

Not your typical day-to-day



FOCUS ON PEOPLE

2014 - 2015 Benchmark Report



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

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ABOUT THIS REPORT

Focus on People: Workplace Practices at UBC is the human resource framework that supports UBC's commitment to an outstanding work environment. Since introducing the Focus on People framework seven years ago, Human Resources 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.
- Be a healthy, safe, inspiring workplace that cultivates wellbeing, resilience, and commitment, and be responsive to the family needs of faculty and staff.

This report considers employment data for fiscal 2014/15.

The data show that the number of ongoing employees is stable, and in fact, there was a slight decline in both faculty and staff levels (FTEs) in 2014. The majority of new staff hires continue to be under the age of 35. At the same time, those who choose to leave are mainly younger staff and those with the fewest years of service at UBC. While UBC's overall voluntary turnover rate remains consistent with previous years and is below the external benchmark, the voluntary turnover rate for new and young staff is higher than the rest of the workforce, yet similar to the benchmark. Overall, the number of faculty who chose to leave the University continues to be very low.

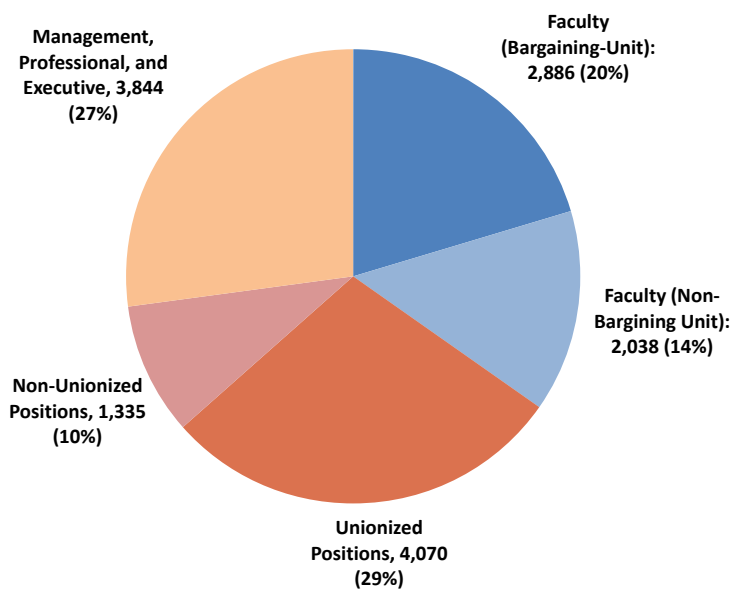
In 2014, the reach of health and wellbeing programming was expanded utilizing existing resources, including in the areas of Occupational & Preventive Health, Return to Work, and Health Promotion. The long-term disability claims incidence rate remained stable relative to the previous year. The number of WorkSafeBC (WSBC) claims increased in 2014 over 2013, and was more consistent with the 2012 rate. The cost of WSBC claims increased significantly, due largely to claims with retroactive payouts. The University, including the forum of the joint University Health and Safety Committee, continues to monitor these WSBC trends and discuss ways to respond.

WORKFORCE OVERVIEW

Total Headcount

In 2014, UBC employed a total of 14,173 people in faculty and staff positions (Figure 1). This total consists of 4,924 people in faculty positions and 9,249 people in staff positions. The overall headcount increased by 144 people from 2013 and by 949 people since 2011.

Figure 1: Workforce Headcount as of October 1, 2014 | Total Employees: 14,173



UBC's workforce comprises positions in the following employment group types:

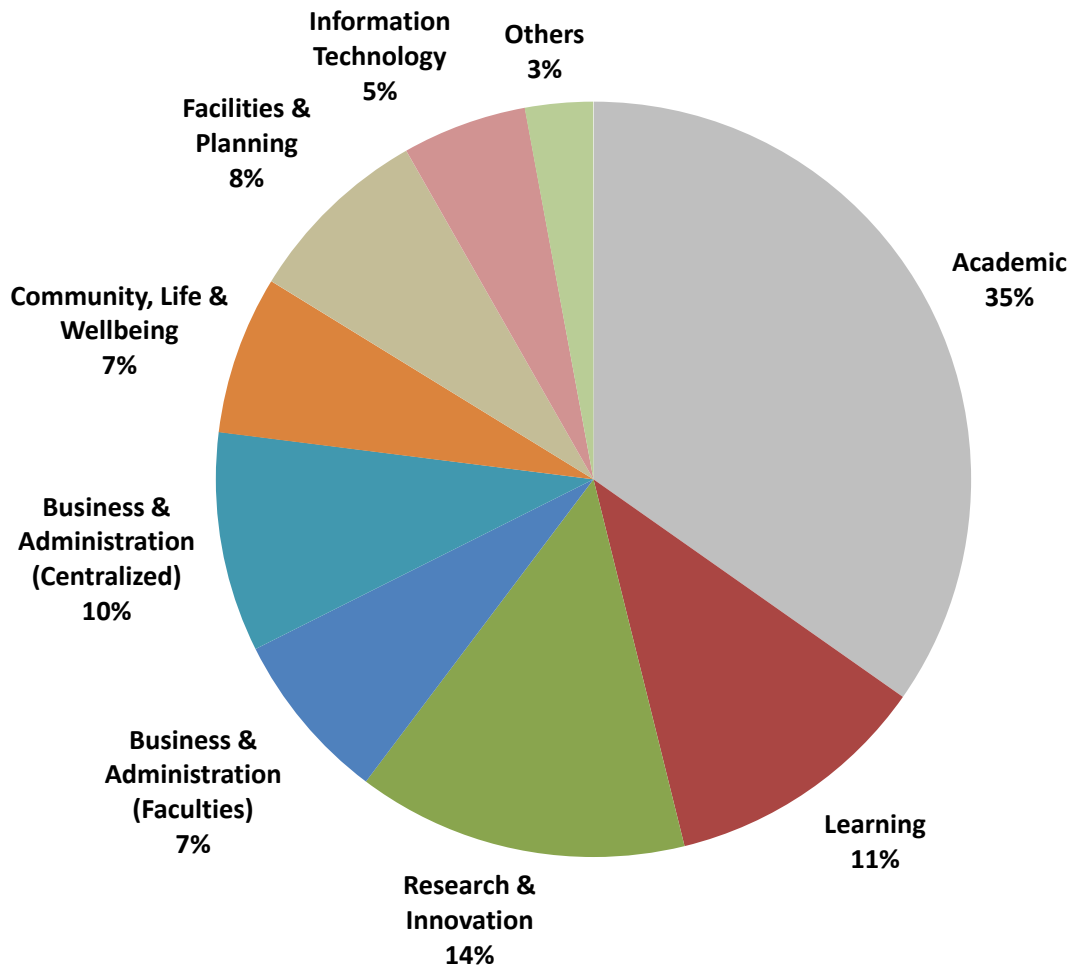
- Bargaining-unit faculty (professors and sessional instructors)
- Non-bargaining-unit faculty (deans, research associates, and post-doctoral fellows)
- Unionized staff (administrative support, library support, clerical, trades, and research technicians)
- Non-union staff (non-union research technicians, executive administration, and farm workers)
- Management, professional and executive staff (senior executives, directors, managers, and professionals in several disciplines)

