

2011-12
benchmark
report



focus
on
people



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

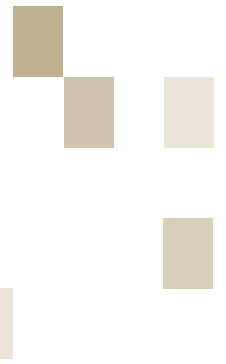
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Presented by

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June 2012



About This Report

Focus on People: Workplace Practices at UBC is the framework that supports the University's commitment to providing an outstanding work environment in *Place and Promise: The UBC Plan*.

As a part of the effort to understand the impact of the Focus on People framework, Human Resources has systematically gathered and reported faculty and staff employment data annually for four years. This year, we are also able to present a summary of the second UBC Workplace Experiences Survey. As a whole the information in this report provides a snapshot of UBC as an employer, including strengths and areas that require attention or further thinking. Some of the information in this report will also inform the strategic priorities in the refreshed version of Focus on People which will be created in 2012.

As in past years, this report is a companion document to the Focus on People Annual Report. We hope that you read the reports together and think about how the University can continue to create an outstanding work environment for faculty and staff.

Workforce Overview

Following is a high-level overview of the UBC workforce. Note that the faculty headcount includes clinical faculty.

In 2011, UBC employed a total of 28,352 people, an increase of 260 from 2010. The generational mix of our workforce changed slightly compared to the previous year. Both the Vancouver and Okanagan campuses saw a 2% decrease in the number of employees in the 24 and under age group, and a 1% increase in the number the in the 65 years and older category. Proportionally, Vancouver has a more mature workforce.

Figure 1:
Total Workforce Headcount as of September 30, 2011

Total Employees: 28,352

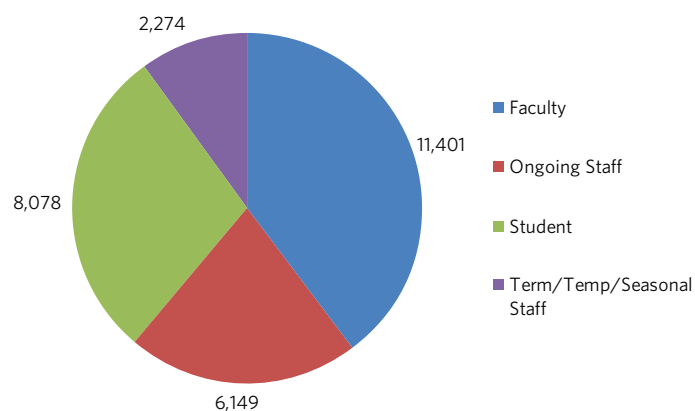
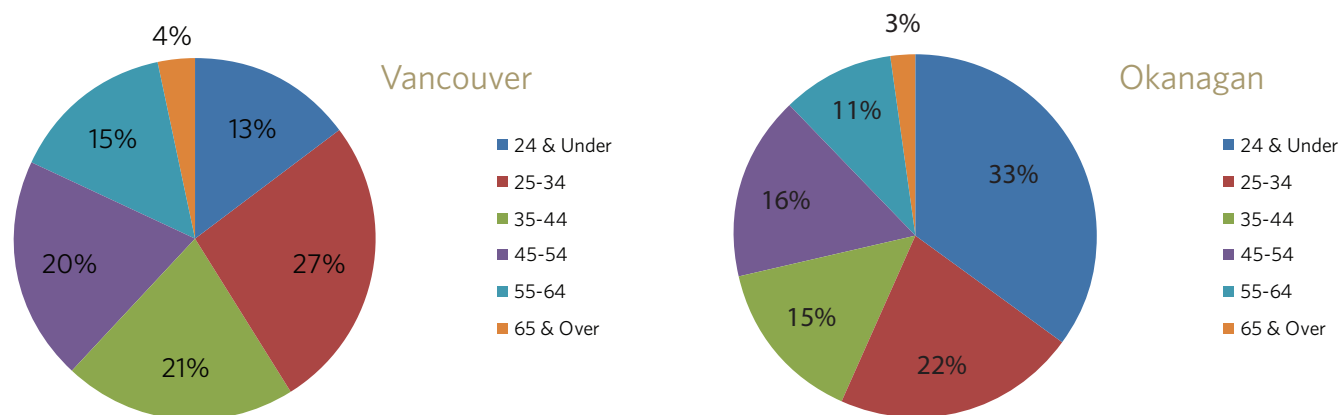


Figure 2: Workforce Age Distribution for Vancouver and Okanagan as of September 30, 2011



Retention

The overall voluntary turnover rate increased slightly in 2011 to 7.4%. That being said, UBC experiences a consistently healthy level of turnover overall. A certain level of turnover is necessary to ensure people with new ideas and experiences have the opportunity to join the University. We continue to track turnover to determine groups that may experience a higher than desired turnover rate so that we can investigate the reasons why people leave and develop strategies to encourage them to stay at the University.



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 note some organizations use turnover metrics that don't include retirements; however, retirements are included here. The following table illustrates UBC turnover trends by employee group, for the years 2009 - 2011.

