



not your
typical
day-to-day

FOCUS ON PEOPLE
Benchmark Report 2017 - 2018



THE UNIVERSITY OF BRITISH COLUMBIA



Table of Contents

Executive Summary	3
Workforce Overview	5
Retention	14
Attraction	18
Workplace Engagement	22
Appendices	34

Data in this report is often rounded to the nearest whole number.



Executive Summary

Executive Summary

The 2017-18 Focus on People Benchmark Report provides analytics and insights about UBC's workforce. Taking into consideration the priorities in UBC's new strategic plan, *Shaping the Next Century*, the information in the report is intended to begin to inform the university's ability to:

- Attract, engage and retain a diverse global community of outstanding student employees, faculty and staff;
 - Support the ongoing development of sustainable, healthy and connected campuses and communities; and
 - Cultivate a diverse community that creates and sustains equitable and inclusive campuses.
-

Key insights in this year's report:

- Faculty and staff engagement scores increased on the 2017 Workplace Experiences Survey (WES), compared to the 2014 WES. The survey response rate was 40%, a 9% increase from the previous WES. The response rates for tenure-stream faculty and staff were higher than in 2014, at 46% and 47%, respectively.
- UBC's 2017 employment equity data indicates mostly positive trends in the representation of equity groups in the UBC workforce compared with 2016. The Equity and Inclusion Office is currently finalizing an Employment Systems Review that will make recommendations to improve the recruitment and workplace experience of equity designated groups.
- The average retirement age for tenure-stream (Professoriate) faculty has increased consistently over the last three years (age 66.4 in 2015 to age 67.4 in 2017). At the same time, the number of retirements continues to be low in 2017 (55 people or 2.5%). Additionally, 43% of tenure-stream (Professoriate) faculty are age 55 and older. These trends highlight the importance of workforce and succession planning for this faculty demographic at the university.
- Staff voluntary turnover increased from 7.6% in 2016 to 8.1% in 2017. The absence of a consistent, university-wide offboarding process contributes to low response rates for UBC's exit surveys. Therefore it is currently difficult to understand the reasons for staff resignations that led to the higher turnover rate in 2017. Moving to Workday and the modernization of our exit processes will assist going forward.
- Faculty headcount decreased by 1.3% (74 people) compared with 2016, of which 26 people were tenure-stream (Professoriate) faculty. This decline partly relates to the number of new tenure-stream (Professoriate) faculty hires in 2017, which is influenced by the cost of housing, particularly in Vancouver, and is actively being addressed through the Housing Action Plan going forward. Although the number of new faculty hires was slightly higher in 2017 (93 people) compared with 2016 (87 people), the overall headcount still declined.
- Staff headcount increased by 4.5% (436 people) over 2016, with the largest increases in units that support the student experience. Additionally, a number of new staff roles were created as a result of UBC's major transformation projects, in particular, the Integrated Renewal Program.

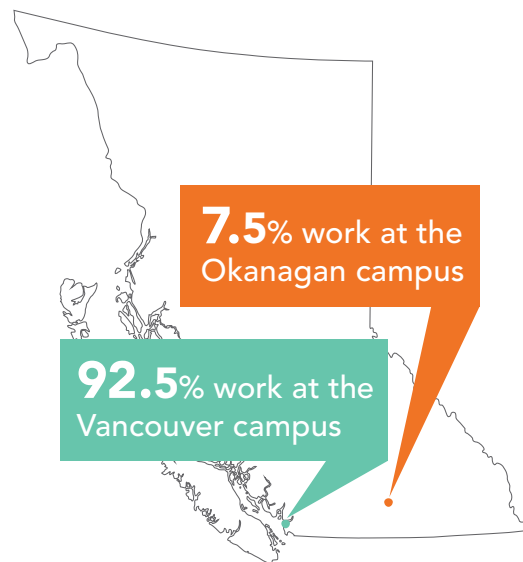


Workforce Overview

Workforce Overview

This section provides information about UBC's workforce overall, including headcount, composition, and demographics.

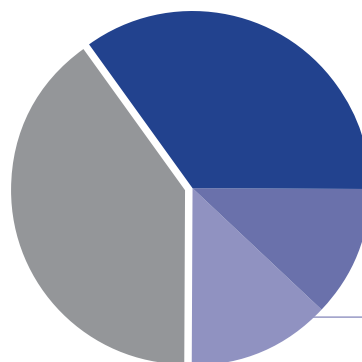
Faculty and Staff Headcount



In 2017, there was a modest increase (2.4%) in overall headcount compared with 2016. This headcount trend is consistent with most years since 2014.

What do they do?

40% are staff in roles that allow the university to operate effectively and achieve its goals in business and administration, facilities and planning, fundraising and IT.



60% of UBC's workforce (9,334 faculty and staff) is directly delivering the core academic mission of research and teaching:

35% in academic roles (faculty)

12% enabling learning (such as library support, educational programming and student management)

13% involved in research and innovation (such as staff who enable research in front-line analysis and support grant administration)

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

Bargaining unit faculty	Non-bargaining unit faculty	Unionized staff	Non-unionized staff	Management, professional, and executive staff
Professors, Instructors, Lecturers, and Sessional Lecturers	Deans, Research Associates, and Postdoctoral Fellows	Administrative, Library, Clerical, Trades, Technicians in various faculties, and a range of other positions	Executive Administrative, Farm Workers, and Non-Union Technicians	Service Unit Directors, Managers, and Professionals across disciplines

Over the past year, the number of staff increased by 4.5% (436 people). This growth is attributed to supports for the student experience as well as major university-wide projects.

The largest staff increases were in units that provide student services, including Food Services, Student Housing, and the Centre for Student Involvement & Careers.

The major UBC-wide projects influencing staff growth include:

- the Integrated Renewal Program, which will transition the Finance, HR, and Student legacy database systems to Workday;
- replacing the learning management system with the mobile- and user-friendly interface Canvas; and
- replacing the customer relationship management (CRM) system used by the international and domestic undergraduate recruitment and admission offices with Salesforce.

There was also staff growth in a number of academic units, including the Applied Science Dean's Office, Medical Genetics, and the Quantum Matter Institute.

The faculty headcount decreased by 74 people in 2016, of which 26 were professoriate. The decrease for professoriate is related to the lower number of new faculty hires. The University is investing in a number of different recruiting strategies to support the attraction of faculty. For additional insights, see the Attraction section on page 18.

For distribution of faculty and staff by employment group and career category (2014-2017), see figures 1 and 2 in the appendix.

From 2016:

↑ Staff headcount increased by 436 people

↓ Faculty headcount decreased by 74 people

Tenure-stream (Professoriate) faculty include professorial ranks - full professors, associate professors, assistant professors, professors of teaching, senior instructors, and instructor I - that are tenure-stream or already tenured.

In this report, tenure-stream (Professoriate) faculty are referred to as *professoriate*.

The majority of student employees work in jobs that focus on delivering the core academic mission of the university, with 43% working in research and 36% working in learning support. In 2017, 9,315 students (16.3% of all enrolled students) were employed part-time at the university. This is an increase of 133 (1.4%) student employees from 2016, and an increase of 433 (4.9%) since 2014.

Faculty and Staff Demographics

This section offers insights into the UBC workforce by equity categories and age.

Equity Categories

To provide insights into the diversity of UBC faculty and staff, this section considers the employment equity information by faculty and staff career hierarchies.

The data in this section is based on two sources. The information on Women is taken directly from UBC's Human Resource Management System. The information on the other employment equity groups (Aboriginal Peoples, Visible Minorities, Persons with Disabilities, and Sexual and Gender Diversity) comes from UBC's Employment Equity survey, where faculty and staff self-identify within these employment equity categories. To maintain accuracy between the source data and this report, we use the mandatory terminology set forth by the federal government's Federal Contractor Program, which is in turn used in UBC's Employment Equity survey.

Overall, the representation of all equity groups at UBC increased slightly compared with 2016 with the exception of people who identify as Persons with Disabilities, which decreased by 0.1%. However, within career hierarchies, the percentage change in representation of equity groups compared to 2016 is mixed.

UBC was named one of Canada's Best Diversity Employers in 2018. This award recognizes Canadian companies that stand out through their efforts to create inclusive and respectful workplaces.

According to Statistics Canada*, in 2016/17, Women comprised 28% of Full Professors and 43% of Associate Professors in Canada.

**Source: Table: 37-10-0076-01.*

Representation of Women

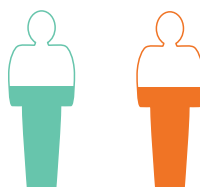
Vancouver Campus

The number of Women has generally increased in most academic and staff levels compared to 2016. Overall, the number of Women increased by 1%.

Okanagan Campus

The number of Women has generally increased in most academic and staff levels compared to 2016. Overall, the number of Women increased by less than 1%.

Women represent **57%** of the workforce at the Vancouver campus



Women represent **57%** of the workforce at the Okanagan campus

	32%	38%*	of Executives & Academic Leaders
	26%	27%	of Full Professors
	43%	40%	of Associate Professors
	48%	32%	of Assistant Professors
	49%	50%	of Senior Professional or Leader roles
	63%	68%	of Mid-Level Professionals
	71%	63%	of Junior Professionals

At the Vancouver campus, there has been an ongoing effort to address the under-representation of Women who reach the rank of Full Professor. For example, the Senior Advisor to the Provost on Women Faculty provides Deans with reports to identify representation by rank and academic department. These reports inform Deans when making decisions on academic promotions, such as promotions to Tenure and Full Professor. Furthermore, the university is recruiting for a new role of Senior Advisor to the Provost on Racialized Faculty. This Senior Advisor will be able to leverage the same reports for similar purposes.

* An increase of 4% over the previous year.

Representation of Visible Minorities

Vancouver Campus

Overall, the number of faculty and staff who identify as Visible Minorities remained consistent with 2016 at **35%**.



However, the number increased slightly for:

14% Executives & Academic Leaders

15% Full Professors

16% Professor of Teaching

27% Senior Professional or Leader staff

Okanagan Campus

Overall, the number of faculty and staff who identify as Visible Minorities remained consistent with 2016 at **12%**.



However, the number increased for:

22% Full Professors (from 19% in 2016)

9% Junior Professional Staff (from 6% in 2016)

For the other employment equity categories – Aboriginal Peoples, Persons with Disabilities, and Sexual & Gender Diversity – the representation numbers are small, and in some cases, unavailable due to insufficient data. Some highlights:

Aboriginal Peoples

- In most career hierarchies, the percentage of faculty and staff on the Vancouver campus who identify as Aboriginal Peoples remained consistent with 2016. The percentage for Executive and Academic Leaders increased slightly to 2.4% from 1.8% in 2016.
- On the Okanagan campus, the percentage of Full Professors who identified as Aboriginal Peoples increased over 2016 by 2%.

