



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

Day 1 - Surrounded by students.
Their energy is contagious.

FOCUS ON PEOPLE

2013 - 2014 Benchmark Report

Day 124 - Met a colleague cycling to work.

Finished the ride together.

Day 68 - Attended a

fascinating lecture over

lunch. Made me think.

68

Started a UBC course I've
always wanted to take.

Day 68 - Attended a fascinating lecture
over lunch. Made me think.

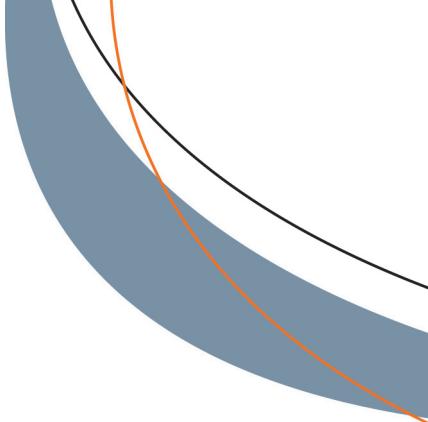
For free!

Day 335 - Recognized for

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About This Report

Focus on People: Workplace Practices at UBC is the human resource framework that supports the Outstanding Work Environment commitment in UBC's strategic plan, Place and Promise.

Since introducing the Focus on People framework six years ago, HR has systematically gathered and reported annual faculty and staff employment data. This data provides insight and reveals trends in key areas that inform the Outstanding Work Environment goals: be the place of choice for outstanding faculty and staff; and be a healthy, safe, inspiring workplace that cultivates wellbeing, resilience and commitment, and be responsive to the family needs of faculty and staff. This year's report considers employment data for fiscal 2013/14.

The data shows that the number of ongoing employees in 2013 remained stable, marking a departure from two previous years of growth. Similar to past years, most new hires were under the age of 35. However, the number of young people who chose to leave the organization continues to be high even though the overall voluntary turnover rate remained stable. Additionally, most of those who leave voluntarily have worked at UBC for the fewest number of years. Overall, the number of faculty who chose to leave the University is very low.

Workforce Overview

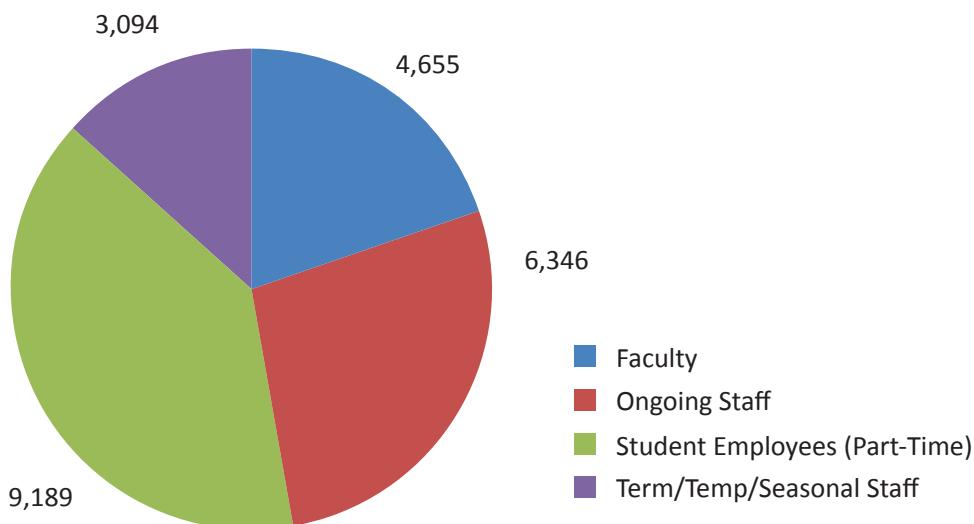
Following is a high-level overview of the UBC workforce.

Total Headcount

In 2013, UBC employed a total of 23,284 people. The number of ongoing staff is largely identical to last year, while the number of student employees increased by 360, and the number of Term/Temporary/Seasonal staff grew by 215 people. The number of reported faculty increased this year by 1,075 mainly due to the refinement of definitions and measurements (see note below).

Figure 1: Total Workforce Headcount as of September 30, 2013

Total Employees: 23,284



Notes: Refinement of definitions and measurements refers to the deliberate broadening of the definition of faculty to include Postdoctoral Fellows and Research Associates. As well, academic leader appointments are more accurately reflected in this year's report.

Prior to the 2012-13 report, clinical faculty were included in the overall headcount. However, last year, clinical faculty were not included in overall headcount because UBC is not their primary employer and they were not included in the other sections of the report. To maintain consistency throughout the report again this year, clinical faculty are not included.

This employee headcount information may differ from information provided by other analysis units at UBC. Examples of variables that may be treated differently by UBC analysis teams and therefore affect the numbers reported include data extraction dates, definition of faculty, inclusion of part-time and student employees, and treatment of employees with dual assignments.

Workforce Overview

Student and Workforce Trend

This section considers the number of faculty compared to the number of staff, over the last four years. While the number of students, faculty and staff has increased since 2010, the greatest increase is in the number of students.

From 2010 to 2013, the number of students increased by 7.6%. The number of faculty has also increased, however by only 2.7%. The number of staff increased by 4.3% from 2010 to 2013. As a result, the staff-to-faculty ratio has increased by just 0.04 (from 2.5 in 2010 to 2.54 in 2013).

