



Not your typical day-to-day

FOCUS ON PEOPLE

2016 - 2017 Benchmark Report



THE UNIVERSITY OF BRITISH COLUMBIA

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EXECUTIVE SUMMARY

Focus on People: Workplace Practices at UBC is the human resource framework that supports UBC's commitment to an outstanding work environment. Since the Focus on People framework was introduced nine years ago, Human Resources has reported faculty and staff employment information annually, providing insights and revealing trends in 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 2016/17. For the first time, the report includes employment equity data, and presents this data through the lens of faculty ranks and staff levels.

Highlights from this year's report:

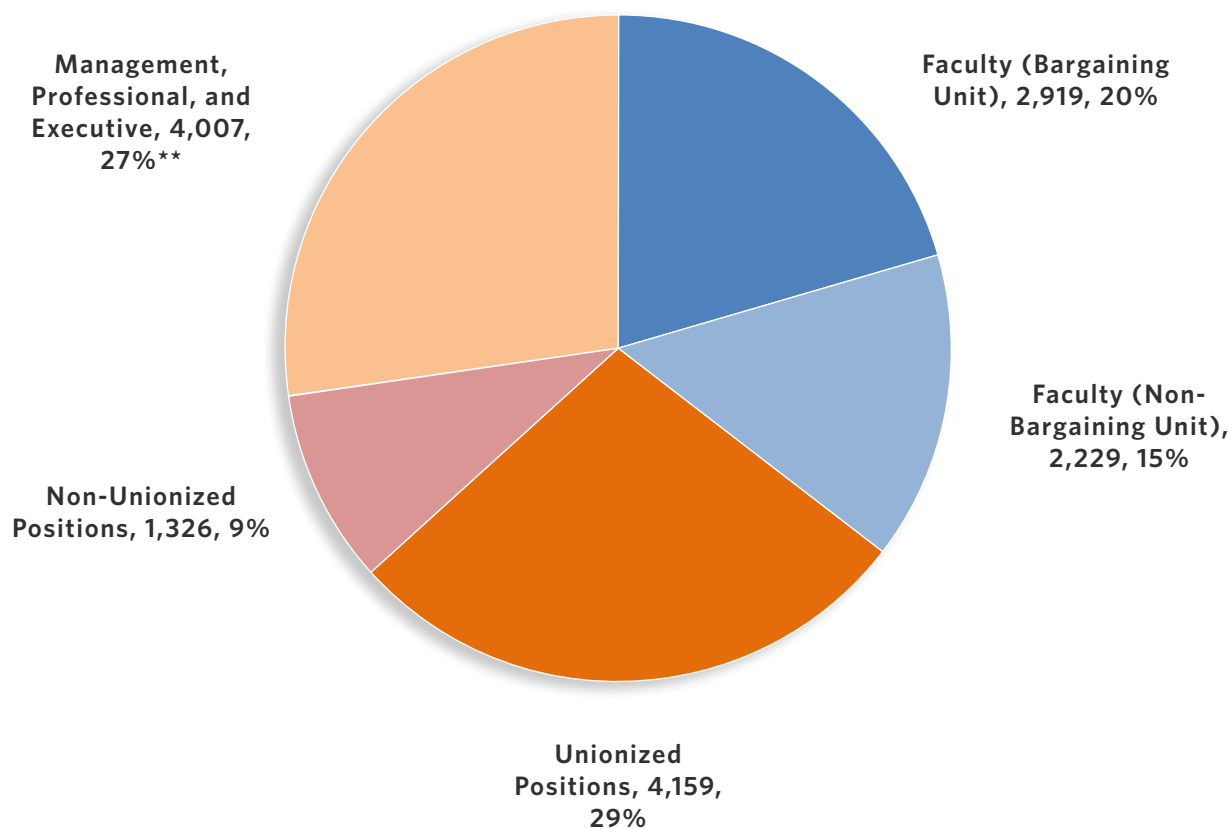
- Health and wellbeing for staff and faculty continues to be an area of strength at UBC. The University provides a wide variety of programs and initiatives that continue to evolve and increase in sophistication. These areas include ergonomics, mental health and resilience, UBC Thrive, and increasing opportunities for increased physical activity and reduced sedentary behaviour.
- The overall faculty and staff headcount increased slightly in 2016 as a result of the hiring of additional staff focused on the student experience.
- The 2016 employment equity data shows that faculty and staff in the lower ranks and levels are more diverse, with greater representation of women and visible minorities, than those in senior ranks. By contrast, sexual and gender diversity representation is non-stratified.
- The overall voluntary turnover rate for staff and faculty decreased in 2016 to 6.0% from 6.8% in 2015. This voluntary turnover rate was slightly lower than the 2016 Canadian benchmark of 6.6%.
- The number of new faculty hired in 2016 was slightly lower than 2015 (87 compared to 100 new hires the previous year) because several faculty postings were not filled. The number of faculty who resigned from the University in 2016 was also slightly lower at 1.1% compared to 1.3% in 2015.

WORKFORCE OVERVIEW

Faculty and Staff Headcount

In 2016, UBC employed a total of 14,640 people in faculty and staff positions (Figure 1). This total includes 5,148 people in faculty positions and 9,492 people in staff positions. The overall headcount increased by 320 people from the prior year, and by 534 people since 2013.*

Figure 1: Total Faculty and Staff Headcount as of October 1, 2016: 14,640



*Our definition of employee was changed this year to include several non-bargaining unit faculty who had a combination of paid and unpaid appointments. All headcount figures for 2013-2016 in this report use the most current methods, as do the prior year's report.