WORKFORCE OVERVIEW

In terms of the kinds of work UBC's workforce does (Figure 2), 60% of faculty and staff (8,540 people) are directly delivering on the core academic mission of research and teaching, including 35% in academic roles (faculty), 11% enabling learning (for example, library support and educational programming) and 14% involved in research and innovation (for example, staff who enable research in front-line analysis, project management, and grant administration).

The balance of staff are in roles that allow the University to operate effectively and achieve its goals, including business and administration, facilities and planning, and IT. These positions reside within Faculties and central administrative units.

Figure 2: Distribution of Workforce by Career Category



WORKFORCE OVERVIEW

Faculty and Staff Demographics

Looking at UBC's workforce demographics:

- 92.9% are at the Vancouver Campus and 7.1% are at the Okanagan Campus (Figure 3)
- 55% are female. However, the proportion of women decreases steadily in each older age category.
- The distribution of staff and faculty within the 25-64 age range is relatively evenly distributed across the 10-year age groupings (Figure 4).
- Age distribution is similar by campus and gender breakouts.

Figure 3: Workforce Demographics: Campus and Gender (as of October 1, 2014)

Campus	Female	Male	Total	% of Total
Okanagan	581	426	1,007	7.1%
Vancouver	7,224	5,942	13,166	92.9%
Total	7,805	6,368	14,173	100.0%
% of Total	55.1%	44.9%	100.0%	

Figure 4: Workforce Demographics: Age and Gender (as of October 1, 2014)

Age Group	Total Headcount	% of Total Headcount in This Age Group	Female	Male	% of Headcount Female
24 & Under	553	3.9%	369	184	66.7%
25 - 34	3,279	23.1%	1,937	1,342	59.1%
35 - 44	3,638	25.7%	2,056	1,582	56.5%
45 - 54	3,576	25.2%	1,911	1,665	53.4%
55 - 64	2,495	17.6%	1,283	1,212	51.4%
65 & Over	632	4.5%	249	383	39.4%
Total	14,173	100.0%	7,805	6,368	55.1%

Student and Workforce Trend

The number of UBC students has grown steadily over the last four years with a total increase of 7.0% for student FTEs between 2011 and 2014 (Figure 5). By contrast, the number of staff grew slightly in 2012 and 2013 and then declined slightly in 2014. The number of faculty has declined slightly, annually since 2012. In the last four years, the number of staff relative to the number of faculty has increased by 0.11 FTEs.

Figure 5: Students and Workforce Trend 2011 - 2014 (as of November 1)

Item	Full-time Equivalents			Staff-to-Faculty Ratio
	Students	Staff	Faculty*	
2011	48,691	8,383	3,412	2.46
2012	50,175	8,625	3,502	2.45
2013	50,808	8,790	3,464	2.54
2014	52,095	8,624	3,364	2.56
Change (Number)	3,404	241	-48	0.11

Notes: Data is provided by UBC PAIR. 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 October 1, unless otherwise noted.

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

WORKFORCE OVERVIEW

Overall, 15.2 % of students enrolled at UBC are also employed part-time at the University (Figure 6). In 2014, UBC had 9,372 student employees, and this number has increased by 7% since 2011. While student employees provide a valuable contribution, their primary relationship with UBC is as students. As such, student employees are excluded from the analysis in the remainder of this report, and discussed in more detail in the Appendix.

Figure 6: Student Employee Headcount by Career Category as of October 1

Career Category	Headcount			
	2011	2012	2013	2014
Research & Innovation	4,587	4,453	4,704	4,745
Learning	2,645	2,791	2,722	2,836
Other Categories*	1,897	2,037	1,816	1,791
Total	9,129	9,281	9,242	9,372

* Includes positions such as Work Study, Interns, Student Assistants, and student positions in the Aquatic Centre.

RETENTION

Voluntary Turnover: Resignations

Voluntary turnover is a standard human resources performance indicator that measures the percentage of employees who have resigned. We calculate voluntary turnover by dividing the total number of people who resign in a given year by the baseline number of people who were employed as of October 1 of that year. Figure 7 shows voluntary turnover rates for each of the past four years for the major employment groups and UBC overall.

