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<b>SUBJECT</b>	Proposed New Policy Administrative Associate Vice-Presidents Appointment and Review Policy (AP15) ("Administrative AVPs Policy")
<b>SUBMITTED TO</b>	Employee Relations Committee
<b>MEETING DATE</b>	November 24, 2020
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	Action requested - Recommendation to Board for approval  IT IS HEREBY RESOLVED that the Employee Relations Committee recommends to the Board of Governors, all to be effective December 7, 2020:  (i) the approval of the Administrative AVPs Policy (AP15) in the form set out in Appendix 1; (ii) the assignment of the Administrative AVPs Policy to the Employee Relations Committee; (iii) the approval of the consequential amendments to the Employee Relations Committee Terms of Reference in the form set out in Appendix 2; (iv) the approval of the consequential amendments to the Board's Non-Union Compensation Policy (HR12) in the form set out in Appendix 3; and (v) for Administrative AVP searches that were initiated but not concluded prior to the effective date of the Administrative AVPs Policy, confirmation that the President may approve the appointments in the manner set out in section 4.2 of the Administrative AVPs Policy.
<b>LEAD EXECUTIVE</b>	Hubert Lai, Q.C., University Counsel
<b>SUPPORTED BY</b>	Marcia Buchholz, Vice-President, Human Resources (Responsible Executive) Karen Choi, Legal Counsel

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## PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Employee Relations Committee on the following occasion:

1. [September 10, 2020](#) (OPEN SESSION)

Action: The Employee Relations Committee considered the proposed Administrative AVPs Policy, following which the Office of the University Counsel ("OUC") published the policy proposal for community consultation.

The following Executive Summary assumes familiarity with the prior submission and provides a status update from the date of the most recent submission.

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## EXECUTIVE SUMMARY

At its meeting in September 2020, the Employee Relations Committee provided the following feedback for the committee consideration:

1. Board Reporting on 5-Year Reviews: The policy proposal provides that the administration will provide the results of the 5-year reviews to the Board. A Governor asked if this level of reporting is congruent with the Board's role in providing oversight of employment matters. The Policy Development Committee was asked to ensure sufficient reporting to enable the Board to fulfil its responsibility for oversight while not becoming overly involved in operational details.
2. Stakeholder Input into Reviews: A request was made to consider how stakeholder participation and feedback could be incorporated into review processes.
3. Quorum for Advisory Committees: A Governor asked the committee to reconsider the provision which permits the Chair of the advisory committee to amend the quorum requirement for meetings.

The OUC published the proposed Administrative AVPs Policy for community consultation from September 10, 2020 until October 13, 2020. Notice was also posted on the UBC Today website on September 21 and included in the UBC Today email newsletter to the UBC Community on September 22 and October 6, 2020.

This resulted in a total of one comment from the Graduate Student Society ("GSS"). The feedback was supportive of the committee's proposal and the GSS did not suggest any changes.

The Policy Development Committee was reconvened to consider the feedback and to revise its recommendation to the Administrative AVPs Policy proposal as appropriate. The full text of the Administrative AVPs Policy proposal, highlighted to show the changes from the version that was published, is attached as Supplemental Materials #1.

In response to the feedback and further committee discussion, the Policy Development Committee recommends the following changes:

1. The Responsible Executive will provide regular updates to the Board highlighting the outcomes of the 5-year reviews that have been undertaken since the previous update. This clarifies that there will not be separate reporting to the Board on each administrative AVP review. (Please see Policy s. 5.5.)
2. Clarification that the reporting relationships identified in the procedures only includes direct reporting relationships. A new provision was added to acknowledge the existence of indirect reporting relationships and the need to consider these in the selection of membership on advisory committees. (Please see Procedures s. 1.2)
3. The removal of the power of the Chair of an advisory committee to reduce the quorum requirement for meetings below a majority of the members of the advisory committee. (Please see Procedures s. 5.3.)
4. Minor change to replace the defined term **Administrative Associate Vice-President** with **Administrative AVP** to improve readability.

The Policy Development Committee would also like to note that the Vice-President, Human Resources was a member of its committee and has noted the request for stakeholder engagement in the review process. This will be one element they, as the Responsible Executive for this Policy, will take in to consideration when providing guidance on the structure of performance reviews.

