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# FOCUS ON PEOPLE

## 2015 - 2016 Benchmark Report



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 eight 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 commitment 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 2015/16.

In 2015, overall the number of ongoing employees at UBC remained relatively stable. The number of faculty increased slightly. In contrast, the number of staff full-time equivalents (FTEs) decreased slightly for the second consecutive year. There was also a decrease in the number of student employees at the University in 2015.

The number of staff who chose to leave the University by resignation increased in 2015 to 8.5% from 7.3% in 2014. Voluntary turnover rates for young staff continue to be higher than other groups at UBC, as well as the Canadian benchmark. Our analysis shows staff choose to leave UBC primarily to advance their careers. In contrast, resignations among bargaining-unit faculty continue to be low, as do retirement rates amongst both staff and faculty.

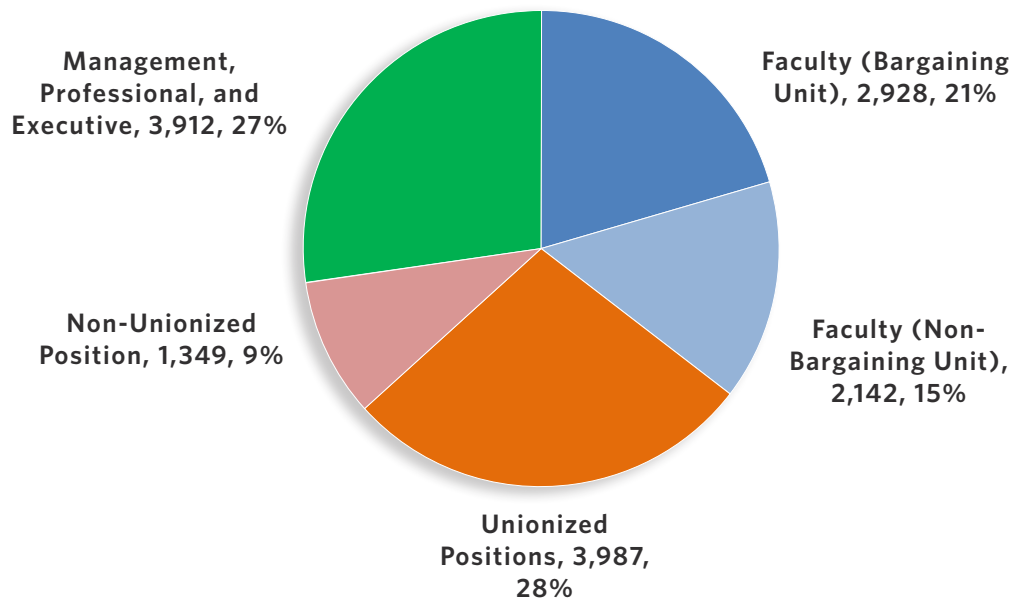
In 2015, the reach of health and wellbeing programming increased, including the areas of Occupational & Preventative Health, Ergonomics, Return to Work, and Health Promotion. The incidence of long-term disability claims declined to a 10-year low. In addition, WorkSafeBC (WSBC) claims declined both in terms of total number of claims and costs compared to 2014. However, WSBC premiums increased for the third consecutive year. Finally, the rate of increase for UBC's benefits costs is significantly lower than other comparable organizations.

# WORKFORCE OVERVIEW

## Faculty and Staff Headcount

In 2015, UBC employed a total of 14,318 people in faculty and staff positions (Figure 1). This total includes 5,070 people in faculty positions and 9,248 people in staff positions. The overall headcount increased by 84 people from the prior year, and by 454 people since 2012.\*

Figure 1: Total Faculty and Staff Headcount as of October 1, 2015: 14,318



\*Note: A methodology change introduced this year adds 40 faculty, largely in academic leadership roles, who were previously excluded from the total headcount. The new methodology has been applied to the headcount data for 2012-2015 presented in this report.

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

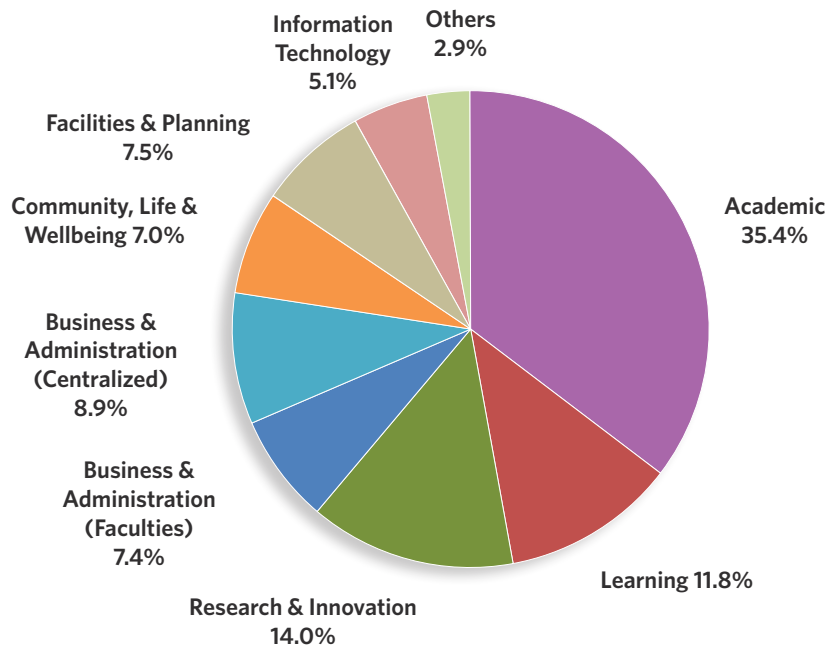
- Bargaining unit faculty (professors and sessional instructors)
- Non-bargaining unit faculty (deans, research associates, and post-doctoral fellows)
- Unionized staff (administrative support, library support, clerical, trades, technicians in various faculties, and a range of other positions)
- Non-union staff (executive administration, farm workers, and non-union technicians)
- Management, professional, and executive staff (service unit directors, managers, and professionals across disciplines)

### Distribution of Faculty and Staff by Career Category

A total of 61.2% of UBC’s workforce (8,764 faculty and staff) is directly delivering the core academic mission of research and teaching (Figure 2). This total includes 35.4% in academic roles (faculty), 11.8% enabling learning (for example, library support, educational programming, and student management) and 14.0% involved in research and innovation (for example staff who enable research in front-line analysis, project management, and grant administration). Between October 1, 2014 and October 1, 2015, the percentage of staff and faculty working in the academic, learning, and research & innovation career categories increased by 0.9% (from 60.3% to 61.2%).

