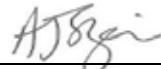


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| SUBJECT | FOCUS ON PEOPLE 2025 |
| MEETING DATE | APRIL 2, 2019 |

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



for Santa J. Ono, President and Vice-Chancellor

| | |
|---------------------------|--|
| DECISION REQUESTED | <p>IT IS HEREBY REQUESTED that <i>approval be granted for the following key elements of the UBC Focus on People 2025 framework:</i></p> <ul style="list-style-type: none"> · <i>The general direction and priorities articulated in the framework</i> · <i>The four “catalyst” areas</i> · <i>The measures of success/metrics</i> |
|---------------------------|--|

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| Report Date | March 12, 2019 |
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Presented By Barbara Meens-Thistle, Vice-President Human Resources
 Andrew Szeri, Provost & Vice-President Academic
 Deborah Buszard, Deputy Vice-Chancellor & Principal
 Alex Bayne, Managing Director, Strategic Workplace Initiatives, Learning & Engagement
 Catherine Pitman, Director, Workplace Engagement & Communications

EXECUTIVE SUMMARY

Focus on People 2025 is UBC’s future focused, strategic human resource framework that outlines the general direction, strategies and measures of success that are aligned with the university’s strategic plan, Shaping UBC’s Next Century and it specifically supports the aspirations under the People & Places core area of the strategic plan.

This framework is founded on the ideas and input from faculty, staff and students. In November 2017, over 6000 faculty and staff participated in the Workplace Experiences Survey (WES); stakeholder interviews and research were conducted over the summer of 2018; and, finally, over 1,500 faculty, staff and students responded to the consultation survey in late 2018 and shared their ideas on what will inspire them to work at UBC in 2025. The *Focus on People* framework also makes reference to other organizational plans, strategies and frameworks in an attempt to bring connection to our workplace practices and other organizational priorities and best practices.

The *Focus on People* framework is a living document that is designed to be viewed online and takes into consideration employees’ evolving preference for interacting with information digitally. The framework is intended to speak to how our university intends to lead as a first-choice place for faculty and staff to meet their full career potential, whether that work involves ground-breaking research, innovative teaching, creating rewarding student experiences, or ensuring the university is operating optimally to attract, retain and develop talented faculty, staff and students.

The next five years will present many new opportunities for all of us at UBC. New ideas, changing infrastructure, innovative technology, and fresh approaches will open up possibilities for researching, teaching, and working at the University. To enable us to harness these opportunities by 2025, the *Focus on People* framework identifies four “catalyst” areas outlined below:

Catalyst 1 – I am part of a diverse, inclusive, and vibrant workplace

- The faculty and staff population is becoming increasingly diverse, and the workplace is welcoming and inclusive for all, including Indigenous Peoples and other historically underrepresented groups.
- Faculty and staff are inspired, engaged, and supported to make their best contributions.
- Faculty and staff have respectful professional relationships and authentic conversations about challenging subjects.

Catalyst 2 – I can grow my career

- Faculty and staff are creative and innovative and can grow professionally.
- Faculty and staff connect professionally and socially, and the quality of relationships contributes to people's ability to realize their full potential.
- Faculty are well-supported to access available research funding and internal and external awards.

Catalyst 3 – I am shaping the future of research, teaching, and work

- Faculty and staff are inspired by the opportunities the future of research, teaching, and work brings.
- Faculty and staff work, learn, and research in innovative, dynamic, and collaborative environments.
- Faculty and staff are supported to navigate change effectively.

Catalyst 4 – I am inspired by diverse leaders who live UBC's values

- Diverse leaders access leadership development opportunities in all phases of their careers at UBC.
- People lead with integrity, support respectful, authentic conversations, and hold each other accountable for inclusive and impactful leadership.

