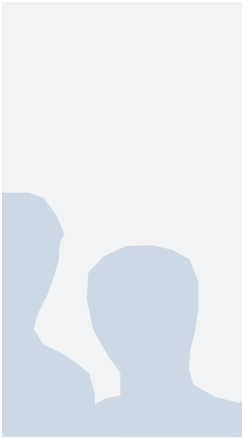


# focus on people | workplace practices at ubc

## 2009/2010 Benchmark Report



**UBC Board of Governors  
May/June 2010 Meeting**

Presented by:

Lisa Castle  
Associate Vice-President  
Human Resources

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# 2009

From the launch of e-recruit (a web-based recruiting process) to the development of a Housing Assistance Program, great strides have been made this year in our continued implementation of the Focus on People framework. Having collected our second year of data, we are now in a position to begin to analyze trends which will enable us to acknowledge areas where we have made progress and to identify work environment issues that stand out as areas which will require our renewed focus in the coming year(s). In addition, this year's report also includes data from our On-line Exit and Entrance Surveys.

# Retention



The following table illustrates 2008 and 2009 voluntary turnover at the university, broken down by employee group:

**Figure 1: Voluntary Turnover by Employment Group**

Union Group	2008 Total Headcount	2008 Turnover	2009 Total Headcount	2009 Turnover
Agassiz Farm Workers	6	16.7%	6	16.7%
BCGEU - UBC Okanagan except for TAs	300	2.0%	339	4.1%
BCGEU - UBC Vancouver - Unionized Childcare Workers (37.5 hrs/wk)	69	20.3%	79	17.7%
BCGEU - UBC Vancouver Unionized Auxiliary Childcare Workers	85	2.6%	77	2.6%
Board Appointments - Senior Executive	12	0.0%	13	0.0%
Board of Governors Appointees - Faculty in bargaining unit	2,988	1.1%	2,607	1.0%
Board of Governors Appointees - Faculty not in bargaining unit	484	5.0%	456	4.2%
CUPE 116 Employees working in the Aquatic Centre	2	0.0%	2	100%
CUPE Local 116 (35 hrs/wk)	240	5.4%	176	8.5%
CUPE Local 116 (37.5 hrs/wk)	1,788	13.2%	1,899	7.8%
CUPE Local 2278 - Non-Credit Instructors	89	2.2%	87	1.1%
CUPE Local 2950 (Chan Centre 37.5 hr/wk)	6	0.0%	3	0.0%
CUPE Local 2950 (including Chan Centre 35 hr/wk)	1,693	8.6%	1,590	9.4%
Excluded Management and Professional	31	6.5%	36	5.6%
Executive Administrative Staff	64	15.6%	57	5.3%
International Union of Operating Engineers Local 882	62	4.8%	69	2.9%
Management and Professional Staff (AAPS)	2,790	1.3%	3,063	7.0%
Non-union Childcare Workers (Kids' Club Childcare)	5	40.0%	15	33.3%
Non-Unionized Technicians & Research Assistants	882	17.5%	930	15.5%
Senior Executive - Administrative	19	5.3%	19	10.5%
Service Unit Directors	43	2.3%	46	4.3%
<b>TOTAL</b>	<b>11,658</b>	<b>5.9%</b>	<b>11,569</b>	<b>6.6%</b>



## Retention cont'd

Although Figure 1 provides the data based on employee group, turnover has also been analyzed by age, gender, years on the job and department. A review of these turnover statistics resulted in the following findings:

- **2009 UBC Voluntary Turnover Rate.** The overall UBC Voluntary Turnover Rate for 2009 was 6.6%, up slightly from the 2008 turnover rate of 5.9%. The Voluntary Turnover Rate is higher for Staff (8.5%) than for Faculty (1.3%). Staff groups experiencing the highest level of turnover include: childcare workers and non-union technicians and research assistants.
- **Women.** As in 2008, there was a higher Voluntary Turnover rate for women than men (8.0% and 4.8%, respectively). The Voluntary Turnover rate for women increased in 2009 (8.0% in 2009 compared to 6.6% in 2008).
- **Young Employees.** A high voluntary turnover rate continues to be evident for young employees. For example, 14.3% of Faculty/Staff under 20 years of age voluntarily left UBC. 22.0% in the "over 20, up to and including 25" age group left. 15.3% in the "over 25, up to and including 30" age group left.