As mentioned in the September 2020 submission, amendments to the Employee Relations Committee Terms of Reference and to the Board's Non-Union Compensation Policy (HR12) will be required to align with the proposed Administrative AVPs Policy. Concurrent approval of consequential amendments to the Employee Relations Committee Terms of Reference (Appendix 2) and of consequential amendments to the Non-Union Compensation Policy (Appendix 3) is respectfully requested.

The administration currently has two Administrative AVP searches in progress and it is anticipated that the advisory committees will complete their work after the Administrative AVPs Policy becomes effective. As a

transitional measure, it is recommended that the Board confirm that the President may approve these two appointments in the manner contemplated by the proposed Administrative AVPs Policy.

The Administrative AVPs Policy proposal, the proposed amendments to the ERC Terms of Reference, and the proposed amendments to the Non-Union Compensation Policy are supported and recommended by the Policy Development Committee, the Vice-President, Human Resources, and the University Counsel.

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## APPENDICES

1. Proposed Administrative AVPs Policy for Board of Governors' approval
2. Proposed consequential amendments to the Employee Relations Committee Terms of Reference for Board of Governors' approval
3. Proposed consequential amendments to the Non-Union Compensation Policy (HR12) for Board of Governors' approval

## SUPPLEMENTAL MATERIALS (optional reading for Governors)

1. Blackline of proposed amendments to the Administrative AVPs Policy showing changes against version previously presented to the Employee Relations Committee for information in September 2020
2. Blackline of proposed consequential amendments to the Employee Relations Committee Terms of Reference
3. Blackline of proposed consequential amendments to the Procedures Associated with the Non-Union Compensation Policy

 <b>The University of British Columbia Board of Governors</b>	<b>Policy No.:</b>  <b>AP 15</b>
<b>Long Title:</b> Administrative Associate Vice-Presidents Appointment and Review Policy	
<b>Short Title:</b> <p style="text-align: center;"><b>Administrative AVPs Policy</b></p>	

### Background & Purposes:

The purpose of this Policy is to establish the selection processes for the appointment of **Administrative AVPs** and to establish procedures for the administrative and leadership review of **Administrative AVPs**.

### 1. Definitions and Interpretation Rules

- 1.1 A schedule to this Policy establishes the definitions of terms used in this Policy and any unique rules of interpretation that apply to this Policy.

### 2. Scope

- 2.1 This Policy applies to all appointments and reviews of **Administrative AVPs**.

### 3. Delegation of Authority

- 3.1 The Board of Governors delegates to the President the authority to appoint **Administrative AVPs**.
- 3.2 The Board further delegates to the President the authority to establish the terms and conditions for such appointments, including the responsibility to approve compensation in accordance with the Associate Vice-President Salary Administration Framework and Guidelines approved by the Employee Relations Committee of the Board of Governors.
- 3.3 All **Administrative AVP** appointments made pursuant to the President's delegated authority will be reported to the Board of Governors at least annually.

### 4. Selection of Candidates for Appointments

- 4.1 For the selection of candidates for **Administrative AVPs**, the **Supervisor** shall convene an **Advisory Committee** as described in the Procedures and will consider the advice of the **Advisory Committee** in making a recommendation to the President.
- 4.2 The **Supervisor's** recommendation, which may include recommended terms and conditions of the appointment, will be considered by the President, who has the authority to approve the appointment and to establish the terms and conditions for any such appointment.

## 5. Performance Reviews

- 5.1 Where an **Administrative AVP** is approaching five years in the position, the **Supervisor** will undertake a full administrative and leadership review of the portfolio, and every fifth year thereafter.
- 5.2 Prior to initiating a 5-year review of an **Administrative AVP**, the **Supervisor** will consult with the Responsible Executive for guidance on best practices for performance reviews.
- 5.3 In addition to 5-year reviews, **Supervisors** will conduct annual reviews to provide regular feedback to their **Administrative AVPs**.
- 5.4 Where a review results in concerns regarding the performance of an **Administrative AVP**, the **Supervisor** will address the concerns as appropriate through performance development processes or in accordance with the terms of the **Administrative AVP's** employment agreement.
- 5.5 The Responsible Executive will provide regular updates to the Board of Governors highlighting the outcomes of the 5-year reviews.

## 6. Pro-Tem Appointments

- 6.1 Notwithstanding anything else in this Policy, the **Supervisor** may designate in writing that an individual, including the incumbent, take on the role of **Administrative AVP** in a pro-tem capacity where the incumbent's appointment has ended and a successor has not yet taken office; provided however, that:
  - 6.1.1 any such designation normally will not be for a period of more than 12 months; and
  - 6.1.2 if successive designations are made, the aggregate length of the designations normally will not exceed 24 months.