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 both Faculties and central administrative units.

Figure 2: Distribution of Faculty and Staff by Career Category



## Distribution of Faculty and Staff by Campus, Gender, and Age

Looking at UBC’s workforce demographics:

- 92.8% of the workforce are at the Vancouver Campus, and 7.2% are at the Okanagan Campus (see Figure 3).
- The workforce is 55.1% female. The proportion of women is highest in the youngest age category (24 years of age and under), and decreases steadily in each older age category.
- The distribution of staff and faculty within the 25-54 age range is relatively even across the 10-year age groupings (see Figure 4).
- Age distribution is similar between campuses.

Figure 3: Workforce Demographics: Campus and Gender (as of October 1, 2015)

Campus	Female	Male	Total	% of Total
Okanagan	595	435	1,030	7.2%
Vancouver	7,289	5,999	13,288	92.8%
<b>Total</b>	<b>7,884</b>	<b>6,434</b>	<b>14,318</b>	<b>100.0%</b>
<b>% of Total</b>	<b>55.1%</b>	<b>44.9%</b>	<b>100.0%</b>	

Figure 4: Workforce Demographics: Age and Gender (as of October 1, 2015)

Age Group	Total Headcount	% of Total Headcount in this Age Group	Female	Male	% of Headcount Female
24 & Under	640	4.5%	422	218	65.9%
25 - 34	3,238	22.6%	1,926	1,312	59.5%
35 - 44	3,610	25.2%	2,061	1,549	57.1%
45 - 54	3,660	25.6%	1,949	1,711	53.3%
55 - 64	2,519	17.6%	1,296	1,223	51.4%
65 & Over	651	4.5%	230	421	35.3%
<b>Total</b>	<b>14,318</b>	<b>100.0%</b>	<b>7,884</b>	<b>6,434</b>	<b>55.1%</b>

## Student and Workforce Trend

The number of students enrolled at UBC continued to grow in 2015, with 1,452 more student FTEs compared to 2014 (Figure 5). In contrast, the number of staff FTEs declined slightly. The number of faculty increased slightly in 2015, after declining slightly each year between 2012 and 2014.

In the past four years (2012 to 2015), the number of student FTEs increased by 6.7% while the number of staff and faculty FTEs both decreased. During this same four-year period, the number of staff relative to the number of faculty increased by just 0.06.

**Figure 5: Students and Workforce Trend 2012-2015 (as of November 1)**

Year	Full-time Equivalents			Staff-to-Faculty Ratio
	Students	Staff	Faculty*	
2012	50,175	8,625	3,502	2.46
2013	50,808	8,790	3,464	2.54
2014	52,095	8,624	3,364	2.56
2015	53,547	8,480	3,367	2.52
<b>Change (2012-2015)</b>	<b>3,372</b>	<b>-145</b>	<b>-135</b>	<b>0.06</b>

Note: 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.

# RETENTION

This section considers staff and faculty resignations (voluntary turnover) and retirements.

## Resignations / Voluntary Turnover

The table below shows voluntary turnover rates for each of the past four years for the major employment groups and the University overall.

**Figure 6: Voluntary Turnover by Employment Group, 2012-2015**

Employment Group	Bargaining Unit	Headcount 2015	Percent Voluntary Turnover <sup>a</sup>			
			2012	2013	2014	2015
BCGEU Okanagan Campus <sup>b</sup>	BCGEU	258	9.6%	3.4%	7.8%	6.2%
Childcare <sup>c</sup>	BCGEU	228	10.6%	9.4%	12.0%	28.5%
CUPE 116	CUPE116	1,929	7.5%	5.8%	7.9%	7.4%
CUPE 2950 <sup>d</sup>	CUPE2950	1,450	8.1%	9.6%	7.2%	8.8%
English Language Instructors	CUPE2278 <sup>b</sup>	59	3.2%	5.3%	0.0%	1.7%
Executive Administrative Staff	None	42	14.9%	14.0%	14.3%	11.9%
Faculty (Bargaining Unit) <sup>e</sup>	UBC FA	2,928	0.9%	0.6%	1.1%	1.3%
Faculty (Non-Bargaining Unit) <sup>e</sup>	None	2,142	6.9%	7.6%	5.4%	6.6%
Management and Professional <sup>f</sup>	AAPS <sup>f</sup>	3,883	7.0%	7.0%	6.7%	7.0%
Non-Unionized Technicians	None	851	13.7%	15.4%	10.8%	13.6%
Operating Engineers	IUOE882	63	6.0%	15.6%	7.4%	7.9%
Senior Executive <sup>g</sup>	None	29	3.8%	3.6%	0.0%	10.3%
Other Staff <sup>h</sup>	None	450	1.1%	1.3%	0.7%	6.0%
<b>Total<sup>i</sup></b>		<b>14,318</b>	<b>6.2%</b>	<b>6.2%</b>	<b>5.7%</b>	<b>6.7%</b>
<b>Benchmark Comparison<sup>j</sup></b>		<b>n.a.</b>	<b>7.9%</b>	<b>8.0%</b>	<b>8.4%</b>	<b>6.8%</b>

Figure 6 Footnotes:

a) Effective October 1 of each year. Includes Resignations only.

b) Excludes Teaching Assistants.

c) Includes Auxiliary, Kidsclub, and BCGEU Vancouver.

d) Includes Chan Centre.

e) In this year's report, an improvement in methodology resulted in an approximate 40 person increase in the headcount for faculty, with 2015 data and prior years being affected in a largely equal manner.

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

g) Both academic and administrative executives are included.

h) Includes Sport Instructors and Non-Union Childcare.

i) Total includes the following groups not listed above: CUPE 116 Aquatic Centre and Aggasiz Farm employees. Total does not include student employees.

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



The overall voluntary turnover rate increased to 6.7% in 2015, up from 5.7% in the year prior. UBC's overall voluntary turnover rate remained marginally below the 2015 Canadian benchmark of 6.8%. The University's voluntary turnover rates, and the Canadian benchmark, are based on exits for reasons of resignation, with retirements excluded.