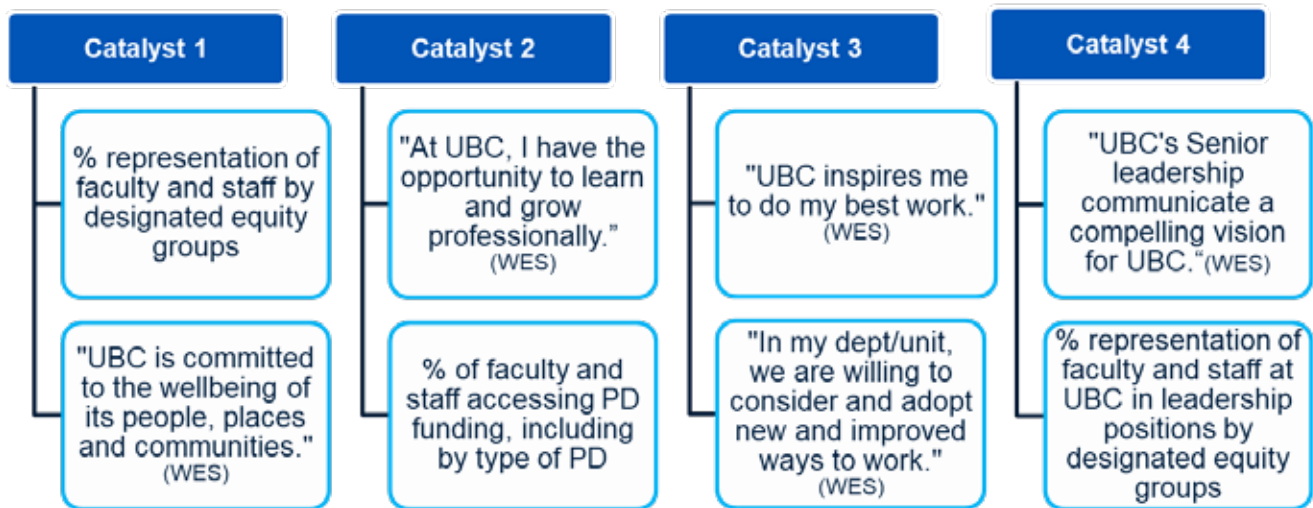
The framework is in web format, and each catalyst takes a look at why it matters, what the numbers say, what UBC will look like in the future, and the actions to get us there.

Overall, the framework will report on two top line workplace metrics that correspond with the UBC Strategic Plan's "People & Places" metrics and speak to the University's ability to attract, engage and retain a diverse global community of outstanding faculty and staff:

"I would recommend UBC to a friend as a great place to work." (Workplace Experience Survey)

Voluntary Turnover rates for faculty, staff, and student employees, including by designated equity groups

Additionally, the four catalysts and corresponding metrics are:



A Steering Committee comprised of faculty and staff representatives has been established and will guide the implementation of the Focus on People framework (Attachment 2). Once implementation has begun, and as per past practice, annual reporting on the metrics will be shared with the Board through the People, Community and International Committee.

Upon approval of the key elements of *Focus on People Framework*, the next steps noted below will be guided by the Focus on People Steering Committee:

- Socialize the framework across the University (Spring 2019)
- Confirm the implementation roadmap for the actions (Spring 2019)
- Begin implementation (Summer 2019)
- Share year-one progress (September 2020)
- Conduct Workplace Experiences Survey ("WES") (November 2020)
- Report on WES results (April 2021)

Attachments:

1. <http://focusonpeople.ubc.ca/home-new/>
2. Steering Committee members

STRATEGIC CORE AREAS SUPPORTED

- People and Places
 Research Excellence
 Transformative Learning
 Local / Global Engagement
-

Focus on People 2025

HR Strategy Steering Committee Membership

| | |
|-----------------------|--|
| Barbara Meens Thistle | Vice-President, Human Resources, Chair |
| Sara-Jane Finlay | Associate Vice-President, Equity and Inclusion |
| Jennifer Love | Senior Advisor on Women Faculty |
| Minelle Mahtani | Senior Advisor to the Provost on Racialized Faculty |
| Aftab Erfan | Director, Dialogue and Conflict Engagement, Equity & Inclusion |
| Christina Hendricks | Academic Director, Centre for Teaching, Learning and Technology |
| Kai Li | Senior Associate Dean, Equity and Diversity, Sauder School of Business |
| Deb Martel | Associate Director, First Nations House of Learning |
| Jeeva DeIRaj | Director, Human Resources, Information Technology |
| Shanda Jordan Gaetz | Executive Director, Faculty Affairs, Faculty of Medicine |
| John Metras | Associate Vice-President, Facilities |
| Gillian Creese | Associate Dean, Faculty & Equity, Faculty of Arts |
| Ed Hornibrook | Department Head, Earth & Environmental Sciences & Physical Geography, UBCO |
| Pam Louie | Director, Organizational Change Management, Integrated Renewal Program |
| Nicole Udzenija | Director, Campus Initiatives, UBCO |