Persons with Disabilities

- The percentage of faculty in the higher ranks (Full Professor and Professor of Teaching) who identify as Persons with Disabilities on the Vancouver campus increased slightly compared with 2016.
- For staff in Vancouver, representation among Junior and Mid-Level Professionals increased slightly while representation among Senior Professional or Leader decreased slightly.
- On the Okanagan campus, the percentage of Executive and Academic Leaders increased by 3% compared with 2016.

For more detailed information about headcount representation by employment equity category, level of position, and campus, please see figures 3 and 4 in the appendix.

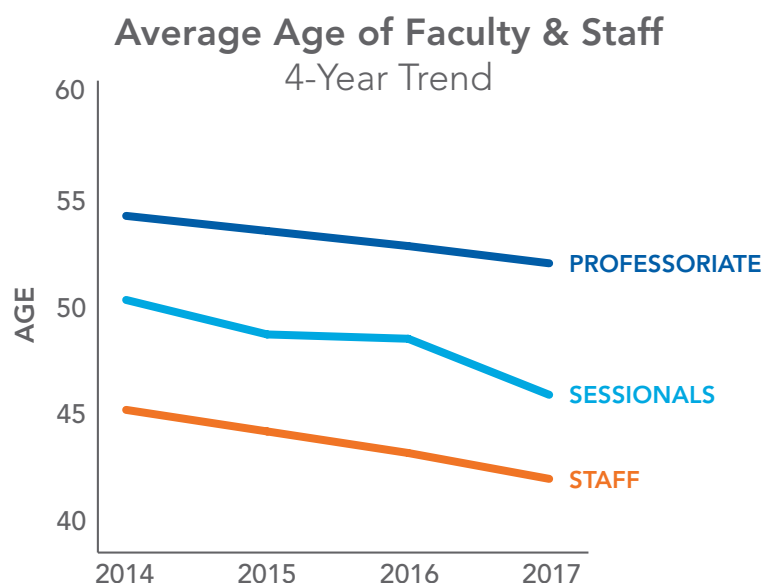
Sexual and Gender Diversity

- The percentage of faculty and staff who identify in the Sexual and Gender Diversity category increased slightly compared with 2016 on both the Vancouver and Okanagan campuses.
- While the percentage for Full Professors in Vancouver increased slightly compared with 2016, the percentage for Executives and Academic Leaders and Senior Professionals or Leaders decreased slightly.
- On the Okanagan campus, while the percentage of Executives and Academic Leaders and Full Professors increased slightly, the percentage of Senior Professionals or Leaders decreased in 2016.

Although the data indicates mostly positive trends in the representation of employment equity groups on both campuses, there is more work to do at the university to cultivate a diverse workforce. The Equity and Inclusion Office is currently finalizing an Employment Systems Review that will make recommendations to improve the recruitment and workplace experiences of equity designated groups.

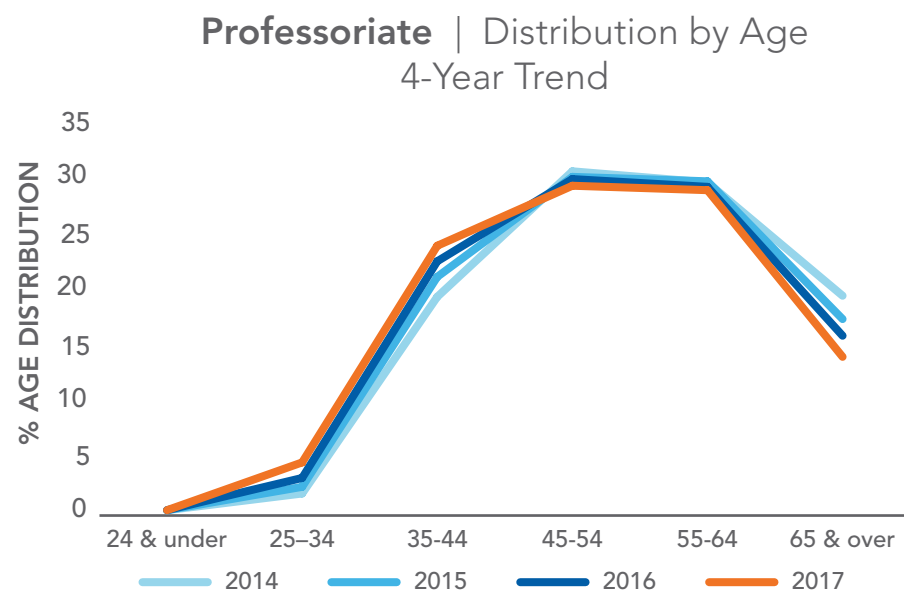
Age

Overall, the average age of professoriate faculty* and staff at UBC has declined consistently since 2014.

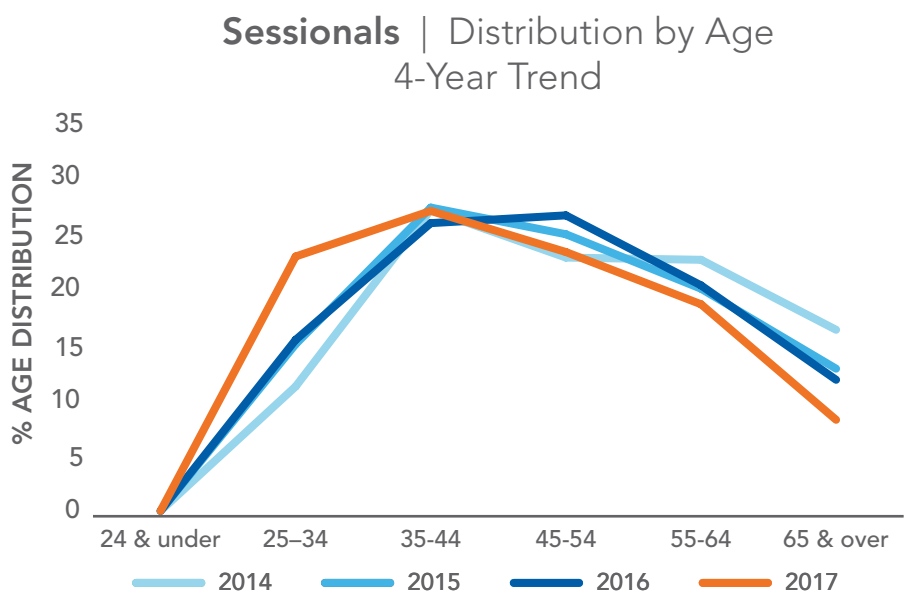


*Tenure-stream (Professoriate) faculty are referred to as professoriate.

A closer look at the age distribution for faculty and staff provides some insights into areas that will require attention in UBC's new people strategies.



The four-year headcount trend shows that the number of younger professoriate* (under age 44) has increased. However, the majority of professoriate are 45 years of age and older, with 43% 55 and older. UBC's retirement data shows that the average retirement age for professoriate has increased by one year since 2015. These trends highlight the opportunity to support succession planning for professoriate faculty at the university.

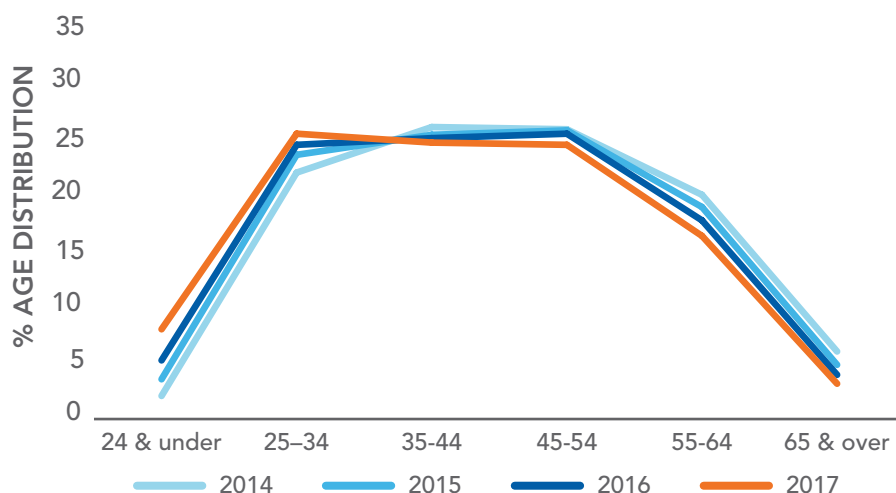


For retirement age trends, see section Retention (page 16).

*Tenure-stream (Professoriate) faculty are referred to as professoriate.

The four-year headcount trend shows a significant increase in the number of young Sessional faculty. The percentage of Sessionals under the age of 34 doubled between 2014 and 2017 (from 11% in 2014 to 23% in 2017). The number of Sessionals over age 55 decreased by 12%, from 39% in 2015 to 27% in 2017.

Staff | Distribution by Age 4-Year Trend



The four-year headcount trend for staff shows a fairly even distribution across all age ranges. Over the last four years, the number of young staff (age 34 and under) has increased by 10% (from 23% in 2014 to 33% in 2017). The percentage of staff age 55 and over is 19%. However, deeper analysis revealed that 69% of staff in senior professional or leader roles are age 45 or older, and 24% are 55 years of age or older. These trends highlight the opportunity to support succession planning for staff at the university.

This year, Human Resources will develop the next Focus on People Framework and Plan, in which strategic workforce planning (including succession planning) at UBC will be an important consideration.



Retention

Retention

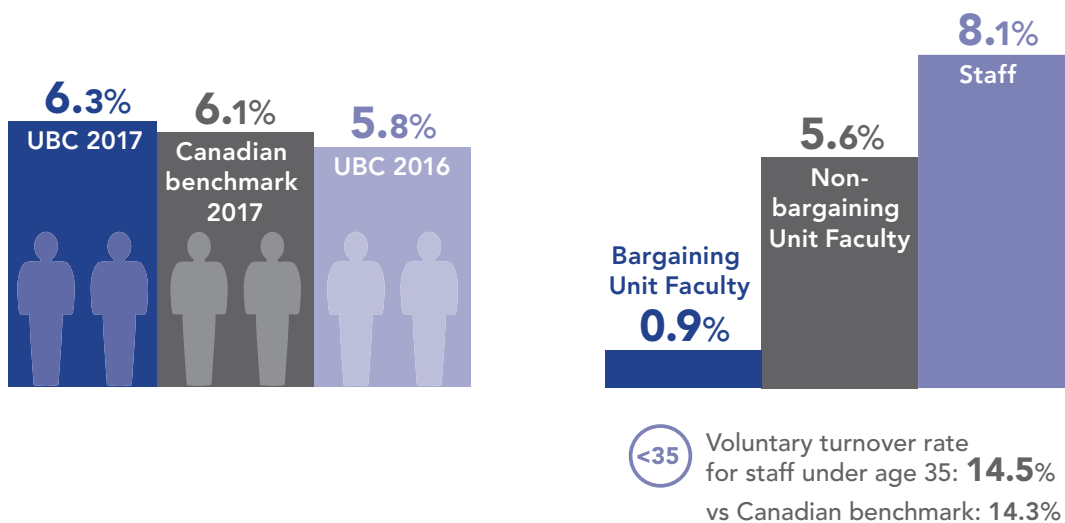
This section considers staff and faculty resignations (voluntary turnover) and retirements.