Table 1: Student and Workforce Trend 2010 - 2013 (as of November 1)

| Year | Full-time Equivalents | | | Staff-to-Faculty Ratio |
|------------------------|-----------------------|-------------|-------------|------------------------|
| | Students | Staff | Faculty* | |
| 2010 | 47,206 | 8,428 | 3,374 | 2.50 |
| 2011 | 48,691 | 8,383 | 3,412 | 2.46 |
| 2012 | 50,175 | 8,625 | 3,502 | 2.46 |
| 2013 | 50,808 | 8,790 | 3,464 | 2.54 |
| Change (Number) | 3,602 | 362 | 90 | 0.04 |
| Percent Change | 7.6% | 4.3% | 2.7% | 1.6% |

*Includes professional ranks which are tenure-stream or already tenured, plus instructors, lecturers, and sessionals.

Note: The above table uses full-time equivalents (FTEs) instead of headcount, to ensure consistency between student and human resources metrics. In addition, these data are effective November 1 of each year in order to align with the time period for student reporting. The other workforce metrics in this report rely on headcount effective September 30, unless otherwise noted.

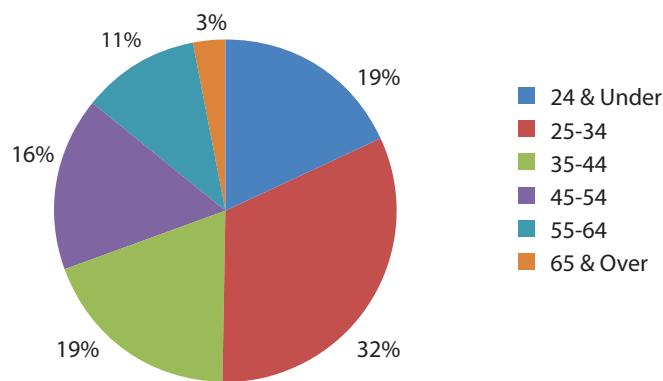
Workforce Overview continued

Workforce Age Distribution

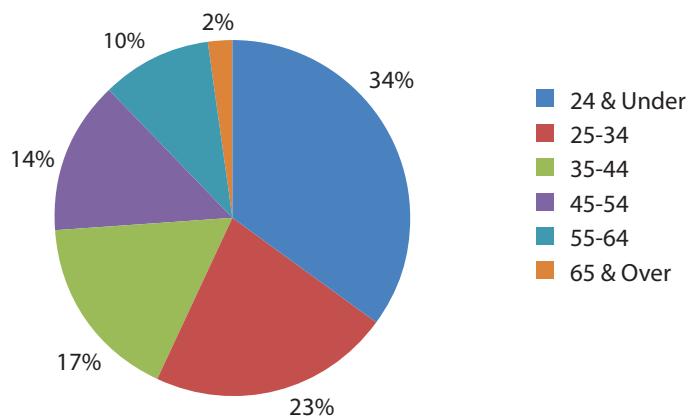
The generational mix of the workforce for the Vancouver and Okanagan campuses is shown below. Of those in the 24-and-under age group, the vast majority are student employees.

Figure 2: Workforce Age Distribution as of September 2013

Vancouver



Okanagan



Note: Student employees are included in this workforce overview. However, they are not included in the data and analysis in the remainder of this report.

Retention

2013 Turnover Analysis

The overall voluntary turnover rate declined slightly in 2013 to 6.8%, down 0.4% from 2012, and 0.5% from 2011. This rate is below the voluntary turnover benchmark rate of 7.3% for Canadian organizations that the Conference Board of Canada reported in 2012/2013. However, the voluntary turnover rate for staff is 8.8 % which is higher than Conference Board's Canadian benchmark. Faculty voluntary turnover in 2013 was much lower than the benchmark at 2.2%.

Voluntary turnover refers to faculty and staff who terminate their employment relationship with UBC on a voluntary basis by resignation or retirement. It is important to consider that some organizations (including the Conference Board) don't include retirements.

The table on page 6 shows voluntary turnover trends by UBC employment group for the years 2010 to 2013.

As in 2012, employee groups experiencing the highest level of turnover in 2013 include: childcare workers, non-union technicians and research assistants, and clerical/administrative staff, both unionized (CUPE 2950) and excluded (Executive Administrative staff). This is similar to the turnover rates for these groups in the past. There was also a sharp increase in the number of Operating Engineers who left voluntarily, which is primarily attributed to expected retirements.