**Executive headcount is 29 people, reported inside this combined category.

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

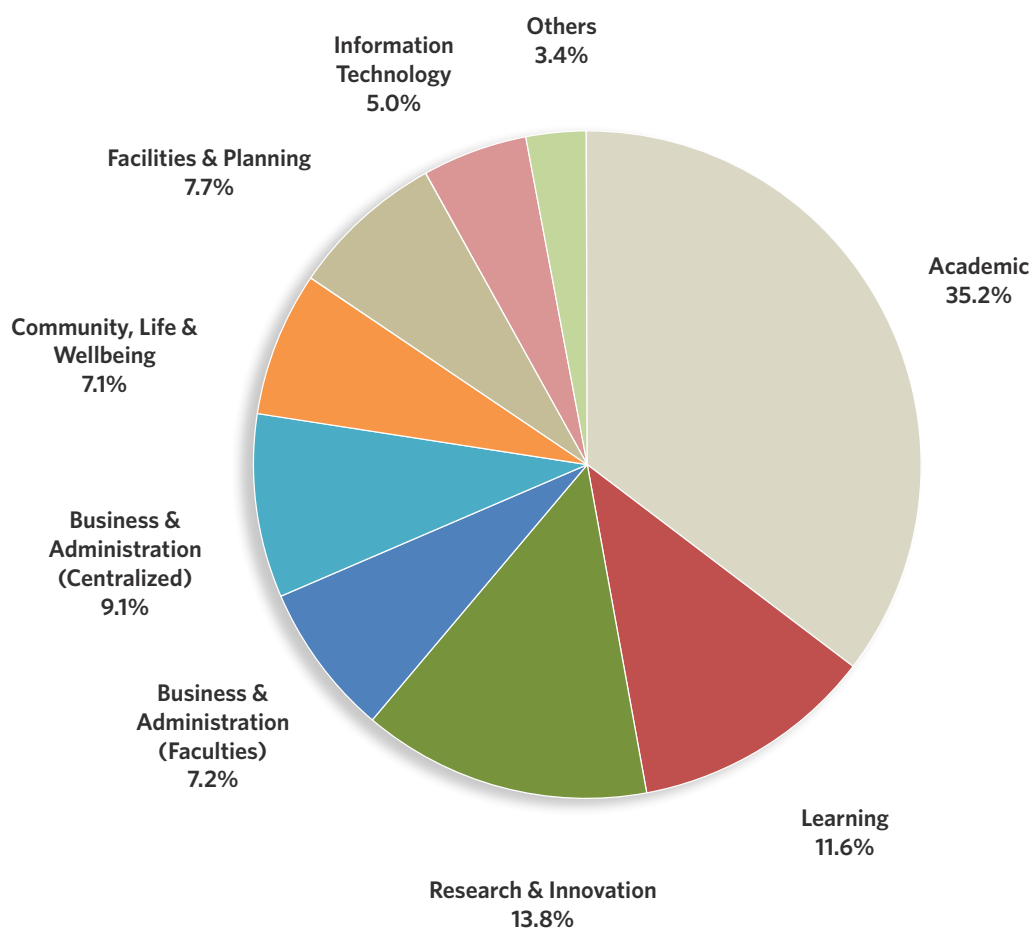
- Bargaining unit faculty (professors, instructors, lecturers, and sessional lecturers)
- Non-bargaining unit faculty (deans, research associates, and post-doctoral fellows)
- Unionized staff (administrative, library, clerical, trades, technicians in various faculties, and a range of other positions)
- Non-union staff (executive administrative, 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 60.6 % of UBC's workforce (8,861 faculty and staff) is directly delivering the core academic mission of research and teaching (Figure 2). This total includes 35.2% in academic roles (faculty), 11.6% enabling learning (for example, library support, educational programming, and student management) and 13.8% involved in research and innovation (for example staff who enable research in front-line analysis and support 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 both Faculties and central administrative units.

Figure 2: Distribution of Faculty and Staff by Career Category as of October 1, 2016



In terms of trends in the distribution of faculty and staff by career category, the percentage of UBC's workforce directly delivering the University's core academic mission has remained consistent at 60% for the last 10 years.

Distribution of Faculty and Staff by Campus and Age

Looking at UBC's workforce:

- 92.6% of the workforce are at the Vancouver Campus, and 7.4% are at the Okanagan Campus (see Figure 3).
- 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: Distribution by Campus (as of October 1, 2016)

Campus	Total Headcount	% of Total
Okanagan	1,086	7.4%
Vancouver	13,554	92.6%
Total	14,640	100.0%

Figure 4: Distribution by Age (as of October 1, 2016)

Age Group	Total Headcount	% of Total Headcount in this Age Group
24 & Under	639	4.4%
25 - 34	3,273	22.4%
35 - 44	3,671	25.1%
45 - 54	3,718	25.4%
55 - 64	2,648	18.1%
65 & Over	691	4.7%
Total	14,640	100.0%

Employment Equity

This section provides information on faculty and staff diversity at various levels. This information is presented in a manner that is different from UBC's Employment Equity Report (<http://equity.ubc.ca/publications/>). Conventional Employment Equity reporting places all faculty into one category, and a large fraction of Management & Professional staff into another single category, limiting interpretation. As an alternative way of considering employment equity, the tables below look at equitable representation for several career hierarchies within UBC.

Our method for identifying employment equity status is that employees indicate their sex as part of their basic information upon hiring, and they self-identify in the remaining designated categories in the Employment Equity survey, which has a response rate of 72% in Vancouver and 80% in the Okanagan. The categories included in the survey are Women, Aboriginal Peoples, Visible Minorities, Persons with Disabilities, and Sexual and Gender Diversity.

Figures 5 and 6 indicate that UBC has representation in most career categories that is mostly at or above national and regional benchmarks. However, diversity is more pronounced at the lower ranks and less so within senior ranks.

Vancouver Campus

Figure 5 shows that at the UBC Vancouver Campus, representation of Women amongst faculty ranks ranges between 46% and 59% with two exceptions. While representation is highest amongst non tenure stream ranks such as Lecturer and Sessional lecturer, Women make up 43% of Associate Professors and 24% of Full Professors. Amongst academic leadership roles, which are often recruited from the ranks of Full Professor, representation varies between 24% and 50%. The lowest representation of Women is amongst Heads and Deans, where representation mirrors the representation of Women amongst Full Professors.

The UBC Vancouver Campus also has limited Visible Minority representation in the senior faculty ranks. For example, 15% of Professors identify as Visible Minorities, as do 9% of Professors of Teaching. By contrast, of Assistant Professors, 23% identify as Visible Minorities. Amongst non tenure stream positions, 24% of Lecturers and 31% of Sessional Lecturers in continuing appointments self-identify as Visible Minorities. When we look to the labour market outside of UBC, the Canadian Census for 2011 reports that 19.1% of all university teachers self-identify as Visible Minorities nationally.

For staff positions, it is also the case that the more senior the level of the position, the lower the representation of Women, Visible Minorities, and Persons With Disabilities. Amongst mid-level professionals, more identify as Aboriginal and as having a diverse sexual or gender identity than at other levels.

**Figure 5: Headcount Representation by Employment Equity Category and Level of Position
Vancouver Campus (October 2016)**

Level of Position	Total Eligible Respondents ¹	Employment Equity Category (Percent of Total) ¹				
		Women	Aboriginal Peoples	Visible Minorities	Persons with Disabilities	Sexual and Gender Diversity
Executives ²	17	58.8%	12.5%	11.8%	0.0%	25.0%
Deans and Principals	12	25.0%	0.0%	9.1%	0.0%	9.1%
Academic Leaders ²	296	31.8%	1.0%	14.1%	1.6%	9.9%
Research and Teaching Faculty³						
Full Professors	1,077	24.4%	1.3%	15.0%	3.3%	5.7%
Associate Professors	607	43.0%	1.5%	18.9%	5.6%	6.3%
Assistant Professors	345	47.5%	0.8%	23.3%	2.0%	9.2%
Teaching Faculty³						
Professor of Teaching	23	52.2%	0.0%	9.1%	4.5%	22.7%
Sr. Instructor	122	55.7%	1.0%	21.6%	4.1%	8.2%
Instructor I	60	43.3%	2.0%	16.0%	10.0%	8.0%
Term, Part Time and Other Faculty						
Lecturer	264	59.1%	1.2%	24.1%	4.7%	9.4%
Non-Tenured Professors & Instructors	52	48.1%	0.0%	23.3%	3.3%	6.7%
Sessional Lecturer Continuing	75	45.3%	2.6%	30.8%	2.6%	7.7%
Sessional Lecturer	320	56.9%	3.4%	19.3%	7.6%	12.6%
Adjunct Professor	239	46.4%	0.0%	14.8%	0.0%	11.1%
Research Associate	309	40.5%	0.0%	31.9%	1.6%	3.7%
Librarian	82	68.3%	5.6%	18.3%	2.8%	12.7%
Staff						
Senior Professional or Leader	476	49.8%	1.2%	24.5%	2.4%	7.3%
Mid-Level Professional	1,638	62.9%	2.7%	34.4%	2.5%	7.8%
Junior Professional	1,640	70.9%	2.0%	35.8%	3.1%	6.7%
Union and Non-Union Staff	4,983	61.4%	2.5%	46.4%	4.8%	7.0%
Total - UBC Vancouver Campus	12,634	56.0%	2.1%	34.4%	3.8%	7.3%
National Benchmark	n.a.	48.2%	3.5%	17.8%	4.9%	n.a.
Regional Benchmark	n.a.	48.6%	2.1%	41.8%	5.8%	n.a.