Retention Continued

Table 1: Voluntary Turnover by Employment Group

| Employment Group | 2009 | | 2010 | | 2011 | |
|---|---------------|-------------|---------------|-------------|---------------|-------------|
| | Headcount | Turnover | Headcount | Turnover | Headcount | Turnover |
| Agassiz Farm Workers | 6 | 16.7% | 6 | 0.0% | 5 | 20.0% |
| BCGEU - UBC Okanagan except for TAs | *220 | *6.4% | 192 | 8.9% | 222 | 7.2% |
| BCGEU - UBC Vancouver - Unionized Childcare Workers (37.5 hrs/wk) | 79 | 17.7% | 95 | 10.5% | 114 | 11.4% |
| BCGEU - UBC Vancouver Unionized Auxiliary Childcare Workers | 77 | 2.6% | 106 | 7.6% | 137 | 5.1% |
| Board Appointments - Senior Executive | 13 | 0.0% | 13 | 0.0% | 13 | 0.0% |
| Board of Governors Appointees - Faculty in bargaining unit | 2,607 | 1.0% | 2,682 | 0.9% | 2,721 | 1.1% |
| Board of Governors Appointees - Faculty not in bargaining unit | 456 | 4.2% | 421 | 5.5% | 433 | 3.7% |
| CUPE 116 Employees working in the Aquatic Centre | 2 | 100% | 2 | 0.0% | 1 | 300.0% |
| CUPE Local 116 (35 hrs/wk) | 176 | 8.5% | 248 | 7.3% | 200 | 13.5% |
| CUPE Local 116 (37.5 hrs/wk) | 1,899 | 7.8% | 1,904 | 7.9% | 1,833 | 8.2% |
| CUPE Local 2278 - Non-Credit Instructors | 87 | 1.1% | 82 | 4.9% | 81 | 4.9% |
| CUPE Local 2950 (Chan Centre 37.5 hr/wk) | 3 | 0.0% | 3 | 0.0% | 5 | 0.0% |
| CUPE Local 2950 (including Chan Centre 35 hr/wk) | 1,590 | 9.4% | 1,600 | 10.3% | 1,552 | 12.2% |
| Excluded Management and Professional | 36 | 5.6% | 38 | 10.5% | 40 | 5.0% |
| Executive Administrative Staff | 57 | 5.3% | 55 | 16.4% | 52 | 13.5% |
| International Union of Operating Engineers Local 882 | 69 | 2.9% | 69 | 2.9% | 69 | 8.7% |
| Management and Professional Staff (AAPS) | 3,063 | 7.0% | 3,175 | 6.3% | 3,307 | 7.7% |
| Non-union Childcare Workers | 15 | 33.3% | 12 | 58.3% | 16 | 16.7% |
| Non-Unionized Technicians & Research Assistants | 930 | 15.5% | 900 | 14.7% | 911 | 15.9% |
| Senior Executive - Administrative | 19 | 10.5% | 14 | 21.4% | 11 | 18.2% |
| Service Unit Directors | 46 | 4.3% | 50 | 0.0% | 53 | 1.9% |
| Total | 11,569 | 6.6% | 11,673 | 6.7% | 11,776 | 7.4% |

* Note: The 2009 headcount data for UBC Okanagan inadvertently included Teaching Assistants (TAs). The above table has been adjusted to remove TAs from the 2009 data, and thereby to allow a meaningful cross-year comparison.

Retention Continued

Although Table 1 provides the data based on employee group, turnover in 2011 has also been analyzed by age, gender, years on the job, and department. Below is a summary of this turnover statistics analysis.

- **2011 UBC Voluntary Turnover Rate.** The overall UBC voluntary turnover rate for 2011 was 7.4%, up from the 2010 turnover rate of 6.7% and the 2009 rate of 6.6%. The voluntary turnover rate is higher for staff (9.6%) than for faculty (1.5%). Staff groups experiencing the highest level of turnover in 2011 include: childcare workers, non-union technicians and research assistants, CUPE 116, and clerical/administrative staff, both unionized (CUPE 2950) and excluded (Executive Administrative Staff). Turnover statistics for groups with low headcount can be misleading, and should be interpreted with caution (e.g., the turnover for Agassiz Farm Workers was one, but the total headcount is only five, resulting in a turnover rate of 20.0%).
- **Women.** As in 2009 and 2010, the voluntary turnover rate for women was higher than men (8.9% and 5.5%, respectively).
- **Young Employees.** A high voluntary turnover rate continues to be evident for young employees. For example:
 - 20% of staff under 25 years of age voluntarily left UBC;
 - 15.7% in the “over 25, up to and including 30” age group left; and
 - 17.3% age 30 and younger left.

These are similar to the turnover rates for these groups in 2010, which were 20%, 13.9%, and 16.3%, respectively.

The voluntary turnover rate for the other age categories remained relatively stable in 2011:

- Up slightly for those under 20 to 9.7%, from 7.7% in 2010, but still down from 14.3% in 2009 (this rate applies to staff, as there were no faculty under age 20)
- Up for those between 25 and 40 from 8.7% in 2010 to 10.6% in 2011:
 - Staff: 12.0%
 - Faculty: 2.9%
- Up slightly for those between 50 and 60, from 2.6% in 2010 to 3.9% in 2011:
 - Staff: 5.5%
 - Faculty: 1.0%
- Down for those over age 60, from 9.2% in 2010 to 8.2% in 2011:
 - Staff: 18.1%
 - Faculty: 0.7%
- **Low # 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 over one year, up to and including three years in the job (17.8% and 8.6%, respectively). These rates have increased from 2010 (13.8% and 8.0%, respectively).