It is important to note that UBC's overall voluntary turnover rate is influenced by the very low rate of resignations amongst bargaining-unit faculty. In 2015, the voluntary turnover rate for UBC staff was 8.5%, which is higher than 2015 benchmark, as well as the voluntary turnover rate for UBC staff in 2014 (7.3%).

### **Staff Resignations**

Resignation rates amongst staff vary by employment group, age, and level of job. By employment group, staff roles with voluntary turnover rates above 10% in 2015 include Childcare staff (28.5%), Non-Unionized Technicians (13.6%), Executive Administrative staff (11.9%), and Senior Executives (10.3%; however, the sample size is small).

The 28.5% turnover rate amongst Childcare staff in 2015 is partly attributable to a one-year adjustment in the number of auxiliary staff due to a clarification in the bargaining language. Excluding auxiliaries, Childcare staff had a voluntary turnover rate of 15.1% in 2015, which is still higher than the three previous years and other employment groups.

Figure 7 provides a snapshot of voluntary turnover by demographics and years of service. UBC's 2015 voluntary turnover rate among staff under age 35 is 15.5%, which is higher than the overall UBC staff turnover rate, as well as the 2015 Canadian benchmark for those under the age of 35 (12.1%). Our detailed analysis of demographics and years of service indicates that the main reason staff under age 35 choose to leave UBC is career advancement.

**Figure 7: Voluntary Turnover by Demographics and Years of Service, 2015**

Breakout	Employee Characteristic	Staff			Faculty (Bargaining Unit)		
		Staff Headcount	Staff Voluntary Exits	Staff Turnover	Faculty Headcount	Faculty Voluntary Exits	Faculty Turnover
Age Range	24 & Under	637	92	14.4%	3	0	0.0%
	25 to 34	2,336	370	15.8%	233	5	2.1%
	35 to 44	2,206	184	8.3%	766	16	2.1%
	45 to 54	2,405	93	3.9%	843	13	1.5%
	55 to 64	1,450	40	2.8%	760	4	0.5%
	65 & Over	214	4	1.9%	323	0	0.0%
Years at UBC	First Year at UBC	1,626	236	14.5%	468	2	0.4%
	Two to Three Years at UBC	1,742	242	13.9%	260	4	1.5%
	Four or More Years at UBC	5,880	305	5.2%	2,200	32	1.5%
Years in Job	First Year in Job	2,703	304	11.2%	450	4	0.9%
	Two to Three Years in Job	2,429	284	11.7%	579	13	2.2%
	Four or More Years in Job	4,116	195	4.7%	1,899	21	1.1%
Gender	Male	3,444	234	6.8%	1,704	22	1.3%
	Female	5,804	549	9.5%	1,224	16	1.3%
<b>Total</b>		<b>9,248</b>	<b>783</b>	<b>8.5%</b>	<b>2,928</b>	<b>38</b>	<b>1.3%</b>
<b>Staff &amp; Faculty Turnover Rate</b>		<b>6.7%</b>					

The positions from which staff under age 35 are most likely to resign are:

- Research Assistant/Technician Levels 1-4
- Auxiliary Employee (Childcare)
- Sales Attendant - Food Services
- Research & Facilitation, Level A (first-level professionals in research design and grant administration)
- Housekeeper - Student Housing & Hospitality Services
- Front of House Attendant - Chan Centre
- Student Management, Level D (includes Enrolment Services Professionals)

Of these roles, Auxiliary Employee (Childcare), Sales Attendant - Food Services, Housekeeper, and Front of House Attendant - Chan Centre have limited career advancement opportunities.

Based on the available data, we have determined that the major factor influencing areas with higher voluntary turnover is lack of opportunities for career growth. The top reason staff who participated in the University's exit surveys gave for leaving UBC was an opportunity

to advance their career. The findings of the 2014 Workplace Experiences Survey (WES) indicated that staff under age 35 are more likely to actively look for jobs outside UBC (54% of respondents) than those over age 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 from the WES. While staff in other age groups 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.

A closer look at voluntary turnover data broken out by age and length of service indicates that age rather than length of service is the primary factor influencing staff resignations. The majority of new staff hires are under the age of 35 (Figure 8), which affects the voluntary turnover rates by length of service relative to age.

**Figure 8: Staff Voluntary Turnover by Age and Years of Service, 2015**

Age	Staff Voluntary Turnover Rate		
	1 to 3 years in job	4+ years in job	Total
34 & Under	15.4%	16.2%	15.5%
35 & Over	7.8%	3.2%	5.1%
<b>Total</b>	<b>11.5%</b>	<b>4.7%</b>	<b>8.5%</b>

Regarding the differences in voluntary turnover by gender, when all variables are taken into consideration, there is not a statistically significant difference in the rates of resignation between women and men. Figure 7 shows that voluntary turnover among female staff is 9.5% compared to 6.8% for male staff. The difference is partly explained by higher turnover in the female-dominated childcare auxiliary role in 2015 (see page 9 for details). At the same time, women comprise 63% of staff at UBC and therefore the share of female staff resignations is proportionate.

## Faculty resignations

Voluntary turnover continued to be low for bargaining-unit faculty. In 2015, the resignation rate was 1.3% for bargaining-unit faculty and 6.6% for non-bargaining unit faculty.

## Retirements

### Faculty

Of the bargaining-unit faculty who chose to leave UBC in 2015, 59.1% retired. In 2015, retirements were 1.9% of bargaining-unit faculty (55 people), down from the four-year high of 2.4% in 2014 (Figure 9). The average age of faculty who retired in 2015 was 66. The percentage distribution of bargaining-unit faculty across 10-year age groupings is: 26.2% are age 35-44, 28.8% are age 45-54, and 26.0% are age 55-64. An additional 11.0% are age 65 and older.

### Staff

Of staff who chose to leave UBC in 2015, 14.5% retired. Retirements for all staff employment groups in 2015 was 1.4%, a slight increase over the previous three years. The average age of staff who retired in 2015 was 64.

