



# OUTSTANDING WORK ENVIRONMENT

## GOAL 1: BE THE PLACE OF CHOICE FOR OUTSTANDING FACULTY AND STAFF

### Objective: Attract and Retain Outstanding Faculty and Staff

**Purpose:** UBC recognizes that an organization is its people, and strives first to retain the faculty and staff who have shaped its present success and then to attract those who can best help it uphold the commitments made in the Place and Promise Annual Report.

**Definition:** There are two overall metrics used to measure how UBC is attracting the best staff and faculty: *Faculty and Staff Voluntary Turnover* and responses to an item taken from the Workplace Experience Survey (WES): “I would recommend UBC as a good place to work”. Responses are measured on a five-point scale and the percentage presented is the percent who responded “Strongly agree” or “Agree”. Faculty and Staff Turnover measures the percentage of faculty and staff who have chosen to leave the University voluntarily, to estimate the degree to which other options may be more desirable than working at UBC. The WES is administered every two to three years, and so data currently available is from the 2011 and 2014 surveys.

### Overall Metrics:

#### Faculty and Staff Voluntary Turnover (Calendar year)

	2013			2014		
	Vancouver	Okanagan	UBC	Vancouver	Okanagan	UBC
Faculty	0.6%	1.6%	0.7%	0.9%	1.3%	0.9%
Staff	7.9%	4.9%	7.7%	7.4%	4.9%	7.3%
All Employees	5.4%	3.5%	5.3%	5.2%	3.5%	5.1%

#### Responses to Workplace Experiences Survey

	Okanagan				Vancouver			
	Staff		Faculty		Staff		Faculty	
	2011	2014	2011	2014	2011	2014	2011	2014
Percent who would recommend UBC as a good place to work	86%	79%	48%	50%	73%	73%	61%	64%

## Explanation of the results and Next Steps:

**Faculty and Staff Turnover:** Our 2014 turnover rate of 5.1% is lower than it was in the two prior years, and tends to be lower than external benchmarks. In several employee categories, turnover is higher than the norm. The turnover for Vancouver Bargaining-Unit Faculty was 1.1%, and for Vancouver Staff, turnover was 7.4%. Turnover for Okanagan Bargaining-Unit Faculty was 1.5%, and for Okanagan Staff, faculty was 4.9%.

**Next Steps:** We will monitor these results each year, and seek more detailed information about the reasons for staff leaving UBC.

This year, we have conducted a more detailed analysis of which types of faculty and staff are resigning. We have identified that the main group which is resigning is staff under the age of 35 who are in a small number of entry level positions.

By contrast, new staff over the age of 35 resign at a rate which is below average, while staff under the age of 35 resign at a rate which is similar between those who are new and long-serving.

In addition, there had been historic concerns about the rate of resignations of women. On closer inspection, the percentage turnover rate is actually similar between women and men. As women are a larger fraction of the baseline population, there is greater visibility of women resigning. When adjusted for baseline, gender is not a major factor.

As our systems of workforce measurement improve, we intend to make increasingly measured decisions about programs and priorities.

**Responses to Workforce Experiences Survey:** The 2014 score is 73% for staff at the Vancouver Campus and 79% for staff at the Okanagan Campus would recommend UBC as a good place to work. The 2014 score is 64% for faculty at the Vancouver Campus and 50% for faculty at the Okanagan Campus.

In comparison to 2011 the score has experienced increases amongst faculty, and mixed results for staff. For Faculty in the Okanagan our score has increased from 48% to 50%. For Faculty in Vancouver our score has increased from 61% to 64%. For staff at the Vancouver Campus our score has stayed the same at 73%. For staff at the Okanagan Campus our score has declined from a very-high score of 86% to a more moderate 79%.

Across all groups and campuses, our score of 73% is approximately 10-13% above external benchmarks when comparing UBC to the Ipsos Reid RED Norms.

**Next Steps:** The 2014 Workforce Experiences Survey identified a variety of strengths and areas for improvement, and we continue to explore more deeply into a fresh set of data and reflect on additional opportunities to improve the work environment.