Retention Continued

- **Low # Years Service at UBC.** There continues to be high voluntary turnover for those with low total UBC years of service (25.4% of those with less than one year of total service voluntarily left UBC; 11.0% of those with over one, up to and including three total years of service, left UBC). This rate has increased from 2010, when the turnover rates were 21.0% and 9.6%, respectively.
- **Vancouver campus and Okanagan campus.** Higher voluntary turnover continues to be evident at the UBC Vancouver campus (7.7%) than at the UBC Okanagan campus (4.0%). This is consistent with 2010 results (6.8% and 4.2%, respectively).
- **High Turnover Jobs.** In 2011, high voluntary turnover was evident in specific jobs. For staff, there was significant turnover in Technician and Research Assistant jobs. Both union and non-union administrative and child care positions jobs experienced high turnover, as did Housekeepers and student residences roles. For faculty roles, turnover of Research Associates was highest.

Simon Fraser University and the University of Alberta reported voluntary turnover of 4.1% and 4% respectively, and the British Columbia Public Service and the British Columbia Lottery Corporation reported voluntary turnover of 6.3% and 6.4% respectively. 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.

Attraction

Faculty

At UBC Vancouver, the number of new faculty appointments in 2011 decreased slightly from 2010, while at UBC Okanagan the number increased significantly. Although the number of retirements remains relatively low after the abolition of mandatory retirement, there was an increase in 2011. Typically, new faculty continue to be recruited at the rank of Assistant Professor, although increasingly, faculties are also recruiting to the rank of Instructor. Note that the recruitment numbers for 2010 and 2011 include both new hires (not employed at UBC in any capacity) and appointment of UBC employees to new faculty positions.

Table 2: Faculty hires 2007 - 2011 by campus and rank

| Campus | Group | 2007 | 2008 | 2009 | 2010 | 2011 |
|------------------------|--|-----------|-----------|-----------|------------|------------|
| Okanagan | Assistant Professor (Other) | | | | | 1 |
| | Assistant Professor (Ten-Trk/GrtTen-Trk) | 14 | 15 | 12 | 7 | 11 |
| | Assistant Professor (Tenure/GrtTenure) | | | | 1 | |
| | Associate Professor (Ten-Trk/GrtTen-Trk) | | | | | 2 |
| | Associate Professor (Tenure/GrtTenure) | 2 | 2 | 1 | | 1 |
| | Instructor (Ten-Trk/GrtTen-Trk) | 6 | 1 | 2 | 7 | 7 |
| | Instructor (Other) | | | | 1 | 3 |
| | Lecturer | | | | | 5 |
| | Prof (Tenure/GrtTenure) | 1 | 2 | 2 | 2 | 5 |
| Okanagan Total | | 23 | 20 | 17 | 18 | 35 |
| Vancouver | Assistant Professor +) | 2 | 6 | 4 | 11 | 9 |
| | Assistant Professor (Ten-Trk/GrtTen-Trk) | 25 | 18 | 36 | 64 | 50 |
| | Assistant Professor (Tenure/GrtTenure) | | 2 | | | |
| | Associate Professor (Other) | | | | 3 | |
| | Associate Professor (Ten-Trk/GrtTen-Trk) | | | 2 | 1 | 2 |
| | Associate Professor (Tenure/GrtTenure) | 2 | 3 | 4 | 6 | 9 |
| | Instructor (Ten-Trk/GrtTen-Trk) | 2 | 2 | 7 | 23 | 12 |
| | Instructor (Other) | | | | 3 | 3 |
| | Lecturer | 6 | 2 | 1 | 13 | 32 |
| | Professor (Tenure/GrtTenure) | 10 | 4 | 13 | 14 | 9 |
| | Senior Instructor | | | | 1 | |
| Vancouver Total | | 48 | 37 | 67 | 139 | 126 |
| Grand Total | | 71 | 57 | 84 | 157 | 161 |

Attraction Continued

Table 3: Faculty hires 2007 - 2011 by campus and faculty¹

| Campus | Faculty | 2007 | 2008 | 2009 | 2010 | 2011 |
|------------------------|------------------------------------|------|------|------|------|------|
| Okanagan | Faculty of Education | | | | 2 | 5 |
| | Faculty of Management | 6 | 4 | 2 | | 3 |
| | BarberSchoolArts&Sciences | 9 | 3 | 6 | 5 | 5 |
| | Fac.of Creat&Crit.Studies | 2 | 3 | 3 | | 5 |
| | FacofHealth&SocialDevlmnt | 3 | 3 | 3 | 10 | 13 |
| | Faculty of AppliedScience | 3 | 7 | 5 | 1 | 4 |
| Okanagan Total | | 23 | 20 | 18 | 18 | 35 |
| Vancouver | College for Intrdiscpl. Studies | | 1 | 3 | 2 | 2 |
| | College of Health Disciplines | 1 | | | | |
| | Faculty of Applied Science | 6 | 5 | 5 | 13 | 3 |
| | Faculty of Arts | 13 | 17 | 27 | 35 | 41 |
| | Faculty of Dentistry | 1 | | | 7 | 2 |
| | Faculty of Education | 2 | 1 | 3 | 13 | 9 |
| | Faculty of Forestry | | | 1 | 1 | 1 |
| | Faculty of Land & Food Systems | | | | 7 | 1 |
| | Faculty of Law | 1 | 1 | 2 | 2 | 2 |
| | Faculty of Pharmaceutical Sciences | | | | 3 | 9 |
| | Faculty of Medicine | 19 | 8 | 18 | 32 | 27 |
| | Faculty of Science | 7 | 5 | 6 | 17 | 24 |
| | The Sauder School of Business | | | 6 | 7 | 5 |
| Vancouver Total | | 50 | 38 | 71 | 139 | 126 |
| Grand Total | | 73 | 58 | 88 | 71 | 161 |

¹Appointments for 2007, 2008, and 2009 include academic leaders and appointments only. Data from 2010 and 2011 does not include academic leaders, and includes both appointments and re-appointments.