The combination of these three age categories shows that employees age 30 and younger had a Voluntary Turnover rate of 17.7% in 2009. This is a slight increase from the 16.7% Voluntary Turnover rate of 2008.

The Voluntary Turnover rate for the other age categories remained relatively stable in 2009 relative to 2008, with the exception of the "Over 65" age category, which increased from 2.6% to 10.9%.

- **Low # Years in Job.** A high Voluntary Turnover rate continues to be evident for those with less than one year in the job, and those with over one year in the job, up to and including three years in the job (15.1% and 6.7%, respectively). The rates are relatively consistent with those from 2008.

2009 saw a decrease in Voluntary turnover for those with 31 to 35 years of service (4.3% in 2009 compared to 12.5% in 2008); however, there has been an increase for those with over 35 years in the job (0% in 2008 to 20% in 2009). However, both of these categories have a small headcount, so large fluctuations are expected.



## Retention cont'd

- **Low # Years Service at UBC.** There is high Voluntary Turnover for those with low total UBC years of service (20% of those with less than one year of total service voluntarily left UBC; 8.5% of those with over one, up to and including three total years of service, left UBC). However, this is relatively consistent in 2009 relative to 2008 - the two categories had 17.7% and 8.3% Voluntary Turnover rates, respectively, in 2008.
- **Vancouver campus and Okanagan campus.** Higher Voluntary Turnover continues to be evident at the UBC Vancouver campus (6.8%) than at the UBC Okanagan campus (3.7%). This is consistent with 2008 results, when UBC Vancouver had a rate of 6.1% and UBC Okanagan had a rate of 2.0%. The UBC Okanagan Voluntary Turnover rate has increased since 2008.
- **High Turnover Jobs.** In 2009, as in 2008, high Voluntary Turnover was evident in specific jobs: Housekeeper, Service Worker - Plant Ops, Sales Attendant - Food Services, Administrative Support 2 and 3, Front of House Attendant - Chan, Assistant Cook - Food Services, Research Associate, Research Coordinator, Research Assistant/Technician (in all but the top classification).

Comparatively, UBC continued to demonstrate a relatively low rate of voluntary turnover: Simon Fraser University and Queens University reported voluntary turnover of 9% and 7%, respectively, and the BC Public Service reported voluntary turnover at 6.8%. While we will continue to monitor for high turnover areas and trends, which will enable us to develop strategies to address issues, it is fair to say that a moderate turnover rate is required to ensure the infusion of new talent. As a final note, the Canadian Association of University Business Officers (CAUBO) began collecting turnover benchmarking data in 2009, and as trends emerge we will incorporate these measures into our future reports.