**Figure 9: Retirements by Employment Group Types, 2015**

Employment Group	Number of Retirements				Percentage of Workforce Retiring			
	2012	2013	2014	2015	2012	2013	2014	2015
Bargaining-Unit Faculty (BOG)	47	61	70	55	1.5%	2.0%	2.4%	1.9%
All Other Staff Employment Groups	74	93	93	133	0.8%	1.0%	1.0%	1.4%

# ATTRACTION

## Faculty

In 2015, UBC hired 100 faculty, a decrease of one person from 2014 (Figures 10 and 11).

Figure 10: Tenure-Stream Faculty New Hires by Campus and Rank, 2012 - 2015

Campus	Level of Position	Number of New Hires			
		2012	2013	2014	2015
Okanagan	Full Professor	1	2	4	3
	Associate Professor	0	5	1	2
	Assistant Professor	17	11	8	5
	Instructor / Senior Instructor <sup>a</sup>	4	8	4	3
	Professor of Teaching	0	0	0	0
<b>Okanagan Total</b>	<b>Subtotal</b>	<b>22</b>	<b>26</b>	<b>17</b>	<b>13</b>
Vancouver	Full Professor	7	8	6	7
	Associate Professor	13	13	9	8
	Assistant Professor	67	45	53	60
	Instructor / Senior Instructor <sup>a</sup>	12	13	16	12
	Professor of Teaching	1	0	0	0
<b>Vancouver Total</b>	<b>Subtotal</b>	<b>100</b>	<b>79</b>	<b>84</b>	<b>87</b>
<b>UBC Total<sup>b</sup></b>	<b>Total</b>	<b>122</b>	<b>105</b>	<b>101</b>	<b>100</b>

Figure 10 Footnotes:

a) Includes 2 Ranks (Instructor I, Senior Instructor)

b) The total excludes Librarians, Postdoctoral Fellows, Program Directors, Other Faculty Appointments (term, part-time) and Visiting Academics.

Please note that this data includes new hires, reappointments, and new appointments attributable to additional responsibility. Faculty data for new hires uses a different methodology from staff data, where the latter looks exclusively at those who are new to UBC.

Figure 11: Tenure-Stream Faculty New Hires by Campus and Faculty, 2012 - 2015

Campus	VP/Faculty	Number of New Hires			
		2012	2013	2014	2015
<b>Okanagan</b>	Faculty of Education	2	1	0	0
	Faculty of Management	3	0	1	0
	Irving K. Barber School of Arts & Sciences	9	9	10	7
	Faculty of Creative & Critical Studies	4	3	2	1
	Faculty of Health & Social Development	3	9	0	3
	Faculty of Applied Science	1	4	4	2
<b>Okanagan Total</b>	<b>Subtotal</b>	<b>22</b>	<b>26</b>	<b>17</b>	<b>13</b>
<b>Vancouver</b>	Fac.of Pharmaceutical Sciences	1	5	2	3
	Faculty of Applied Science	6	4	7	11
	Faculty of Arts	30	23	19	17
	Faculty of Dentistry	2	2	0	1
	Faculty of Education	5	6	12	11
	Faculty of Forestry	3	0	7	2
	Faculty of Grad & Postdoc Studies	0	0	0	0
	Faculty of Land & Food Systems	3	3	1	0
	Faculty of Law	1	3	2	1
	Faculty of Medicine	30	17	18	18
	Faculty of Science	10	13	11	15
	The Sauder School of Business	9	3	5	8
	VP Academic & Provost	0	0	0	0
<b>Vancouver Total</b>	<b>Subtotal</b>	<b>100</b>	<b>79</b>	<b>84</b>	<b>87</b>
<b>UBC Total*</b>	<b>Total</b>	<b>122</b>	<b>105</b>	<b>101</b>	<b>100</b>

Figure 11 Footnotes:

\*The total excludes Librarians, Postdoctoral Fellows, Program Directors, Other Faculty Appointments (term, part-time) and Visiting Academics.

Please note that this data includes new hires, reappointments, and new appointments attributable to additional responsibility. Faculty data for new hires uses a different methodology from staff data, where the latter looks exclusively at those who are new to UBC.

## Staff

UBC hired 1,217 new staff in 2015: 1,122 people in Vancouver, and 95 people in the Okanagan. This represents a 6% decline in the number of new hires in the Okanagan, and a 13% decline in Vancouver (Note: Due to an improvement in methodology, we are only reporting on staff new hires, whereas prior years' reports had included a variety of role changes for pre-existing staff). In 2015, the volume of new staff hires in both Vancouver and the Okanagan was lower than the number of new hires in each of the previous three years (Figures 12 and 13).

**Figure 12: Okanagan Staff Hires by Employment Group, 2012 - 2015**

Employment Group	Bargaining Unit	Number of New Hires			
		2012	2013	2014	2015
BCGEU Okanagan Campus	BCGEU	71	48	53	47
Management and Professional	AAPS	48	63	31	36
Senior Executive	None	0	0	0	1
Staff - Other <sup>a</sup>	None	16	12	17	11
<b>Total</b>		<b>135</b>	<b>123</b>	<b>101</b>	<b>95</b>
<b>% Change over previous year</b>		<b>N/A</b>	<b>-9%</b>	<b>-18%</b>	<b>-6%</b>

Figure 12 Footnotes:

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

Please note that this data includes new hires only (no reappointments, transfers and promotions).

**Figure 13: Vancouver Staff New Hires by Employment Group, 2012 - 2015**

Employment Group	Bargaining Unit	Number of New Hires			
		2012	2013	2014	2015
Childcare	BCGEU	52	50	39	49
CUPE 116	CUPE116	269	298	314	279
CUPE 2950	CUPE2950	163	209	202	222
English Language Instructors	CUPE2278	2	0	0	0
Management and Professional	AAPS	333	323	341	245
Non-Unionized Technicians	None	179	145	161	169
Senior Executive	None	1	1	0	3
Staff - Other <sup>a</sup>	None	181	180	230	155
<b>Total</b>		<b>1,180</b>	<b>1,206</b>	<b>1,287</b>	<b>1,122</b>
<b>% Change over previous year</b>		<b>N/A</b>	<b>2%</b>	<b>7%</b>	<b>-13%</b>

Figure 13 Footnotes:

a) Includes Executive Administrative, Operating Engineers, Sport Instructors, and Farm Workers.

Please note that this data includes new hires only (no reappointments, transfers and promotions).