Work-Life and Relocation Services

The Work-Life and Relocation Services (WLRS) Centre has been operating in Vancouver for two full calendar years now. The vision to create a relocation office to provide concierge-like services to prospective and new faculty, staff, and hiring departments was included in *Place and Promise: The UBC Plan* in 2009. That goal has now been fully realised with 85% of new faculty hires using the service.

In 2011, there was a 25% increase in the number of relocating faculty, postdoctoral fellows, and staff using WLRS, with 1,151 separate queries addressed and a 40% increase in the numbers of enquiries in total. In addition, the WLRS Centre provided ongoing support to and collaborated with many staff and faculty colleagues in departments throughout the University.

Additionally, online WLRS resources were introduced last year for the Okanagan campus, and a support person is now available in Kelowna to assist relocating faculty.

Table 4: Work-Life and Relocation Services Centre clients by position

| Position | 2010 | 2011 |
|--|------------|------------|
| Dean/Senior VP | 1 | 2 |
| Canada Excellence Research Chair | 1 | |
| Chair, Child and Adolescent Psychiatry | 1 | |
| Chair of Business and Professional Ethics | 1 | |
| Head of Departments | 7 | 7 |
| Directors | 4 | 7 |
| Professors | 6 | 5 |
| Associate Professors | 4 | 10 |
| Assistant Professors | 70 | 51 |
| Lecturers, Visiting Faculty and Senior Staff | | 65 |
| Postdoctoral Fellows | 83 | 79 |
| Visiting Professors | 14 | 19 |
| Managers | 6 | 6 |
| Existing staff or other enquiries | 27 | 27 |
| Total | 225 | 278 |

Staff

In 2011, UBC recruited for a total of 3,036 posted staff positions: 2,671 positions in Vancouver, and 365 in the Okanagan, representing an overall increase of 5% from 2010.

Data from UBC's online recruiting system shows that in 2011, the University recruited almost 63% of its Vancouver staff from internal sources, while the Okanagan recruited close to 50% of staff from internal sources. Internal recruitment for 2010 was 65% and 40% for each campus respectively.

In 2011, it took 41.5 days on average to fill a staff position, which is consistent with data from 2010.

Each year we report on positions with skill sets that are difficult to fill. Based on the number of unfilled postings at the end of 2011, the continued trend for difficult to fill positions in the Management and Professional job families are all those in the field of Information Technology, as well as Professional Engineers. Non-union technical positions also continue to be difficult to fill.



Attraction Continued

Table 5: UBC staff hires 2006 - 2011

| Group | Okanagan | | | | | | Vancouver | | | | | |
|------------------------------------|------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
| BCGEU Childcare | | | | | | | 50 | 57 | 56 | 93 | 55 | 82 |
| BCGEU Okanagan | 158 | 163 | 175 | 167 | 190 | 248 | | | 3 | | | |
| CUPE 116 | | | | | | | 679 | 655 | 796 | 670 | 530 | 522 |
| CUPE 2278 ELI | | | | | | | 14 | 10 | 24 | 14 | 5 | 9 |
| CUPE 2950 | | | | | | | 555 | 508 | 629 | 427 | 431 | 476 |
| M & P | 78 | 87 | 83 | 78 | 79 | 79 | 536 | 530 | 614 | 586 | 579 | 594 |
| Non Union Tech & Res. Asst. | | | | 1 | | 1 | 465 | 389 | 423 | 413 | 376 | 421 |
| Senior Executive | 3 | | | | | 1 | 1 | 4 | 2 | 5 | 1 | 1 |
| Staff - Other | 45 | 50 | 29 | 35 | 27 | 36 | 594 | 595 | 646 | 676 | 612 | 566 |
| Staff Total | 284 | 300 | 287 | 281 | 296 | 365 | 2,894 | 2,748 | 3,193 | 2,884 | 2,582 | 2,671 |
| % Change over previous year | | 6% | -4% | -2% | 5% | 23% | | -5% | 16% | -10% | -10% | 3% |

Table 6: Percentage of staff hires by age 2010 and 2011

| | Vancouver | | Okanagan | |
|------------|-----------|------|----------|------|
| | 2010 | 2011 | 2010 | 2011 |
| 24 & Under | 30% | 30% | 28% | 25% |
| 25-34 | 37% | 37% | 24% | 33% |
| 35-44 | 16% | 17% | 22% | 18% |
| 45-54 | 11% | 11% | 15% | 15% |
| 55-64 | 5% | 4% | 10% | 10% |
| 65 & Over | 0 | 1% | 1% | 1% |

Workplace Health

Health Promotion Programs

This section of our report represents an overview of some Health Promotion Program initiatives. The complete Health Promotion Programs annual report will be provided to the Board in September 2012.