Figure 7: Voluntary Turnover by Employment Group, 2011 - 2014

Employment Group	Bargaining Unit	Headcount 2014	Percent Voluntary Turnover ^a			
			2011	2012	2013	2014
BCGEU Okanagan Campus ^b	BCGEU	269	5.5%	9.6%	3.4%	7.8%
Childcare ^c	BCGEU	241	9.1%	10.6%	9.4%	12.0%
CUPE 116	CUPE116	2,002	7.5%	7.5%	5.8%	7.9%
CUPE 2950 ^d	CUPE2950	1,434	10.8%	8.1%	9.6%	7.3%
English Language Instructors	CUPE2278 ^b	56	3.4%	3.2%	5.3%	0.0%
Executive Administrative Staff	None	49	13.0%	14.9%	14.0%	14.3%
Faculty (Bargaining Unit)	UBCFA	2,886	0.9%	0.9%	0.6%	1.1%
Faculty (Non-Bargaining Unit)	None	2,038	0.9%	1.3%	0.9%	0.7%
Management and Professional ^e	AAPS ^e	3,818	6.6%	7.0%	7.0%	6.7%
Non-Unionized Technicians	None	834	14.5%	13.7%	15.4%	10.8%
Operating Engineers	IUOE882	68	7.5%	6.0%	15.6%	7.4%
Senior Executive ^f	None	26	3.7%	3.8%	3.6%	0.0%
Other Staff ^g	None	446	2.7%	1.1%	1.3%	0.7%
Total^h		14,173	5.7%	5.5%	5.3%	5.1%
Benchmark Comparisonⁱ		N/A	7.9%	7.9%	8.0%	8.4%

Footnotes:

a) Effective October 1 of each year. Includes Resignations and Return to School only.

b) Excludes Teaching Assistants.

c) Includes Auxiliary, Kidsclub, and BCGEU Vancouver.

d) Includes Chan Centre.

e) This group includes AAPS plus around 60 people each in the SUD and XMP groups.

f) Both academic and administrative executives are included.

g) Includes Sport Instructors.

h) Total includes the following groups not listed above: non-union childcare, CUPE 116 Aquatic Centre, and Aggasiz Farm Employees. Total does not include student employees.

i) Benchmark data is based on the resignation rate from the HR Metrics Service, Annual Detailed Report, All Sectors, for the respective calendar year listed.

■ RETENTION

The overall voluntary turnover rate has declined slightly from 5.7% in 2011 to 5.1% in 2014. UBC's voluntary turnover rate is below the 2014 HR Metrics Service benchmark of 8.4%. UBC's voluntary turnover rate and the benchmark's rate are based on resignations only; retirements are excluded.

While UBC's overall voluntary turnover rate is lower than the benchmark, it is influenced by the low resignation rate among faculty (1.1% for Bargaining-Unit Faculty and 0.7% for Non-Bargaining-Unit Faculty). By contrast, the voluntary turnover rate for staff is 7.3%, which is closer to the benchmark.

Staff Resignations

Staff employment categories with the highest voluntary turnover rate include Childcare (12.0%), Executive Administrative (14.3%), and Non-Unionized Technicians (10.8%). In terms of four-year trends, the voluntary turnover rate amongst CUPE 2950 staff has declined from 10.8% (2011) to 7.3% (2014) whereas the rate for CUPE 116 staff has increased very slightly, from 7.5% in 2011 to 7.9% in 2014.

The Okanagan Campus has a turnover rate of 3.5%, which reflects employment group turnover amongst BCGEU Okanagan Campus positions at 7.8% (similar to their counterparts in Vancouver). Management & Professional positions tend to have lower voluntary turnover consistently in the Okanagan, with a rate of 2.7% compared to 7.0% for these roles in Vancouver.

The rate of resignations is higher among female staff at 7.7% compared to 6.6% for male staff (Figure 8). This one-percent difference is fairly consistent across categories of age and length of service. However, women make up 64% of the staff workforce, and in this context, that women account for 66% of staff resignations is consistent.

RETENTION

Figure 8: Voluntary Turnover by Demographics and Years of Service, 2014

Breakout	Characteristic	Staff	Faculty
Gender	Male	6.6%	0.9%
	Female	7.7%	0.9%
Age Group	24 & Under	13.1%*	0.0%
	25 to 34	13.6%	0.7%
	35 to 44	7.6%	1.8%
	45 to 54	3.2%	0.9%
	55 to 64	1.7%	0.6%
	65 & Over	2.8%	0.0%
Years at UBC	First Year at UBC	12.1%	0.0%
	Two to Three Years at UBC	11.5%	1.8%
	Four or More Years at UBC	4.4%	1.1%
Years in Job	First Year in Job	9.5%	0.6%
	Two to Three Years in Job	9.8%	1.6%
	Four or More Years in Job	4.1%	0.7%
	Turnover Rate	7.3%	0.9%

*While we indicated a turnover rate of over 20% in last year's report, methodology improvements in the 2014 report creates a turnover rate of 13.1%. The difference is due to the inclusion of non-union miscellaneous employees in the baseline employee count this year; they were not included in the past.

In previous years, this report referred to a relatively high rate of resignations amongst new and young staff. We have investigated this issue and determined that the major factor influencing areas of higher voluntary turnover is lack of opportunities for career advancement.

The top reason those who participated in the University's exits survey gave for leaving UBC was an opportunity to advance their career in a different organization (see page 24). Additionally, an analysis of the 2014 Workplace Experiences Survey results shows that staff under age 35 are more likely to actively look for jobs outside UBC (54% of respondents) than those over 35 (36% of respondents). The main reason respondents gave for considering opportunities elsewhere was career advancement. This theme is supported by the written survey comments, which indicate that staff under age 35 have concerns about their career advancement at UBC. While other staff may have similar perspectives on career advancement at UBC, young staff are more likely to have this perception and choose to leave the University as a result.

RETENTION

The voluntary turnover data shows a significant proportion of young staff resign from positions with limited career advancement opportunities. More than one-quarter of all staff who resign from UBC are those under the age of 35 who had been working in one of the following positions:

- Administrative Support 3 (Pay Grade 6)
- Assistant Cook and Second Cook, Food services
- Auxiliary Employee, Child Care
- Front Desk Service Representative
- Housekeeper
- Research & Facilitation, Levels A and B (First and second levels of professionals in research design and grant administration)
- Research Assistant/Technician Levels 1-3, Union and Non-Union
- Sales Attendant, Food Services

A closer look at the voluntary turnover data broken out by age and length of service indicates that it is not new staff in particular who have a high rate of resignations; rather, it is staff under age 35 who have high resignation rates (Figure 9). In other words, the high volume of resignations among younger staff influences the first-year staff resignation rate.

Figure 9: Staff Voluntary Turnover by Age and Years of Service, 2014

Age	Staff Turnover Rate		
	1 to 3 years in job	4+ years in job	Total
34 & Under	13.8%	11.8%	13.5%
35 & Over	6.1%	3.1%	4.4%
Total	9.7%	4.1%	7.3%

While UBC's 2014 voluntary turnover rate among staff under age 35 (13.5%) is higher than the overall staff turnover rate, it is comparable to the 2014 external benchmark for under 35 year olds (13.2 %).