Footnotes:

1) Employment Equity representation is based on responses from those eligible to participate in UBC's employment equity questionnaire which has a response rate of 72% in Vancouver and 80% in the Okanagan. Data on women is taken directly from the Human Resource Management system. Sexual and Gender/Diversity combines data for those who self-identified as lesbian, gay, bisexual, queer or questioning, trans*, transsexual, intersex, asexual +, or other analogous term.

2) Executives includes the President, Vice-Presidents, and Associate Vice-Presidents. Academic Leaders includes non-Dean positions such as Senior Advisors, University Librarian, Associate Provosts, Associate/Vice Deans, Heads and Directors, and Acting or Assistant roles of a similar nature.

3) Excludes those tenure-stream positions that are already reported amongst Executives and Academic Leaders.

4) For employment equity representation by bargaining unit or Employment Equity Occupational Group, please refer to the Employment Equity Report.

5) n.a. = Sexual and Gender Diversity benchmark data is not available.

Okanagan Campus

Figure 6 shows diversity figures for the UBC Okanagan Campus. Amongst Research and Teaching Faculty positions, Women make up 29 to 38% of positions. Representation is lowest amongst Full Professors and highest amongst Senior Instructors and Instructor I as well as non tenure stream appointments such as Adjuncts and Sessional Lecturers.

For faculty positions, 19 to 22% of Lecturers and teaching-stream tenure or tenure-track positions identify as a Visible Minority. By contrast, within the research-and-teaching stream, 28% of Assistant Professors and 19% of Full Professors identify as Visible Minority..

For staff positions, Women, Visible Minorities, and Persons with Disabilities generally have higher representation in lower-level positions and lower representation amongst more senior roles.

Those self-identifying in the Sexual and Gender Diversity categories constitute 5.6% of faculty and staff in the Okanagan.

**Figure 6: Headcount Representation by Employment Equity Category and Level of Position
Okanagan Campus (October 2016)**

Note: Five or more total responses are required to report data.

Level of Position	Total Eligible Respondents ¹	Employment Equity Category (Percent of Total) ¹				
		Women	Aboriginal Peoples	Visible Minorities	Persons with Disabilities	Sexual and Gender Diversity
Executives ²	6	50.0%	x	x	x	x
Deans and Principals	4	x	x	x	x	x
Academic Leaders ²	25	36.0%	10.0%	15.0%	0.0%	10.0%
Research and Teaching Faculty³						
Full Professors	55	29.1%	2.7%	18.9%	2.7%	2.7%
Associate Professors	166	38.0%	1.4%	14.3%	7.1%	7.9%
Assistant Professors	69	36.2%	5.0%	28.3%	6.7%	11.7%
Teaching Faculty³						
Professor of Teaching	1	x	x	x	x	x
Sr. Instructor	25	64.0%	0.0%	21.7%	4.3%	8.7%
Instructor I	21	57.1%	0.0%	20.0%	6.7%	6.7%
Term, Part Time and Other Faculty						
Lecturer	29	51.7%	3.8%	19.2%	7.7%	7.7%
Non-Tenured Professors & Instructors	1	x	x	x	x	x
Sessional Lecturer Continuing	6	50.0%	x	x	x	x
Sessional Lecturer	41	58.5%	4.8%	14.3%	0.0%	14.3%
Adjunct Professor	24	75.0%	x	x	x	x
Research Associate	0	x	x	x	x	x
Librarian	10	90.0%	0.0%	0.0%	0.0%	11.1%
Staff						
Senior Professional or Leader	27	44.4%	4.2%	4.2%	0.0%	4.2%
Mid-Level Professional	163	71.2%	3.4%	6.8%	4.1%	1.4%
Junior Professional	140	60.0%	3.4%	6.0%	4.3%	6.8%
Union and Non-Union Staff	290	67.6%	3.4%	8.7%	4.8%	2.9%
Okanagan Total	1,138	55.8%	3.3%	11.8%	4.5%	5.6%
National Benchmark	n.a.	48.2%	3.5%	17.8%	4.9%	n.a.
Regional Benchmark	n.a.	49.1%	4.3%	6.2%	5.8%	n.a.

Footnotes:

1) Employment Equity representation is based on responses from those eligible to participate in UBC's employment equity questionnaire which has a response rate of 72% in Vancouver and 80% in the Okanagan. Data on women is taken directly from the Human Resource Management system, which has more data available than the questionnaire. Sexual and Gender Diversity combines data for those who self-identified as lesbian, gay, bisexual, queer or questioning, trans*, transsexual, intersex, asexual +, or other analogous term.

2) Executives includes the President, Vice-Presidents, and Associate Vice-Presidents. Academic Leaders includes non-Dean positions such as Senior Advisors, University Librarian, Associate Provosts, Associate/Vice Deans, Heads and Directors, and Acting or Assistant roles of a similar nature.

3) Excludes those tenured and tenure-stream positions that are already reported amongst Executives and Academic Leaders.

4) For employment equity representation by bargaining unit or Employment Equity Occupational Group, please refer to the Employment Equity Report.

5) n.a. = Sexual and Gender Diversity benchmark data is not available.; x = insufficient data to report (five or more total responses are required).

Student and Workforce Trend

The number of students enrolled at UBC continued to grow in 2016, with 924 more student FTEs compared to 2015 (Figure 7). The number of staff FTEs increased by 229, while the number of faculty FTEs decreased by 67 in 2016. The increase in the number of staff in 2016 was largely attributed to the growth of facilities, student housing, and food services roles.

Figure 7: Student and Workforce Trend 2013-2016 (as of November 1)

Year	Full-time Equivalents			Staff-to-Faculty Ratio
	Students	Staff	Faculty*	
2013	50,808	8,790	3,464	2.54
2014	52,095	8,624	3,364	2.56
2015	53,547	8,768	3,367	2.60
2016	54,471	8,997	3,300	2.73
Change (2013-2016)	3,663	207	-164	0.19

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, this data is 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.

In the past four years (2013 to 2016), the number of student FTEs increased moderately while the number of faculty FTEs decreased slightly, due to difficulties recruiting for faculty positions. During this same four-year period, the number of staff relative to the number of faculty increased by a modest 0.19.

STUDENT EMPLOYEES

Headcount

As of October 1, 2016, 8,814 UBC students (16.5%) were employed part-time at the University (Figure 8), which is an increase of 321 student employees from 2015 and a return to a similar level as 2014.