In 2015, at the Okanagan Campus, 56% of new hires were under the age of 35 compared to 69% at the Vancouver Campus (Figure 14). While UBC hires more young staff, young staff also resign at higher rates than the rest of the workforce.

**Figure 14: Age Distribution of Staff New Hires, by Year**

Age Range	Okanagan				Vancouver			
	2012	2013	2014	2015	2012	2013	2014	2015
24 & Under	15%	15%	20%	17%	25%	26%	30%	29%
25 to 34	30%	34%	33%	39%	37%	37%	37%	40%
35 to 44	34%	26%	21%	22%	21%	20%	17%	16%
45 to 54	12%	15%	12%	15%	12%	12%	13%	10%
55 to 64	8%	9%	14%	6%	5%	3%	4%	5%
65 & Over	1%	0%	1%	1%	1%	1%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b># of Hires</b>	<b>135</b>	<b>123</b>	<b>101</b>	<b>95</b>	<b>1,180</b>	<b>1,206</b>	<b>1,287</b>	<b>1,122</b>

Figure 14 Footnotes:

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



# WORKPLACE HEALTH

UBC continues to support a healthy, safe, and 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 & Preventive Health

Occupational & Preventive Health (OPH) provides immunizations, health screenings, and medical surveillance for staff and faculty on the Vancouver Campus to help prevent workplace-related disease, injury, and illness. Highlights from 2015:

- Between 2008 (when the program began) and 2015, cumulative program enrollment reached 2,698 staff and faculty, and 3,259 immunizations have been administered.
- A total of 456 vaccines were provided based on workplace exposure risks and personal health history.
- OPH partnered with Risk Management Services and Student Health Services to provide a hands-on learning opportunity for medicine, nursing and pharmacy students who administered 4,528 flu shots on the Vancouver Campus. Okanagan Risk Management provided 810 flu vaccinations on the Okanagan Campus.

### Ergonomics

The Ergonomics Program continues to promote a healthy work environment, injury prevention as well as provide support to those continuing or returning to work following an injury or illness. Highlights from 2015:

- Partnered with Infrastructure Development to provide guidelines and recommendations that support healthy work environments at UBC. Addressing ergonomics in the design phase is cost-effective and supports reduction of musculoskeletal injury risk factors.
- As a result of outreach in priority areas, 67% of ergonomics assessments are now conducted in laboratory and industrial environments at UBC. This is up from 20% in 2011, with the balance having historically been in office environments.
- Increased in-person Office Ergonomic training by 63% and launched the Ergo Your Office online guide and self-assessment tool, which led to a 15% increase in website visits, and a 25% increase in usage of the ergo equipment loaner program.

### Workplace Injuries

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

In 2015, there were a total of 245 work-related accidents/claims (Figure 15), a decrease of 4% from 2014. Of these, 112 were time-loss claims, which decreased by 19% since 2014. The remaining 133 were “health care only” claims (i.e. a medical practitioner rendered services, but the injured employee was not absent from work beyond the day of injury), which increased by 14% from 2014.

The associated cost of these WorkSafeBC (WSBC) claims was \$1.0M in 2015, a decrease of \$461,403 from 2014. These costs include wage compensation, medical costs and rehabilitation, and pension payouts. The number of time-loss accidents per 100 employees is at a four-year low, at 0.78. While the cost of claims decreased last year, the cost of premiums UBC pays to WSBC increased for the third consecutive year, in part because premiums are based on three years of claims history, not the previous year’s claims.

In 2015, accidents/injuries were most common among employees age 50-59 (34% of claims) and 40-49 (26% of claims).

Figure 15: Work-Related Injuries, 2012-2015

	2012	2013	2014	2015	% Change Over Year Prior
Number of Time Loss Accidents	137	115	139	112	-19%
Number of Health Care Claims	122	82	117	133	14%
<b>Total Work Related Accidents/Claims (Number)</b>	<b>259</b>	<b>197</b>	<b>256</b>	<b>245</b>	<b>-4%</b>
Cost of Time-Loss Accidents	\$409,551	\$280,858	\$1,001,938	\$603,045	-40%
Cost of Health-Care Claims	\$473,700	\$366,235	\$470,394	\$407,884	-13%
<b>Total Cost of All WCB Claims (Dollars)</b>	<b>\$883,252</b>	<b>\$647,093</b>	<b>\$1,472,333</b>	<b>\$1,010,930</b>	<b>-31%</b>
Days Lost Due to Work-Related Accidents	3691	3025	4442	3336	-25%
Time-Loss Accidents per 100 Employees	0.99	0.82	0.98	0.78	-0.3%
UBC's Premiums (\$ per \$100 of assessable payroll)	0.18	0.23	0.31	0.36	

## Return to Work Programs

UBC Human Resources works with departments, faculty/staff, and UBC's unions and associations to identify opportunities to continue working, or return to work after an injury or illness. In 2015, the Return-to-Work team on the Vancouver Campus worked on 419 active employee cases. These services are voluntary unless claims to Long-Term Disability or WorkSafeBC are involved. On the Okanagan Campus, the Work Re-Integration and Accommodation Program (WRAP) provides a wider range of mandatory services including return-to-work, stay-at-work, accommodations, WorkSafeBC claims, and short- and long-term disability, with a caseload of 137 people in 2015.

## Health and Wellbeing Promotion Initiatives

Health and wellbeing programming for staff and faculty continues to evolve and be refined through ongoing programs, training, large-scale events, and strategic collaborations. The aim is to achieve improvements in health literacy, individual health outcomes, and organizational practices that support a healthy, sustainable workplace.

In 2015, we continued to champion [Wellbeing at UBC](#) and support the work to embed wellbeing in all that we do at the University through increased collaboration, fostering interdisciplinary dialogue, and planning towards adopting the [2015 Okanagan Charter](#) for Health Promoting Universities.