Resignations

Over the past year, UBC's voluntary turnover rate increased by 0.5% to 6.3% in 2017. However, the overall voluntary turnover rate is influenced by the very low resignation rate amongst bargaining-unit faculty. For staff, the voluntary turnover rate was 8.1% in 2017, an increase of 0.5% over 2016. This increase was driven by staff turnover across the university. Most staff resignations in 2017 were within the Management & Professional and Non-Union Technicians employment groups.

Given the current lack of a consistent, university-wide offboarding process and low response rates for UBC exit surveys, it is difficult to fully understand the reasons for these staff resignations that led to the higher turnover rate in 2017. Moving to Workday and the modernization of our exit processes will assist the University in gaining more timely insights into the factors that contribute to turnover.

Voluntary Turnover Rate for Faculty & Staff



Based on the data, the most significant factor influencing the staff resignation rate is age.

For voluntary turnover by employment group and by age, see figures 5 and 6 in the appendices.

*Source for Canadian benchmarks above: HR Metrics Service 2017 Annual Report

Reasons people resign from UBC

To better understand the reasons why people resign from UBC, Human Resources gathers feedback from faculty and staff through online exit surveys. In 2017, 59 exit surveys were completed by employees who left the university. According to the 2017 Exit Survey:

People chose to leave UBC due to:

- 1 Career opportunities
- 2 More stimulating work
- 3 Salary
- 4 Immediate unit head/manager
- 5 Lack of professional growth

96% of people who resign would consider returning to work at UBC in the future.

Young staff tend to resign from roles with limited opportunities for career advancement. Regardless of age, career advancement is a major reason why people come to UBC, stay at the university, and eventually resign.

With increased concerns about cost of living, commuting distances, and housing affordability, particularly in Vancouver, Human Resources redesigned the faculty and staff exit surveys in mid-2017 to gain insight into why people choose to leave UBC. To leverage this effort more effectively, however, greater coordination of offboarding processes across the university and a more robust HR information system will be needed in order to collect better data. We expect that the new HR system, due to rollout in 2020, will provide such opportunities.

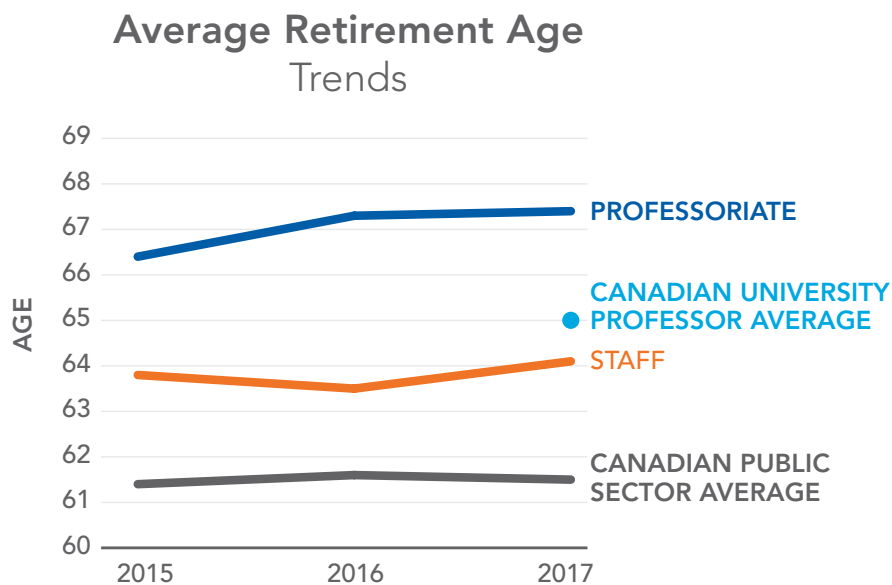
97% of student employees complete the full term of their employee appointment.

Retirements

The nature of retirement varies between faculty* and staff, both in rate and average retirement age.

Most professoriate leave UBC through retirement. That said, the overall number of retirements is low. Of the professoriate who voluntarily left UBC in 2017, 2.5% (55 people) retired. This is an increase of 0.1% over 2016, but a decrease from the four-year high of 2.9% in 2014.

*Tenure-stream (Professoriate) faculty are referred to as professoriate.



For professoriate, the average retirement age has increased consistently over the last three years and is higher than the average retirement age for university professors* in Canada, which was 65 years of age in 2016/17. In addition, the number of retirements are low over the last four years. Given these two trends, UBC needs to consider the implications of this aging segment of its workforce. As previously mentioned, these trends highlight the opportunity to support succession planning for professoriate faculty.

For staff at UBC, the average retirement age over the last three years is consistently higher than the average retirement age for public sector employees across Canada (64.1 years of age for UBC, compared with 61.5 years of age across the Canadian public sector**). Understanding the reasons for these differences will require further exploration.

*Source: BC Labour Market Information Office of the Ministry of Advanced Education, Skills and Training. This data is based on Statistics Canada's Labour Force Survey data and the custom data from Employment and Social Development Canada.

**Source: Statistics Canada. Table 14-10-0060-01 Retirement age by class of worker, annual.



Attraction

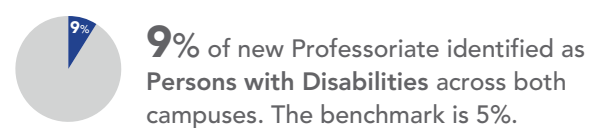
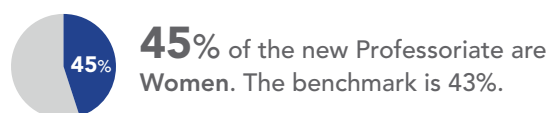
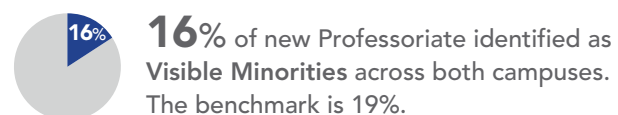
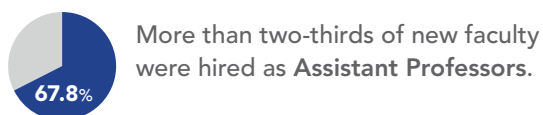
Attraction

This section considers new faculty and staff hires at UBC, as evidenced by volume, employment category, and location. However, the factors that influence UBC's ability to attract faculty and staff remain unknown in this context. These factors can be internal—such as whether or not a unit or faculty needs to recruit, support throughout the recruitment cycle, or unsuccessful searches—as well as external factors, such as the current supply of skilled candidates and cost of housing in Vancouver.

New Faculty Hires

This section considers the hiring of faculty in tenure-stream (Professoriate) faculty positions, referred to below as professoriate, by academic rank and Faculty.

In 2017, UBC hired
93 Professoriate,
a 7% increase from 2016.



*Canadian benchmarks referenced from the 2011 Canadian Census.

Year over year, the largest increases in hiring professoriate were in the Sauder School of Business, Faculty of Arts, and Faculty of Science, all at the Vancouver campus.

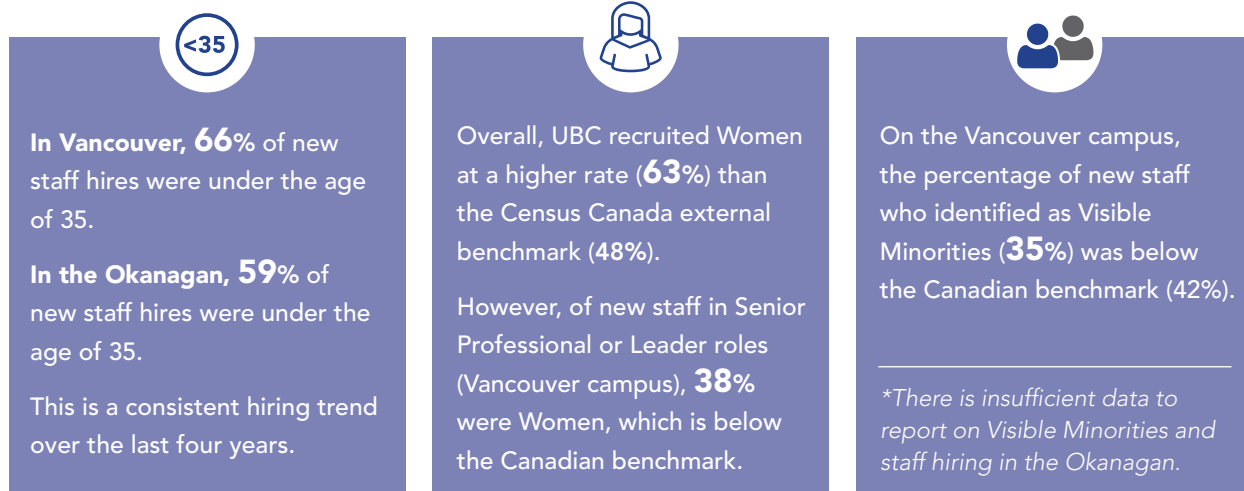
In contrast, the Faculty of Medicine hired fewer faculty than it wanted in both 2016 and 2017. With the support of the university, the Faculty of Medicine has embarked on a multi-year recruitment plan to increase hiring.

One of the greatest challenges in professoriate hiring, particularly in Vancouver, is the cost of housing, which impacted the number of hires from a group that predominantly relocates to the city from outside the region, and in many cases, from outside the country. The faculty housing program is a significant initiative that is designed to address this issue.

For professoriate hires by campus, rank, and faculty, see figures 7 and 8 in the appendix.

New Staff Hires

In 2017, UBC hired **1,623** staff: 1,516 in Vancouver, and 107 in the Okanagan



In 2017, UBC hired 60 more new staff than in 2016. Some of these new staff filled new positions, many of which were created to support the student experience as well as major university-wide projects such as the Integrated Renewal Program. New staff also filled existing roles that become available as a result of turnover, which was higher in 2017, and retirements.