RETENTION

Faculty Resignations

By contrast, amongst faculty, the resignation rate is 0.9% overall, and peaks at 1.8% for those aged 35 to 44, as well as those with two to three years of service at UBC. Faculty turnover does not vary by gender.

Retirements

Faculty

Faculty mostly leave UBC to retire. Retirements rose slightly for this group (Figure 10), from 1.2% (36 faculty) in 2011 to 2.4% (70 faculty) in 2014. The percentage of active Bargaining-Unit Faculty in a particular 10-year age group is not weighted towards the later years: 27.8% are age 35-44; 23.9% are age 45-54; and 21.4% age 55-64. An additional 8.4% are age 65 and older.

Staff

Retirements represent a much smaller percentage of staff who choose to leave UBC. Retirements for staff employment groups is stable at between 0.8% and 1.2% per year.

Figure 10: Retirement by Employment Group Types

Employment Group	Number of Retirements				Percentage of Workforce Retiring			
	2011	2012	2013	2014	2011	2012	2013	2014
Bargaining-Unit Faculty (BOG)	36	47	61	70	1.2%	1.6%	2.1%	2.4%
Non-Bargaining Unit Faculty (NBG)	0	3	1	0	0.0%	0.2%	0.1%	0.0%
All Other Employment Groups	102	74	93	93	1.2%	0.8%	1.0%	1.0%

ATTRACTION

Faculty

Faculty hiring declined from 126 people in 2011 to 104 people in 2014 (Figures 11 and 12). This decline is influenced by the number of Sessional Lecturers hired annually, which decreased over the four-year period.

For new faculty hired into an ongoing faculty assignment, the most common rank was Assistant Professor.

Figure 11: New Faculty Hires by Campus and Level of Position, 2011 - 2014

Campus	Level of Position	Number of New Hires			
		2011	2012	2013	2014
Okanagan	Full Professor	3	1	1	2
	Associate Professor	3	0	5	0
	Assistant Professor	7	14	7	4
	Instructor/Senior Instructor*	2	1	4	1
	Other Professorial Positions	0	0	0	0
	Lecturer	0	1	1	3
	Sessional Lecturer	15	26	12	11
Okanagan Total	Subtotal	30	43	30	21
Vancouver	Full Professor	4	3	6	5
	Associate Professor	4	6	7	5
	Assistant Professor	31	36	33	34
	Instructor/Senior Instructor*	3	4	1	4
	Other Professorial Positions	0	0	1	0
	Lecturer	7	13	4	16
	Sessional Lecturer	47	46	30	19
Vancouver Total	Subtotal	96	108	82	83
UBC Total	Total	126	151	112	104

Footnotes:

* Includes 3 Ranks (Professor of Teaching, Senior Instructor, Instructor)

Please note that these data include hires only (no reappointments, transfers and promotions).

■ ATTRACTION

Figure 12: New Faculty Hires by Campus and Faculty, 2011 - 2014

Campus	VP/Faculty	Number of New Hires			
		2011	2012	2013	2014
Okanagan	Faculty of Education	4	1	2	0
	Faculty of Management	3	6	0	0
	Barber School of Arts & Sciences	7	17	10	10
	Faculty of Creative & Critical Studies	5	12	5	6
	Faculty of Health & Social Development	7	4	8	2
	Faculty of Applied Science	4	3	5	3
Okanagan Total	Subtotal	30	43	30	21
Vancouver	College of Health Disciplines	0	0	0	0
	Faculty of Pharmaceutical Sciences	1	1	6	7
	Faculty of Applied Science	3	5	7	10
	Faculty of Arts	38	36	28	21
	Faculty of Dentistry	2	0	0	0
	Faculty of Education	19	29	14	10
	Faculty of Forestry	0	2	0	6
	Faculty of Grad & Post Doc Studies	0	0	0	0
	Faculty of Land & Food Systems	1	3	2	2
	Faculty of Law	2	1	3	3
	Faculty of Medicine	4	5	4	5
	Faculty of Science	19	9	11	9
	The Sauder School of Business	7	17	6	7
	VP Academic & Provost	0	0	1	3
	Vancouver Total	Subtotal	96	108	82
UBC Total	Total	126	151	112	104

Footnotes:

Please note that these data include faculty only (no reappointments, transfers and promotions).

Staff

The volume of new staff hires is relatively stable year-over-year (Figures 13 and 14). UBC hired 2,875 new staff in 2014: 2,590 people in Vancouver, and 285 people in the Okanagan. There was a 12% decline in the number of new hires in the Okanagan, while the number of new hires in Vancouver was largely the same as the year prior.

Figure 13: Okanagan Staff Hires by Employment Group, 2011 - 2014

Employment Group	Bargaining Unit	Number of New Hires			
		2011	2012	2013	2014
BCGEU Okanagan Campus	BCGEU	206	213	176	164
Management and Professional	AAPS	77	92	113	77
Senior Executive	None	1	1	2	1
Staff - Other ^a	None	34	39	34	43
Total^b		319	345	325	285
% Change over previous year		N/A	8%	-6%	-12%

Footnotes:

a = This category includes: Executive Administrative Staff and Sport Instructors.

b = The total includes one hire into Non-Union Technician in 2011.

Please note that these data include hires only (no reappointments, transfers and promotions).

Figure 14: Vancouver Staff Hires by Employment Group, 2011 - 2014

Employment Group	Bargaining Unit	Number of New Hires			
		2011	2012	2013	2014
Childcare	BCGEU	81	78	72	67
CUPE 116	CUPE116	489	553	578	561
CUPE 2950	CUPE2950	419	367	395	393
English Language Instructors	CUPE2278	4	8	4	5
Management and Professional	AAPS	586	656	608	624
Non-Unionized Technicians	None	413	411	351	327
Senior Executive	None	1	2	1	4
Staff - Other ^a	None	545	540	577	609
Total		2,538	2,615	2,586	2,590
% Change over previous year		N/A	3%	-1%	0%

Footnotes:

a = This category includes: Executive Administrative Staff, Operating Engineers, Sport Instructors, and Aggasiz Farm Workers.