Last year, the focus continued to be on building a continuum of diverse mental health and resilience-building programs, as well as early intervention. In February 2016, UBC received the

Canadian Mental Health Association's C.M. Hincks Award as a champion and leader in the advancement of positive mental health. Other highlights:

- Created a resource to help leaders and the UBC community assist faculty and staff in distress, as well as build healthy and respectful work environments.
- Continued offering mindfulness and meditation programs, including Mindfulness-Based Stress Reduction (MBSR) programs and meditation training. After taking the MBSR program, some faculty in the Okanagan Nursing program adopted mindfulness in their classrooms.
- Changed Employee Family and Assistance Program (EFAP) provider to Shepell (the contract with the previous provider expired, and the contract went out for competitive bid), and experienced an increase in program utilization to 16.2% (from 12.6% in 2014). This increase may signal that staff and faculty are proactive with respect to their health, and the health of their dependents. Reasons for contacting EFAP Counselling Services: marital/relationship, stress and anxiety, work-related, family-related, psychological/personal/emotional, depression, life transitions, grief/bereavement. Reasons for contacting EFAP Preventative Services: legal advisory, health and wellbeing, financial advisory, childcare and parenting.

### UBC Thrive

Thrive, a week-long series of events held every November, encourages positive mental health for the UBC community through learning, conversations, and discovery. In 2015, this collaboration between Students and HR on both campuses resulted in an offering of over 95 events from 60 campus partners, and was successful in reaching 40,000 community members.

- Faculty were encouraged to incorporate Thrive's key message into classrooms and curricula, in support of student wellbeing.
- Over 850 people from seven departments on the Vancouver Campus participated in the national Not Myself Today Campaign (NMT) through the Partners for Mental Health, which focuses on reducing stigma, increasing individual understanding of mental health and fostering safe, open, and supportive work environments.
- UBC received first place in the Canadian Association of University Business Officers' (CAUBO) Quality and Productivity Awards, acknowledging the University's leadership in creating a model for collaborative promotion of positive mental health. UBC's efforts continue to be influential nationally, and to date 10 other post-secondary institutions across Canada have adopted Thrive.

### Community Involvement

UBC continues to partner with the Canadian Mental Health Association (CMHA) in mental health educational programs. With the support of the CMHA and UBC's Equity Enhancement

Fund, additional Mental Health First Aid training was provided to 45 employees in Vancouver and 31 employees in the Okanagan, including those who interface with students and the public. The Okanagan Campus collaborated with the CMHA to offer Living Life to the Full, Mental Health First Aid, and Anxiety workshops during Thrive.

Partnerships on the UBC Vancouver Campus included: partnering with the Pharmacists Clinic to offer a bone health screening clinic for staff and faculty; almost 500 staff/faculty participating in the Pick your Peak Stair Challenge; UBC Recreation and Food Services supporting Staff and Faculty Sports Day; and a Sustainability Scholar providing evidence-based support for the Healthy Workplace Initiatives Program (HWIP).

Partnerships on the Okanagan Campus included: the Human Kinetics department offering a series on Behaviour Modification - Exercise and Nutrition, providing free nutritional counselling and personal training; the CMHA delivering an anxiety presentation for staff, faculty, students, and the community; and the Fly Fishing Club, founded through seed money from HWIP, hosting two fishing events in 2015 and expanding membership to over 30 staff and faculty.

Figure 16: Sample of Health Promotion Initiatives, 2013-2015

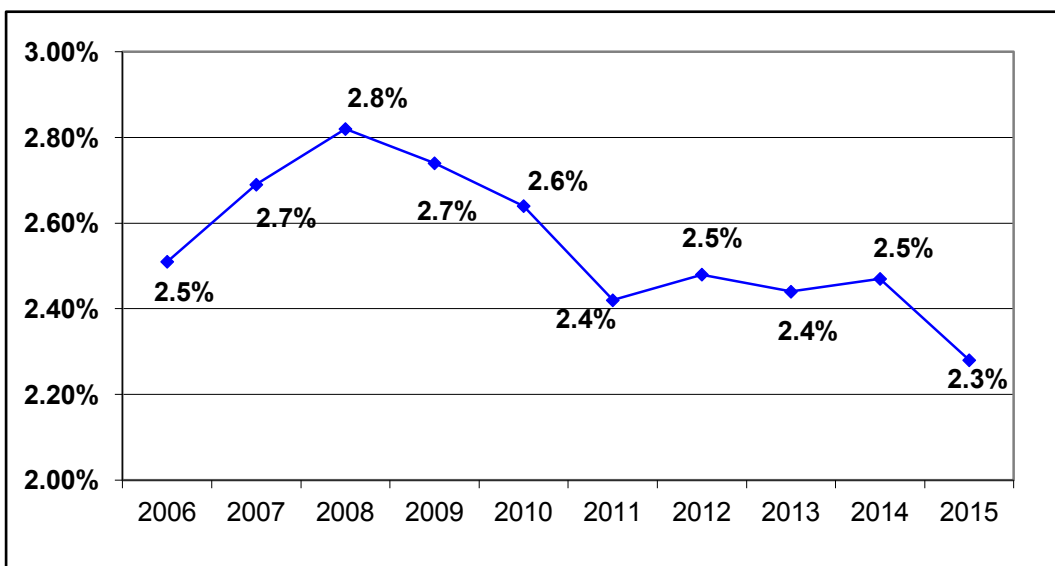
Initiative	2013	2014	2015
<b>UBC Thrive</b> <i>(Vancouver and Okanagan)</i>	57 different partners hosted 65 events on both campuses	62 different partners hosted 100 events and activities on both campuses	62 different partners hosted 95 events and activities on both campuses
<b>Travelling Health Fair</b> <i>(Vancouver)</i>	584 assessments with 81% attendance rate; staff & faculty could attend multiple assessments	228 assessments with 91% attendance rate; staff & faculty attended one specific assessment (Heart Health) <i>(format changed significantly this year: offered more in-depth biometric screenings)</i>	265 assessments with 93% attendance rate; staff & faculty attended one specific assessment (Bone Health)
<b>Healthy Measures Health Fair</b> <i>(Okanagan)</i>	87 Assessments	84 Assessments	61 Assessments
<b>Staff and Faculty Sports Day</b> <i>(Vancouver)</i>	370 total participants on 85 teams	395 total participants on 92 teams	399 total participants on 88 teams representing 50 departments
<b>Staff and Faculty Sports Day</b> <i>(Okanagan)</i>	92 participants on 20 teams	112 participants on 22 teams	128 participants on 23 teams
<b>Health Contact Database</b> <i>(Vancouver)</i>	106 staff and faculty contacts	315 staff and faculty contacts	432 staff and faculty contacts
<b>Lunchtime Workshops</b> <i>(Vancouver)</i>	59 workshops; 15 department-hosted workshops: 1,679 attendees	43 workshops; 19 off-site location workshops; 25 department hosted workshops: 2,642 total attendees	45 workshops; 10 off-site location workshops; 36 department hosted workshops: 2,729 total attendees
<b>Lunchtime Workshops</b> <i>(Okanagan)</i>	66 workshops; 410 attendees	55 workshops; 478 attendees	22 workshops; 364 attendees
<b>Staff and Faculty Health Challenge</b> <i>(Vancouver and Okanagan)</i>	Event not held this year	584 total participants (Total Health through Sun Life)	489 total participants (Pick your Peak Stair Challenge)

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

UBC’s Income Replacement and Disability plans are UBC’s employee-paid, long-term disability plans, and are insured by Sun Life Financial.