Figure 8: Student Employee Headcount by Career Category (as of October 1)*

Career Category	Headcount			
	2013	2014	2015	2016
Research & Innovation	4,116	3,966	4,076	4,015
Learning	2,722	3,109	2,819	3,019
Other Categories*	1,816	1,791	1,598	1,780
Total	8,654	8,866	8,493	8,814

*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 46% working in research and 34% working in learning support. All student employees are on part-time, term appointments, which have a fixed end-date; 2.2% of student employees resigned from their positions prior to the end of their term.

Age Distribution

More than half of student employees are age 24 or under, and an additional 40% are age 25-35. The remaining 5.8% of student employees are above the age of 35, which includes 517 people in total, one of whom is 65 or over.

Figure 9: Age Distribution of Student Employee Headcount (as of October 1, 2016)

Age Range	Total Headcount	% Distribution by Age Group
24 & Under	4,793	54.4%
25 - 34	3,504	39.8%
35 - 44	416	4.7%
45 - 54	82	0.9%
55 - 64	18	0.2%
65 & Over	1	0.0%
Total	8,814	100.0%

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 10: Voluntary Turnover by Employment Group, 2013-2016

Calendar-Year Resignations as a Percent of October 1 Headcount for Each Year

Employment Group	Bargaining Unit	Headcount 2016	Percent Voluntary Turnover ^a			
			2013	2014	2015	2016
BCGEU Okanagan Campus ^b	BCGEU	278	3.4%	7.8%	6.2%	4.0%
Childcare ^c	BCGEU	218	9.7%	12.8%	28.5%	14.7%
CUPE 116	CUPE116	2,058	6.0%	7.9%	7.4%	7.8%
CUPE 2950 ^d	CUPE2950	1,487	9.8%	7.7%	9.2%	9.5%
English Language Instructors	CUPE2278 ^b	51	5.2%	0.0%	1.7%	2.0%
Executive Administrative Staff	None	43	14.0%	14.3%	14.3%	11.6%
Faculty (Bargaining Unit)	UBC FA	2,919	0.9%	1.3%	1.3%	1.1%
Faculty (Non-Bargaining Unit)	None	2,229	7.6%	5.4%	6.6%	5.3%
Management and Professional ^e	AAPS ^e	3,978	7.1%	6.7%	7.0%	6.5%
Non-Unionized Technicians	None	839	15.4%	10.7%	13.7%	13.0%
Operating Engineers	IUOE882	65	15.6%	7.4%	7.9%	4.6%
Senior Executive ^f	None	29	3.6%	0.0%	10.3%	0.0%
Other Staff ^g	None	437	1.3%	0.7%	6.2%	1.8%
Total^h		14,640	6.3%	5.8%	6.8%	6.0%
Canadian Benchmark Comparisonⁱ		n.a.	8.0%	8.4%	6.8%	6.6%

Footnotes:

a) Effective October 1 of each year. Includes Resignations, Job Abandonment, 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 and Non-Union Childcare.

h) Total includes the following groups not listed above: CUPE 116 Aquatic Centre and Agassiz 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 year listed.

In 2016, the overall voluntary turnover rate was 6.0%, down from 6.8% the year prior. All employment groups saw a decrease in voluntary turnover rates except for the three groups represented by CUPE. UBC's overall voluntary turnover rate moved below the 2016 Canadian benchmark of 6.6%. 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 2016, the voluntary turnover rate for UBC staff was 7.7%, which is higher than the 2016 Canadian benchmark of 6.6%, and lower than the voluntary turnover rate for UBC staff in 2015 (8.6%).

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 2016 include Childcare staff (14.7%), Non-Unionized Technicians (13.0%), and Executive Administrative staff (11.6%). All three of these staff roles typically have high turnover rates.

Figure 11: Voluntary Turnover by Age and Years of Service, 2016

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	93	14.6%	0	0	0.0%
	25 to 34	2,361	320	13.6%	216	3	1.4%
	35 to 44	2,272	175	7.7%	750	11	1.5%
	45 to 54	2,431	101	4.2%	853	12	1.4%
	55 to 64	1,549	36	2.3%	767	5	0.7%
	65 & Over	242	2	0.8%	333	0	0.0%
Years at UBC	First Year at UBC	1,794	206	11.5%	404	4	1.0%
	One to Three Years at UBC	1,643	189	11.5%	268	5	1.9%
	Three or More Years at UBC	6,055	332	5.5%	2,247	22	1.0%
Years in Job	First Year in Job	2,933	296	10.1%	404	4	1.0%
	One to Three Years in Job	2,343	253	10.8%	613	9	1.5%
	Three or More Years in Job	4,216	178	4.2%	1,902	18	0.9%
Total		9,492	727	7.7%	2,919	31	1.1%
Staff & Faculty Turnover		6.0%					

Figure 11 provides a snapshot of voluntary turnover by demographics and years of service. UBC's 2016 voluntary turnover rate among staff under age 35 is 13.8%, which is higher than the overall UBC staff turnover rate, but slightly below the 2016 Canadian benchmark for those under the age of 35 (14.1%). 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.

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

Research & Academic

- Front of House Attendant – Chan Centre
- Research Assistant/Technician Levels 1-4
- Research & Facilitation, Level A (first-level professionals in research design and grant administration)

Administrative

- Administrative Support 3, including job titles such as Executive Assistant to Dean, Contracts Clerk, Grant Application Clerk, and Secretary to Head

Student Housing & Hospitality Services (SHHS)

- Front Desk Service Representative
- Sales Attendant – Food Services
- Third Cook – Food Services
- Housekeeper – Student Housing & Hospitality Services

For the most part, the above roles have limited career opportunities at UBC. A closer look at voluntary turnover data broken out by age and length of service indicates when people are younger they are more likely to resign. As discussed in prior years' reports, career advancement is a major consideration in career decisions. Regardless of age, career advancement is a major reason why people come to UBC, stay here, and eventually leave. Young staff believe they have more freedom to leave when they develop career advancement concerns.

Figure 12: Staff Voluntary Turnover by Age and Years of Service, 2016

Age	Staff Voluntary Turnover Rate		
	0 to 3 years in job	3+ years in job	Total
34 & Under	14.0%	12.7%	13.8%
35 & Over	7.1%	3.2%	4.8%
Total	10.4%	4.2%	7.7%

Faculty resignations

Voluntary turnover continued to be low for bargaining-unit faculty. In 2016, the resignation rate was 1.1% for bargaining-unit faculty and 5.3% for non-bargaining unit faculty, in both cases down from the year prior.

Retirements

Figure 13: Retirements by Employment Group Types, 2013-2016

Employment Group	Number of Retirements				Percentage of Workforce			
	2013	2014	2015	2016	2013	2014	2015	2016
Tenure Stream Bargaining-Unit Faculty (BOG)	54	66	50	53	2.5%	3.2%	2.5%	2.6%
Non-Tenure Stream Bargaining Unit Faculty (BOG)	7	4	5	6	0.8%	0.5%	0.6%	0.7%
Non-Bargaining-Unit Faculty (NBG)	1	2	1	1	0.1%	0.1%	0.0%	0.0%
All Other Staff Employment Groups	94	95	133	114	1.0%	1.0%	1.4%	1.2%

Faculty

Of the bargaining-unit faculty who chose to leave UBC in 2016, 65.6% retired. In 2016, retirements were 2.6% of tenure stream bargaining-unit faculty (53 people), down slightly from the four-year high of 3.2% in 2014 (Figure 13). The average age of faculty who retired in 2016 was 67.0, up from 66.3 in the prior year.