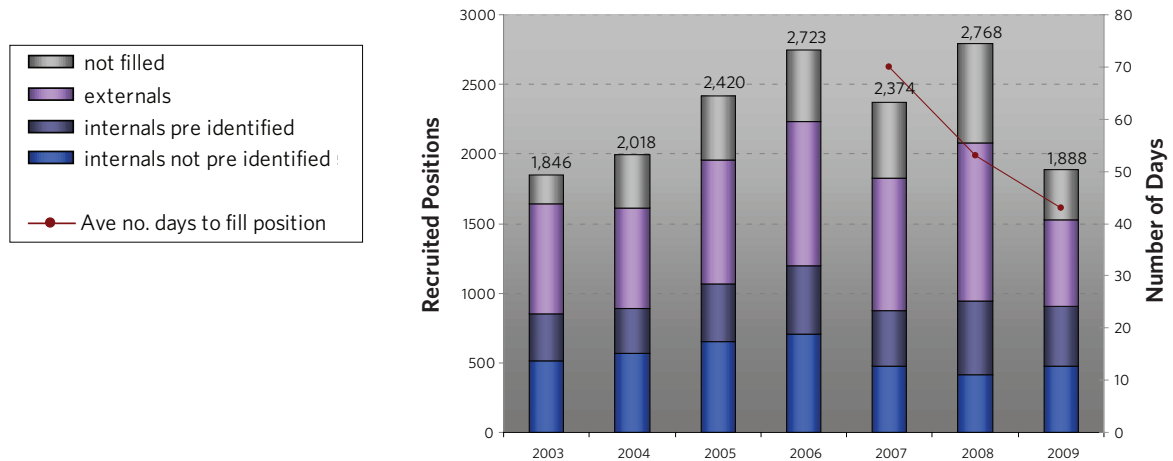


# Recruitment

In 2009, the University of British Columbia recruited for a total of 2,011 staff positions: 1,888 staff positions at the Vancouver campus (refer to Figure 2), representing a decrease in 32% over 2008; and 123 positions at the Okanagan campus (refer to Figure 3), an increase of 15%. With the economic climate and fiscal uncertainty associated with 2009, a decline in overall recruitment activity at the Vancouver campus is not unforeseen, and given the growth at our Okanagan campus an increase here is not unexpected.

On average, the time to fill a position continued to show a downward trend at both campuses. While this continued trend cannot be attributed to any one factor, it is likely that a downturn in the labour market (which resulted in more qualified applicants), the expertise of staff, and a streamlining of recruitment processes played a role. It is anticipated that the downward trend will level off in the next year as the recruitment process streamlining activities come to a close.

**Figure 2: Vancouver Campus: Recruited Positions & Average Time to Fill Position**



	2003	2004	2005	2006	2007	2008	2009
% not filled	11%	19%	19%	19%	23%	26%	19%
% externals	43%	36%	37%	38%	40%	41%	33%
% internals pre identified*	18%	16%	17%	18%	17%	19%	23%
% internals not pre-identified	28%	28%	27%	26%	20%	15%	25%
<b>GRAND TOTAL</b>	<b>1,846</b>	<b>2,018</b>	<b>2,420</b>	<b>2,723</b>	<b>2,374</b>	<b>2,768</b>	<b>1,888</b>
<b>AVERAGE NUMBER OF DAYS TO FILL POSITION</b>					70	53	43

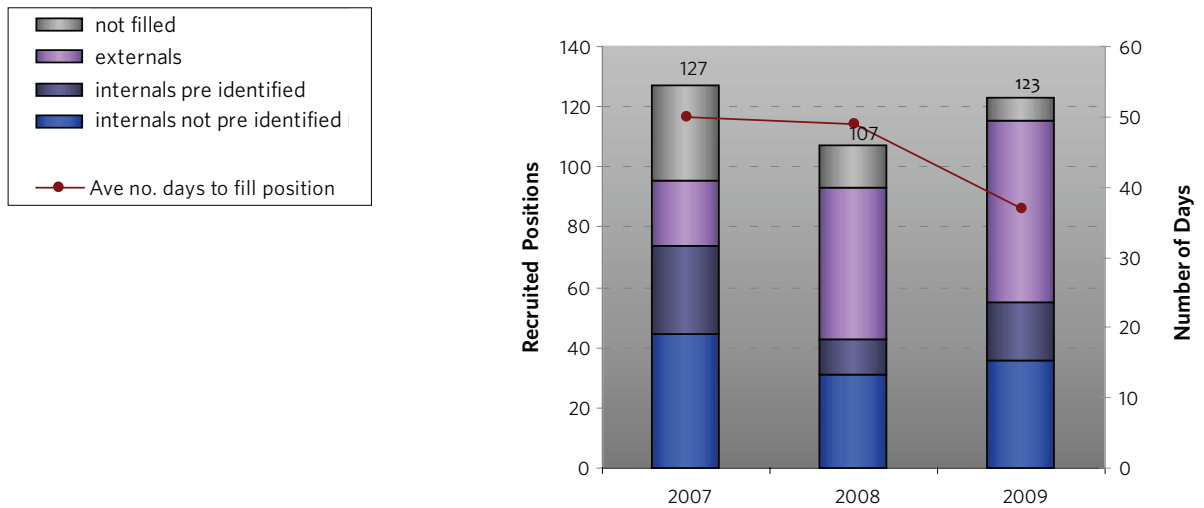
\* Pre-identified candidates may only be selected for non-union and Management and Professional (M&P) positions.