- There were 252 IRP/DBP claims as of December 31, 2015, a decrease from 259 the year before.
- UBC’s 2015 claims incidence rate (the percentage of new claims opened in the year) was 0.4% (down from 0.5% in 2014), which is lower than other organizations of similar size and/or in the education sector, which have an incidence rate of 0.7%. This signals a decrease 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 plan has been relatively stable over the past four years, and was 2.3% in 2015 (Figure 17).

Figure 17: 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. Cancer: 33%
2. Psychological illnesses: 29%
3. Nervous system (e.g. Multiple Sclerosis, Parkinson's Disease): 14%

The University's benefits consultant, Mercer, notes that these three disability categories are relatively consistent with the top disability categories in other similar organizations.

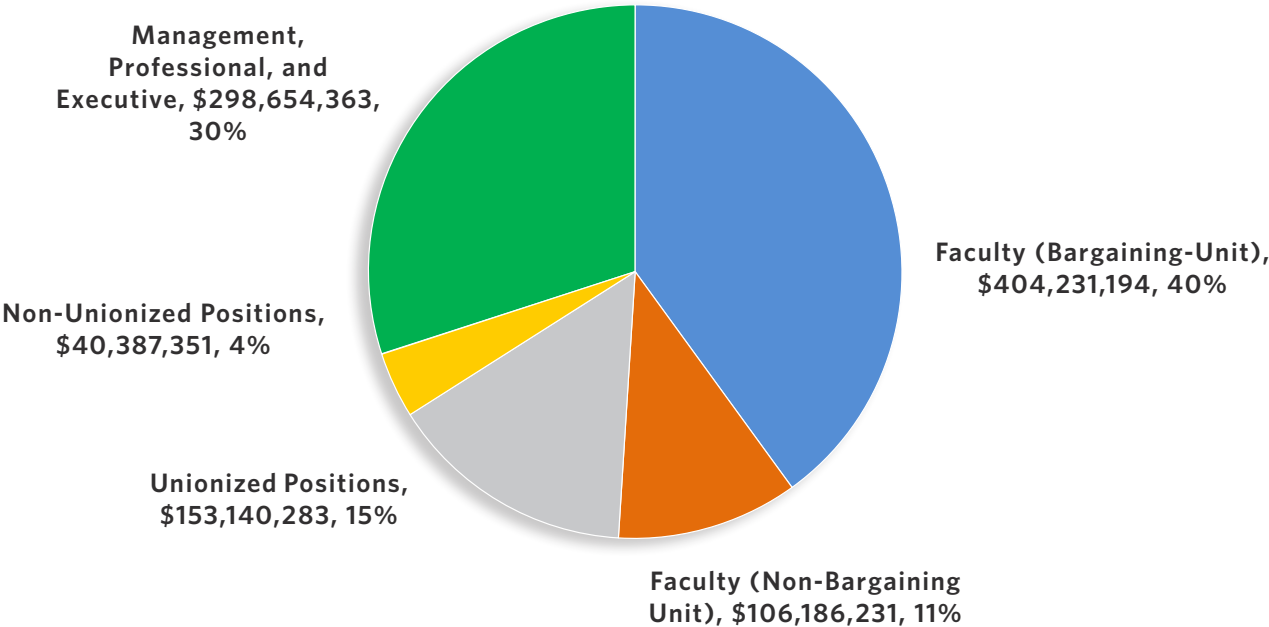
Notably, UBC had fewer disabilities related to musculoskeletal and accident causes, and more related to cancer and nervous system issues than in the previous year and when compared to similar organizations. UBC's percentage of psychological claims has been relatively stable over the years, and is slightly lower than that of other similar organizations. Conversely, UBC's percentage of nervous system and cancer claims are higher than other organizations.

# TOTAL COMPENSATION

## Salaries

In 2015/16\*, UBC spent a total of \$1.003 billion on faculty and staff salaries (Figure 18), an increase of \$8 million (0.8%) over spending on faculty and staff salaries in 2014/15.

Figure 18: UBC Earnings by Broad Employment Group Fiscal Year 2015/16\*



\*At the time of writing, the available data was one month off-sync from the fiscal year, reflecting the period March 1, 2015 to February 28, 2016. It did not include the increases provided for in the arbitration award for the UBC Faculty Association collective agreement



### Benefits

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

The total cost of benefits (both employer- and employee-paid) for fiscal year 2014/15 was \$276.5 million, an increase of 2% from the prior year. The cost of benefits as a percentage of payroll was relatively consistent with the prior year (24.7% in 2014/2015, compared to 24.4% in 2013/2014). As such, the 2% increase in benefit costs is largely due to an increase in payroll for faculty and staff which impact benefits that are based on a percentage of salary, with modest increases in the cost of the Staff Pension Plans and the Extended Health plan. The cost of all other benefits either decreased or remained relatively stable. The 2% increase is well below that of benchmark organizations, which experienced cost increases in the range of 4-7% in the same period.

Note: Benefits cost information is provided on a fiscal year basis for 2014/15, an earlier time period than the rest of this report due to the timing of data availability.

# STUDENT EMPLOYEES

In 2015, UBC provided part-time employment opportunities for over 15% of students enrolled at the University. This year, there was a \$4.7 million increase in student employee salaries compared to 2014; however, student employee headcount was lower than the previous year by 374 people. The majority of student employees are age 24 and under, and more than half are women. Additionally, for the first time we surveyed student employees about their workplace experiences, and the overall feedback was positive.