## SCHEDULE TO ADMINISTRATIVE AVPS POLICY

### DEFINITIONS AND OTHER INTERPRETATION RULES

#### 1. Definitions

In the Administrative AVPs Policy, the following terms have the meaning defined below, and shall have the same meaning in any Procedures associated with that Policy:

- a. ***“Administrative AVPs”*** means the positions designated by the Responsible Executive from time to time, in the Procedures associated with this Policy.
- b. ***“Advisory Committee”*** means an advisory committee to the ***Supervisor*** as defined in the Procedures associated with this Policy.
- c. ***“Supervisor”*** means the individual to whom the ***Administrative AVP*** reports; for positions that report to more than one individual, those individuals will jointly determine who among them will undertake the ***Supervisor’s*** responsibilities set out in the Policy.



**PROCEDURES ASSOCIATED WITH THE  
ADMINISTRATIVE AVPS POLICY**

*Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.*

*Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Administrative AVPs Policy.*

**1. Administrative AVPs**

1.1 The positions designated as **Administrative AVPs** and the individuals to whom they report directly are as follows:

<b>Administrative AVP</b>	<b>Reports To</b>
AVP Alumni Engagement	Vice-President, Development & Alumni Engagement
AVP Campus & Community Planning	Vice-President, External Relations
AVP Communications	Vice-President, External Relations
AVP Development	Vice-President, Development & Alumni Engagement
AVP Equity & Inclusion	Deputy Vice-Chancellor and Principal, UBC Okanagan Provost and Vice-President, Academic Vice-President, Students Vice-President, Human Resources
AVP Finance & Operations	Deputy Vice-Chancellor and Principal, UBC Okanagan Vice-President, Finance & Operations
AVP Finance and Operational Excellence	Vice-President, Finance & Operations
AVP Government Relations & Community Engagement	Vice-President, External Relations
AVP Facilities	Vice-President, Finance & Operations
AVP Student Housing & Community Services	Vice-President, Students
AVP, Students, UBCO	Deputy Vice-Chancellor and Principal, UBC Okanagan Vice-President Students
Chief Audit and Risk Officer	President
Chief Information Officer and AVP	Provost and Vice-President, Academic Deputy Vice-Chancellor and Principal, UBC Okanagan
University Counsel	President

- 1.2 **Administrative AVPs** many have additional indirect reporting relationships which should be considered in the selection of membership on an **Advisory Committee**.

## 2. Advisory Committee for the Appointments

- 2.1 For the selection of an **Administrative AVP**, the **Supervisor** will convene an **Advisory Committee** with the following membership:

Position	#	Source/Composition	Selected by:
Chair	1	<b>Supervisor</b>	Ex Officio
Secretary	*	A member of the administrative staff of the <b>Supervisor</b> *(non-voting and not counted in quorum)	Chair
Members	3	Persons	Chair
	1	Associate Vice-President other than the incumbent Administrative Associate Vice-President	Chair
	1	Dean or Principal	Chair
	1	1 person who reports directly to an <b>Administrative AVP</b> , other than the <b>Administrative AVP</b> being selected	Chair
Additional Members		Other persons to whom the <b>Administrative AVP</b> will report, both directly and indirectly, if any	Ex Officio
		Such other person(s) as the Chair may choose to appoint	Chair

## 3. Selection of Advisory Committee Members

- 3.1 In making appointments to an **Advisory Committee**, including replacement appointments under Article 4 of these Procedures, the Chair will endeavour to provide for a diverse and balanced **Advisory Committee** and to reflect a balance of representation between the Okanagan and Vancouver campuses.

## 4. Replacement of Advisory Committee Members

- 4.1 **Vacancy or Inability to Participate:** If a member of an **Advisory Committee** becomes unwilling or unable to serve as a member of the **Advisory Committee** before it has completed its work, the Chair may appoint a replacement member. While the replacement member may be any person whose participation is expected to contribute significantly to the Advisory Committee's activities, the usual practice is for the replacement member to be from the same stakeholder group as the person being replaced.
- 4.2 If a replacement member is not appointed, the **Advisory Committee** may complete its work notwithstanding the vacancy.

## 5. Procedure for Advisory Committee

- 5.1 The Chair of the Advisory Committee will be responsible for calling meetings.
- 5.2 Meetings may be held face-to-face, via telephone conference, video conference or by any means determined by the Chair of the **Advisory Committee**.