Among all staff employment groups, the largest increase in new staff hires was in the Management & Professional employment group at the Vancouver campus at 13% (41 people) in 2017.

UBC was named one of Canada's Top Employers for Young People in 2018, the only post-secondary institution to receive this designation. This award recognizes the employers that offer the nation's best workplaces and programs for young people starting their careers.

For staff hires by campus, employment group, and age, see figures 9, 10, and 11 in the appendix.

Reasons why faculty and staff join UBC

Entrance surveys of new faculty and staff hires provide several insights.



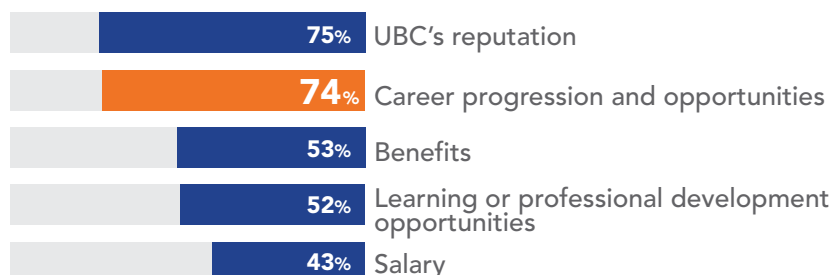
277 new hires completed the UBC Entrance Survey, a 68% increase from 2016

77% feel well-oriented to UBC

68% think favorably of their immediate unit head/manager

72% feel engaged

Why do people join UBC?



New hires' overall experience of UBC as a workplace within the first six months

65% think the **role** is as they expected

76% think the **work environment** is as they expected

70% think their **immediate unit head/manager** is as they expected

88% think the **compensation and benefits** are as they expected

An interesting juxtaposition is that career progression and opportunities are one of the top reasons employees choose to join UBC, and it is also one of the top reasons why they choose to leave. Exit surveys reveal that unmet career advancement expectations are an issue for retention. In response, the university has been steadily improving services such as coaching, career navigation, and leadership programs. Looking forward, strategic workforce planning (including succession planning) will be a priority area in UBC's new Focus on People strategy.

UBC was named one of Canada's Greenest Employers in 2018. This national award recognizes Canadian employers that create a culture of environmental awareness, develop exceptional earth-friendly initiatives, and attract new employees because of their environmental leadership.



Workplace Engagement

Workplace Engagement

Workplace Experiences Survey

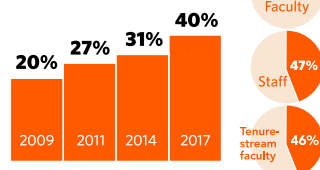
UBC conducted the Workplace Experiences Survey (WES) for the fourth time in November 2017. Based on analysis of faculty and staff feedback, the university gains insights into:

- how engaged faculty and staff are;
- the themes that influence faculty and staff engagement; and
- the areas of strength and opportunities to improve engagement.

More information about the WES including overall results are available online: www.ubc.ca/wes

Workplace Experiences Survey 2017 Overall Highlights

THANK YOU!
6,000+ faculty and staff participated in the survey



PROUD INSPIRED OPTIMISTIC



7/10 faculty and staff feel engaged at UBC

What makes FACULTY feel engaged the most?

1. Professional growth
2. UBC's senior leadership
3. Student focus



What makes STAFF feel engaged the most?

1. Professional growth
2. Inclusion & respect
3. UBC's senior leadership



+21%

"My immediate unit head/manager involves me in decisions that affect my work"

What's changed since 2014:

- ↑ **+19%** "I feel that I am part of a community"
- ↑ **+16%** "I have confidence in UBC's senior leadership"
- ↑ **+15%** "I have the opportunity to learn and grow professionally"
- ↓ **-7%** "I can see a clear link between my work and UBC's long-term objectives"
- ↓ **-7%** "People treat each other with respect and consideration in my workplace"



What faculty and staff have to say

- 94%** Understand how they can contribute to a respectful workplace
- 93%** Feel they have all the necessary skills to perform all aspects of their work
- 91%** Are committed to contributing to an environment that supports mental health & wellbeing

- 89%** Understand what they are expected to accomplish at work
- 85%** Feel accepted in the workplace
- 85%** Feel they can make a positive impact at work



About 250 faculties, departments, and units will receive unit-level reports to help identify priority areas and inform their strategic planning efforts

ubc.ca/wes workplace.surveys@ubc.ca

Overall, the 2017 WES results are on trend with or show improvement over previous years' scores for engagement and other themes. The overall engagement score for faculty and staff was 71%, similar to the benchmark of our survey provider TalentMap across Canadian employers.

Trend analysis shows that UBC's scores are trending positively overall compared with previous surveys. This positive trend applies to engagement, leadership (both senior leadership and immediate unit head/manager), as well as a number of areas that can be benchmarked with the 2014 WES results, including professional growth, inclusion and respect, and health and wellbeing.

Based on the WES results and subsequent discussions of the findings across the university, actions are being taken at the university-wide level, at the portfolio level, and at the unit-level. University-wide priorities will focus on professional development for faculty and staff, UBC's senior leadership, and inclusion and respect.

UBC's favourable engagement trend is notable considering that a recent study by Aon Hewitt, Trends in Global Employee Engagement, showed that employee engagement declined globally by 2% to 63% in 2016.

Workplace Health & Wellbeing

Recognizing the critical importance of a healthy workplace in advancing thriving campus communities, Human Resources is an active partner in the UBC Wellbeing initiative and other partnerships at the university and beyond.

Signalling a formal commitment to be a health-promoting university, UBC adopted the Okanagan Charter: An International Charter for Health Promoting University and Colleges in 2016 – one of the first universities in the world to do so.

The Okanagan Charter calls upon post-secondary institutions to embed health into all aspects of campus culture, and to lead health promotion action and collaboration locally and globally.

For detailed engagement, leadership and additional trends, see figures 12, 13, 14, and 15 in the appendix.

TalentMap's benchmark has over 260,000 employees (95% Canadian organizations) in a range of sectors that include the public sector, education, financial, healthcare, industry (construction, industrial, engineering, energy, and transportation and logistics sectors), municipality, not-for-profit, technology, and hospitality.

Promotion and Education

Through the delivery of theoretically-grounded and evidence-based programs, events, and initiatives, the university works to support individual and organizational wellbeing. The sections below highlight programs and initiatives related to two priority areas: mental health and resilience, and physical activity and sedentary behaviour.

UBC Wellbeing is currently focused on five priority areas:

- Mental health and resilience
- Physical activity and sedentary behaviour
- Built and natural environments
- Food and nutrition
- Social connection

Information about UBC Wellbeing is available online: www.wellbeing.ubc.ca

Mental Health and Resilience

UBC has worked to reduce mental health stigma, create a supportive work environment, and ensure faculty and staff have resources to navigate mental health issues and increase resiliency through various efforts.

UBC was named one of BC's Top Employers 2018. This award highlights employers in British Columbia that lead their industries in offering exceptional places to work and supporting their employees with the most progressive and forward-thinking programs.



Thrive Week

A cross-campus collaborative effort to promote positive mental health.

Over **70,000** students, faculty and staff were reached through in-person and online events, programs and outreach, an increase from 62,000 people in 2016. (These figures include more than one engagement per person.)

Reached over **1,000** faculty

Engaged with **11,483** students

Collaborated with **82** campus partners (including units, departments and faculties)

Adopted by **11** Canadian post-secondary institutions

Mindfulness Training Programs

Over **993** hours of mindfulness practice through in-person and online programs such as **30-Day Mindfulness Challenge**

Healthy Workplace Initiatives Program (HWIP)

HWIP funds the local implementation of health promotion activities within departments and units.

39 departments and units received HWIP funding to implement health promotion activities

8 departments received HWIP funds focused specifically on supporting mental health

A new **Mental Health and Resilience** framework is being developed and will launch in 2018



Not Myself Today

A national campaign focused on increasing mental health literacy, reducing stigma, and fostering safe, open and supportive workplaces

16 departments and units hosting (up from 12 last year)

Nearly **1700** staff & faculty participated (up from 985 participants last year).

90% of participants found the campaign helped to create a work environment that is more supportive of mental health.

Mental Health First Aid

A training program that equips participants with the skills and knowledge necessary to provide support in the event of a mental health problem or crisis.

4 certified Mental Health First Aid facilitators (doubled since 2016)

For workplace health promotion engagements, see figure 16 in the appendix.

Physical Activity and Sedentary Behaviour

In 2017, Human Resources collaborated with departments across UBC and external providers to offer initiatives encouraging staff and faculty to increase their activity level and reduce the risk of preventable disease. Some examples:

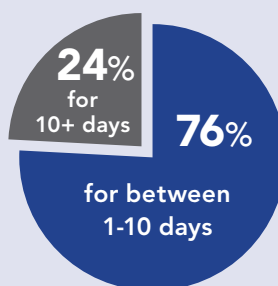
- **The Travelling Health Fair*** at the Vancouver campus, which provided diabetic risk assessments. Over 50% of participants indicated they would not have otherwise sought-out their family doctor for early intervention and prevention of diabetes.
- **Faculty & Staff Sports Day****, an annual event that takes place at the Vancouver and Okanagan campuses and features inclusive activities for all abilities and promotes friendly competition amongst colleagues.
- **The Carrot Rewards App pilot*****, where over 1,600 staff and faculty reported an increase in flu shot vaccinations and a decrease in sugary drink consumption.

In March 2018, UBC was awarded the Canadian Cancer Society's highest honour, the Platinum Extra Mile Award, to recognize outstanding work in workplace health and wellness.

Employee and Family Assistance Program

To provide faculty and staff with an Employee and Family Assistance Program (EFAP), UBC contracts with Morneau Shepell.

42% of UBC EFAP users surveyed indicated that without EFAP support, their concern would likely have caused them to be away from work.



Who uses EFAP?



* In partnership with UBC Pharmacists' Clinic.

** In partnership with UBC Recreation.

*** Benefits provider Sun Life trialed the Carrot Rewards App, created by The Public Health Agency of Canada.

Workplace Health

The Occupational & Preventative Health (OPH) unit helps to prevent workplace-related disease, injury and illness by administering vaccinations, health screenings and medical surveillance for faculty and staff whose work at UBC involves potential risk factors (e.g., those who work as a first aid attendant, in a child care setting, a hospital, or clinical facility).