Healthy UBC Initiatives - Vancouver Campus

Health Promotion Programs has continued to expand its Healthy UBC Initiatives for faculty and staff, including large-scale events, ongoing programs, and workshops to promote awareness, build access, and reduce barriers to making healthy choices. Building mental health programs continues to be a priority.

Selected highlights and two-year comparisons:

| Initiative | 2010 | 2011 |
|-----------------------|---|---|
| UBC Thrive | 20 departments participating, 31 events | 40 departments participating, 48 events |
| Traveling Health Fair | 300 assessments | 697 assessments |
| Lunchtime Workshops | 45 workshops; 970 attendees | 48 workshops; 1,133 attendees |

In 2011, 414 faculty and staff responded to the Healthy UBC Initiatives Satisfaction Survey (more than double the number of respondents in 2010), and 77% said the workshop or event attended increased their knowledge of the importance of personal health. Ninety-one percent would recommend the workshop or event to colleagues, and 74% indicated they would make healthy changes as a result of attending the workshop or event.

| Healthy UBC Initiatives Satisfaction Survey | 2010 | 2011 |
|---|------|------|
| # of respondents | 208 | 414 |
| % agreeing program increased knowledge of importance of personal health | 82% | 77% |
| % planning to make/already made changes as a result of the workshop | 82% | 74% |

Healthy UBC Initiatives - Okanagan Campus

In 2011, UBC Okanagan's employee and workplace health programs were aligned with the Focus on People strategy to develop a sustainable, healthy workplace, and UBC Okanagan's Healthy Workplace Strategy. Thrive week was offered in the Okanagan for the first time and a Healthy UBC Okanagan Newsletter was developed. Other initiatives on the Okanagan campus included:

Workplace Health Continued

- Lunch and learn workshops on a range of wellness topics were offered to over 160 participants.
- Mental Health Symposium – a day to celebrate mental health on campus for staff and faculty. Seventy-two participants took part in presentations from the Canadian Mental Health Association, Homewood Human Solutions on EFAP programs and services, and laughter yoga.
- Health Assessments – These health checks were provided free of charge to staff and faculty and included testing for blood pressure, cholesterol, glucose, bone density and skin. A total of 86 staff and faculty participated in these assessments and 100% of the those participating in the follow-up survey supported offering this event again in the future.
- Promotion of the Alive /Be Well at Work Project - A total of 193 staff and faculty participated in this initiative.

Workplace Injuries

Overall the number of injuries reported due to workplace accidents increased by 7.5% in 2011. Health Promotion Programs has developed a proactive approach to reducing time loss claims by assigning a Health Promotions Program Coordinator position to case manage Worker's Compensation claims by working with managers, employees and Worker's Compensation Board (WCB) to return injured employees to work in a safe and timely manner. This will assist in reducing our time loss days; however, it will cause our healthcare-only claims to rise, as the goal is to return individuals to work with zero time loss.

WCB costs increased in 2011 by 43%. This increase does not represent an accurate picture of the annual WCB cost, because it includes eight claims from previous years, totaling \$286,663.57. When this payout is deducted, the total cost for 2011 is \$594,974.79 which is less than 2010's claims costs of \$614,659.00. Claims costs reflect the increasing costs of delivering medical services combined with increasingly complex medical interventions.

Table 7: Work Related Injuries 2011

| | |
|--|--------------|
| Lost time Accidents (TL) | 129 |
| Health Care Only (HC) | 142 |
| Total Work Related Accidents | 271 |
| Cost of Lost time Accidents | \$557,678.19 |
| Cost of Health Care Only | \$323,960.17 |
| Total Cost of WCB Claims | \$881,638.36 |
| Total days lost due to work-related accidents/injuries | 3,783 |

The University's cost of WorkSafeBC (WCB) premiums increased in 2011 by 1.3% to \$1,655,263 solely as a result of an increase to the assessable payroll. The assessment rate remained at the rate of 0.21% of assessable payroll, which has been the rate since 2007.

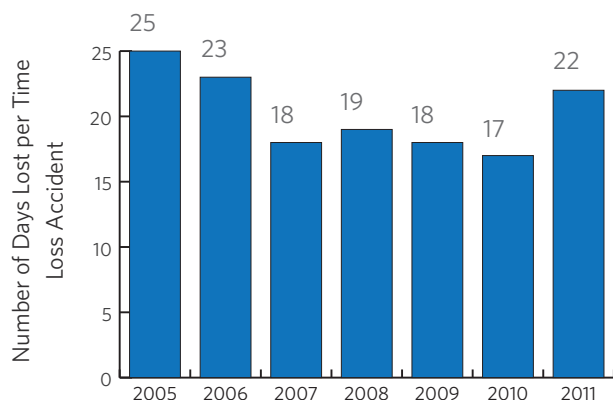
The reported lost time injuries trend by workforce age demographics is indicated below. The highest number of claims is for the 50-59 age group.

Table 8: Reported injuries by age group 2011

| Age Group | Number of Claims | % of Total Claims |
|-------------|------------------|-------------------|
| 19 - 29 | 18 | 14% |
| 30 - 39 | 20 | 16% |
| 40 - 49 | 38 | 29% |
| 50 - 59 | 40 | 31% |
| 60 and Over | 13 | 10% |
| TOTAL | 124 | 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 treatment, as well as availability of return to work opportunities.