## Recruitment cont'd

In 2009, UBC recruited almost half of its staff candidates from internal sources. This increasing trend over previous years is a positive step forward in demonstrating commitment to the University's philosophy of promotion from within the service of the University. Our current trend of increasing internal hires and our on-going strategic initiatives, such as piloting career pathing (2010) and developing frameworks for secondments and job sharing, will aid in strengthening opportunities for advancement within the University - an important goal to our staff as reflected in our Work Experience Survey of February 2009.

**Figure 3: Okanagan Campus: Recruited Positions & Average Time to Fill Position**



	2006	2007	2008	2009
% not filled	NA	25%	13%	6%
% externals	NA	17%	47%	49%
% internals pre identified*	NA	23%	11%	16%
% internals not pre-identified	NA	35%	29%	29%
<b>GRAND TOTAL</b>	<b>NA</b>	<b>127</b>	<b>107</b>	<b>123</b>
<b>AVERAGE NUMBER OF DAYS TO FILL POSITION</b>		<b>50</b>	<b>49</b>	<b>37</b>

\* Pre-identified candidates may only be selected for non-union and Management and Professional (M&P) positions.





## Recruitment cont'd

*Staff positions that are more likely to be filled by external candidates:*

### **Vancouver**

Nurses, Information Services, Research & Facilitation, Research / Technical (Non-Union Trades) Research / Technical (CUPE 116).

### **Okanagan**

Secretaries, Clerks, and Research Assistants and Technicians

*Difficult to fill staff skill sets:*

### **Vancouver**

M&P (Research Facilitation, Information Services) 2950 (Program Assistant) 116 (Research / Technical, Trades), IUOE (Trades)

### **Okanagan**

M&P (BCAA Men's Soccer head Coach, Office Manager of Student Development & Advising, Advisor for Health & Sustainability and Health, Safety & Environment) BCGEU (Clerical, Research Assistants)

On the faculty side, recruiting remained decentralized in 2009 and as such metrics for faculty recruitment were not available for inclusion in this report. It is anticipated that this information will be available once UBC moves to a common recruiting platform for faculty in 2010.

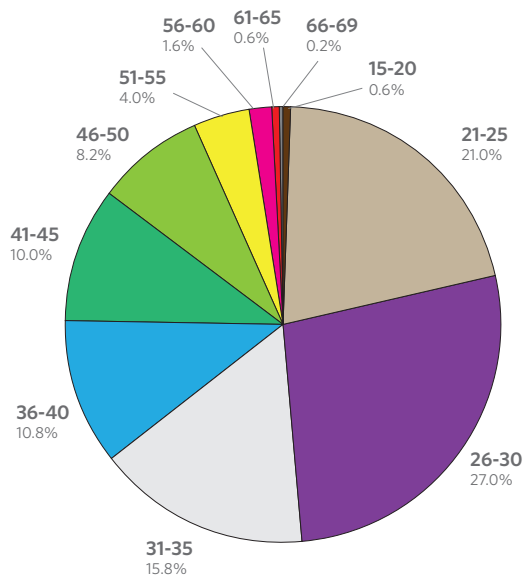
Wide variation in recruiting costs will always be evident given the variety of opportunities available at the University, yet analysis shows that recruitment costs for similar roles remained relatively stable from 2008 to 2009. Recruiting costs ranged from \$1,300.00 for a bargaining unit truck driver to \$160K for a research faculty position. It is important to be aware that these figures reflect only tangible costs, such as cost associated with the interviews, relocation, and start up, and do not factor in intangible costs. Intangible recruiting costs, for example productivity loss due to the learning curve associated with taking on a new role, are real but difficult to quantify.

Fundamental to the success of our recruitment and retention strategies is an understanding of why individuals are attracted to UBC as an employer, and why individuals leave. In 2008, Human Resources launched Entry & Exit Surveys to begin to understand these factors more methodically. Our 2009 Entry Surveys indicate that both new faculty and staff view quality of colleagues as having considerable impact on their decision to select UBC as their employer while the University Vision / Mission has little impact. The survey data suggests that geographic location is the main attraction for faculty, followed by stimulating work. Staff view stability of the organization as highly important, followed by opportunities for advancement. Findings also reveal that salary and benefits --particularly benefits -- play a larger role for staff than faculty in the decision to join UBC.