5.3 The quorum required to transact business at meetings will be a majority of the members of the ***Advisory Committee***.

**6. Remuneration**

6.1 The form and amount of remuneration of an ***Administrative AVP*** must be established and documented in writing at or before the effective date of the appointment.



## EXPLANATORY NOTES REGARDING THE ADMINISTRATIVE AVPS POLICY AND ASSOCIATED PROCEDURES

Issued December 2020 [anticipated] by the Office of the University Counsel

*The OUC has prepared these Explanatory Notes to provide context and background regarding the Administrative AVPs Policy. These Explanatory Notes do not replace or supersede the content of the Administrative AVPs Policy and its Procedures.*

<b>Policy Long Title:</b>	Administrative Associate Vice-Presidents Appointment and Review Policy
<b>Policy Short Title:</b>	Administrative AVPs Policy
<b>Policy Number:</b>	AP15
<b>Responsible Executive:</b>	Vice-President, Human Resources
<b>Responsible Board Committee:</b>	Employee Relations Committee
<b>Related Policies:</b>	GA2 - Regulatory Framework Policy AP12 - Academic Administrators Appointment Policy AP6 - Academic Administrators Extension Policy AP14 – Administrative VPs Policy
<b>History:</b>	<ul style="list-style-type: none"><li>The Administrative AVPs Policy and Procedures were first approved by the Board of Governors in December 2020. [anticipated]</li></ul>
<b>Related Legislation:</b>	N/A

**EMPLOYEE RELATIONS COMMITTEE – TERMS OF REFERENCE****1. MANDATE**

- 1.1. Pursuant to section 27(2)(c) of the *University Act*, the UBC Board of Governors (the “**Board**”) has established a standing committee of the Board to address employment-related matters (the “**Employee Relations Committee**”).
- 1.2. The Employee Relations Committee considers matters relating to employment of staff and faculty members at UBC for the purposes of:
  - 1.2.1. providing recommendations to the Board where Board decisions are required or where the Employee Relations Committee otherwise considers it desirable to make recommendations;
  - 1.2.2. making decisions on behalf of the Board where the Board has delegated authority to the Employee Relations Committee to do so; and
  - 1.2.3. considering any reports submitted for information and responding to any requests from the UBC administration for advice and input;(collectively, the “**Mandate**”).
- 1.3. Appendix A of these Terms of Reference sets out some examples of matters that fall within the Mandate. This list is provided for illustrative purposes only and is not intended to be exhaustive or constrain in any way the definition of the Mandate set out in section 1.2.

**2. DELEGATED AUTHORITY**

- 2.1. The Employee Relations Committee hereby has the authority to make the following decisions on behalf of the Board:
  - 2.1.1. to review and approve the Associate Vice-President Salary Administration Framework and Guidelines provided by the UBC administration;
  - 2.1.2. to approve recommendations made by UBC administration in respect of the compensation of academic Associate Vice-Presidents;
  - 2.1.3. to approve bargaining mandates;
  - 2.1.4. to approve settlements and agreements with each bargaining unit and association; and
  - 2.1.5. to approve general wage increases for employee groups that are not represented by a bargaining unit or association.

**3. COMPOSITION**

- 3.1. In addition to the *ex officio* members as required by the *Committee Meeting Rules and Practices*, the Employee Relations Committee will have a maximum of six members, all of whom are to be selected in accordance with the *Board Meeting Rules and Practices* and the *Committee Meeting Rules and Practices* as may be amended from time to time. Those additional members will include at least four Governors who have been appointed by the Lieutenant Governor in Council.

These Terms of Reference were approved by the Board on December 3, 2020 [anticipated].



## EMPLOYEE RELATIONS COMMITTEE – TERMS OF REFERENCE

### APPENDIX A

#### EMPLOYEE RELATIONS COMMITTEE MANDATE

Further to section 1.3 of the Employee Relations Committee Terms of Reference, the following sets out examples of matters that fall within the Mandate:

- a) Board Policies for which responsibility has been assigned to the Employee Relations Committee by the Governance Committee pursuant to its Terms of Reference
- b) policies, principles, and strategic plans that support the attraction, engagement, and retention of a diverse and inclusive community of outstanding faculty and staff members
- c) criteria and procedures governing appointments and termination of appointments
- d) bargaining mandates
- e) bargaining with unions and employee associations
- f) settlements and collective agreements with bargaining units and associations
- g) general wage increases for non-bargaining staff
- h) appointment, reappointment, and extensions of appointment for Deans, Vice-Provosts, academic Associate Vice-Presidents, and compensation for such employees
- i) policies regarding employment and termination of faculty and staff members
- j) advancement of employment-related objectives of UBC's strategic plan
- k) health promotion initiatives

 <b>The University of British Columbia Board of Governors</b>	<b>Policy No.:</b>  <b>HR12</b>
<b>Long Title:</b>  Total Compensation of Executive Officers, Management Officers, Service Unit Directors Excluded from AAPs, and Staff Members who are Excluded From or Not Represented by a Union or Association	
<b>Short Title:</b>  <p style="text-align: center;"><b>Non-Union Compensation Policy</b></p>	

### Background & Purposes:

The purpose of this Policy is to articulate principles for establishing total compensation for executive officers, management officers, service unit directors excluded from AAPS, and staff members who are excluded from or not represented by a union or association.

### 1. Scope

1.1 This Policy applies to the following positions at UBC:

1.1.1 President, Vice-Presidents (including Provost and Vice-President, Academic (UBC Vancouver), Provost and Vice-President, Academic (UBC Okanagan), and Deputy Vice-Chancellor and Principal (UBC Okanagan), and any positions equivalent to the aforementioned (each an “Executive Officer”);

1.1.2 Deans, academic Associate Vice-Presidents, Vice-Principal, Research and Innovation (UBC Okanagan), Associate Deans, Vice-Deans, Vice-Provosts, Associate Vice-Provosts, Associate Principals, Executive/Senior/Regional Associate Deans, University Librarian, Registrar and any positions equivalent to the aforementioned (each a “Management Officer”);

1.1.3 Managing Directors, Executive Directors, Chief Officers, Comptroller, Treasurer, Directors, and any other positions excluded from Association of Administrative and Professional Staff (“AAPS”) and specifically designated as a “Service Unit Director” (each a “SUD”); and

1.1.4 staff members who are excluded from or not represented by a union or association.

1.2 This Policy does not apply to student employees, postdoctoral fellows, research associates or employees in positions classified as “miscellaneous”.

1.3 For the purposes of this Policy, “total compensation” means salary, other forms of cash payments (including stipends and honoraria), vacation, pension, benefits, and perquisites with measurable value.

## **2. Total Compensation for Executive Officers, Management Officers and SUDs**

2.1 The guiding principles of the total compensation program at UBC for Executive Officers, Management Officers and SUDs are as follows:

2.1.1 Rationality: UBC establishes total compensation levels which balance fair value for work with UBC's ability to pay.

2.1.2 Equity: Total compensation relates internally to the worth of a job as measured by skill, effort, responsibility, working conditions, and externally to market comparisons of similar jobs in similar institutions with which UBC potentially competes for staff.

2.1.3 Ability to attract and retain qualified candidates: UBC's total compensation practices are competitive within the range and type of organizations from which it recruits.

2.1.4 Relation to performance: Where total compensation is used as a means of acknowledging performance, performance measurement is based on clear, documented individual and organizational targets.

2.1.5 Compliance with legal obligations: Total compensation practices comply with statutory obligations of the Public Sector Employers Act, Employment Standards Act, the Human Rights Code and other applicable legislation.

2.1.6 Conflict of interest: Consistent with UBC's COI Policy, decisions on total compensation are made in a manner to ensure that a conflict of interest will not occur.

## **3. Total Compensation for Staff Members who are Excluded from or Not Represented by a Union or Association**

3.1 Staff members who are excluded from or not represented by a union or association will receive total compensation at similar levels for comparable work of staff members represented by a union or association.

3.2 The Vice-President, Human Resources or delegate will review the total compensation of staff members who are excluded from or not represented by a union or association at appropriate intervals and make recommendations.



## PROCEDURES ASSOCIATED WITH THE NON-UNION COMPENSATION POLICY

*Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.*

*Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Non-Union Compensation Policy.*

### **1. Approval Process**

- 1.1 The President's total compensation must be approved by the Board of Governors' Executive Committee.
- 1.2 The total compensation for Vice-Presidents of UBC must be recommended by the President and approved by the Board of Governors' Executive Committee.
- 1.3 The total compensation for Deans, academic Associate Vice-Presidents, Vice-Principal, Research and Innovation (UBC Okanagan), University Librarian, and Registrar of UBC must be recommended by the President and approved by the Board of Governor's Employee Relations Committee.
- 1.4 The total compensation for SUDs and for Management Officers other than those identified in subsection 1.3 of these Procedures is negotiated with the person to whom they report, within the framework approved by the Responsible Executive.