Please note that these data include hires only (no reappointments, transfers and promotions).

■ ATTRACTION

From 2011 to 2014, most of the new staff hired were under age 35 (Figure 15). In 2014, at the Okanagan Campus, 58% of new hires were under 35, and at the Vancouver Campus, 64% of new hires were in this age group. While UBC hires more younger staff, younger staff also resign at higher rates than the rest of the workforce.

Figure 15: Age Distribution of Staff New Hires, by Year

Age Range	Okanagan				Vancouver			
	2011	2012	2013	2014	2011	2012	2013	2014
24 & Under	24%	22%	23%	21%	31%	30%	30%	30%
25 - 34	30%	32%	31%	37%	36%	35%	35%	34%
35 - 44	20%	25%	24%	19%	17%	17%	17%	17%
45 - 54	15%	14%	14%	12%	11%	11%	11%	13%
55 - 64	9%	6%	7%	10%	4%	6%	5%	6%
65 & Over	1%	1%	1%	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%	100%	100%	100%
# of Hires	319	345	325	285	2,538	2,615	2,586	2,590

Footnotes:

Please note that these data include hires only (no reappointments, transfers and promotions).

WORKPLACE HEALTH

The University continues to support a healthy, sustainable workplace by offering a wide array of preventive and responsive health and wellbeing programming for faculty and staff. This year's focus was again on mental health promotion, as well as increased involvement from the UBC community and local community-health partners.

Occupational & Preventative Health

Occupational & Preventative Health (OPH) provides specialized medical services and administers a variety of programs on the Vancouver Campus to help prevent workplace-related disease and illness. In 2014:

- Enrollment in the program increased by 19% (372 new patients)
- A total of 506 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 1,744 flu shots for Vancouver staff and faculty. Okanagan Risk Management provided 370 flu shots on the Okanagan Campus.

Ergonomics

The Ergonomics Program is intended to identify musculoskeletal injury risks and advise on measures to reduce risk, [as per WorkSafeBC Ergonomics Requirements](#). In 2014, the program provided 167 assessments. On the Okanagan Campus, an additional 64 ergonomic workstation assessments were provided. The program delivery has been revised to increase self-assessment capacity for ergonomics concerns relating to office workstations, so that resources can be allocated to higher-risk areas.

Workplace Injuries

UBC actively manages workplace time loss claims through case coordination, preventative health, and a pro-active return-to-work program.

In 2014, time loss claims increased. There were 256 work-related accidents (Figure 16) an increase of 30% from 2013. Costs increased \$825,240 from 2013, and the number of time loss accidents increased by 21% (24 accidents). These costs include wage compensation, medical costs and rehabilitation, and pension payouts.

WORKPLACE HEALTH

In terms of the cost of claims, there were three cases with retroactive payouts for multiple years, including cases where ailments had developed over multiple years. In other words, although the payout occurred in 2014, the actual incident occurred in a previous year.

Injuries are more common among employees ages 40-49 (22% of claims) and 50-59 (34% of claims).

Figure 16: Work-Related Injuries, 2012 - 2014

	2012	2013	2014	% Change Over Year Prior
Number of Time-Loss Accidents	137	115	139	21%
Number of Health-Care Claims	122	82	117	43%
Total Work-Related Accidents/Claims (Number)	259	197	256	30%
Cost of Time-Loss Accidents	\$409,551	\$280,858	\$1,001,938	257%
Cost of Health-Care Claims	\$473,700	\$366,235	\$470,394	28%
Total Cost of All WCB Claims (Dollars)	\$883,252	\$647,093	\$1,472,333	128%
Days Lost Due to Work-Related Accidents	3,691	3,025	4,442	47%
Percent of Workforce Off Work Due to Accidents	0.1%	0.1%	0.1%	N/A

Return-to-Work

The Return-to-Work team works with departments, faculty and staff, and UBC's unions and associations to identify opportunities to continue working or to return to work after an injury or illness. On the Vancouver Campus in 2014, there were 468 active cases, and the Okanagan Campus had a caseload of 121.

Health Promotion Initiatives

Health and wellbeing programming for staff and faculty—including programs, workshops, training, and large-scale events—continues to be expanded and refined. The aim of these initiatives is to improve health literacy, individual health outcomes, and organizational practices that support a healthy, sustainable workplace.

Mental Health

With a focus on mental health promotion and early intervention, UBC has worked in partnership with the Canadian Mental Health Association (CMHA) to build a continuum of mental health educational programs, including Mental Health First Aid and a six-session Mental Health series.

In 2014, over 150 educational presentations were offered to promote awareness of mental and physical health, as well as available support services. Use of the UBC Employee and Family Assistance Program's (EFAP) prevention-based offerings increased, which may indicate a more proactive approach to health on the part of faculty and staff.

Additionally, online resource sheets, *Building Mental Health: Tools and Resources* were introduced. These resources are intended to support staff and faculty, as well as academic and administrative leaders, better understand mental health issues, and to increase mental health literacy.

Mindfulness and meditation offerings expanded in 2014, including Mindfulness-Based Stress Reduction (MBSR) programs, meditation training, and weekly mindful meditation drop-in sessions. Preliminary results from a UBC research study showed that MBSR significantly increased participants' overall levels of mindfulness and creativity, and had a positive impact on interpersonal conflict style.

Thrive, a week-long series of events held every November, encourages positive mental health for the UBC community through learning, conversations, and discovery. To date, this collaboration between the VP, Students' Office and Human Resources has offered over 100 events from 60 campus partners. Expanding on existing resources for faculty members, an online toolkit for faculty was created in 2014. It includes educational material about the connection between mental health and the learning environment, and ways to incorporate *Thrive's* key messages into classrooms and curricula. Participants in *Thrive* overwhelmingly agreed that *Thrive* helped to promote a more positive campus environment, and motivated them to incorporate strategies for positive mental health into their lives.

UBC has become a leader in Canada and a model for collaborative mental health promotion initiatives. In 2014, 10 Canadian universities introduced *Thrive* on their campuses, using UBC's collaborative model to promote positive mental health.