Figure 3: Average days lost due to injury (per FTE employee)

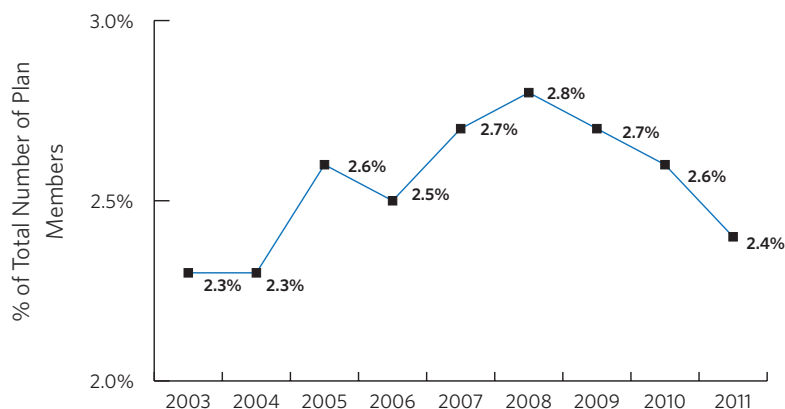


Income Replacement Plan (IRP) and Disability Benefits Plan (DBP)

The Income Replacement and Disability Benefit plans are UBC's employee-paid, long-term disability plans, and are administered by Sun Life Financial. Historically, the plans have been entirely self-insured, but a majority of employee groups, since 2010, left their "self-insured" arrangement and became "fully insured", shifting the legal and financial risk to the insurance company. These groups include: "Other"¹ and BCGEU Okanagan (effective March 31, 2010), Management and Professional (effective June 1, 2010), CUPE 2278 (effective December 1, 2010), the future claims of CUPE 2950 (effective December 1, 2010), and Faculty (effective January 1, 2012 for future claims and April 1, 2012 for existing claims). There was a modest increase in the number of claims at 247 as of December 31, 2011, up from 239 as of December 31, 2010. The "claims incidence rate", which represents the percentage of new claims opened in the year, for the University is 0.5% in 2011 and continues to be below the 0.8% claims incidence rate for similar groups and industries (e.g. employers comparable to UBC's size and/or from the education sector). As well, the claims incidence rate of 0.5% dropped in 2011 from 0.7% in 2010, signalling the possibility of a downward 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 and Disability Benefit Plans has increased slightly over the last eight years, from 2.3% in 2003 to 2.4% in 2011; however, in 2011, it decreased slightly from 2010 at 2.6%, due to an increase in enrolment in these plans in that same period.

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



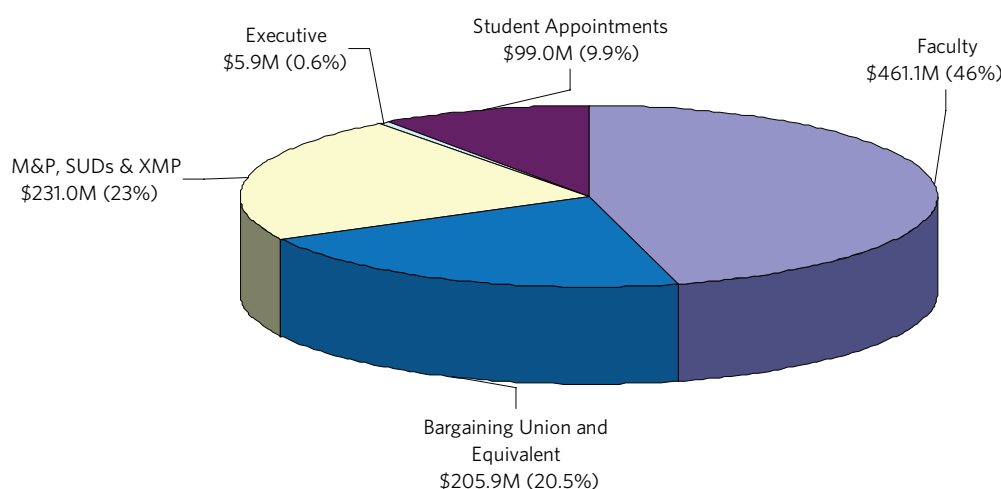
UBC's top three disability categories by percentage of total claims (psychological illnesses – 35%, musculoskeletal/neurological disorders – 24%, and cancer – 22%) were consistent with other organizations in similar industries.

¹"Other" includes Non-union Child care workers, International Union of Operating Engineers (IUOE), and Non-union Technician employee groups.

Total Compensation

In 2011/2012*, UBC spent a total of \$1.0B on salaries as shown in Figure 5. This is an increase in earnings of \$32.8M (3.4%) over 2010/11.

Figure 5: UBC Earnings by Broad Employment Group Category Fiscal Year 2011/12



Employer-Paid Cost of Benefits Stable in 2010/11

- The University's (i.e., employer-paid) cost of faculty and staff pension, benefit, and statutory benefit plans was relatively stable in 2010/11 at 14.7% of payroll, compared to 14.4% in 2009/10, an increase of 0.3%
- The University's total cost of employer-paid benefits was \$143.2M in fiscal year 2010/11 against a payroll of \$976.5M. This compares to a total cost of \$135.3M in 2009/10 for a payroll of \$938.3M.