Retention continued

Table 2: Voluntary Turnover by Employment Group, 2010 - 2013

| Employment Group | Bargaining Unit | 2013 Full-Time Equivalents | Percent Voluntary Turnover | | | |
|--|-----------------------|----------------------------|----------------------------|-------------|-------------|-------------|
| | | | 2010 | 2011 | 2012 | 2013 |
| BCGEU Okanagan Campus ^a | BCGEU | 281 | 8.9 | 7.2 | 6.2 | 3.3 |
| Childcare | BCGEU | 327 | 9.0 | 8.0 | 6.6 | 8.9 |
| CUPE116 | CUPE116 | 2,008 | 7.8 | 8.7 | 8.8 | 7.5 |
| CUPE2950 ^b | CUPE2950 | 1,390 | 10.3 | 12.1 | 12.9 | 11.1 |
| English Language Instructors | CUPE2278 ^a | 71 | 4.9 | 4.9 | 3.8 | 5.6 |
| Executive Administrative Staff | None | 41 | 16.4 | 13.5 | 14.0 | 17.9 |
| Faculty (Bargaining Unit) ^c | UBC FA | 2,671 | 1.0 | 1.4 | 1.7 | 2.2 |
| Faculty (Non-Bargaining Unit) | None | 484 | 5.5 | 3.7 | 3.5 | 3.5 |
| Management and Professional ^d | AAPS ^d | 3,627 | 6.3 | 7.6 | 7.1 | 7.6 |
| Non-Unionized Technicians ^e | None | 889 | 14.7 | 15.9 | 15.0 | 14.0 |
| Operating Engineers | IUOE882 | 66 | 2.9 | 8.7 | 8.7 | 21.2 |
| Senior Executive ^f | None | 24 | 11.1 | 8.3 | 8.7 | 8.5 |
| Total^g | | 12,027 | 6.7% | 7.4% | 7.2% | 6.8% |

Footnotes:

- a) Excludes Teaching Assistants.
- b) Includes Chan Centre.
- c) Includes those converting to Emeritus on retirement.
- d) This group includes AAPS plus 55-60 people each in the SUD and XMP groups.
- e) Includes a variety of Research Technicians and Research Assistants.
- f) Both academic and administrative.
- g) Total includes the following groups not listed above: non-union childcare, CUPE116 Aquatic Centre, other non-union employees. Total does not include student employees.

Note: Due to improvements in our measurement methods, our voluntary turnover figures for faculty are now higher than in previous years' reports.

Retention continued

In addition to gathering turnover data based on employment group, turnover has also been analyzed by age, gender, years on the job, campus, individual job, and faculty retirements. A review of these turnover statistics reveals the following:

Age. A high voluntary turnover rate continues to be evident for young employees.

- The voluntary turnover rate for those under 25 years of age was consistent with 2012 at 20.9%.
- The voluntary turnover rate for those over 25, up to and including 30 years of age was consistent with 2012 at 17.7%.
- The voluntary turnover rate for those between ages 25 and 40 increased to 11.6% from 10.7% in 2012.
 - Staff: 13.1%
 - Faculty: 2.3%
- The voluntary turnover rate decreased for those between ages 50 and 60 to 2.2% from 3.2% in 2012.
 - Staff: 2.8%
 - Faculty: 0.8%
- The voluntary turnover rate increased for those over age 60 to 10.4% from 9.4% in 2012.
 - Staff: 12.9%
 - Faculty: 7.5%

Women. As in years prior, the voluntary turnover rate was higher for women than for men in 2013 (7.5% and 5.8% respectively).

Low # of Years in Job. A high voluntary turnover rate continues to be evident for those with less than one year in the job, and for those with one to three years in the job (13.9% and 7.2% respectively). However, these rates are slightly lower than 2012 (14.5% and 8.4% respectively).

Retention continued

Low # of Years' Service at UBC. There continues to be a high voluntary turnover rate for those with low total UBC years of service (19.6% for those with one year of total service; 9.9% of those with one to three years of total service). This is a slight decrease from 2012, when these rates were 21.3% and 10.4% respectively.

Vancouver Campus and Okanagan Campus. Voluntary turnover continues to be lower in the Okanagan (3.9%) than in Vancouver (7.0%) Both turnover rates are down somewhat from 2012, when turnover was 6.1% for the Okanagan and 7.3% for Vancouver.

High Turnover Jobs. As in previous years, in 2013, high voluntary turnover was evident in specific jobs, such as Technician and Research Assistant jobs as well as other Research jobs. Administrative Support roles experienced high turnover, as did Housekeeper roles.

Faculty Retirements. Retirements amongst bargaining unit faculty have increased gradually every year since 2010 (see Table 3). Mandatory retirement was eliminated in 2007, and this has had an impact on retirements. In the last seven years, the average retirement age for faculty overall has shifted from 64.4 years of age to 66.6, an increase of 2.2 years. Of the faculty who continue working once they reach age 65, the average retirement age is 69. At the same time, approximately 20% of faculty retire before age 65, which brings down the overall average retirement age. Most faculty now retire between the ages of 66 and 69, and to date almost all faculty have retired before turning age 72.

As most faculty retire by age 69, we would interpret that at this point the effects of mandatory retirement have stabilized, and we are now experiencing the new norm for faculty retirements.

Retention continued

Table 3: Faculty Voluntary Turnover Breakout

| | 2010 | 2011 | 2012 | 2013 |
|---|-------------|-------------|-------------|-------------|
| Board of Governors Appointees - Faculty in bargaining unit | | | | |
| Voluntary Resignation | 17 | 28 | 27 | 18 |
| Retirements | 27 | 36 | 44 | 59 |
| Resignation & Retirements Combined | 44 | 64 | 71 | 77 |
| % Voluntary Turnover | 1.3% | 1.9% | 2.0% | 2.2% |
| Board of Governors Appointees - Faculty not in bargaining unit | | | | |
| Voluntary Resignation | 22 | 16 | 24 | 17 |
| Retirements | 0 | 0 | 3 | 1 |
| Resignation & Retirements Combined | 22 | 16 | 27 | 18 |
| % Voluntary Turnover | 1.4% | 1.0% | 1.5% | 1.0% |

Overall, it is fair to say that UBC consistently experiences moderate voluntary turnover, which allows for the infusion of new talent. At the same time, retaining talented staff and faculty is a priority, and may become a more pressing concern amongst groups that have a higher rate of turnover than the average. Since 2013, HR has focused on several initiatives intended to improve recruitment and retention of UBC's best talent, including: an orientation and onboarding process review; a review of recruitment efforts; evolving the UBC employer story and introducing career navigation resources and services through a redesigned UBC Careers site; piloting LinkedIn recruitment tools; and dedicating resources to workforce strategy, planning, and analysis.