The percentage distribution of bargaining-unit faculty across 10-year age groupings is:

- 25.7% are age 35-44
- 29.2% are age 45-54
- 26.3% are age 55-64
- 11.4% are age 65 and older
- Combined, 38% of faculty are age 55 and older

Staff

Of staff who chose to leave UBC in 2016, 13.6% retired. Retirements for all staff employment groups in 2015 was 1.2%, a decrease from the prior year but slightly higher than the percentages in 2013 and 2014. The average age of staff who retired in 2015 was 63.5, similar to age 63.8 in the prior year.

ATTRACTION

Faculty

In 2016, UBC hired 87 faculty into their first tenure-stream appointment at UBC, a decrease of thirteen people from 2015 (Figures 14 and 15), because several faculty postings were not filled. On a year-over-year basis, the largest declines in hiring were in Faculty of Medicine, Faculty of Science, and Sauder School of Business. The declines are attributed to difficulties in recruiting.

Figure 14: Tenure-Stream Faculty New Hires by Campus and Rank, 2013-2016

Campus	Level of Position	Number of New Hires			
		2013	2014	2015	2016
Okanagan	Full Professor	2	4	3	3
	Associate Professor	5	1	2	0
	Assistant Professor	11	8	5	7
	Instructor / Senior Instructor ^a	8	4	3	6
	Professor of Teaching	0	0	0	0
Okanagan Total	Subtotal	26	17	13	16
Vancouver	Full Professor	8	6	7	6
	Associate Professor	13	9	8	2
	Assistant Professor	45	53	60	48
	Instructor / Senior Instructor ^a	13	16	12	15
	Professor of Teaching	0	0	0	0
Vancouver Total	Subtotal	79	84	87	71
UBC Total^b	Total	105	101	100	87

Footnotes:

a) Includes 2 Ranks (Instructor, 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 15: Tenure-Stream Faculty New Hires by Campus and Faculty, 2013-2016

Campus	VP/Faculty	Number of New Hires			
		2013	2014	2015	2016
Okanagan	Faculty of Education	1	0	0	0
	Faculty of Management	0	1	0	0
	Irving K. Barber School of Arts & Sciences	9	10	7	7
	Faculty of Creative & Critical Studies	3	2	1	1
	Faculty of Health & Social Development	9	0	3	6
	Faculty of Applied Science	4	4	2	2
Okanagan Total	Subtotal	26	17	13	16
Vancouver	Allard School of Law	3	2	1	4
	Faculty of Pharmaceutical Sciences	5	2	3	4
	Faculty of Applied Science	4	7	11	10
	Faculty of Arts	23	19	17	20
	Faculty of Dentistry	2	0	1	2
	Faculty of Education	6	12	11	8
	Faculty of Forestry	0	7	2	5
	Faculty of Grad & Postdoc Studies	0	0	0	0
	Faculty of Land & Food Systems	3	1	0	2
	Faculty of Medicine	17	18	18	7
	Faculty of Science	13	11	15	9
	The Sauder School of Business	3	5	8	0
	VP Academic & Provost	0	0	0	0
Vancouver Total	Subtotal	79	84	87	71
UBC Total*	Total	105	101	100	87

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 1,563 new staff in 2016: 1,449 people in Vancouver, and 114 people in the Okanagan. In 2016, the volume of new staff hires overall was higher than the previous three years (Figures 16 and 17). These new staff hires filled a combination of new roles, and existing roles which became available as a result of turnover and retirements.

Figure 16: Okanagan Staff New Hires by Employment Group, 2013-2016

Employment Group	Bargaining Unit	Number of New Hires			
		2013	2014	2015	2016
BCGEU Okanagan Campus	BCGEU	48	53	47	59
Management and Professional	AAPS	63	31	36	38
Senior Executive	None	0	0	1	0
Staff - Other ^a	None	12	17	11	17
Total		123	101	95	114

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 17: Vancouver Staff New Hires by Employment Group, 2013-2016

Employment Group	Bargaining Unit	Number of New Hires			
		2013	2014	2015	2016
Childcare	BCGEU	50	39	49	39
CUPE 116	CUPE116	298	314	279	393
CUPE 2950	CUPE2950	209	202	222	290
English Language Instructors	CUPE2278	0	0	0	0
Executive Administrative Staff	None	0	0	0	0
Management and Professional	AAPS	323	341	245	314
Non-Unionized Technicians	None	145	161	169	172
Operating Engineers	IUOE882	0	0	0	0
Senior Executive	None	1	0	3	1
Staff - Other ^a	None	180	230	155	240
Total		1,206	1,287	1,122	1,449

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).

For employment equity representation amongst new hires, many categories have insufficient data to report in a table. However we summarize the available information as follows;

On the Vancouver Campus, Women represent more than half of the new appointments. However, women appointed at the rank of Full Professor represent only 12.5% of new hires. Recruitment of those self-identifying as Visible Minorities into academic roles is above the University Professor national average of 19% for all levels except Instructor I.

On the Vancouver Campus, UBC recruits staff at a representation that is *on average* above the external benchmark for Women and Visible Minorities. However Women and Visible Minorities have lower representation amongst Senior Professionals and Leaders.

On the Okanagan Campus, UBC recruits into research and teaching faculty at a rate that is 54.5% Women and 11.1% Visible Minorities. However there is insufficient data to report on the representation by academic rank. For new hires into staff positions, representation by Women is at or above 50% at all levels, and Visible Minority representation is above 10% in a region where the external benchmark representation is 6.2%.

In 2015, at the Okanagan Campus, 56% of new hires were under the age of 35 compared to 65% at the Vancouver Campus (Figure 18). While UBC hires more young staff, young staff also resign at higher rates than the rest of the workforce, as discussed earlier in this report.

Figure 18: Age Distribution of Staff New Hires, by Year

Age Range	Okanagan				Vancouver			
	2013	2014	2015	2016	2013	2014	2015	2016
24 & Under	15%	20%	17%	22%	26%	30%	29%	28%
25 to 34	34%	33%	39%	34%	37%	37%	40%	37%
35 to 44	26%	21%	22%	17%	20%	17%	16%	17%
45 to 54	15%	12%	15%	18%	12%	13%	10%	12%
55 to 64	9%	14%	6%	10%	3%	4%	5%	5%
65 & Over	0%	1%	1%	0%	1%	0%	0%	1%
Total	100%	100%	100%	100%	100%	100%	100%	100%
# of Hires	123	101	95	114	1,206	1,287	1,122	1,449

Figure 14 Footnotes:

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

WORKPLACE HEALTH & WELLBEING

UBC has a strategic priority to be a healthy, inspiring workplace that cultivates wellbeing, resilience and commitment. We offer a variety of programs and initiatives to achieve these goals, resulting in recognition from national peers, increased program uptake, and results that continue to improve.