Occupational & Preventative
Health unit reached

3,581 staff and faculty

139 departments



Enrolment in the OPH program increased
by **13%** over the prior year

501 immunizations administered

452 new patients enrolled

5% of new patients were referred
for specialized consultation

UBC's Ergonomics program continues to promote a healthy work environment by assessing musculoskeletal risks in the workplace, advising strategies for injury prevention, and supporting individuals returning to work or continuing to work following illness or injury.

87% increase in the number
of Ergonomics workshops and
presentations delivered over
the previous year.

New courses added to
regularly-scheduled workshops



One quarter of all ergonomics enquiries
were related to **sit-stand desks**.

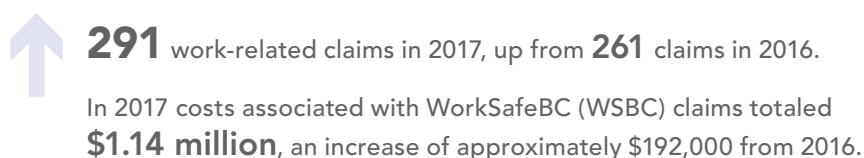
21 users accessed the Sit-Stand
Demo Program, from 8 in 2016.

The Ergonomics Fund approved
11 projects to support employees
with ergonomic equipment.

Equipment ranged from **adjustable-height
stainless-steel tables** in Food Services and Dentistry
to a **truck modification** in Animal Care, allowing an
injured employee to continue to work.

Workplace Injuries

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

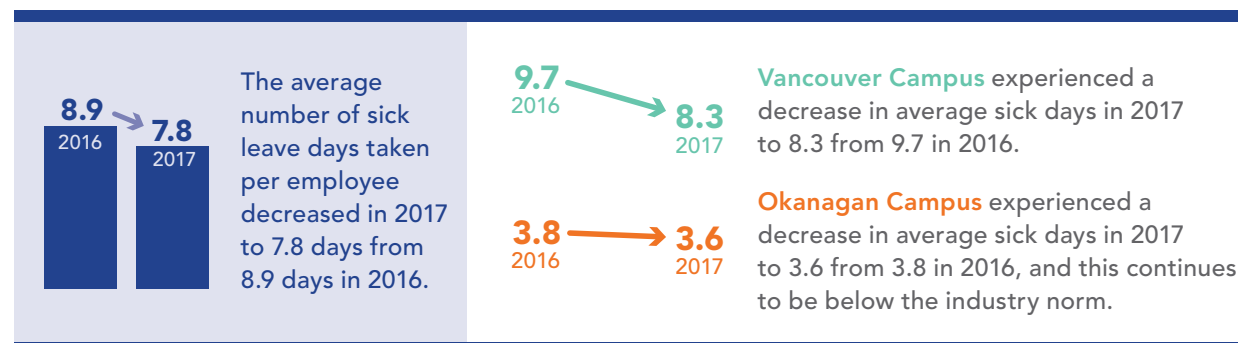


The newly-introduced Joint Occupational Health & Safety Committee (JOHSC) structure has increased accountability and awareness of the obligation to report workplace injuries, which resulted in increased reporting of Overexertion and Falls on Same Level incidences, which in turn, are consistently the most common and expensive type of injury.

Total costs associated with WorkSafeBC claims included wage compensation, medical costs, and vocational rehabilitation and pension payouts for injuries that occurred in any year. Injuries that occurred in 2017 account for \$616,000 of the total claims costs that year. The remaining costs are associated with injuries that occurred in previous years. The injury rate remains comparable with other similar post-secondary employers at 0.73 Time Loss Claims per 100 Full-time Equivalents (FTEs).

Sick Leave and Return-to-Work/Remain-at-Work Program

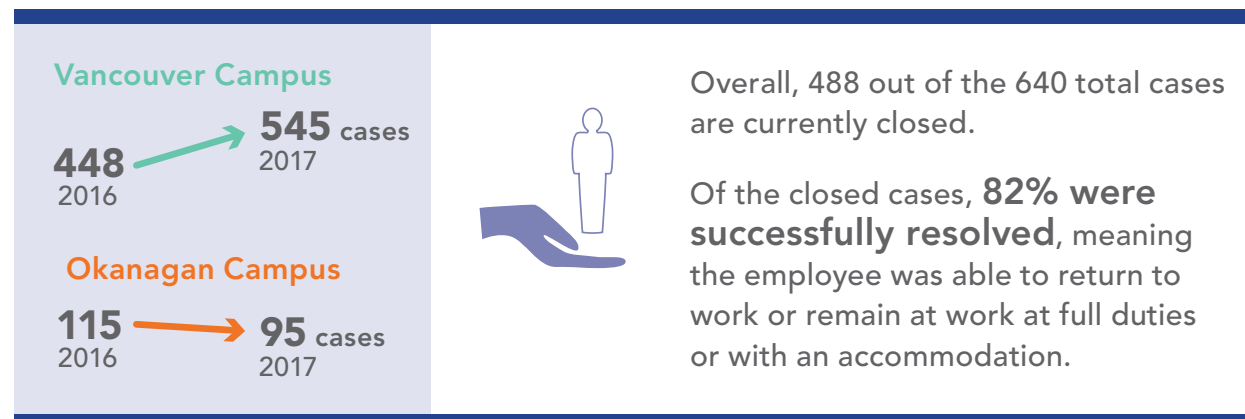
UBC's current sick leave use is comparable with that of other major universities in BC*.



For detailed information on work-related injuries, see figure 17 in the appendix.

*Source: SFU and UVic Human Resources; Sick Leave Benchmark Data: Other BC Universities, 2017.

UBC's Workplace Health Services at the Vancouver campus and the Work Reintegration and Accommodation Program (WRAP) at the Okanagan campus work with departments, faculty, staff and UBC's unions and associations to identify opportunities for people to continue working or to return to work after an injury or illness, whether work-related or not. At the Vancouver campus, these services are voluntary with the exception of return to work from long-term disability, and WorkSafeBC claims.



Long-term Disability

UBC's Income Replacement (IRP) and Disability Benefit (DBP) plans provide long-term disability benefits in the event that faculty and staff become unable to work due to a lengthy illness or injury.

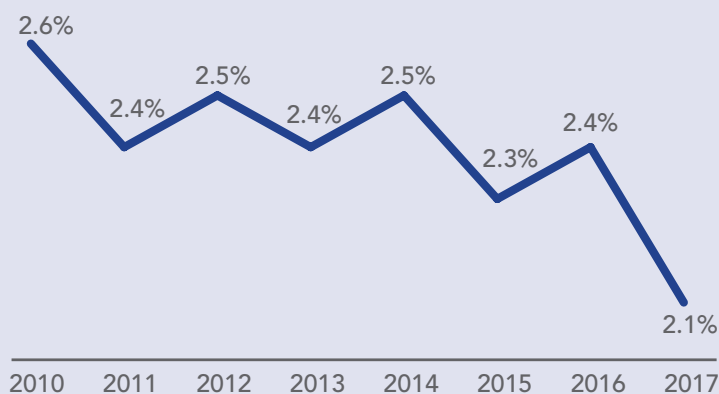


236 Income Replacement and Disability Benefit claims in 2017, a decrease from 265 claims in 2016

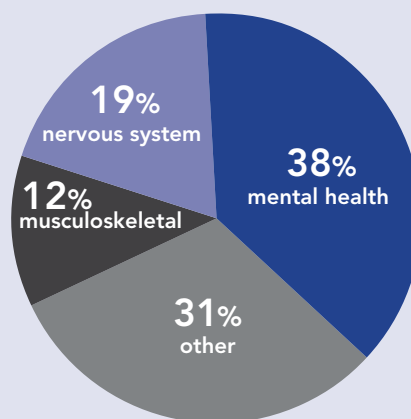
UBC's disability claims incidence rate* was **0.4%**, a decrease from 0.5% in 2016

The total number of open and approved claims as a percentage of the total number of faculty and staff enrolled in the plans has been stable for the past five years, decreasing slightly in 2017 to **2.1%** from 2.4% in 2016.

Number of long-term disability claims as a percent of total number of plan members



Long-term disability claims relate to the following conditions



UBC's disability claims incidence rate is the number of reported new claims as a percentage of the total number of faculty and staff enrolled in the IRP/DBP.

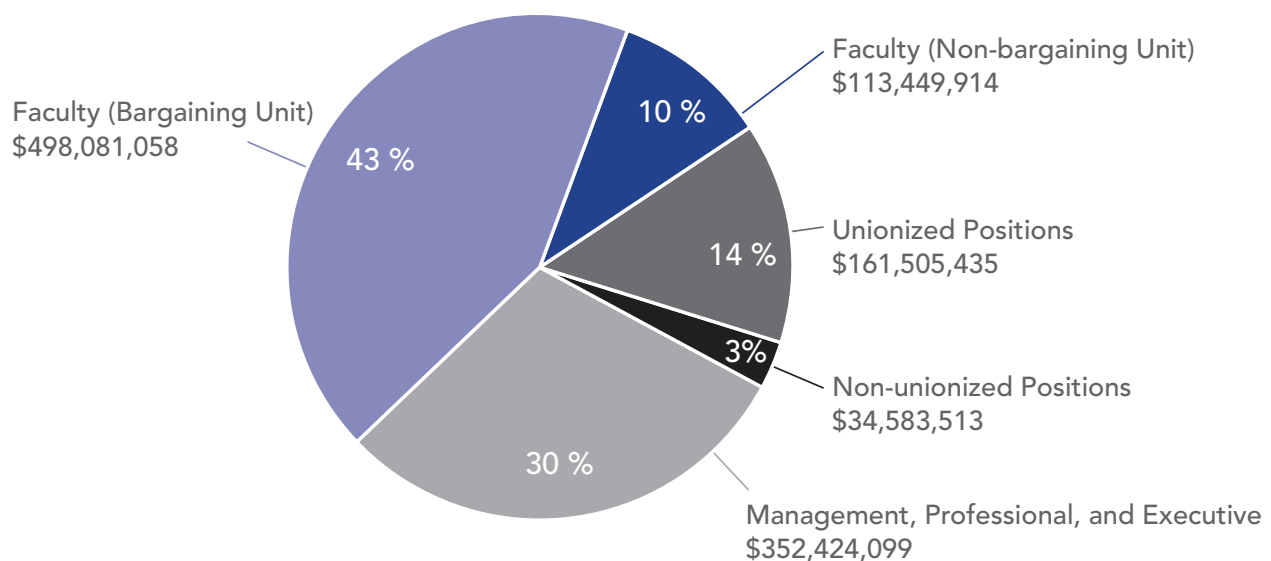
Total Compensation

This section looks at faculty and staff compensation and benefits in 2017.