Attraction

Faculty

At the Vancouver campus, the number of new faculty appointments in 2013 decreased from 2012, while, the number remained constant at the Okanagan campus. Most new faculty continue to be recruited at the rank of Assistant Professor, although similar to 2012, a significant number were recruited at the rank of Lecturer. Note that the numbers include both new hires (i.e. those not employed at UBC in any capacity), and appointment of UBC employees to new faculty positions.

Table 4: Faculty Hires by Campus and Rank, 2010 - 2013

| Campus | Rank | 2010 | 2011 | 2012 | 2013 |
|------------------------|----------------------------------|------------|------------|------------|------------|
| Okanagan | Assist Prof (Other) | 0 | 1 | 0 | 1 |
| | Assist Prof (Ten-Trk/GrtTen-Trk) | 7 | 11 | 17 | 11 |
| | Assist Prof (Ten/GrtTenure) | 1 | 0 | 0 | 0 |
| | Assoc Prof (Ten-Trk/GrtTen-Trk) | 0 | 2 | 0 | 1 |
| | Assoc Prof (Tenure/GrtTenure) | 0 | 1 | 0 | 4 |
| | Instr (Ten-Trk/GrtTen-Trk) | 7 | 7 | 4 | 8 |
| | Instructor (Other) | 1 | 3 | 7 | 0 |
| | Lecturer | 0 | 5 | 4 | 7 |
| | Prof (Tenure/GrtTenure) | 2 | 5 | 2 | 2 |
| Okanagan Total | | 18 | 35 | 34 | 34 |
| Vancouver | Assist Prof (Other) | 11 | 9 | 13 | 6 |
| | Assist Prof (Ten-Trk/GrtTen-Trk) | 64 | 50 | 68 | 43 |
| | Assoc Prof (Other) | 3 | 0 | 2 | 0 |
| | Assoc Prof (Ten-Trk/GrtTen-Trk) | 1 | 2 | 1 | 1 |
| | Assoc Prof (Tenure/GrtTenure) | 6 | 9 | 10 | 13 |
| | Instr (Ten-Trk/GrtTen-Trk) | 23 | 12 | 12 | 9 |
| | Instructor (Other) | 3 | 3 | 4 | 2 |
| | Lecturer | 13 | 32 | 35 | 26 |
| | Prof (Tenure/GrtTenure) | 14 | 9 | 6 | 9 |
| Vancouver Total | Professorial Rank (Other) | 0 | 0 | 1 | 1 |
| | Senior Instructor | 1 | 0 | 0 | 1 |
| UBC Total | | 157 | 161 | 186 | 145 |

Attraction continued

Table 5: Faculty Hires by Campus and Faculty, 2010 - 2013

| Campus | Faculty | 2010 | 2011 | 2012 | 2013 |
|------------------------|--|------------|------------|------------|------------|
| Okanagan | Faculty of Education | 2 | 5 | 5 | 4 |
| | Faculty of Management | 0 | 3 | 5 | 2 |
| | Barber School Arts & Sciences | 5 | 5 | 10 | 10 |
| | Faculty of Creative & Critical Studies | 0 | 5 | 7 | 4 |
| | Faculty of Health & Social Development | 10 | 13 | 6 | 9 |
| | Faculty of Applied Science | 1 | 4 | 1 | 5 |
| Okanagan Total | | 18 | 35 | 34 | 24 |
| Vancouver | College For Interdisciplinary Studies* | 2 | 2 | 0 | 0 |
| | Faculty of Pharmaceutical Sciences | 3 | 9 | 2 | 12 |
| | Faculty of Applied Science | 13 | 3 | 10 | 6 |
| | Faculty of Arts | 35 | 41 | 44 | 34 |
| | Faculty of Dentistry | 7 | 2 | 2 | 2 |
| | Faculty of Education | 13 | 9 | 18 | 10 |
| | Faculty of Forestry | 1 | 1 | 4 | 0 |
| | Faculty of Land & Food Systems | 7 | 1 | 5 | 3 |
| | Faculty of Law | 2 | 2 | 1 | 3 |
| | Faculty of Medicine | 32 | 27 | 39 | 18 |
| Vancouver Total | Faculty of Science | 17 | 24 | 13 | 17 |
| | The Sauder School of Business | 7 | 5 | 14 | 4 |
| UBC Total | | 157 | 161 | 186 | 145 |

*The College For Interdisciplinary Studies closed in October 2013.

Attraction continued

Staff

In 2013, UBC posted and filled 2,967 staff positions, 2,589 in Vancouver and 378 in the Okanagan. This represents an overall decrease of 7% from 2012. Our definition of "posted and filled" includes new hires and re-hires, for both vacant and new positions, which can include more than one hire for an individual job. It does not include transfers and promotions.

Tables 6 and 7 show filled staff opportunities by employment group and age, respectively.