### **2. Disclosure Requirements**

- 2.1 Salary and expenses for UBC employees who earn more than a prescribed amount shall be published in the UBC's Financial Statements in accordance with the Financial Information Act.

### **3. Total Compensation Assessments**

- 3.1 To determine the appropriate total compensation for a particular position, the position is first evaluated by using a system which measures factors such as internal equity and external competitiveness.



## EXPLANATORY NOTES REGARDING THE NON-UNION COMPENSATION POLICY AND ASSOCIATED PROCEDURES

Issued December 2020 [anticipated] by the Office of the University Counsel

*The OUC has prepared these Explanatory Notes to provide context and background regarding the Non-Union Compensation Policy. These Explanatory Notes do not replace or supersede the content of the Non-Union Compensation Policy and its Procedures.*

**Policy Long Title:** Total Compensation of Executive Officers, Management Officers, Service Unit Directors Excluded from AAPs, and Staff Members who are Excluded From or Not Represented by a Union or Association

**Policy Short Title:** Non-Union Compensation Policy

**Policy Number:** HR12

**Responsible Executive:** Vice-President, Human Resources

**Responsible Board Committee:** Executive Committee

**Related Policies:** GA2 - Regulatory Framework Policy  
SC3 - COI Policy

**History:**

- The Non-Union Compensation Policy and Procedures were first approved by the Board of Governors in May 1995;
- The Non-Union Compensation Policy and Procedures were revised in April 2014;
- The Non-Union Compensation Policy was updated in July 2019 to reflect a new policy identification system; it is currently identified as the Non-Union Compensation Policy, its long title is Total Compensation of Executive Officers, Management Officers, Service Unit Directors Excluded from AAPs, and Staff Members who are Excluded From or Not Represented by a Union or Association, and its number is HR12. The previous identification number for this policy was #31;
- The Policy and Procedures were updated in September 2019 to reflect current position titles.
- The Procedures were updated in February 2020 to reflect the current Board Committee that is responsible for approving the total compensation of the President and Vice-Presidents of UBC.

- The Policy and Procedures were updated in December 2020 concurrently with the approval of Policy AP15 Administrative AVPs. This update reflects the Board’s delegation to the President authority to appoint administrative AVPs and to establish the terms and conditions for such appointments, including the responsibility to approve compensation.

**Related Legislation:**

*Public Sector Employers Act* R.S.B.C. 1996, c. 384

*Employment Standards Act*, R.S.B.C. 1996, c. 113

*Human Rights Code* R.S.B.C. 1996, c. 210

*Financial Information Act* R.S.B.C. 1996, c. 140

<b>The University of British Columbia Board of Governors</b>	<b>Policy No.:</b>  <b>AP 15</b>
<b>Long Title:</b> Administrative Associate Vice-Presidents Appointment and Review Policy	
<b>Short Title:</b> <b>Administrative AVPs Policy</b>	

### Background & Purposes:

The purpose of this Policy is to establish the selection processes for the appointment of **Administrative Associate Vice-Presidents AVPs** and to establish procedures for the administrative and leadership review procedures of **Administrative AVPs**.

### 1. Definitions and Interpretation Rules

- 1.1 A schedule to this Policy establishes the definitions of terms used in this Policy and any unique rules of interpretation that apply to this Policy.

### 2. Scope

- 2.1 This Policy applies to all appointments and reviews of **Administrative Associate Vice-Presidents AVPs**.

### 3. Delegation of Authority

- 3.1 The Board of Governors delegates to the President the authority to appoint **Administrative Associate Vice-Presidents AVPs**.
- 3.2 The Board further delegates to the President the authority to establish the terms and conditions for such appointments, including the responsibility to approve compensation in accordance with the Associate Vice-President Salary Administration Framework and Guidelines approved by [the Employee Relations Committee of](#) the Board of Governors.
- 3.3 All **Administrative Associate Vice-President AVP** appointments made pursuant to the President's delegated authority will be reported to the Board of Governors at least annually.