Salaries

In the year prior to October 1, 2017, UBC spent a total of \$1.160 billion in faculty and staff salaries, an increase of \$95 million from the previous year. An additional \$109 million was spent on student employees' salaries, an increase of \$4-million from the previous year. Combined, salaries for faculty, staff, and students totalled \$1.269 billion in 2017, up by \$99 million from the year prior. These figures include retroactive payments for Faculty Association salary increases in both years.

UBC Earnings by Broad Employment Group Annualized Data (October 1, 2017)

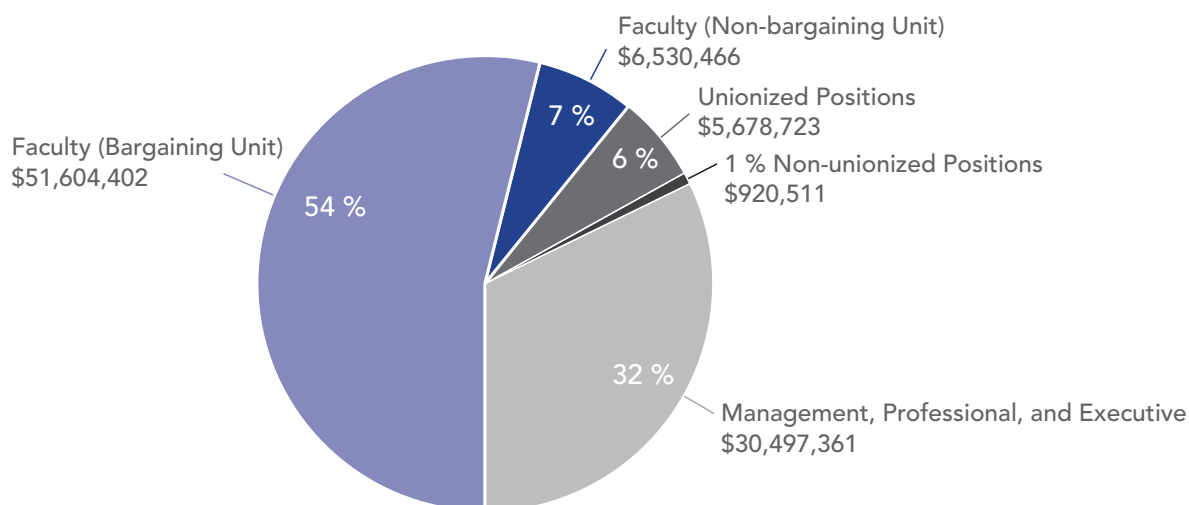


Information related to faculty and staff pensions is available online:

faculty.pensions.ubc.ca and staff.pensions.ubc.ca.

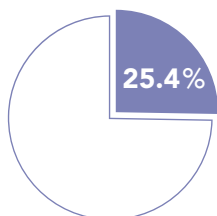
Looking at the increase in total spending on salaries, bargaining unit faculty saw increases of \$51.6 million per year, which was 54% of total salary increases paid. Management, Professional, and Executive positions saw earnings increase by \$30.5 million or 32% of total salary increases.

Increases in Annual Earnings by Broad Employment Group (October 1, 2016 to October 1, 2017)



Benefits

UBC provides comprehensive benefits for faculty and staff. The following data is for the fiscal year 2016/17.



Cost of benefits as a percentage of payroll was stable this year at 25.4%, compared to 25.5% in 2015/16.

↑ The total cost of pension, benefits, and statutory benefit plans was **\$298.1 million**, an increase of 5% from 2015/16.

Of this, **62%** is **employer-paid** (\$185.1M), and **38%** is **employee-paid** (\$113.0M).

The cost of benefits as a percentage of payroll has been relatively consistent over a number of years. The increase in the cost of benefits this year was mainly due to modest increases in employer/employee contributions/premiums for the Faculty Pension Plan, WorkSafeBC premiums, and Income Replacement/Disability Benefits Plans. The cost of other benefit plans either decreased or remained relatively stable.

The 5% increase in the total cost of UBC's benefits is below that of benchmark organizations*, which continue to experience cost increases in the range of 6% to 10% annually.

* Source: Mercer, 2018



Appendices

Workforce Overview

Figure 1:	Total Faculty and Staff Headcount by Employment Group, 2014-2017	35
Figure 2:	Distribution of Faculty and Staff by Career Category, 2014-2017	35
Figure 3:	Headcount Representation by Employment Equity Category and Level of Position Vancouver Campus (October 2017)	36
Figure 4:	Headcount Representation by Employment Equity Category and Level of Position Okanagan Campus (October 2017)	37

Retention

Figure 5:	Voluntary Turnover by Employment Equity Group, 2014-2017	38
Figure 6:	Voluntary Turnover by Age, 2017	38

Attraction

Figure 7:	Tenure-stream (Professoriate) Faculty New Hires by Campus and Rank, 2014-2017	39
Figure 8:	Tenure-stream (Professoriate) Faculty New Hires by Campus and Faculty, 2014-2017	39
Figure 9:	Okanagan Staff New Hires by Employment Group, 2014-2017	40
Figure 10:	Vancouver Staff New Hires by Employment Group, 2014-2017	40
Figure 11:	Age Distribution of Staff New Hires, 2014-2017	40

Workplace Engagement

Figure 12:	UBC Overall Engagement Trend (2011, 2014, 2017)	41
Figure 13:	UBC Overall Leadership Trend (2011, 2014, 2017)	41
Figure 14:	UBC Faculty Trend (2014, 2017)	42
Figure 15:	UBC Overall Additional Trends (2014, 2017)	42
Figure 16:	Workplace Health Promotion Engagements (Faculty and Staff, Both Campuses)	43
Figure 17:	Work-Related Injuries, 2014-2017	43

Figure 1: Total Faculty and Staff Headcount by Employment Group, 2014–2017

Employment Group	Headcount ^b				% Change, 2014–2017
	2014	2015	2016	2017	
Faculty (Bargaining-Unit)	3,132	3,140	3,109	3,055	-2.5%
Faculty (Non-Bargaining Unit)	2,147	2,291	2,401	2,381	10.9%
Unionized Positions	4,032	3,939	4,156	4,348	7.8%
Non-Unionized Positions	1,350	1,351	1,350	1,369	1.4%
Management, Professional, and Executive ^c	3,890	3,943	4,077	4,302	10.6%
Total	14,551	14,664	15,093	15,455	6.2%

a) HR's definition of employee was changed this year to a unified definition in collaboration with UBC PAIR. Numbers may vary with PAIR due to download dates and small differences in manual corrections. All headcount figures for 2014-2017 in this report use the most current method.

b) Effective November 1 of each year.

c) Executive headcount is reported inside this combined category. For 2017, the executive headcount is 28 people.

Figure 2: Distribution of Faculty and Staff by Career Category, 2014-2017

Career Category	Percent of Total			
	2014	2015	2016	2017
Academic	36.4%	37.1%	36.6%	35.3%
Learning	11.3%	11.4%	11.3%	11.7%
Research & Innovation	13.8%	13.8%	13.6%	13.4%
Business & Administration (Faculties)	7.1%	7.1%	7.0%	7.1%
Business & Administration (Centralized)	8.7%	8.5%	8.8%	9.1%
Community, Life & Wellbeing	6.5%	6.4%	6.9%	7.4%
Facilities & Planning	7.7%	7.3%	7.5%	7.7%
Information Technology	5.2%	5.0%	4.9%	5.0%
Others	3.2%	3.3%	3.3%	3.3%
Total	100%	100%	100%	100%

**Figure 3: Headcount Representation by Employment Equity Category and Level of Position
Vancouver Campus (October 2017)**

		Employment Equity Category (Percent of Total) ¹				
Level of Position	Total eligible Respondents ¹	Women	Aboriginal Peoples	Visible Minorities	Persons with Disabilities	Sexual and Gender Diversity
Executives and Academic Leaders						
Executives and Academic Leaders ²	376	32.4% ↓	2.4% ↑	13.9% ↑	1.2% ↓	9.6% ↓
Research and Teaching Faculty ³						
Full Professors	1,056	25.7% ↑	1.1% ↓	15.2% ↑	3.6% ↑	6.3% ↑
Associate Professors	586	43.2% ↑	1.5% ➡	19.7% ↑	5.4% ↓	5.9% ↓
Assistant Professors	332	47.9% ↑	1.2% ↑	21.6% ↓	2.1% ↑	10.0% ↑
Teaching Faculty ³						
Professor of Teaching	27	59.3% ↑	0.0% ➡	16.0% ↑	8.0% ↑	20.0% ↓
Sr. Instructor	127	54.3% ↓	1.0% ➡	21.8% ↑	5.0% ↑	7.9% ↓
Instructor I	64	43.8% ↑	2.0% ➡	14.3% ↓	8.2% ↓	10.2% ↑
Term, Part Time and Other Faculty						
Lecturer	249	57.8% ↓	1.8% ↑	25.9% ↑	5.9% ↑	9.4% ➡
Non-Tenured Professors & Instructors	48	54.2% ↑	0.0% ➡	26.5% ↑	5.9% ↑	8.8% ↑
Sessional Lecturer Continuing	74	43.2% ↓	2.6% ➡	26.3% ↓	2.6% ➡	5.3% ↓
Sessional Lecturer	323	56.0% ↓	3.3% ↓	23.6% ↑	6.5% ↓	13.0% ↑
Research Associate	302	43.4% ↑	0.5% ↑	29.5% ↓	1.6% ➡	7.1% ↑
Adjunct Professor	244	49.2% ↑	0.0% ➡	20.9% ↓	0.0% ➡	16.3% ↑
Librarian	85	69.4% ↑	5.5% ↓	15.1% ↓	4.1% ↑	13.7% ↑
Staff						
Senior Professional or Leader	509	48.7% ↓	1.4% ↑	27.0% ↑	2.1% ↓	6.7% ↓
Mid-Level Professional	1,727	63.0% ↑	2.5% ↓	35.2% ↑	2.6% ↑	7.0% ↓
Junior Professional	1,763	70.8% ↓	2.1% ↑	35.9% ↑	3.3% ↑	6.9% ↑
Union and Non-Union Staff	5,249	61.8% ↑	2.8% ↑	46.6% ↑	4.6% ↓	7.4% ↑
Total – UBC Vancouver Campus	13,141	56.6% ↑	2.2% ↑	34.7% ↑	3.7% ↓	7.5% ↑
National Benchmark ⁴	n.a.	48.2%	3.5%	17.8%	4.9%	n.a.
Regional Benchmark ⁴	n.a.	48.6%	2.1%	41.8%	5.8%	n.a.