Table 6: Filled Staff Opportunities by Employment Group 2010 - 2013

| Group | Okanagan | | | | Vancouver | | | |
|-----------------------------|------------|------------|------------|------------|--------------|--------------|--------------|--------------|
| | 2010 | 2011 | 2012 | 2013 | 2010 | 2011 | 2012 | 2013 |
| BCGEU Childcare | | | | | 55 | 82 | 79 | 72 |
| BCGEU Okanagan | 190 | 248 | 246 | 194 | | | | |
| CUPE 116 | | | | | 530 | 522 | 583 | 585 |
| CUPE 2278 ELI | | | | | 5 | 9 | 13 | 4 |
| CUPE 2950 | | | | | 431 | 476 | 438 | 411 |
| M & P | 79 | 79 | 97 | 111 | 579 | 594 | 670 | 595 |
| Non Union Tech & Res. Asst. | | 1 | | | 376 | 421 | 419 | 344 |
| Senior Executive | | 1 | 1 | 2 | 1 | 1 | 2 | 1 |
| Staff - Other | 27 | 36 | 41 | 33 | 612 | 566 | 580 | 577 |
| Grand Total | 296 | 365 | 385 | 378 | 2,589 | 2,671 | 2,784 | 2,589 |
| % Change over previous year | N/A | 23% | 5% | -2% | N/A | 3% | 4% | -7% |

Attraction continued

Table 7: Filled Staff Opportunities by Age, 2010 - 2013

| | Okanagan | | | | Vancouver | | | |
|------------|----------|------|------|------|-----------|------|------|------|
| | 2010 | 2011 | 2012 | 2013 | 2010 | 2011 | 2012 | 2013 |
| 24 & Under | 28% | 24% | 21% | 23% | 30% | 30% | 29% | 30% |
| 25-34 | 24% | 33% | 31% | 32% | 37% | 37% | 36% | 35% |
| 35-44 | 22% | 17% | 26% | 23% | 17% | 17% | 17% | 18% |
| 45-54 | 15% | 15% | 14% | 14% | 11% | 11% | 11 % | 11% |
| 55-64 | 10% | 10% | 6% | 7% | 5% | 4% | 6% | 5% |
| 65 & Over | 1% | 1% | 2% | 1% | 0% | 1% | 1% | 1% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

The employment areas with the highest volume of postings in 2013 were:

- Research/Technical
- Information Technology
- Food Services
- Trades

Both Research/Technical and Information Technology roles required repeated advertising in order to recruit desired candidates. The University is experiencing difficulties recruiting in these areas.

Workplace Health

Occupational & Preventive Health

Occupational & Preventative Health (OPH) provides immunizations, health screenings, lab tests and medical consultation for staff and faculty to help prevent workplace-related disease, injury, and illness. In-house occupational health nurses and physicians are available at the Vancouver campus to assess workplace exposure risks and provide consultative services for specific issues such as pregnancy planning, allergy development, and chemical exposure concerns. In 2013:

- Enrollment in the OPH program increased by 25%.
- Four hundred and eighty-seven immunizations were administered (including Hepatitis B, Hepatitis A, Tetanus/Diphtheria, Pertussis, Measles/Mumps/Rubella and Varicella).
- OPH partnered with Risk Management Services and Student Health Services to provide 1,768 flu shots for Vancouver faculty and staff, and 709 flu shots for Okanagan faculty and staff.

Ergonomics

The goal of the Ergonomics Program is to exceed the WorkSafeBC Ergonomic Requirements by optimizing human wellbeing and system performance. We are examining injury trends and working with departments that have higher-risk jobs—for example, employees in childcare centres, food services, housekeeping, and machine shops are exposed to a higher risk of musculoskeletal injury—in order to develop solutions and support the goal of reducing work-related injuries. Office ergonomics continues to generate extensive interest among staff and faculty.

- In 2013 the Ergonomics program conducted 250 ergonomic assessments on the Vancouver campus and 36 on the Okanagan campus.

To serve this interest we have developed multiple resources including active Office Ergonomics Representatives, monthly training sessions, and self-assessment tools.

Workplace Health continued

Workplace Injuries

Overall the number of time loss injuries reported due to workplace accidents decreased by 16% in 2013. Workplace Health Services continues to have a proactive approach to reducing time loss claims by assigning a Workplace Health Services Case Coordinator to manage WorkSafeBC claims from the first day of time loss, with the goal of working with managers, employees, unions, and WorkSafeBC to return injured employees to work in a safe and timely manner. This approach has assisted in reducing the cost of time loss days. It is important to note that time loss continues to accumulate until the employee returns to full-time employment. Many employees return to work gradually, so the cost decreases as the employee is paid by the University for their progression in hours at work. Without this intervention, the time loss cost would be significantly higher.

- WorkSafeBC costs decreased by 27% in 2013, a significant reduction from 2012. The total cost in 2013 was \$647,093.40, compared to \$883,251.76 in 2012.

Table 8: Work-Related Injuries 2013

| | 2011 | 2012 | 2013 |
|--|--------------|--------------|--------------|
| Lost time Accidents (TL) | 129 | 137 | 115 |
| Health Care Only (HC) | 142 | 122 | 82 |
| Total Work Related Accidents | 271 | 259 | 197 |
| Cost of TL | \$557,678.19 | \$409,551.42 | \$280,858.08 |
| Cost of HC | \$323,960.17 | \$473,710.29 | \$259,178.89 |
| Total Cost of WCB Claims | \$881,638.36 | \$883,251.76 | \$647,093.40 |
| Total days lost due to work - related accidents/injuries | 3,783 | 3,691 | 3,025 |

Workplace Health continued

The reported lost time injuries by age group is indicated below. The highest number of claims for 2013 is between ages 50 - 59.