Occupational & Preventive Health

Occupational & Preventative Health (OPH) administers vaccinations, health screenings and medical surveillance for staff and faculty at the Vancouver Campus to help prevent workplace related disease, injury, and illness. The in-house occupational health nurse and physician provide specialized medical services to help mitigate potentially hazardous workplace exposure risks. In 2016:

- Enrollment in the OPH program increased by 15%.
- 503 immunizations were administered (including Hepatitis B, Hepatitis A, Tetanus/Diphtheria, Pertussis, Measles/Mumps/Rubella, Varicella and Influenza).
- Four percent of the 431 new patients who enrolled this year were referred to the Occupational Health Physician for assessment due to specific workplace health concerns. The most common reasons for referral included Lab Animal Allergies (38.9%), Pregnancy Planning (22.2%) and Occupational Exposure Concerns (22.2%).

Workplace Injuries

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

In 2016, there were a total of 257 work-related accidents/claims (Figure 19), a decrease of 7% from 2015. Of these, 114 were time-loss claims, which increased by 2% since 2015. The remaining 143 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 decreased by 13% from 2015.

The associated cost of these WorkSafeBC (WSBC) claims was \$0.9M in 2016, a decrease of approximately \$62k from 2015. These costs include wage compensation, medical costs and rehabilitation, and pension payouts. The number of time-loss accidents per 100 employees remained at the same four-year low from the prior year, at 0.78.

In 2016, accidents/injuries were most common among employees age 45-54 (32% of claims) and 55-64 (28% of claims).

Figure 19: Work-Related Injuries, 2013-2016

	2013	2014	2015	2016	% Change Over Year Prior
Number of Time Loss Accidents	115	139	112	114	2%
Number of Health Care Claims	115	148	165	143	-13%
Total Work Related Accidents/Claims (Number)	230	287	277	257	-7%
Cost of Time-Loss Accidents	\$280,858	\$1,001,938	\$603,045	\$541,137	-10%
Cost of Health-Care Claims	\$366,235	\$470,394	\$407,884	\$407,801	0%
Total Cost of All WCB Claims (Dollars)	\$647,093	\$1,472,333	\$1,010,930	\$948,938	-6%
Days Lost Due to Work-Related Accidents	3,025	4,442	3,336	3,563	7%
Time-Loss Accidents per 100 Employees	0.82	0.98	0.78	0.78	0.0%

Return to Work Programs

UBC Human Resources works with departments, faculty, staff, and UBC's unions and associations to identify opportunities for people to continue working or return to work after an injury or illness whether work-related or not. In 2016, the Return-to-Work team on the Vancouver Campus worked on 448 active employee cases, an increase from the prior year when there were 419 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 115 cases in 2016, a decrease from the 137 cases in the prior year.

Employee and Family Assistance Program

In the second year of UBC's Employee and Family Assistance Program (EFAP) contract with Shepell, the overall utilization rate was 12.5%. This is slightly lower than both the previous year's utilization and the national average. Campus-specific utilization was 11.9% in Vancouver and 19.7% in the Okanagan. Each campus saw a small decrease (less than 1%) in total utilization from 2015 to 2016, due primarily to a stabilization of utilization following the launch of a new EFAP provider. Promotion and use of this program continues to be a positive indication that staff and faculty are being proactive with respect to their health and the health of their dependents.

Health and Wellbeing Promotion

In 2016, UBC was one of six Canadian Universities that jointly became the first in the world to formally adopt the Okanagan Charter: An International Charter for Health Promoting Universities and Colleges. Through the actions of the Charter, UBC Wellbeing has become more integrated and strategically aligned in our efforts to embed wellbeing in our work and learning environments, focusing on five priority areas: Mental Health and Resilience, Physical Activity and Sedentary Behaviour, Food and Nutrition, Social Inclusion and Connection, and Built and Natural Environments.

The aim of health and wellbeing promotion is to achieve increased health literacy, positive individual health outcomes, and organizational practices that support thriving and engaged people within healthy, sustainable workplaces. HR's offerings in this area are described in detail in Appendix B of this Report.

Ergonomics

The Ergonomics Program continues to promote a healthy work environment by assessing musculoskeletal risks, advising strategies for injury prevention and supporting individuals returning to work, or continuing to work, following illness or injury.

This year, ergonomics requirements were added to UBC's Technical Guidelines for the design and planning of buildings. With the signing of the Okanagan Charter, UBC has committed to enhancing the built and natural campus environment by considering ergonomics in the design phase to support healthy postures. This new practice is consistent with the emerging practice that ergonomic strategies are most effective when part of planning and design.

In 2016, the Ergonomics Program created an online laboratory-specific ergonomics guide. Proper ergonomic equipment and layout not only reduces the risk of repetitive strain injuries but also reduces errors and improves efficiencies.

The Sit-Stand Demo Program, a partnership with UBC Access & Diversity, provides equipment on a trial basis to individuals interested in making positional changes throughout the day for preventative reasons or due to illness or injury. The demand for sit-stand desks has increased from one inquiry per quarter in 2011 to weekly requests in 2016.

The Ergo Fund Pilot Project was launched in 2016 assisting departments with one-time funding where equipment cost would have otherwise been prohibitive. Equipment purchased through this fund has reduced musculoskeletal injury risk factors and staff have reported improvements in their work.

We have continued to provide monthly office ergonomic training and have seen increased web site pageviews and more online self-assessments completed. Office ergonomics is a core service which has increasingly shifted to online self-service in order to direct time and resources to the more targeted programs listed above.

Mental Health and Resilience

Building on a continuum of diverse mental health and resilience programs, a priority continues to be education and early intervention.

The [30 Day Online Mindfulness Challenge](#) has become a regular offering on both campuses due to the success of the pilot. The program's versatility and accessibility made it possible for staff and faculty working off-site, in remote locations, or with non-traditional schedules, to take part. Faculty participation was at least 15% higher than the faculty participation rates in other health and wellbeing promotion programs. Findings showed that the Challenge improves personal resilience, overall wellbeing, engagement, work performance, and conflict resolution, while reducing stress and anxiety. UBC received recognition through CBC Radio Vancouver and a webinar hosted by the Mental Health Commission of Canada, with 1,000 attendees across Canada.

In May 2016, two HR staff members at each campus were trained as Mental Health First Aid (MHFA) Facilitators through the Mental Health Commission of Canada. As a result, the in-house facilitator model for MHFA training has become sustainable, flexible, and cost-effective. In 2016 there was an increase in training and workshop requests, pointing to increased awareness of and focus on mental health.

In late 2016, UBC Human Resources increased resourcing to support complex mental health issues in the workplace, bringing in two Senior Managers, Workplace Mental Health who have specialized clinical and legal expertise.

As part of a redesign of the Healthy Workplace Initiatives Fund, combined with the University's increased focus on mental health and resilience, departments and units can now apply for grants of \$3,000 to support mental health education and training programs.