Community Involvement

In 2014, involvement from the UBC community and local community-health partners evolved. At the Vancouver Campus, partnerships and collaborations were formed with the Men's Depression and Suicide Network, UBC's Pharmacist's Clinic, the Sauder School of Business, students from the Faculty of Land and Food Systems, the School of Population and Public Health, UBC Recreation, and UBC Food Services. In addition, contributions were made to the UBC Healthy newsletter by faculty/staff, students, alumni, and community health professionals. In the Okanagan, partnerships and collaborations were formed with the Human Kinetics department, the Canadian Cancer Society, Anxiety BC, the Canadian Mental Health Association.

UBC facilitates two Community of Practice groups, one for Employers in the Okanagan Region and the second, a University and College Community of Practice with 26 universities and 72 members currently participating. The focus is on Psychological Health/Safety in the Workplace and these groups share best practices on mental health across organizations and Canada.

Figure 17: Sample of Health Promotion Initiatives 2012 - 2014

Initiative	2012	2013	2014
UBC Thrive (Vancouver and Okanagan)	43 different partners hosted 52 events on both campuses	57 different partners hosted 65 events on both campuses	62 different partners hosted 100 events and activities on both campuses
Travelling Health Fair (Vancouver)	637 assessments with 82% attendance rate; staff & faculty could attend multiple assessments	584 assessments with 81% attendance rate; staff & faculty could attend multiple assessments	228 assessments with 91% attendance rate; staff & faculty attended specific assessment (changed to offer more in-depth biometric screenings)
Healthy Measures Health Fair (Okanagan)	92 assessments	87 assessments	84 assessments
Staff and Faculty Sports Day (Vancouver)	348 total participants on 62 teams	470 total participants on 85 teams	489 total participants on 92 teams
Staff and Faculty Sports Day (Okanagan)	No Sports Day in 2012	92 Participants on 20 teams	112 Participants on 22 teams
Health Contact Database (Vancouver)	No database in 2012	106 staff and faculty contacts	315 staff and faculty contacts
Healthy UBC Workshops (Vancouver)	48 workshops; 24 department hosted workshops; 1,932 attendees	78 workshops; 16 department hosted workshops; 2,574 attendees	49 workshops; 17 off-site location workshops; 21 department hosted workshops; 3,129 total attendees
Lunchtime Workshops (Okanagan)	60 workshops; 300 attendees	66 workshops; 410 attendees	55 workshops; 478 attendees
Staff and Faculty Health Challenge (Vancouver and Okanagan)	365 total participants	Event is held every 2 years	584 total participants

Participants valued UBC's health promotion offerings, and commented that they felt empowered to take ownership and control of their own health, became more engaged in stress-relieving activities, achieved health goals, and some even followed up with a health care professional or permanently adopted healthier habits.

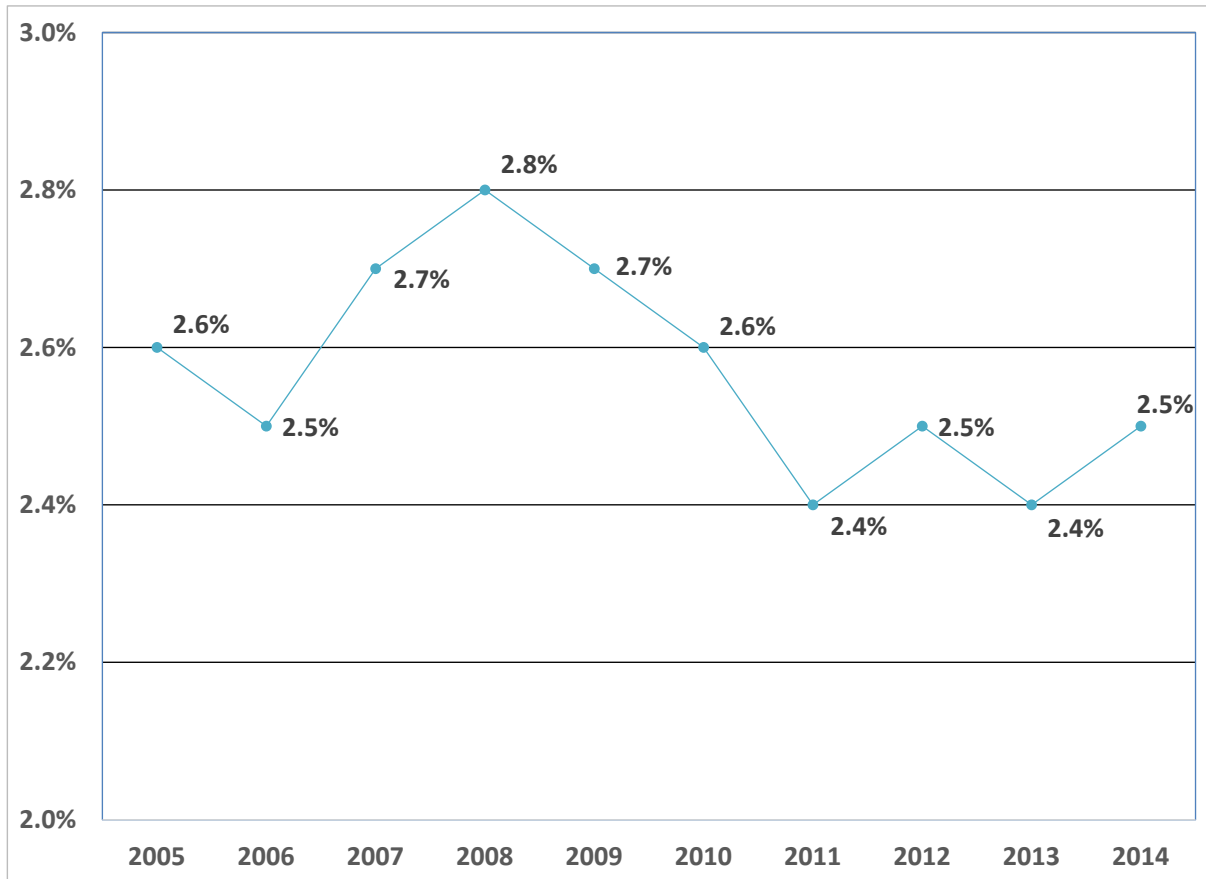
■ WORKPLACE HEALTH

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 plans including existing self-insured claims have now left the "self-insured" arrangements and have become "fully insured", shifting the legal and financial risk to the insurance company.

