



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 a series of items taken from the Workforce Experiences Survey (WES). 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 survey.

Overall Metrics:

Faculty and Staff Voluntary Turnover (Calendar 2013)

	Vancouver	Okanagan	UBC
Faculty	1.1%	2.6%	1.3%
Staff	9.1%	4.8%	8.8%
All Employees	7.0%	3.9%	6.8%

Responses to Workforce Experiences Survey (November 2011)

Survey Question	Vancouver	Okanagan	UBC
Percent of faculty and staff that say UBC is successful in attracting the best faculty	36%	43%	36%
Percent of faculty and staff that say UBC is successful in attracting the best staff	28%	41%	30%
Percent of faculty and staff that say UBC is doing a good job of developing people to their full potential	36%	38%	36%
Percent of staff and faculty that would recommend UBC as a good place to work	70%	71%	70%

Explanation of the results and Next Steps:

Faculty and Staff Turnover: Our 2013 turnover rate of 6.8% 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 Faculty was 1.1%, and for Vancouver Staff, turnover was 9.1%. Turnover for Okanagan Faculty was 2.6%, and for Okanagan Staff, faculty was 4.8%. This survey counts the total number of voluntary exits by staff in the prior calendar year, and divides this number of exits by the headcount as of September 30 of that year. We include retirements as a reason for voluntary exit, due to the elimination of mandatory retirement and the degree to which one's retirement date is discretionary.

Next Steps: We will monitor these results each year, and seek more detailed information about the reasons for staff leaving UBC. As our systems of workforce measurement improve, we intend to make increasingly measured decisions about programs and priorities.

Responses to Workforce Experiences Survey: We track a number of metrics which indicate the degree to which staff and faculty perceive that UBC is becoming the place of choice for outstanding faculty and staff. These include perceptions on attracting the best faculty and staff, our ability to develop people to their full potential, and peoples' williness to recommend UBC as a good place to work.

The first metric measures the percentage of employees who believe UBC is successful in attracting the best faculty. Our 2011 score of 36% in the Vancouver Campus indicates that over one-third of staff believe that we are recruiting the best faculty. On the Okanagan Campus, 43% indicate that they believe we are recruiting the best faculty. Regarding staff, our 2011 score of 28% at the Vancouver Campus indicates that just over one-quarter of employees believe that we are recruiting the best staff. By comparison, the score was higher in the Okanagan Campus, where 41% believe we are recruiting the best staff.

We also report the percentage of staff and faculty who think that UBC is doing a good job of developing people to their full potential. Our score of 36% for the Vancouver Campus and 38% for the Okanagan Campus indicates that over one-third of staff believe that UBC is developing people to their full potential.

The final survey metric measures the percent of staff and faculty who indicate that they would recommend UBC as a good place to work. Our 2011 score of 70% on the Vancouver Campus and 71% on the Okanagan Campus indicates there is a high commitment to recommending UBC as a good place to work.

These data measure the opinions of staff and faculty as part of the Workplace Experiences Survey. This survey is conducted every 2-3 years, and at the time of writing the most recent survey was effective November 2011. For these questions, we asked staff on a five-point scale the whether they would rank UBC favourably on the question asked. We report the percent of staff who agree or strongly agree.

Next Steps: We are currently planning for the 2014 Workforce Experiences Survey and plan to provide fresh data as it becomes available.