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 71% in Vancouver and 77% 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 and Academic Leaders include the President, Vice-Presidents, Associate Vice-Presidents, Deans, Principals, 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) Regional and National Benchmarks are based on the 2011 census data, which is the most recent available data.

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

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

↑ indicates an increase of representation compared to the prior year

→ indicates the representation remained the same to the prior year

↓ indicates a decrease of representation compared to the prior year

Figure 4: Headcount Representation by Employment Equity Category and Level of Position
Okanagan Campus (October 2017) Note: Six or more total responses are required to report data.

		Employment Equity Category (Percent of Total) ¹				
Level of Position	Total eligible Respondents ¹	Women	Aboriginal Peoples	Visible Minorities	Persons with Disabilities	Sexual and Gender Diversity
Executives and Academic Leaders						
Executives and Academic Leaders ²	45	37.8% ⬆️	5.9% ⬇️	8.8% ⬇️	2.9% ⬆️	8.8% ⬆️
Research and Teaching Faculty ³						
Full Professors	63	27.0% ⬇️	4.4% ⬆️	22.2% ⬆️	2.2% ⬇️	4.4% ⬆️
Associate Professors	156	40.4% ⬆️	1.5% ⬆️	14.1% ⬇️	8.1% ⬆️	7.4% ⬇️
Assistant Professors	66	31.8% ⬇️	3.7% ⬇️	24.1% ⬇️	5.6% ⬇️	11.1% ⬇️
Teaching Faculty ³						
Professor of Teaching	1	x	x	x	x	x
Sr. Instructor	29	65.5% ⬆️	0.0% ➡️	19.2% ⬇️	7.7% ⬆️	11.5% ⬆️
Instructor I	19	47.4% ⬇️	0.0% ➡️	21.4% ⬆️	0.0% ⬇️	7.1% ⬆️
Term, Part Time and Other Faculty						
Lecturer	30	60.0% ⬆️	0.0% ⬇️	19.2% ➡️	11.5% ⬆️	0.0% ⬇️
Non-Tenured Professors & Instructors	1	x	x	x	x	x
Sessional Lecturer Continuing	6	50.0% ➡️	x	x	x	x
Sessional Lecturer	46	60.9% ⬆️	4.3% ⬇️	17.4% ⬆️	8.7% ⬆️	17.4% ⬆️
Research Associate	3	x	x	x	x	x
Adjunct Professor	31	71.0% ⬆️	0.0% ➡️	0.0% ➡️	0.0% ➡️	0.0% ➡️
Librarian	12	75.0% ⬇️	0.0% ➡️	9.1% ⬆️	0.0% ➡️	9.1% ⬇️
Staff						
Senior Professional or Leader	26	50.0% ⬆️	4.5% ⬆️	4.5% ⬆️	0.0% ➡️	0.0% ⬇️
Mid-Level Professional	171	68.4% ⬇️	4.0% ⬆️	6.0% ⬇️	2.7% ⬇️	2.7% ⬆️
Junior Professional	152	62.5% ⬆️	4.9% ⬇️	8.9% ⬆️	4.9% ⬆️	8.1% ⬆️
Union and Non-Union Staff	320	68.8% ⬆️	2.9% ⬇️	9.7% ⬆️	4.4% ⬇️	3.9% ⬆️
Okanagan Total	1,222	56.6% ⬆️	3.3% ⬆️	11.9% ⬆️	4.7% ⬆️	6.1% ⬆️
National Benchmark ⁴	n.a.	48.2%	3.5%	17.8%	4.9%	n.a.
Regional Benchmark ⁴	n.a.	49.1%	4.3%	6.2%	5.8%	n.a.

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 71% in Vancouver and 77% 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 and Academic Leaders include the President, Vice-Presidents, Associate Vice-Presidents, Deans, Principals, 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) Regional and National Benchmarks are based on the 2011 census data, which is the most recent available data.

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

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

↑ indicates an increase of representation compared to the prior year

→ indicates the representation remained the same to the prior year

↓ indicates a decrease of representation compared to the prior year

Figure 5: Voluntary Turnover By Employment Group, 2014–2017

Employment Group	Bargaining Unit	Headcount 2017	Percent Voluntary Turnover ^a			
			2014	2015	2016	2017
BCGEU Okanagan Campus ^b	BCGEU	281	8.7%	6.6%	4.2%	5.3%
Childcare ^c	BCGEU	240	13.8%	32.7%	14.6%	12.9%
CUPE 116	CUPE116	2,182	7.8%	7.4%	7.7%	7.5%
CUPE 2950 ^d	CUPE2950	1,531	7.6%	9.2%	9.6%	9.1%
English Language Instructors	CUPE2278 ^b	49	0.0%	1.8%	1.9%	4.1%
Executive Administrative Staff	None	46	14.6%	14.6%	11.1%	6.5%
Faculty (Bargaining Unit)	UBC FA	3,055	1.2%	1.2%	1.0%	0.9%
Faculty (Non-Bargaining Unit)	None	2,381	5.1%	6.2%	5.0%	5.6%
Management and Professional ^e	AAPS ^e	4,274	6.6%	7.0%	6.3%	6.9%
Non-Unionized Technicians	None	846	10.4%	13.8%	12.8%	17.3%
Operating Engineers	IUOE882	61	7.5%	7.9%	4.5%	1.6%
Senior Executive ^f	None	28	0.0%	10.3%	0.0%	0.0%
Other Staff ^g	None	471	0.9%	6.1%	1.8%	3.6%
Total^h		15,455	5.7%	6.6%	5.8%	6.3%
Benchmark Comparisonⁱ		n.a.	8.3%	7.2%	6.4%	6.1%

a) Effective November 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) AAPS plus around 60 people each in the Service Unit Director and Excluded Management & Professional 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, permanent employees only, for the respective calendar year listed.

Figure 6: Voluntary Turnover by Age, 2017

Employee Age	Staff			Faculty (Bargaining Unit)*		
	Staff Headcount	Staff Voluntary Exits	Staff Turnover	Faculty Headcount	Faculty Voluntary Exits	Faculty Turnover
24 & Under	764	123	16.1%	0	0	0.0%
25 to 34	2,520	352	14.0%	257	3	1.2%
35 to 44	2,442	192	7.9%	759	13	1.7%
45 to 54	2,423	109	4.5%	855	7	0.8%
55 to 64	1,602	31	1.9%	816	4	0.5%
65 & Over	268	9	3.4%	368	1	0.3%
Total	10,019	816	8.1%	3,055	28	0.9%
Staff & Faculty Turnover	6.3%					

*Including faculty, such as sessional, lecturer, Librarian, and Program Directors

Figure 7: Tenure-Stream (Professoriate) Faculty New Hires by Campus and Rank, 2014–2017

		Number of New Hires			
Campus	Rank	2014	2015	2016	2017
Okanagan	Full Professor	4	3	3	0
	Associate Professor	1	2	0	1
	Assistant Professor	8	5	7	6
	Instructor / Senior Instructor ^a	4	3	6	3
	Professor of Teaching	0	0	0	0
Okanagan Total	Subtotal	17	13	16	10
Vancouver	Full Professor	6	7	6	4
	Associate Professor	9	8	2	6
	Assistant Professor	53	60	48	57
	Instructor / Senior Instructor ^a	16	12	15	16
	Professor of Teaching	0	0	0	0
Vancouver Total	Subtotal	84	87	71	83
UBC Total^b	Total	101	100	87	93
UBC Total^b	Percent Change from Year Prior	n.a.	-1%	-13%	7%

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 8: Tenure-Stream (Professoriate) Faculty by Campus and Faculty, 2014–2017

		Number of New Hires			
Campus	VP/Faculty	2014	2015	2016	2017
Okanagan	Faculty of Education	0	0	0	0
	Faculty of Management	1	0	0	0
	Irving K. Barber School of Arts & Sciences	10	7	7	1
	Faculty of Creative & Critical Studies	2	1	1	2
	Faculty of Health & Social Development	0	3	6	1
	Faculty of Applied Science	4	2	2	6
Okanagan Total	Subtotal	17	13	16	10
Vancouver	Peter A. Allard School of Law	2	1	4	7
	Faculty of Pharmaceutical Sciences	2	3	4	3
	Faculty of Applied Science	7	11	10	9
	Faculty of Arts	19	17	20	28
	Faculty of Dentistry	0	1	2	0
	Faculty of Education	12	11	8	1
	Faculty of Forestry	7	2	5	2
	Faculty of Land & Food Systems	1	0	2	6
	Faculty of Medicine	18	18	7	3
	Faculty of Science	11	15	9	14
	The Sauder School of Business	5	8	0	9
	VP Academic & Provost	0	0	0	1
Vancouver Total	Subtotal	84	87	71	83
UBC Total*	Total	101	100	87	93
UBC Total^b	Percent Change from Year Prior	n.a.	-1%	-13%	7%

* 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 9: Okanagan Staff Hires by Employment Group, 2014–2017

Employment Group	Bargaining Unit	Number of New Hires			
		2014	2015	2016	2017
BCGEU Okanagan Campus	BCGEU	53	47	59	57
Management and Professional	AAPS	31	36	38	42
Senior Executive	None	0	1	0	0
Staff - Other ^a	None	17	11	17	8
Total		101	95	114	107

a) Includes: Executive Administrative Staff and Sport Instructors.

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

Figure 10: Vancouver Staff New Hires by Employment Group, 2014–2017

Employment Group	Bargaining Unit	Number of New Hires			
		2014	2015	2016	2017
Childcare	BCGEU	39	49	39	38
CUPE 116	CUPE116	314	279	393	389
CUPE 2950	CUPE2950	202	222	290	302
English Language Instructors	CUPE2278	0	0	0	0
Management and Professional	AAPS	341	245	314	355
Non-Unionized Technicians	None	161	169	172	178
Senior Executive	None	0	3	1	2
Staff - Other ^a	None	230	155	240	252
Total		1,287	1,122	1,449	1,516

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).

Figure 11: Age Distribution of Staff New Hires, 2014–2017

Age Range	Okanagan				Vancouver			
	2014	2015	2016	2017	2014	2015	2016	2017
24 & Under	20%	17%	22%	27%	30%	29%	28%	31%
25 to 34	33%	39%	34%	32%	37%	40%	37%	36%
35 to 44	21%	22%	17%	21%	17%	16%	17%	16%
45 to 54	12%	15%	18%	14%	13%	10%	12%	12%
55 to 64	14%	6%	10%	7%	4%	5%	5%	5%
65 & Over	1%	1%	0%	0%	0%	0%	1%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%
# of Hires	101	95	114	107	1,287	1,122	1,449	1,516

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

Figure 12: UBC Overall Engagement Trend (2011, 2014, 2017)

Note: The 2017, 2014 and 2011 Overall Engagement scores are the average of the 4 questions.