### 4. Selection of Candidates for Appointments

- 4.1 For the selection of candidates for **Administrative Associate Vice-Presidents AVPs**, the **Supervisor** shall convene an **Advisory Committee** as described in the Procedures and will consider the advice of the **Advisory Committee** in making a recommendation to the President.

- 4.2 The **Supervisor's** recommendation, which may include recommended terms and conditions of the appointment, will be considered by the President, who has the authority to approve the appointment and to establish the terms and conditions for any such appointment.

## 5. Performance Reviews

- 5.1 Where an **Administrative ~~Associate Vice President~~AVP** is approaching five years in the position, the **Supervisor** will undertake a full administrative and leadership review of the portfolio, and every fifth year thereafter.
- 5.2 Prior to initiating a 5-year review of an **Administrative ~~Associate Vice President~~AVP**, the **Supervisor** will consult with the Responsible Executive for guidance on best practices for performance reviews.
- 5.3 In addition to 5-year reviews, **Supervisors** will conduct annual reviews to provide regular feedback to their **Administrative ~~Associate Vice Presidents~~AVPs**.
- 5.4 Where a review results in concerns regarding the performance of an **Administrative ~~Associate Vice President~~AVP**, the **Supervisor** will address the concerns as appropriate through performance development processes or in accordance with the terms of the **Administrative ~~Associate Vice President~~AVP's** employment agreement.
- 5.5 The ~~administration~~**Responsible Executive** will provide regular updates to the Board of Governors highlighting the results/outcomes of the 5-year reviews ~~of the~~**Administrative ~~Associate Vice Presidents~~**.

## 6. Pro-Tem Appointments

- 6.1 Notwithstanding anything else in this Policy, the **Supervisor** may designate in writing that an individual, including the incumbent, take on the role of **Administrative ~~Associate Vice President~~AVP** in a pro-tem capacity where the incumbent's appointment has ended and a successor has not yet taken office; provided however, that:
  - 6.1.1 any such designation normally will not be for a period of more than 12 months; and
  - 6.1.2 if successive designations are made, the aggregate length of the designations normally will not exceed 24 months.

## SCHEDULE TO ADMINISTRATIVE AVPS POLICY

### DEFINITIONS AND OTHER INTERPRETATION RULES

#### 1. Definitions

In the Administrative ~~Associate Vice President's~~ AVPs Policy, the following terms have the meaning defined below, and shall have the same meaning in any Procedures associated with that Policy:

- a. **"Administrative ~~Associate Vice Presidents~~ AVPs"** means the positions designated by the Responsible Executive from time to time, in the Procedures associated with this Policy.
- b. **"Advisory Committee"** means an advisory committee to the **Supervisor** as defined in the Procedures associated with this Policy.
- c. **"Supervisor"** means the individual to whom the **Administrative ~~Associate Vice President~~ AVP** reports; for positions that report to more than one individual, those individuals will jointly determine who among them will undertake the **Supervisor's** responsibilities set out in the Policy.

## PROCEDURES ASSOCIATED WITH THE ADMINISTRATIVE AVPS POLICY

*Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.*

*Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Administrative AVPs Policy.*

### 1. ~~Administrative Associate Vice Presidents~~ **AVPs**

- 1.1 The positions designated as ~~Administrative Associate Vice Presidents~~ and their ~~Supervisors~~ **AVPs** and the individuals to whom they report directly are as follows:

<b><del>Administrative Associate Vice President</del> AVP</b>	<b>Reports To</b>
AVP Alumni Engagement	Vice-President, Development & Alumni Engagement
AVP Campus & Community Planning	Vice-President, External Relations
AVP Communications	Vice-President, External Relations
AVP Development	Vice-President, Development & Alumni Engagement
AVP Equity & Inclusion	Deputy Vice-Chancellor and Principal, UBC Okanagan Provost and Vice-President, Academic Vice-President, Students Vice-President, Human Resources
AVP Finance & Operations	Deputy Vice-Chancellor and Principal, UBC Okanagan Vice-President, Finance & Operations
AVP Finance and Operational Excellence	Vice-President, Finance & Operations
AVP Government Relations & Community Engagement	Vice-President, External Relations
AVP Facilities	Vice-President, Finance & Operations
AVP Student Housing & Community Services	Vice-President, Students
AVP, Students, UBCO	Deputy Vice-Chancellor and Principal, UBC Okanagan Vice-President Students
Chief Audit and Risk Officer	President
Chief Information Officer and AVP	Provost and Vice-President, Academic Deputy Vice-Chancellor and Principal, UBC Okanagan
University Counsel	President

1.2 ***Administrative AVPs*** many have additional indirect reporting relationships which should be considered in the selection of membership on an ***Advisory Committee***.