*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 2011/12 was available at the time this report was published, but benefits data was not yet available, compiled, and reconciled.

Total Compensation Continued

Employee-Paid Cost of Benefits Stable in 2010/11

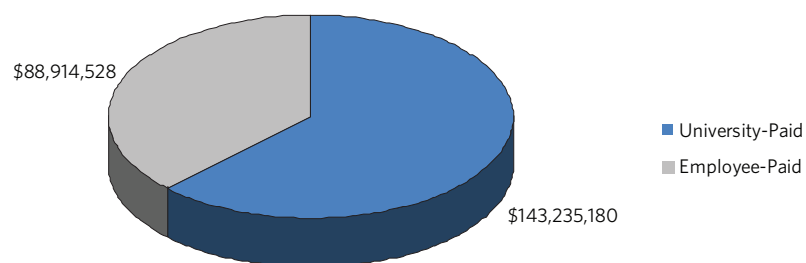
- The employee-paid cost of faculty and staff pension, benefit, and statutory benefit plans was relatively stable in 2010/11 at 9.1% of payroll, compared to 8.7% in 2009/10, an increase of 0.4%.
- The total cost of employee-paid benefits was \$88.9M in fiscal year 2010/11, compared to \$81.6M in 2009/10.

Benchmarking Against Industry Trends

According to industry benchmarks provided by Mercer, the rate of growth of total employer benefit costs for 2010/11 (not including Medical Services Plan premiums) was in the range of 5% – 7%. The University's relative stability in the cost of benefits (i.e., a modest increase of 0.7%) is favorable in the face of general inflationary trends.

As shown in Figure 6: Benefits Cost Sharing, 62% of the total cost of benefits (\$143.2M) was University-paid, whereas 38% (\$88.9M) was employee-paid, consistent with cost sharing percentages in 2009/10.

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.

Appendices

Appendix 1: Workplace Experiences Survey

In 2011 UBC conducted its second Workplace Experiences Survey. The survey enables the University to gather broad-based feedback and to gain greater insight into what is working well and the areas of opportunity that need to be priorities moving forward. More information about the survey, including the results is available at <http://www.focusonpeople.ubc.ca/workplace-experiences-survey/>.

Response rate

Over 3,600 people responded, 27% of eligible UBC faculty and staff. In the Okanagan, the response rate was 46%, while the response rate in Vancouver was 26%. A higher percentage of staff completed the survey (31% than faculty (18%). The first Workplace Experiences Survey was conducted in 2009, and 20% of faculty and staff participated.

Key themes in the findings

Within the feedback received from faculty and staff, the following key themes emerged, identifying what we as an institution are collectively doing well and priority areas for improvement.

| Strengths | Priority areas for improvement |
|---|---|
| <ul style="list-style-type: none">▪ Relationships with unit heads/managers▪ Equity and respect in the workplace▪ Teamwork and collaboration | <ul style="list-style-type: none">▪ Career navigation▪ Communication, including senior leadership▪ Health and wellness▪ Workload▪ Attracting and retaining the best faculty and staff |

Results compared to Canadian benchmarks

It is important to put the responses to the survey in a wider context of what others in Canada say about their workplaces. Compared with Canadian benchmarks¹, UBC is substantially above national results when it came to such statements as “My immediate head/manager is accessible,” (77% for UBC compared to 62% for Canada),

¹Ipsos Reid’s Canadian benchmark references, the “Representative Employee Data (RED©)”, were gathered from independent surveys conducted by Ipsos, collected in 2011. Questions were asked about the respondent’s place of employment

"I feel proud to work for my organization" (76% for UBC compared to 63% for Canada), and "I would recommend my organization as a good place to work" (70% for UBC compared to 59% for Canada). Additionally, 74% of UBC respondents would recommend UBC to prospective students. In comparison, 70% of Canadians would recommend their organization to prospective clients or customers.

However, UBC respondents are less satisfied than others in Canada with regards to pay, and their understanding of the relationship of individual work objectives to UBC's overall objectives is not as strong as this understanding in other organizations.

Results compared to the first Workplace Experiences Survey

Most of the results were on par with the 2009 survey responses. However, we did see some areas of substantial change:

| Areas with increased respondent agreement | Areas with decreased respondent agreement |
|---|---|
| <ul style="list-style-type: none">▪ UBC has competitive benefits▪ Being aware of UBC's provisions to support personal needs▪ The balance between teaching, research and service (faculty-only question) | <ul style="list-style-type: none">▪ Feeling comfortable raising personal matters in the unit▪ Understanding the strategic vision of UBC's future from senior leaders▪ Satisfaction with learning opportunities at UBC |

The 2011 survey results have been shared across the University through town halls and online. At an organizational level, the results will be used to help shape the next version of Focus on People. Additionally, faculties and departments were provided with individual survey results reports, which they can use to help identify strategic priorities for their faculty and staff.

Appendix 2: Entrance and Exit Survey

UBC continues to monitor the responses from the faculty and staff entrance and exit surveys that are available online via the Self-Service Web Portal.

Entrance Surveys

In 2011, 114 entrance surveys were completed, a decrease from the 156 surveys completed in 2010.