## Salaries

In 2015-16, \$105.0 million was spent on student employees' salaries, an increase of \$4.7 million from the previous year. (Note: In previous year's reports, students who received their scholarship funds via the payroll system had been included as student employees. In this year's report, we have subtracted these student award recipients from the data for this year and the previous year).

## Headcount

As of October 1, 2016, there were 8,493 students (15.6%) enrolled at UBC were employed part-time at the University (Figure 19), a decrease of 374 student employees from 2014. This decline reflects 80 fewer student positions in the Faculties, which is a 1.2% decrease from the year prior. Within the VP portfolios, there was a decrease of 294 student positions in 2015 compared to 2014. The reasons for this decrease include a smaller number of students working more hours, departments discontinuing hourly staff with no recently-worked hours, and one department hiring their student employees after October 1 (and therefore they are not reflected in the 2015 headcount data). Additionally, in 2015, there were 52 fewer Work-Learn and Work-Study positions than in the previous year.

**Figure 19: Student Employee Headcount by Career Category (as of October 1)\***

Career Category	Headcount			
	2012	2013	2014	2015
Research & Innovation	3,792	4,116	3,966	4,076
Learning	2,792	2,722	3,110	2,819
Other Categories**	2,037	1,816	1,791	1,598
<b>Total</b>	<b>8,621</b>	<b>8,654</b>	<b>8,867</b>	<b>8,493</b>

\*Represents a snapshot of students who were actively employed by UBC as of October 1. May exclude students employed between snapshot dates.

\*\*Includes positions such as Work Study, Interns, Student Assistants, and student positions in the Aquatic Centre. Total does not include NSERC/SSHRC Graduate Fellowship Students.

Student employees mostly work in jobs focused on delivering the core academic mission of the University, with 48% working in research and 33% working in learning support. All student employees are on part-time, term appointments, which have a fixed end-date; however, 2.2% of student employees resigned from their positions prior to the end of their term.

## Age and Gender Distribution

Age and gender data (Figure 20) shows that 53% of student employees are female and 47% are male. More than half of student employees are age 24 or under, and an additional 41% are age 25-35. The remaining 6.7% of student employees are above the age of 35, which includes 571 people in total, three of whom are 65 or over.

**Figure 20: Age and Gender Distribution of Student Employee Headcount (as of October 1, 2015)**

Age Range	Total Headcount	% of Total HC by Age Group	Female	Male	% of Headcount Female
24 & Under	4,454	52.4%	2,578	1,876	57.2%
25 - 34	3,468	40.8%	1,614	1,854	35.8%
35 - 44	450	5.3%	231	219	5.1%
45 - 54	101	1.2%	69	32	1.5%
55 - 64	17	0.2%	10	7	0.2%
65 & Over	3	0.0%	2	1	0.0%
<b>Total</b>	<b>8,493</b>	<b>100.0%</b>	<b>4,504</b>	<b>3,989</b>	<b>53.0%</b>

## Student Employee Survey

In 2015-16, we gathered feedback from student employees at the Vancouver Campus about what it is like to work at UBC. Arising from their consideration of the 2014 Workplace Experiences Survey (WES) for faculty and staff, and the 2014-2015 Focus on People Benchmark Report, UBC's Board of Governors requested that student employees be invited to share feedback on their employment experience. The VP, Human Resources and VP, Students worked in partnership to initiate a pilot project with scope limited to Undergraduates at the Vancouver Campus.

The Student Employee Survey was embedded into the Undergraduate Experience Survey (UES) for the UBC Vancouver Campus. The UES was conducted between February 17, 2016 and March 24, 2016. At the time, 32,595 students were registered in a relevant program (i.e., an undergraduate program in Vancouver) and provided a valid email address. These students were invited to participate in the online survey.

Of the 6,416 survey respondents, 673 (or 10%) indicated that they are currently a student employee who began their position at UBC in October 2015 or earlier. Of these 673 respondents, 647 completed the Student Employee Survey.

Of the survey respondents, 38% were in a Work Learn position, 12% were in a Teaching Assistant or Marker role, and 11% were in a Research Assistant position. An additional 38% were in roles not covered by these three categories.

Additionally, 43% of respondents were located in academic units, 12% in Athletics and Recreation (including the Aquatic Centre), 9% in Food Services, 7% in Student Housing & Hospitality Services, 6% in Access and Diversity, and 3% in the Development Office. An additional 21% reported that they didn't know which unit they worked in, or it was not listed on the survey.

Overall, the scores from this survey were positive. Eighty-four percent of student employees would recommend UBC as a good place to work, 93% said their colleagues treat them with respect, and 89% said they were satisfied with their job at UBC. Equally significant, 86% of respondents said that their position at UBC helped them develop transferrable skills. Other highlights:

- 89% said they bring their whole self to work.
- 94% said they feel physically safe in their work environment.
- 81% said they know how to take action should they observe or experience bullying, harassment, or violence while working at UBC.

# APPENDIX

## Entrance and Exit Surveys

UBC continues to monitor feedback from faculty and staff through online entrance and exit surveys. Since entrance and exit surveys were introduced in 2009, response rates have been low, with 1.9% of new hires completing an entrance survey and 2.2% of employees who have left UBC completing an exit survey.

### Entrance Surveys

In 2015, 42 entrance surveys were completed, a decrease from the 82 surveys completed in 2014 and the 85 surveys in 2013. There were 31 surveys completed in Vancouver, one in the Okanagan, and 10 which did not specify a campus. The vast majority of surveys were completed by staff.

The top reasons respondents gave for joining the University were:

1. Opportunity for advancement (73%)
2. Quality of colleagues (73%)
3. Benefits (69%)
4. Long-term stability of the organization (65%)
5. Stimulating work (60%)

Entrance survey respondents are also asked about the reason they stay at UBC. The top reasons respondents gave are: the work itself, learning opportunities, and colleagues.

### Exit Surveys

In 2015, 68 exit surveys were completed, similar to past years where the number of survey responses range from 52 to 68. There were 47 surveys completed in Vancouver, three in the Okanagan, and 18 which did not specify a campus.

The top three reasons people gave for leaving UBC were:

1. Opportunities for advancement (56%)
2. More stimulating work (53%)
3. Salary (50%)

While opportunities for advancement is consistent with reasons for leaving respondents given in 2014, more stimulating work and salary differ from the reasons identified last year (i.e. lack of “recognition, and the perception” that their department does not value their contribution to the University).