Table 9: Reported Injuries by Age Group 2013

| Age Group | Number of Claims | % of Total Claims |
|--------------|------------------|-------------------|
| 19 - 29 | 13 | 11% |
| 30 - 39 | 21 | 18% |
| 40 - 49 | 32 | 28% |
| 50 - 59 | 37 | 32% |
| 60 and Over | 12 | 11% |
| TOTAL | 115 | 100% |

Claim duration is influenced by many factors, including the nature of the injury, age, gender of the injured employee, pre-existing medical conditions and the employee's transferable skills. External factors that influence duration include the timelines of adjudication and medical treatment, as well as availability of return to work opportunities.

Claim duration is measured in days lost per claim since the date of injury. Average claim duration decreased by 9% from 24 days to 22 days in 2013.

Health Promotion Initiatives

In 2013, health and wellbeing programming for staff and faculty continued to expand, and existing initiatives were refined. These initiatives include ongoing programs, workshops, training and large-scale events with a focus on encouraging lasting healthy behaviours amongst individuals, and organizational changes intended to support a healthy, sustainable workplace.

Mental Health

Mental health promotion and early intervention continues to be the main focus of these programs with an aim to increase mental health literacy along a learning continuum. Developed in partnership with the Canadian Mental Health Association, these programs

Workplace Health continued

include Responding with Respect, Mental Health 101, and Mental Health First Aid.

In 2013, sixty-three Employee and Family Assistance Program (EFAP) presentations were conducted to increase faculty and staff awareness of the existing short-term solution focused programs, counselling and preventative focused programs, and specialty and lifestyle counselling support services available. It is possible that, as a result of this program promotion, utilization of both IRP and EFAP programs has increased. This is indicative of increased familiarity with mental health issues and available resources as more faculty and staff are identifying existing mental health concerns and seeking preventative immediate treatment.

Thrive is a week-long event in November that encourages the UBC community to think about ways to increase mental wellbeing through resiliency, awareness, healthy lifestyle choices, and social support. In 2013, campus communities were encouraged to try something new to help build positive mental health, feel good, and achieve professional and academic goals. As well, a special emphasis was placed on increasing and encouraging faculty involvement through a targeted online toolkit that assisted in incorporating Thrive awareness and promotion into the classroom and curriculum. Based on Thrive participation at both campuses, the reach with promotional items, volunteers, partners and event participants, as well as web traffic, was to over 10,000 individuals.

When asked "How has Thrive increased your awareness of your own mental health?", 75% of surveyed participants responded that Thrive considerably or somewhat increased their awareness or personal mental health.

Additionally, a word cloud (wordle) was created based on definitions provided by staff and faculty of what mental health means to them (see Figure 3).

Workplace Health continued

Figure 3: Mental health word cloud (based on faculty and staff definitions)



Community Involvement

The increase in UBC community involvement in health promotion initiatives in 2013 included:

- A Movember event with UBC Men's Health Research Program, as part of Thrive
 - Special events sponsored by UBC Recreation and UBC Food Services.
 - Programming offering in collaboration with the Department of Psychology, the Cancer Prevention Centre, the School of Kinesiology, and Student Health Services.
 - Over 30 events where faculty, staff and graduate students presented on health and wellbeing topics.
 - A Mental Health Network with a cross-section of faculty and staff was created in the Okanagan to reduce the stigma around mental health issues and provide access to resources.
 - Over 100 staff and faculty in Vancouver volunteered to be health representatives in their units committed to communicating, promoting, and distributing health and wellbeing-related information and program opportunities.
 - The newly refreshed UBC Healthy Newsletter in Vancouver profiles faculty who share how they thrive inside and outside of UBC.

Workplace Health continued

Healthy Workplace Initiatives Program

In 2013, the Healthy Workplace Initiatives Program received 39 applications from all campuses. Twenty-six of these applications were approved totaling \$70,000 in funding. This seed money is provided to departments and units to develop their own sustainable health initiatives. In 2013, some of these included: an incentive based health behavior change initiative, community organic gardens, stress management program, bike share program, and a wellbeing fair with health screenings.

Participant Feedback

Travelling Health Fair: 93% of participants who responded to a feedback survey agreed that the Travelling Health Fair provided them with useful tools for improving their health. As a result of the initiative, 63% of responding participants had either decided to make positive changes or had planned a clear strategy for making positive health changes.

Staff and Faculty Sports Day: 76% of Vancouver Staff and Faculty Sports Day participants who responded to a feedback survey in 2013 felt that UBC values their mental health and wellbeing. The Okanagan campus had their first Staff and Faculty Sports Day in 2013. Ninety percent of participants who responded to a feedback survey thought this event promoted their health and wellbeing.

Lunch Hour Workshops: 80% of participants who responded to feedback surveys felt they gained useful tools for maintaining personal health by attending a workshop. Overall, 60% of feedback survey respondents felt that the programs increased their understanding of how personal health can impact the workplace.