- Vancouver: 91
- Okanagan: 12
- Unspecified: 21

Reasons people come to UBC

Faculty

- The key reasons why faculty came to UBC were stimulating work, quality of colleagues, long-term stability, and opportunities for teaching. Low on their reasons was benefits.
- Less than 50% of survey participants were satisfied with career development opportunities.
- The most significant reasons faculty would stay at UBC are the work and their colleagues. There was overall satisfaction with compensation and learning opportunities.

Staff

- The most significant reasons for staff to come to UBC were long-term stability, quality of colleagues, stimulating work, opportunities for advancement, and benefits. Low on their reasons was location.
- Just over 50% of staff who responded were satisfied with career development opportunities.
- The most significant reasons staff would stay at UBC are the work, colleagues, total compensation, advancement opportunities, and learning opportunities.

Exit Surveys

In 2011, 65 exit surveys were completed, an increase from the 39 surveys completed in 2010.

- Vancouver : 29
- Okanagan: 14
- Unspecified: 22

Appendices Continued

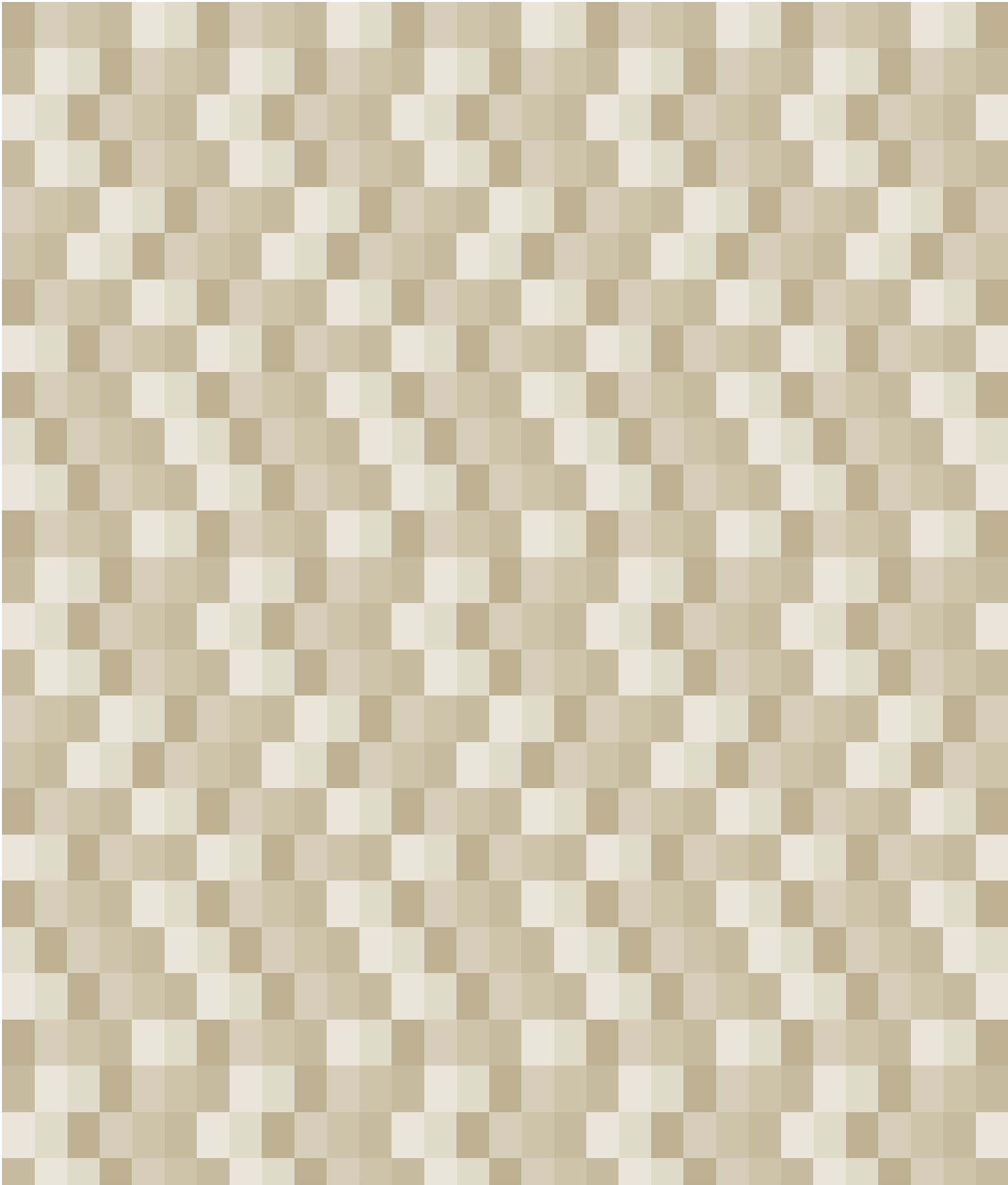
A breakdown of staff and faculty respondents was not performed due to the low number of responses.

Reasons people leave UBC

According to the survey, the main reasons staff and faculty leave the University are opportunities for advancement and finding more stimulating work. Benefits, location, and workload are less likely to influence decisions to leave.

Next steps

1. Continue to monitor survey responses.
2. Continue to examine ways to encourage survey participation.
3. Redesign the survey to shorten matrix answer options (to provide more accurate reporting).



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