## Recruitment cont'd

**Figure 4: Age Groups of External Recruits in 2009 at the Vancouver Campus\***



\* Note: Data for the Okanagan campus was not available for the full year of 2009; however, these figures will be available for inclusion in our 2010 benchmarks.

In 2010, it is anticipated that metrics on the percentage of time UBC is successful in recruiting its first choice candidate will be available. The process to enable centralized tracking of this information was developed last fall with the implementation of e-recruit (our web-based recruitment platform) and we are currently instructing users on the availability and application of the feature.

Of the external staff hires at our Vancouver campus in 2009, almost 50% of the recruits were 30 years or younger (refer to Figure 4). This is an interesting point to note when taking into consideration this age group's voluntary turnover rate of 17.7% (refer to page 3). This generation of the workforce (commonly referred to as Generation Y) is typically characterized as success orientated individuals who are inclined to expect immediate results. The cohort tends to thrive in collaborative, supportive environments where mentoring strategies focus on both purpose and performance.<sup>1</sup>

While analysis does reveal that over 50% of those 30 years or younger held lower level positions or entry level roles, such as Research Assistant, Technician, Clerk, or Housekeeper, further study is required to understand why this group's voluntary turnover rate is high. According to a recent study by KPMG, 25 percent of businesses have an annual staff turnover rate of more than 30 percent among Generation Y employees, and it maybe that this level of turnover is in alignment with other Canadian educational bodies. Nonetheless, it does appear that while UBC is successful in attracting this generation of the workforce, there are opportunities to better align our workplace structure, environment and culture with the expectations of these individuals.



## Recruitment cont'd

As mentioned above, our Entry Surveys confirm that new staff view opportunities for advancement as a key component in their decision to work at UBC. Additionally Exit surveys from 2009 support the notion that opportunities for advancement and stimulating work were the main factors which lead individuals away from our University. These, coupled with our Work Experience Survey results, then validate the rationale that creating opportunities for advancement and working with our staff to find out how to best engage their talent must continue to be a key component and focus of our efforts in retention and recruitment.

Moving forward Human Resources recognizes the strategic value of a compelling employer brand in recruitment and retention. With our re-defined UBC brand "a place of mind" in place, work has begun to create a compelling employer brand that will serve to attract new staff and faculty, as well as provide consistent messaging to existing staff and faculty.

As well, UBC will continue its focus on leadership training for both staff and faculty, in recognition that strong leadership practice is a key factor in engaging employees, and therefore positively impacts retention.

<sup>1</sup> References:

Swenson, Cathy. "Next Generation Workforce." *Nursing Economic* 26, no. 1 (January 2008): 64-60. Academic Search Complete, EBSCOhost (accessed March 9, 2010).

Lovern, Ed. 2001. "NEW KIDS on the block." *Modern Healthcare* 31, no. 5: 28. Academic Search Complete, EBSCOhost (accessed March 11, 2010).



# Health & Safety

## Work Related Injuries

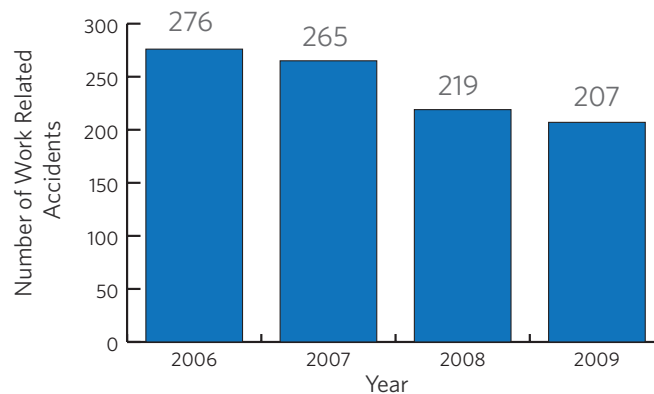
Lost time Accidents (TL)	95
Health Care Only (HC)	112
Total Work Related Accidents	207
Cost of TL	\$411,761.75
Cost of HC	\$145,143.62
Total Cost of WCB Claims	\$556,905.37
Total days lost due to Work-Related Accidents/injuries	2557

This section of our report represents an overview of some Health and Safety initiatives. The complete annual report will be provided to the Board in September.