Workplace Health continued

Table 10: Sample of Health Promotion Initiatives 2012-2013

| Initiative | 2012 | 2013 |
|--|---|---|
| UBC Thrive (Vancouver and Okanagan) | 43 different partners hosted 52 events on both campuses | 57 different partners hosted 65 events on both campuses |
| Travelling Health Fair (Vancouver) | 774 assessments offered with 5 different clinicians | 720 assessments offered with 5 different clinicians |
| Healthy Measures Health Fair (Okanagan) | 92 assessments | 87 Assessments |
| Staff and Faculty Sports Day (Vancouver) | 348 total participants on 62 teams | 470 total participants on 85 teams |
| Staff and Faculty Sports Day (Okanagan) | N/A | 92 Participants on 20 teams (new) |
| Health contact Database (Vancouver) | N/A | 106 staff and faculty contacts (new) |
| Lunchtime Workshops (Vancouver) | 43 workshops, 1056 attendees and 28 department hosted workshops | 59 workshops, 1679 attendees and 15 department hosted workshops |
| Lunchtime Workshops (Okanagan) | 60 workshops/series, approximately 300 attendees | 66 workshops/series, approximately 410 attendees |

Income Replacement Plan (IRP) and Disability Benefits Plan (DBP)

UBC's Income Replacement and Disability Benefit plans are UBC's employee-paid, long-term disability plans, and are administered by Sun Life Financial. Historically, these plans have been entirely self-insured, but all employee groups have now left their "self-insured" arrangements and have become "fully insured", shifting the legal and financial risk to the insurance company:

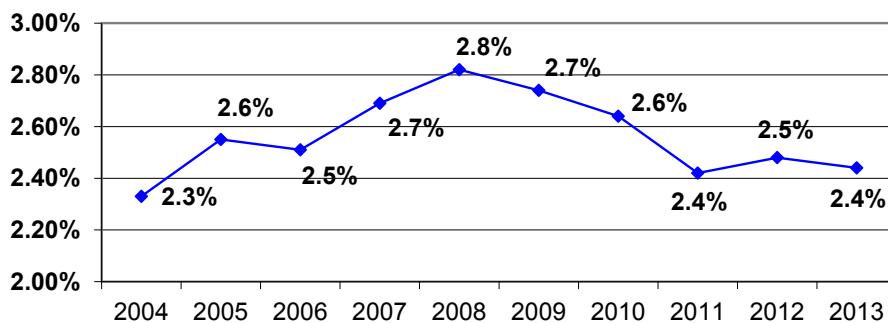
IRP/DBP Trends

- There were 253 IRP/DBP claims at December 31, 2013, equal to the number of claims a year earlier.
- UBC's "2013 claims incidence rate" (the percentage of new claims opened in the year) was 0.5%, which is lower than other organizations that are comparable to UBC in size and/or from the education sector, with a claims incidence rate of 0.7%.
- UBC's 2013 claims incidence rate (0.5%) is lower than it was in 2012 (0.8%), signalling a downward trend in new disability claims.

Workplace Health continued

- The total number of open and approved claims, when taken as a percentage of UBC's total employee population enrolled in the IRP/DBP plans has increased very slightly over the last eight years from 2.3% in 2003 to 2.4% in 2013; however, in 2013 it decreased slightly to 2.4% (from 2.5% in 2012), and is lower than the high of 2.8% in 2008.

Figure 4: Long-term Disability Claimants as a % of Total Number of Plan Members



UBC's top three disability categories by percentage of total claims were:

1. psychological illness (40%);
2. cancer (17%); and
3. accident (13%).

The University's benefits consultant, Mercer, notes that these three disability categories are similar for other organizations in similar industries.

UBC's percentage of claims in each of these top three categories has increased from the previous reporting year and are higher than other organizations in similar industries.

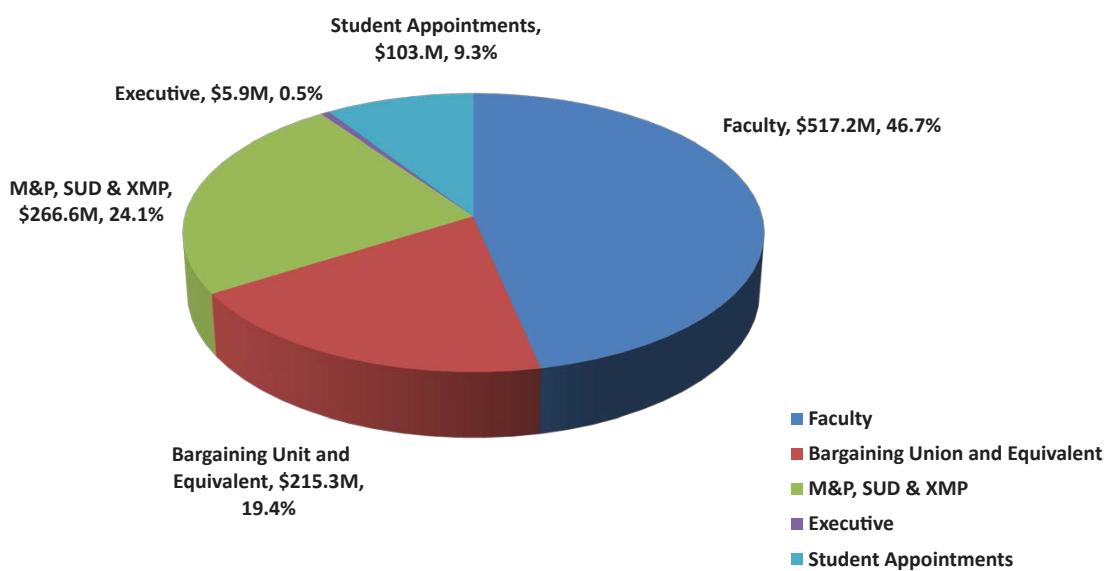
Total Compensation

Salaries

In 2013/2014*, UBC spent a total of \$1.108B on salaries as shown in Figure 5. This is an increase of \$67.9 M (6.5%) over 2012/2013.