UBC Thrive

In its eighth year, Thrive is now a well-established and widely recognized campus mental health initiative, both at UBC and nationally. In 2016, UBC Thrive was successful in reaching 62,000 community members through outreach, promotion, events, social media campaigns, and educational opportunities. As part of the 2016 Thrive kick-off, the University publicly committed to wellbeing as President and Vice Chancellor Santa J. Ono and Deputy Vice Chancellor Debora Buszard signed the adoption of the Okanagan Charter and committed \$1 million in ongoing funding to support UBC Wellbeing.

One of the UBC Wellbeing goals in 2016 was to promote events that offer opportunities to learn tangible skills for building resilience. Based on a UBC Open Minds survey, 86% of respondents stated that they learned a new skill that helped them to incorporate strategies for positive mental health into everyday life. Further, 90% of respondents agree that Thrive helps to educate the UBC community about mental health, and 85% felt that it is an effective way to promote awareness of positive mental health.

For the second year in a row, UBC incorporated the [Not Myself Today Campaign \(NMT\)](#) into Thrive. NMT focuses on reducing stigma, increasing mental health literacy, and fostering safe, open, and supportive workplaces. With increased promotion and communications, the number of departments utilizing the NMT tools doubled over last year.

The Thrive Committee continued with efforts to increase faculty engagement through a targeted postcard campaign at the Vancouver Campus, focusing on student success in learning environments and faculty wellbeing. In the Okanagan, targeted classroom promotion was expanded to help faculty talk about and promote Thrive to their students. An Okanagan student-led initiative nominated and awarded 54 faculty members with [Golden Apple Awards](#) for their commitment to and action on wellbeing in the classroom.

Increasing Physical Activity and Reducing Sedentary Behaviour

In 2016, both campuses partnered with ParticipAction to pilot an online physical activity challenge, called UPnGo. Over 440 staff and faculty registered to participate in the six week challenge, which combined online and in-person engagement, encouraging participants to be active and to connect socially throughout the day.

To mark UBC's 100th year anniversary, Staff and Faculty Sports Day adopted the Centennial anniversary theme, and continued to be centered on inclusivity, fun, and team-building. Following engagement efforts, there was a 21% increase in participation – the highest in the event's history.

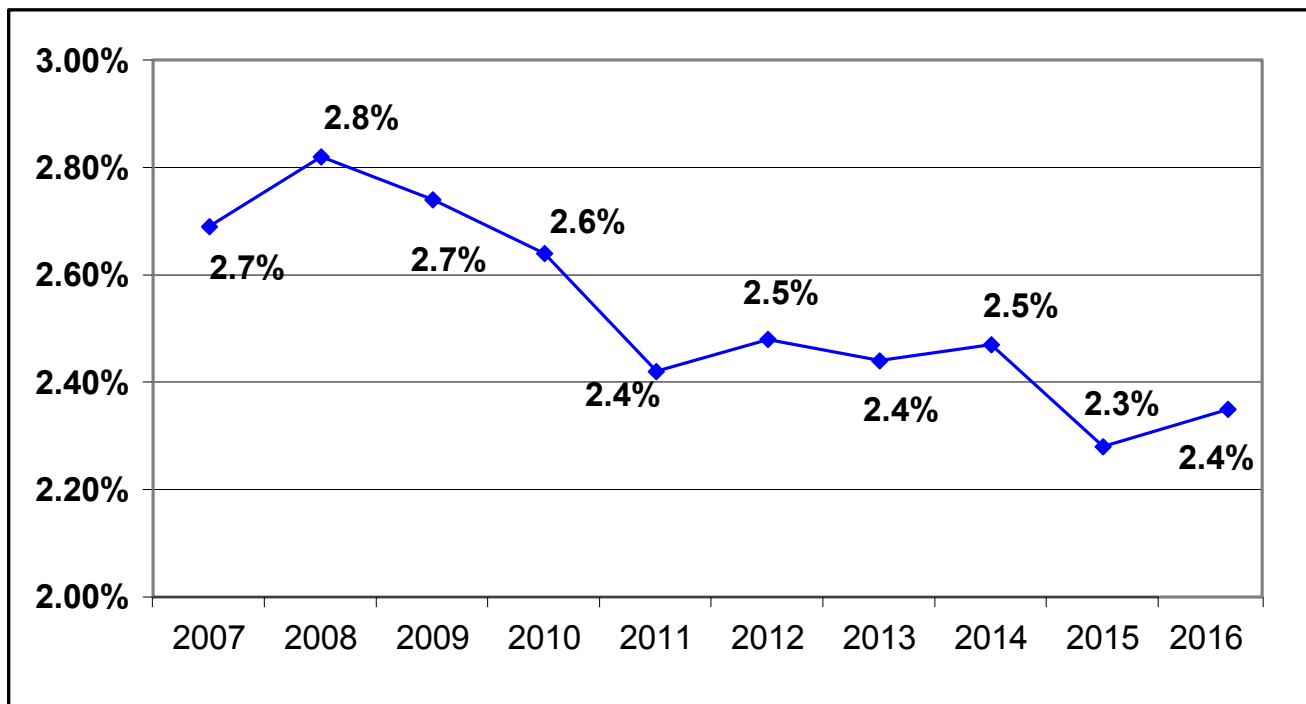
The Healthy Workplace Initiatives Fund was redesigned in 2016 to make it more accessible and easier to implement. The program now includes specific toolkits to help guide implementation, and to more effectively embed wellbeing initiatives in the workplace. In 2016, 38 initiatives were funded at a total cost of \$80,000.

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 administered by Sun Life Financial. Historically, these plans have been 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 Sun Life.

- There were 265 IRP/DBP claims as of December 31, 2016, up from 252 claims the year before.
- UBC's 2016 claims incidence rate (the percentage of new claims opened during the year) was 0.5%, which is lower than comparable employers, which have a rate of 0.7%.
- UBC's claims incidence rate of 0.5% in 2016 (up from 0.4% in 2015), signals a slight increase 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 2.4% in 2016 (see Figure 20).