- There were 259 IRP/DBP claims as at December 31, 2014, a slight increase from the 253 claims the previous year.
- UBC's 2014 claims incidence rate (the percentage of new claims opened in the year) was 0.5%, which is lower than other organizations of similar size and/or in the education sector which have a rate of 0.8%.
- UBC's claims incidence rate was 0.5% for both 2014 and 2013, signalling stability in the trend in new disability claims.
- 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 been relatively stable over the past four years, and at 2.5% in 2014, it is lower than the high of 2.8% in 2008 (Figure 18).

Figure 18: Long-term Disability Claimants as a % of Total Number of Plan Members



Consistent with other organizations in similar industries, UBC’s top three disability categories by percentage of total claims were:

1. psychological illness (28%);
2. nervous system (e.g., MS, Parkinson’s Disease) (24%); and
3. cancer (19%).

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

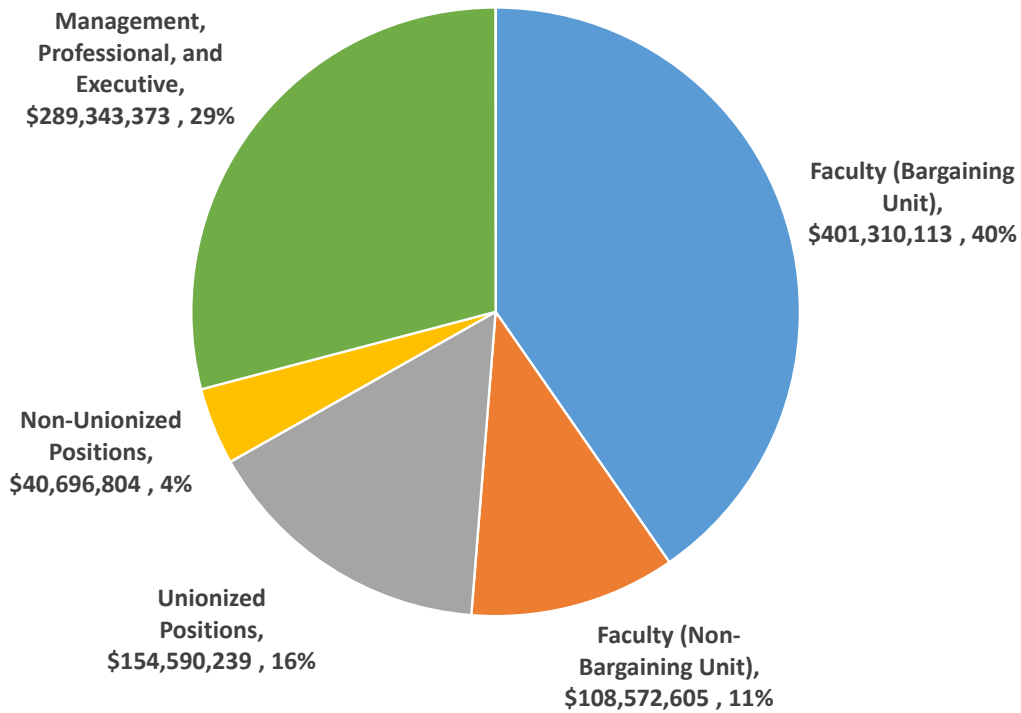
Notably, UBC had employees with fewer disabilities related to musculoskeletal and accident causes, and more related to cancer and nervous system issues. UBC’s percentage of psychological claims have decreased from prior years, and is lower than that of other organizations in similar industries. Conversely, UBC’s percentage of nervous system and cancer claims have increased over prior years, and are higher for UBC than for other organizations in similar industries.

TOTAL COMPENSATION

Salaries

In 2014/15*, UBC spent a total of \$994.5 million in faculty and staff salaries (Figure 19). An additional \$125 million was spent on student employees' salaries, for a total of \$1.119 billion of overall spending. This figure represents an increase of \$11 million (1% over 2013/2014).

Figure 19: UBC Earnings by Broad Employment Group Fiscal Year 2014/15*



*At the time of writing, the available data was one month off-sync from the fiscal year, reflecting data effective March 1, 2014 to Feb 28, 2014

■ TOTAL COMPENSATION

Benefits

UBC provides a range of benefits that, according to the UBC Workplace Experiences Survey findings, are well-regarded by faculty and staff.

The total cost of benefits (both employer-and employee-paid) for fiscal 2013/14 was \$271.5 million, an increase of 7% from the prior year (Benefits cost information is provided for an earlier time period than the remainder of this report due to the timing of data availability). The 7% increase in benefits cost is due to increases in payroll, with the main drivers being the Faculty and Staff Pension Plans, statutory benefits, and increased MSP enrollments, combined with annual premium cost increases. This increase is within the range of external benchmark cost growth of 4-7%. On a percentage of payroll basis, the cost of benefits was relatively stable in 2013/14 at 24.4% compared to 24.3% the prior year. The percentage of cost paid by the employer is also stable at 62%.

Figure 20: Benefit Costs and Trend (Benefits, Pensions, and Statutory Benefit Costs)

Item	Fiscal Year			
	2010/11	2011/12	2012/13	2012/14
Total Benefit Costs (\$ Million)	\$232.1	\$240.6	\$253.2	\$271.5
% Change from Year Prior	7%	4%	5%	7%
Total Benefit Costs as % of Payroll	23.8%	23.9%	24.3%	24.4%
Total Benefit Costs as % of Payroll, % Change from Year Prior	0.7%	0.1%	0.4%	0.1%
Employer Benefit Costs	\$143.2	\$148.6	\$156.2	\$168.6
Employer % Share of Total Benefit Costs	62%	62%	62%	62%
External Benchmark for Employer Cost, % Change from Year Prior*	5-8%	5-8%	5-8%	4-7%

*Not including MSP

ENTRANCE AND EXIT SURVEYS

UBC continues to monitor feedback from faculty and staff online entrance and exit surveys. Since entrance and exit surveys were introduced in 2009, response rates have been low.