## Workplace Injuries

A downward trend is evident in total work related accidents over the past 4 years (refer to figure 5). Accordingly, overall the number of injuries reported due to workplace accident is down in 2009, along with the associated Worker's Compensation Board (WCB) costs.

**Figure 5: Total Work Related Accidents at UBC for Years 2006-2009**



The reported injuries trend in accordance to the work force age demographics is indicated below.

**Figure 6: Reported Injuries by Age Group**

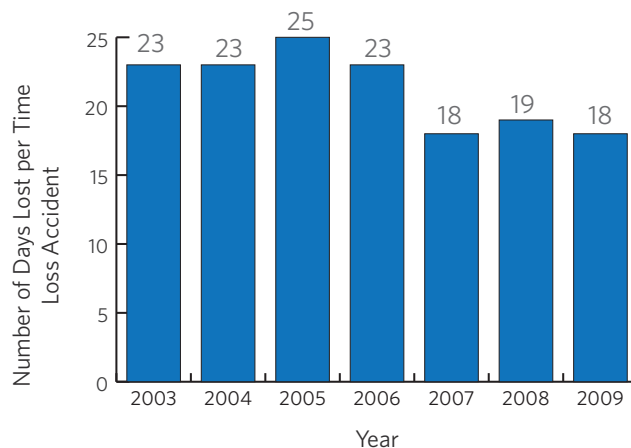
Age Group	Number of Claims	% of Total Claims
19 - 29	15	16%
30 - 39	16	17%
40 - 49	29	30%
50 - 59	25	26%
60 and Over	10	11%
<b>TOTAL</b>	<b>95</b>	<b>100%</b>



## Health & Safety cont'd

Days lost due to workplace injury are out numbered significantly by days lost due to short term illness or by employees claiming Income Replacement Plan (IRP) benefits. The number of days lost from work due to workplace injury has steadily dropped over the last seven years – see Figure 7 (Note: Workplace injury and long term illness (IRP) data includes the UBC Okanagan campus). There was an 18.6% decrease in the frequency of time loss accidents compared to 2008. In comparison to other organizations, BC Hydro experienced a decrease of 32.6 %, while the University of Victoria also experienced a decrease of 10.6%.

**Figure 7: Average days lost due to injury (per FTE employee)**



### Income Replacement Plan (IRP)

Absence from Work due to Long Term Disability (IRP) has now surpassed absence from work due to workplace Injury. The data collected in Figure 8: IRP statistics by Employee Group and Gender shows more women than men, across the board, are absent from work due to long term illness. In every worker population there will be a cohort of individuals who suffer from illness or injury. These individuals make up the greatest portion of the individuals who engage the IRP program. Due to the significant reduction in workplace injuries it is reasonable to expect the absence from work due to Long Term Disability would be greater.



## Health & Safety cont'd

**Figure 8: IRP Statistics by Employee Group and Gender**

Age	Faculty	M&P	C2950	C116	C2278	IUOE882	Non-Union	BCGEU	TOTAL	Male	Female
25-29	0	3	3	0	0	0	0	0	6	2	4
30-34	3	4	1	3	0	0	1	0	12	2	10
35-39	5	18	7	6	1	0	3	0	40	11	29
40-44	5	2	8	10	0	0	2	0	28	6	22
45-49	4	7	7	19	0	0	1	1	39	15	24
50-54	9	9	12	14	0	0	4	0	48	17	31
55-59	9	5	14	15	1	1	2	1	48	13	35
60-65	1	1	2	4	0	0	2	0	10	6	4
TOTAL	36	50	54	71	2	1	15	2	231	72	159

### Healthy Workplace Initiatives

In 2009, there was an increased commitment to health and wellness at the University, particularly the value of promoting the health and wellness of staff and faculty. Health Promotion Programs developed their programs from basic lunchtime workshops and the one day Health Symposium to creating more extensive and ongoing program offerings, called Healthy UBC Initiatives. Healthy UBC Initiatives utilized a number of different strategies to promote health and wellbeing. New partnerships with organizations and individuals across the University allowed these initiatives to develop further awareness and participation. Over the past year, Healthy UBC Initiatives involved more than 5,400 staff and faculty participants.