Figure 20: Long-term Disability Claimants as a % of Total Number of Plan Members



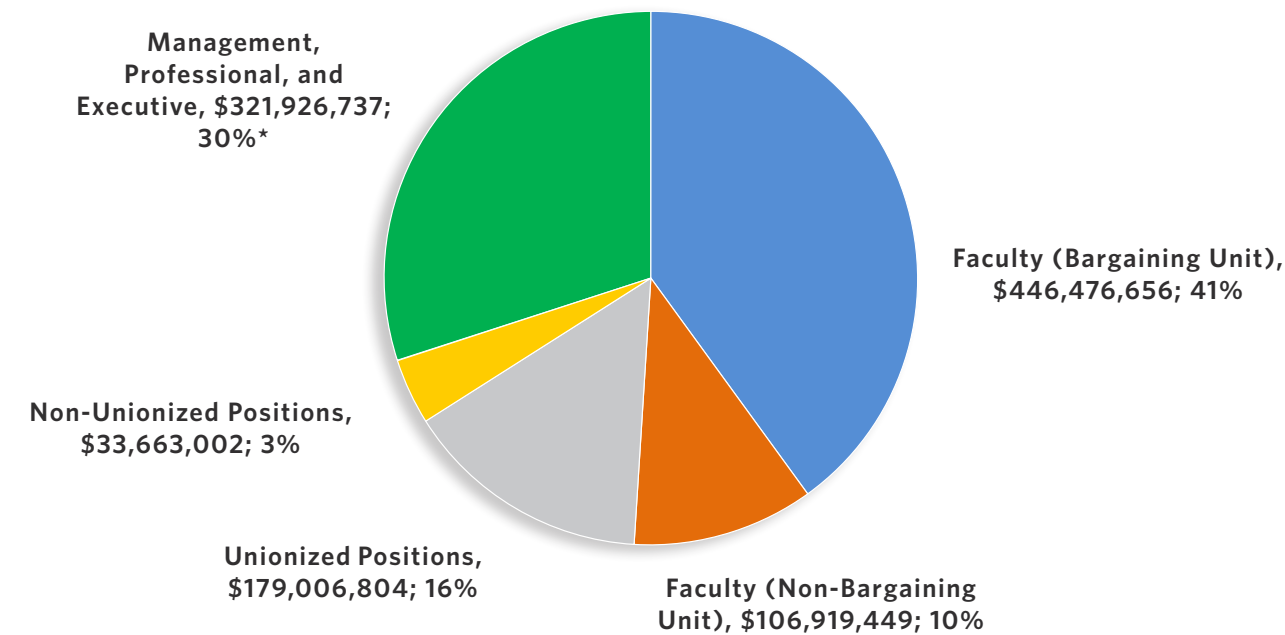
UBC's top three disability categories by percentage of total claims were mental health (32%), cancer (25%), and accidents (18%). The University's benefits consultant, Mercer, notes that these three disability categories are relatively consistent with the top disability categories in other organizations in similar industries.

TOTAL COMPENSATION

Salaries

In the year prior to October 1, 2016, UBC spent a total of \$1.075 billion in faculty and staff salaries (Figure 21). An additional \$106 million was spent on student employees' salaries, for a total of \$1.181 billion of overall spending. This figure includes retro-active payments on the Faculty Association arbitration that were implemented in the Spring of 2016.

Figure 21: UBC Earnings by Broad Employment Group Annualized Data as of October 1, 2016



*Executive salaries are approximately 2% of this subtotal.

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 2015/16 was \$283.7 million, an increase of 3% from the prior year. The cost of benefits as a percentage of payroll was relatively consistent with the prior year (25.3% in 2015/2016, compared to 24.7% in 2014/2015). As such, the 3% increase in benefit costs was due to modest increases in the employer contributions for the Faculty and Staff Pension Plans, including an approved increase to the percentage-of-salary employer contribution, and the employee paid premium for the Medical Services Plan. The cost of all other benefits either decreased or remained relatively stable. The 3% increase is well below that of benchmark organizations, which experienced cost increases in the range of 6-10% in the same period.

Note: Benefits cost information is provided for an earlier time period than the remainder of this report due to the timing of data availability.

APPENDIX A

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. UBC Human Resources has redesigned these surveys, and the new surveys were introduced on June 1, 2017.

Entrance Surveys

In 2016, 165 entrance surveys were completed, an increase from the 42 surveys completed in 2015. There were 96 surveys completed in Vancouver, 21 in the Okanagan, and 48 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. Long-term stability of the organization (72%)
2. Opportunity for advancement (68%)
3. Quality of colleagues (66%)
4. Stimulating work (64%)
5. Benefits (64%)

These responses are similar to prior years' reports except that the long-term stability of the organization became the top reason for joining UBC in 2016, and stimulating work moved ahead of benefits as a reason for joining the University.

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

An interesting juxtaposition is that opportunities for advancement is a top reason employees choose to join and stay at UBC, and it is also the top reason why they choose to leave. This comparison suggests that unmet career advancement expectations are an issue.

Exit Surveys

In 2016, 81 exit surveys were completed, higher than the 68 survey responses received in 2015. There were 50 surveys completed in Vancouver, nine in the Okanagan, and 22 which did not specify a campus.

The top three reasons people gave for leaving UBC were:

1. Opportunities for advancement (60%)
2. Salary (53%)
3. More stimulating work (43%)

Opportunities for advancement continued to be the top reason people gave for choosing to leave UBC. However, in 2016 salary moved ahead of more stimulating work as the second highest reason respondents gave for leaving the University.

APPENDIX B

Health and Wellbeing Program Delivery

2016 Vancouver Highlights

- Mental Health First Aid Training was offered with funding from the Equity Enhancement Fund. Training was at capacity, and faculty participation increased.
- New and more specialized mental health educational workshops were offered, including Understanding Mental Health Challenges, Self-Care 101, and Self-Care for the Caretaker.
- The Health, Wellbeing and Benefits website was updated and relaunched. It is comprehensive and visually engaging, and information is more easily accessible and organized with staff and faculty users in mind (<http://www.hr.ubc.ca/wellbeing-benefits/>).
- In partnership with the UBC Pharmacists Clinic, 530 staff and faculty were provided cardiovascular risk assessments as part of the CAMMPUS (Cardiovascular Assessment and Medication Management by Pharmacists at the UBC Site) Research Project. As part of the project, 209 participants were identified as high risk, and are receiving support from the clinic to better manage their cardiovascular health and associated risks.
- As part of the 2016 Travel Health Fair, HR at the Vancouver Campus worked in partnership with the UBC Pharmacists Clinic to provide lung health assessments to over 200 staff and faculty. Assessment results found that smoking rates among UBC staff and faculty were 50% less than the national average. The results also indicated that many participants lacked knowledge about risk prevention for lung health.
- The Mental Health Commission of Canada featured UBC at a provincial workplace mental health event. As a case study, we shared 'UBC's Mental Health Journey' through a presentation and Q&A with guests.
- The Pick Your Peak Stair Challenge was held for the second time in 2016, with close to 500 participants. There was high engagement from staff and faculty in climbing stairs both at work and at home, through inter-departmental competitions and a "selfie" challenge. Corporate discount partners are successfully recognized and engaged through prizing for this event.
- The Healthy UBC Newsletter is currently the second most popular opt-in publication on campus, with close to 3,200 subscribers.
- A campus Food and Nutrition working group was established, with representation from the VP HR, VP Students, and Student Housing and Hospitality Services portfolios, and including academic research support. Achievements to date include a healthy refresh of the Staff Welcome Back BBQ menu and completion of the UBC Action Framework for a Nutritionally Sound Campus http://wellbeing.sites.olt.ubc.ca/files/2016/10/FN_Action_Framework_2017.pdf

Okanagan Highlights

- Two Mental Health First Aid training programs and an Anxiety 101 workshop were offered to faculty and staff through the Canadian Mental Health Association.
- Suicide awareness initiatives were expanded, as *Question, Presuade, Refer* suicide prevention training was offered to students in the nursing faculty.
- Functional movement testing was offered for the first time as part of the annual Healthy Measures Assessments, in addition to annual metrics such as flexibility, strength, and cardiovascular risk.
- The campus participated in the Kelowna [Gratitude Project](#), run by the Canadian Mental Health Association and Third Space.
- A campus Gardening Club was established with support from the Healthy Workplace Initiative Fund. With over 50 members, the club hosts regular educational sessions.