Note that when the data for this report was generated, a number of employment groups had resolved bargaining, including in some cases retroactive increases dating back to 2012.

Figure 5: UBC Earnings by Broad Employment Group Category Fiscal Year 2013/2014



Total Compensation continued

Benefits

The total cost of benefits (both employer- and employee-paid) for fiscal year 2012/13 was \$253.1M, an increase of 4.7% from the 2011/12 cost of \$241.8M. However, on a percent of payroll basis, the cost of benefits was relatively stable in 2012/13 over 2011/12 (24.3% compared to 24.0%).

The University's (i.e., employer-paid) cost of faculty and staff pension, benefit, and statutory benefit plans was relatively stable in 2012/13 at 15.0% of payroll, compared to 14.9% in 2011/12.

- The University's total cost of employer-paid benefits was \$156.1M in fiscal year 2012/13 against a payroll of \$1.04B. This compares to a total cost of \$149.8M in 2011/12 for a payroll of \$1.00B.

The employee-paid cost of faculty and staff pension, benefit, and statutory benefit plans was stable in 2012/13 at 9.3% of payroll, compared to 9.1% in 2011/12.

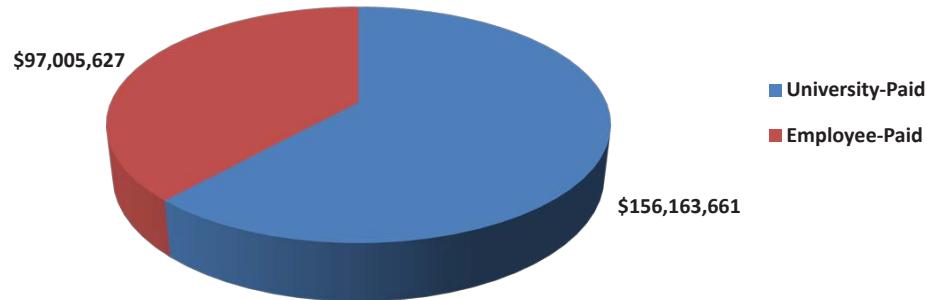
- The total cost of employee-paid benefits was \$97.0M in fiscal year 2012/13, compared to \$92.0M in 2011/12.
- The cost of each benefit plan as a percentage of payroll remained relatively stable.

According to industry benchmarks provided by Mercer, the rate of growth of total employer benefit costs for 2012/13 (not including Medical Services Plan premiums) was in the range of 5 - 8%. The University's relative stability in the cost of benefits as a percentage of payroll (i.e., a modest increase from 24.3% to 24.0%) is favorable in the face of general inflationary trends.

As shown in Figure 6, 62% of the total cost of benefits (\$156.1M) was University-paid, whereas 38% (\$97.0M) was employee-paid, consistent with cost sharing percentages in 2011/12.

Total Compensation continued

Figure 6: Benefits Cost Sharing



Given the stability of benefit costs as a percentage of payroll, and the need to continue to attract and retain exceptional faculty and staff, the University continues to manage benefit costs through prevention strategies and wellbeing initiatives.

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 compensation/earnings data for fiscal year 2013/14 was available at the time this report was published, but benefits data was not yet available, compiled, and reconciled.

Appendix: Entrance and Exit Surveys

UBC continues to monitor feedback from faculty and staff entrance and exit surveys, which are available online. Since entrance and exit surveys were introduced in 2009, response rates have been very low because the processes required to support university-wide participation are not in place. Discussions are underway to address this issue.

Entrance Surveys

In 2013, 85 entrance surveys were completed, a decrease from the 106 surveys completed in 2012.

- Vancouver: 61
- Okanagan: 6
- Unspecified: 18

Reasons people come to UBC

- Similar to 2012, the top reasons respondents gave for joining the University were opportunities for advancement, stimulating work, long-term stability, quality of colleagues, and benefits.
- Approximately 48% of respondents said they were satisfied or very satisfied with their career development opportunities, a significant improvement from the prior year when 25% were satisfied.
- As in 2012, respondents indicated the reasons they would stay at UBC are the work, advancement opportunities, total compensation, colleagues, and learning opportunities.

Appendix continued

Exit Surveys

In 2013, 52 exit surveys were completed, a slight decrease from the 67 surveys completed in 2012.

- Vancouver : 33
- Okanagan: 4
- Unspecified: 15

Reasons people leave UBC

The main reasons respondents decided to leave the University were opportunities for advancement and finding more stimulating work. Benefits and workload were less likely to influence decisions to leave.

1908 - UBC Begins

1993 - Prof. Michael Smith awarded a Nobel Prize in Chemistry. 1962 - Prof. Neil Bartlett demonstrates the first reaction of a noble gas.

2010 - Prof. Peter Klein and UBC students awarded an Emmy for investigative journalism.

1962 - Prof. Neil Bartlett demonstrates the first reaction of a noble gas.

2007 - Prof. Susan Murch develops a new way to propagate breadfruit, improving food security in tropical regions.

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