Continued this year was the series of Lunch and Learn health seminars on a variety of topics to increase health awareness on campus. More than 1,000 participants attended 43 seminars offered at the Vancouver campus.

In 2009, a Satisfaction Survey was conducted from December and is ongoing. Of those who responded, 72% reported that they had decided to change, or now had strategies to start considering change, as a result of the program, and 80% agreed that the program increased their knowledge of the importance of personal health.

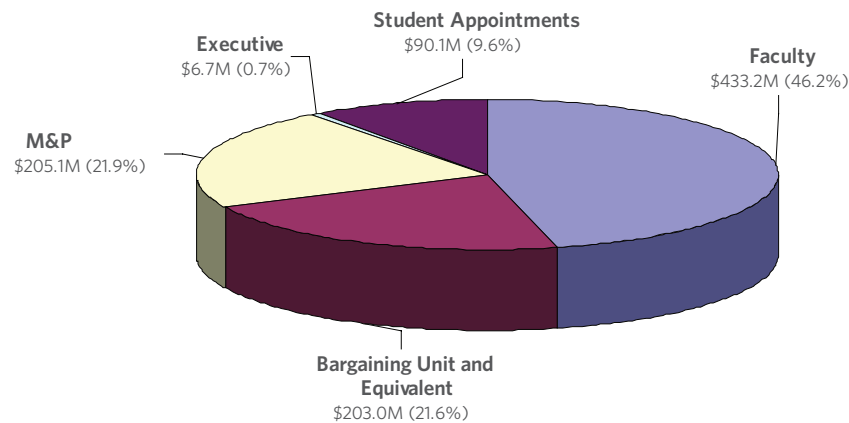


# Total Compensation

In 2009/2010\*, UBC spent a total of \$938.3M on salaries - see Figure 9. This is an increase in earnings of \$81M (9.4%) over 2008/09.

The total cost of benefits for fiscal year 2008/09 was \$195M, an increase of 8% from the 2007/08 cost of \$180M.

**Figure 9: UBC Earnings by Broad Employment Group Category Fiscal Year 2009/10**



The increase in the Employer's cost of benefits from 2007/08 to 2008/09 is largely attributable to three factors (in descending order):

1. An increase in total payroll of approximately 8% from fiscal year 2007/08 to fiscal year 2008/09 (note that some benefits, such as the pension plan, are wage-impacted benefits);
2. An increase to extended health and dental claims; and
3. General inflationary increases in the cost of benefits. There is a general inflationary trend in the industry for extended health and dental costs. This is as a result of factors such as increased utilization, particularly of prescription drugs and paramedical practitioners, which is exacerbated by the aging of the population; a shift toward new, more expensive drugs; and increases to the provincial dental fee guide.

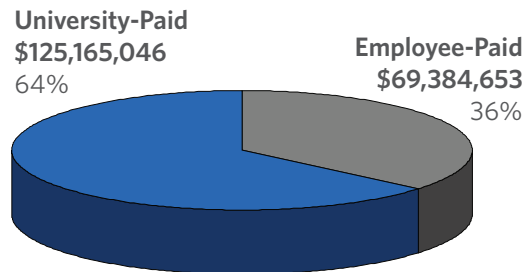
\*Note: This report includes a variety of metrics, most of which are reported on a **calendar year** basis; however, the cost of benefits and compensation/earnings are reported on a **fiscal year** basis. The calendar year reporting cycle is intuitive for most metrics, such as turnover. On the other hand, the University regularly tracks and reports the cost of benefits on a fiscal year basis, which is reflected herein. This aligns with the University's fiscal year and financial reporting, the cycle of the long-term disability plan valuation, and the financial reporting period of the University's insurance company. Compensation/earnings are tracked on a fiscal year basis also, for alignment with the benefits reporting cycle. Note that the benefits data is one fiscal year behind compensation/earnings in this report. This is because earnings data for fiscal year 2009/10 was available at the time this report was published, but benefits data was not yet available, compiled, and reconciled.