Entrance Surveys

In 2014, 82 entrance surveys were completed, a slight decrease from the 85 surveys completed in 2013. There were 58 surveys completed in Vancouver, six in the Okanagan, and 18 respondents did not specify a campus.

The top reasons respondents gave for joining the UBC were:

1. Long-term stability of the organization.
2. Stimulating work
3. Opportunity for advancement
4. Quality of colleagues
5. Benefits

In 2014, 55% of respondents said they were satisfied or very satisfied with their career development opportunities, an increase from 48% in 2013 and 25% in 2012.

In addition, opportunities for advancement is the top reason why people said they stay at UBC followed by the work itself, compensation, and learning opportunities.

Exit Surveys

In 2014, 66 exit surveys were completed, an increase from the year prior but similar to the response rate over the past six years. Thirty-six surveys were completed in Vancouver, nine in the Okanagan, and 21 respondents did not specify a campus.

The top reason (58%) why respondents said they chose to leave UBC is to advance their careers through a job opportunity at another organization. It is noteworthy that career advancement is a theme among those who arrive, those who stay, and those who leave the University.

Additional reasons why people said they chose to leave UBC include a lack of recognition within their current department, and the perception that their department does not value their contribution to the University.

APPENDIX

Appendix A

Workplace Experience Survey 2014

In 2014 UBC conducted its third Workplace Experiences Survey (WES 2014). The survey enables the University to gather broad-based feedback from faculty and staff, and to gain greater insight into what is working well and areas for improvement. More information about the survey, including the results, is available at <http://focusonpeople.ubc.ca/workplace-experiences-survey/>.

Response rate

In November of 2014 over 5,000 faculty and staff participated in the survey, representing a 31% participation rate. Our participation has increased from 20% for WES 2009, to 27% for WES 2011, to 31% for WES 2014.

Because of deliberate and targeted effort, there was higher participation amongst bargaining-unit faculty and unionized staff, making the results more representative of UBC's faculty and staff complement. As a result of our efforts to create more meaningful questions for faculty, and the ensuing increase in faculty participation, we were able to analyze findings for faculty and staff separately, resulting in more nuanced insights.

Key Findings

The 2014 UBC WES ratings have remained relatively stable compared to the survey conducted in 2011 with many results on par or above available benchmark data for Canada. Areas of strength continue to be faculty and staff relationships with their unit head or manager, and health and wellbeing. Overall, people like working here and are proud of their work. Faculty and staff find their work fulfilling and are satisfied with UBC as an employer. Importantly, they would recommend UBC as a good place to work and to study.

Areas for improvement for faculty and staff include unit culture, leadership, and strategic direction. While faculty and staff rated their relationship with their unit head or manager favourably, the scores for questions within the theme of "unit culture" were less favorable. Whether considering the results at a unit level or organizationally, the need for effective communication and dialogue is apparent at all levels of the organization. While not a clearly-defined theme, it does weave through the results. From having performance or work-progress conversations, to feeling involved in decisions that impact a person's daily work, to understanding the vision for the University, communication and dialogue is emerging as important areas for UBC to focus on.

Figure 21: Selected Findings from Workplace Experiences Survey 2014 | Percent of Opinions Favorable

Question on Workplace Experience Survey	Okanagan				Vancouver			
	Staff		Faculty		Staff		Faculty	
	2011	2014	2011	2014	2011	2014	2011	2014

Favorable Views

Overall, how satisfied are you with your current role/job at UBC	75%	73%	53%	59%	63%	67%	63%	69%
I would recommend UBC as a good place to work	86%	79%	48%	50%	73%	73%	61%	64%
I am satisfied with the opportunities for learning available to me at UBC.	70%	59%	52%	48%	66%	61%	54%	52%
My unit does what it can to make my personal/family obligations and career compatible. (Wording Change in 2014)	67%	79%	27%	42%	63%	73%	35%	55%
My immediate head/manager encourages open and hones two-way communication	77%	76%	71%	66%	72%	71%	66%	70%

Opportunities for Improvement

UBC's senior leaders communicate a clear, strategic vision of the future direction of the University.	62%	55%	37%	29%	44%	44%	43%	34%
I feel involved in decisions that affect me in my day-to-day work.	48%	49%	33%	32%	49%	48%	42%	43%
My performance is assessed fairly.	55%	65%	46%	42%	56%	59%	51%	54%
I believe that my pay at UBC is as good as or better than pay offered by other similar institutions.	41%	35%	37%	42%	32%	35%	43%	35%
I believe hiring decisions (promotions, transfers and appointments) are made fairly at UBC.	37%	45%	29%	52%	31%	39%	42%	31%

The 2014 results have been shared across the University through town halls and online delivery. At an organizational level, the results will be used to inform human resource direction and priorities.

Faculties and departments have been provided with reports, which they can use to help identify targeted priorities at the unit level.

Appendix B

Student Employees

Student employees mostly work in delivering the core academic mission of the University, with 51% of them working in research and 30% working in learning support. All student employees are on part-time, term appointments which have a fixed end-date, however 1.8% of student employees resign from their positions prior to the end of their term.

Looking at the age and gender of student employees (Figure 22), we see that 52.7% are female and 47.3% are male. Half are age 24 or under, and an additional 42% are age 25-35. The remaining 7.2% of student employees are above the age of 35, which includes 678 people in total, of whom 5 people are 65 or over.

Figure 22: Age and Gender Distribution of Student Headcount as of October 1, 2014

Age Range	Total Headcount	% of Total Headcount by Age Group	Female	Male	% of Headcount Female
24 & Under	4,730	50.5%	2,680	2,050	56.7%
25 - 34	3,964	42.3%	1,891	2,073	47.7%
35 - 44	549	5.9%	280	269	51.0%
45 - 54	105	1.1%	72	33	68.6%
55 - 64	19	0.2%	11	8	57.9%
65 & Over	5	0.1%	3	2	60.0%
Total	9,372	100.0%	4,937	4,435	52.7%

