyze and share this data with key campus audiences.

Integration teams are in place to assist departments interested in developing unit plans that support a *Focus on People* workplace experience. More than 20 units have already engaged an integration team and model, helping them to identify what is working and to explore opportunities where incremental change is possible.

YOURVIEWPOINT

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

A FAMILY-FRIENDLY EMPLOYER

Expanding Child Care Spaces at the Vancouver Campus



More child care spaces on the Vancouver campus are being created, in part due to the needs of faculty, staff and student parents.

UBC CURRENTLY HAS the largest campus-based child care system in North America, and is the largest provider of infant and toddler child care in Vancouver. Last year, 108 full-time child care spaces were created with another 40 spaces under discussion.

Visit www.focusonpeople.ubc.ca/annualreport and find out how the expansion of spaces has created a recruiting spark for Darcelle Cottons, Director of UBC Child Care, and the response of the UBC Daycare Parent Council to the aggressive plan for child care spaces.

NEW MENTORSHIP PROGRAM

Connects Okanagan and Vancouver Faculty

A NEW MENTORSHIP PROGRAM at the Okanagan campus is grooming new faculty members for tenure and promotion success. The *Tenure and Promotion Mentorship Program* was launched this spring, connecting Vancouver faculty members who shared their experiences on the tenure and promotion process with their eager Okanagan colleagues. We talked to the inaugural group of mentors and mentees on how the tenure and promotion process at the two campuses, and what their expectations are for this innovative collaborative program. Find out more at www.focusonpeople.ubc.ca/annualreport.

Okanagan Provost Alaa Abd-El-Aziz is leading a unique mentorship program that bridges Vancouver and Okanagan faculty members.



INSIDER PERSPECTIVE

ADJUDICATING STAFF RECOGNITION AWARDS



What's the significance behind being recognized? Find out from those who adjudicate UBC's staff recognition award programs.

THE NUMBER OF STAFF RECOGNITION award programs at UBC has increased dramatically, as a direct result of the *Focus on People* framework. In 2009/10, sixteen staff members were formally recognized for their outstanding contributions in the areas of leadership, community involvement, customer service, and enhancing the UBC

experience. Individually, their stories are remarkable. Collectively, they give us all a reason to aspire to excellence. We asked the adjudication committee how the awards program impacts staff and their workplace experience. Find out why they believe recognition is vital to a healthy organization at www.focusonpeople.ubc.ca/annualreport.