## Total Compensation cont'd

Of the total cost of benefits, \$125M (64%) was University-paid, whereas \$69M (36%) was Employee-paid. This is consistent with results from 2007/08, when the Employer/Employee cost sharing was also 64% / 36%.

**Figure 10: Benefits Cost Sharing**



As in previous fiscal years, the benefits that represented the greatest University-paid costs in 2008/09, based on total dollar value, are:

1. Faculty Pension Plan (including Supplemental) (\$32.2M) (up from \$29.9M)
2. Staff Pension Plan (\$24.5M) (up from \$22.3M)
3. Canada Pension Plan (\$23.4M) (up from \$21.6M)

The benefits that represent the greatest Employee-paid costs, based on total dollar value, are:

1. Canada Pension Plan (\$23.4M) (up from \$21.6M)
2. Faculty Pension Plan (\$15.3M) (up from \$14.2M)
3. Staff Pension Plan (\$10.5M) (up from \$9.6M)

If the University wishes to reduce the cost of benefits, it can either reduce employee benefits, or continue to focus on prevention and wellness. The prevention strategy continues to be recommended given the stability of benefit costs (in consideration of growth of payroll) and the need to continue to attract and retain exceptional faculty and staff.





# Evaluation & Accountability

05

## Ongoing Measurement: Entrance/Exit Surveys

In November 2008, Entrance and Exit surveys were launched via the mySurveys section within the Faculty and Staff Self-Service Web Portal. Every faculty and staff member now has the opportunity to share feedback about their workplace experience using these online tools during their employment cycle with UBC. Data collected from the Entrance and Exit surveys is confidential and anonymous.

In 2009, 245 Entrance and 34 Exit survey responses were completed. This response rate is lower than expected and makes it difficult to draw any firm conclusion at this time; however, the following observations are drawn based on those who did respond:

### *Entrance Survey*

Faculty:

- 63% of faculty cite better geographic location as having a strong impact on their decision to come to UBC followed by stimulating work (55%) and quality of colleagues (53%).
- 90% of faculty indicate their work will have a strong impact on their decision to stay at UBC followed by their colleagues (76%) and opportunities for advancement (71%).
- 79% report that they understand how their position fits into the department/faculty mission while 86% communicate it is important to understand how their position fits into this mission.
- 33% indicate the objective / expectation of their position was not made clear.
- 55% say they are receiving regular performance reviews from their head and 71% of those respondents indicate this feedback is most useful.



## Evaluation & Accountability cont'd

### Staff:

- 65% of staff report stability of the organization as having a strong impact on their decision to come to UBC followed by opportunities for advancement (63%) and quality of colleagues (62%)
- 84% indicate their work would have a strong impact on their decision to stay at UBC followed by their Competitive Total Compensation Package (80%) and learning opportunities (79%)
- 45% report that they are satisfied with the salary they received and 73% report they are satisfied with the benefits they receive
- 92% report that they understand how their position fits into the department/faculty mission and 90% communicate it is important to understand how their position fits into this mission
- 66% say they are receiving regular performance reviews from their manager/supervisor and 34% of those respondents indicate this feedback is most useful

### *Exit Survey*

Note: A breakdown of faculty and staff was not compiled due to the low level of response.

- 50% indicate that lack of recognition in their current department had a large impact their decision to leave the University
- 47% report that the more stimulating work had a large impact on their decision to leave the University; 27% of the respondents viewed their work as not satisfying or not very satisfying
- 45% report that opportunities for advancement had a large impact on their decision to leave the University; 48% report they were not satisfied or not very satisfied with the advancement opportunities in their work experience at UBC



## Evaluation & Accountability cont'd

- 47% indicate they were not receiving regular performance reviews with their manager / supervisor
- 35% indicate the objectives / expectations of their position were not made clear
- 82% would encourage others to apply to UBC for employment opportunities
- 84% would consider coming back to work at UBC if the right opportunity arose

The Department of Human Resources will continue to compile the survey data annually to examine trends that may aid in the prioritization overall in retention and recruitment strategies.