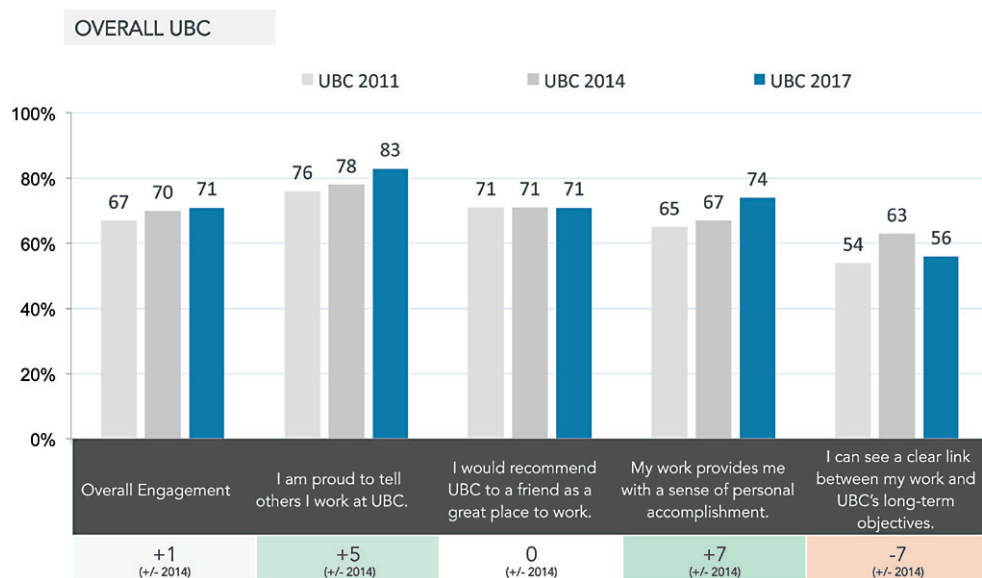


Figure 13: UBC Overall Leadership Trend (2011, 2014, 2017)

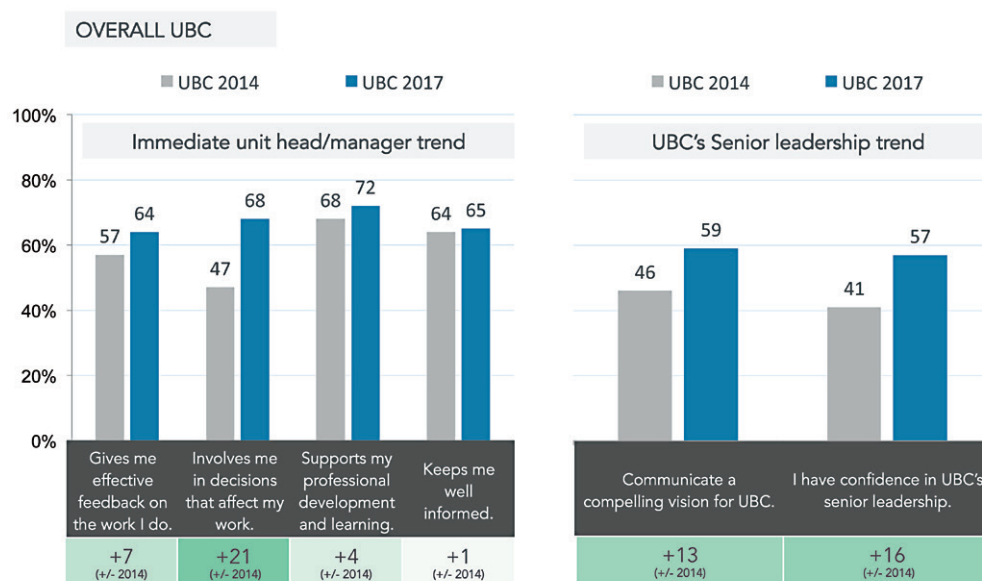


Figure 14: UBC Faculty Trend (2014, 2017)

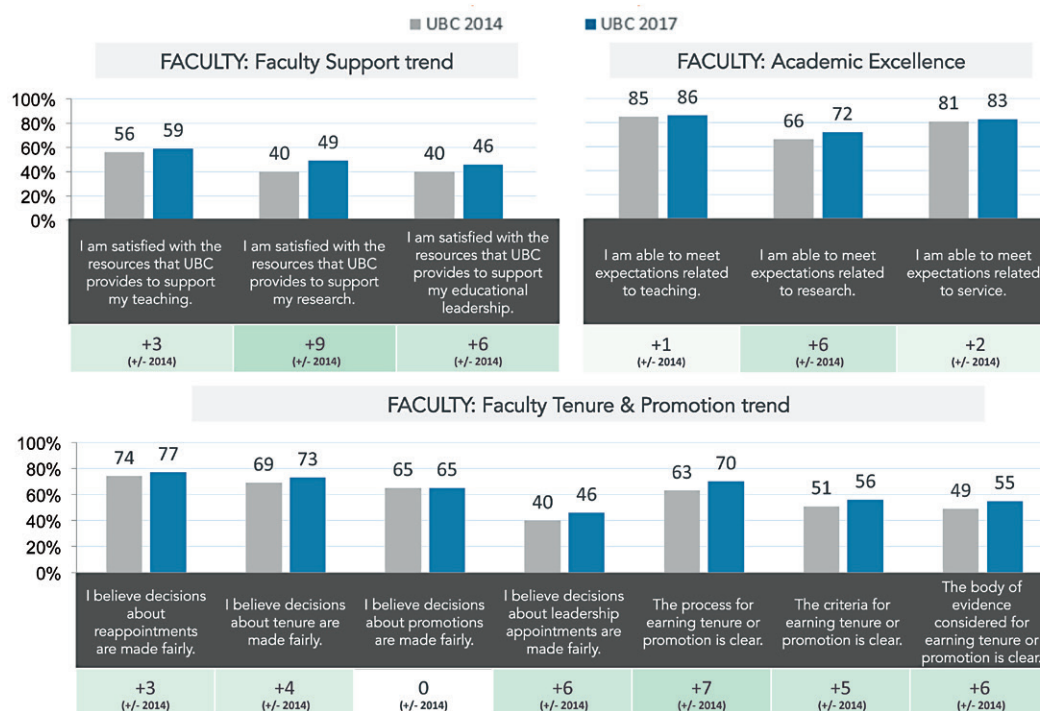


Figure 15: UBC Overall Additional Trends (2014, 2017)

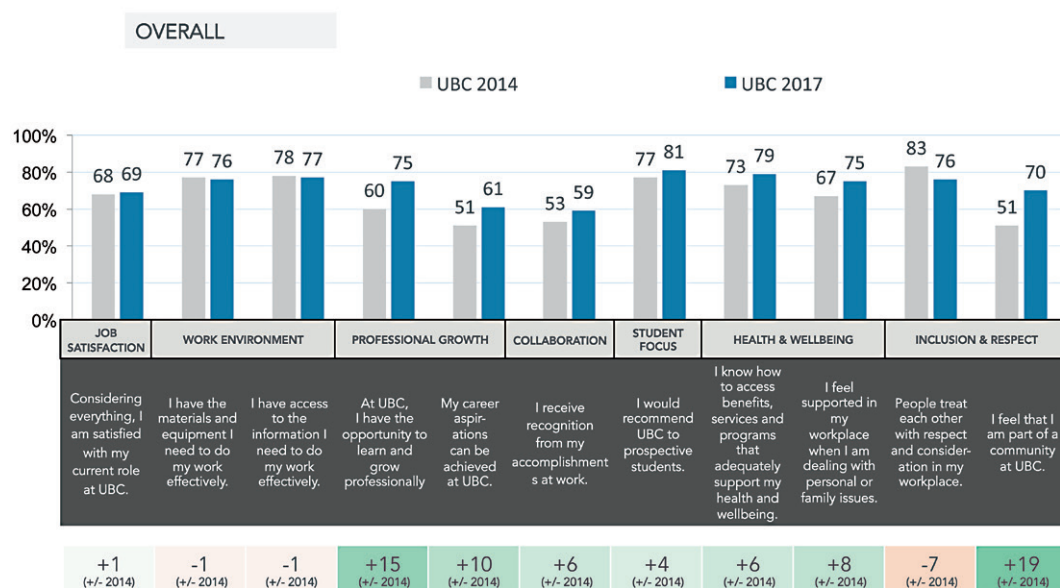


Figure 16: Workplace Health Promotion Engagements (Faculty and Staff, Both Campuses)

Program or Initiative	2015	2016	2017
Health and Wellbeing Workshop Offerings	3,093	4,731	4,682
Mindfulness Training Programs	51	417	490
Staff and Faculty Sports Day	527	636	596
Travelling Health Fair and Healthy Measures Fair	326	282	238
Pick Your Peak Stair Challenge	489	462	453
Not Myself Today Campaign	850	985	1,659
Health Contacts Network Membership	432	552	608
Healthy UBC Newsletter Subscriptions	2,900	3,200	3,394
Total Engagements*	8,668	11,265	12,120

*Engagements are non-unique, as one person can engage with more than one program or initiative.

Figure 17: Work-Related Injuries, 2014–2017

	2014	2015	2016	2017	% Change Over Year Prior
Number of Time Loss Claims	135	106	119	137	15%
Number of Health Care Claims	146	165	142	154	8%
Total Work Related Claims (Number)	281	271	261	291	11%
Cost of Wage Loss and Voc Rehab (All years of injury)	\$1,073,327	\$660,821	\$597,781	\$776,364	30%
Cost of Health Care (All years of injury)	\$399,006	\$350,109	\$351,157	\$364,965	4%
Total Cost of All WSBC Claims (Dollars)	\$1,472,333	\$1,010,930	\$948,938	\$1,141,329	20%
Claim Costs for Injuries in This Year	\$641,617	\$452,373	\$421,000	\$615,606	46%
Days Lost for Injuries in This Year	3,493	2,423	2,200	3,668	67%
Total Days Lost (All years of injury) (Days)	4,442	3,336	3,563	4,651	31%
Time Loss Claims per 100 FTEs	0.73	0.55	0.65	0.73	12%

Notes:

Claim decisions and costs are subject to fluctuation between reporting periods for a number of reasons (e.g., reallocated claims or relief of costs, appeal decisions, etc.)

FTE data includes WSBC insured staff, faculty, paid students and clinical employees. The FTE snapshot is taken on April 1 of each year.



THE UNIVERSITY OF BRITISH COLUMBIA