## 2. Advisory Committee for the Appointments

2.1 For the selection of an ***Administrative Associate Vice-President AVP***, the ***Supervisor*** will convene an ***Advisory Committee*** with the following membership:

Position	#	Source/Composition	Selected by:
Chair	1	<b><i>Supervisor</i></b>	Ex Officio
Secretary	*	A member of the administrative staff of the <b><i>Supervisor</i></b> *(non-voting and not counted in quorum)	Chair
Members	3	Persons	Chair
	1	Associate Vice-President other than the incumbent Administrative Associate Vice-President	Chair
	1	Dean or Principal	Chair
	1	1 person who reports directly to an <b><i>Administrative Associate Vice-President AVP</i></b> , other than the <b><i>Administrative Associate Vice-President AVP</i></b> being selected	Chair
Additional Members		Other persons to whom the <b><i>Administrative Associate Vice-President AVP</i></b> will report, <u>both directly and indirectly</u> , if any	Ex Officio
		Such other person(s) as the Chair may choose to appoint	Chair

2.2

## 3. Selection of Advisory Committee Members

3.1 In making appointments to an ***Advisory Committee***, including replacement appointments under Article 4 of these Procedures, the Chair will endeavour to provide for a diverse and balanced ***Advisory Committee*** and to reflect a balance of representation between the Okanagan and Vancouver campuses.

## 4. Replacement of Advisory Committee Members

4.1 **Vacancy or Inability to Participate:** If a member of an ***Advisory Committee*** becomes unwilling or unable to serve as a member of the ***Advisory Committee*** before it has completed its work, the Chair may appoint a replacement member. While the replacement member may be any person whose participation is expected to contribute significantly to the Advisory Committee's activities, the usual practice is for the replacement member to be from the same stakeholder group as the person being replaced.

4.2 If a replacement member is not appointed, the ***Advisory Committee*** may complete its work notwithstanding the vacancy.

## 5. Procedure for Advisory Committee

5.1 The Chair of the Advisory Committee will be responsible for calling meetings.

5.2 Meetings may be held face-to-face, via telephone conference, video conference or by any means determined by the Chair of the **Advisory Committee**.

5.3 The quorum required to transact business at meetings will be a majority of the members of the **Advisory Committee** ~~unless otherwise determined by the Chair~~.

## 6. Remuneration

6.1 The form and amount of remuneration of an **Administrative ~~Associate Vice-President~~ AVP** must be established and documented in writing at or before the effective date of the appointment.

**EXPLANATORY NOTES REGARDING THE  
ADMINISTRATIVE AVPS POLICY AND ASSOCIATED PROCEDURES**

**Issued December 2020 [anticipated] by the Office of the University Counsel**

*The OUC has prepared these Explanatory Notes to provide context and background regarding the Administrative AVPs Policy. These Explanatory Notes do not replace or supersede the content of the Administrative AVPs Policy and its Procedures.*

**Policy Long Title:** Administrative Associate Vice-Presidents Appointment and Review Policy

**Policy Short Title:** Administrative AVPs Policy

**Policy Number:** AP15

**Responsible Executive:** Vice-President, Human Resources

**Responsible Board Committee:** Employee Relations Committee

**Related Policies:** GA2 - Regulatory Framework Policy

AP12 - Academic Administrators Appointment Policy

AP6 - Academic Administrators Extension Policy

AP14 — Administrative VPs Policy

**History:**♦ The Administrative AVPs Policy and Procedures were first approved by the Board of Governors in December 2020. [anticipated]

**Related Legislation:** N/A



**History:** The Administrative AVPs Policy and Procedures were first approved by the Board of Governors in December 2020. [anticipated]

**Related Legislation:** N/A

~~Explanatory Notes to~~ 4



## EMPLOYEE RELATIONS COMMITTEE – TERMS OF REFERENCE

### 1. MANDATE

- 1.1. Pursuant to section 27(2)(c) of the *University Act*, the UBC Board of Governors (the “**Board**”) has established a standing committee of the Board to address employment-related matters (the “**Employee Relations Committee**”).
- 1.2. The Employee Relations Committee considers matters relating to employment of staff and faculty members at UBC for the purposes of:
  - 1.2.1. providing recommendations to the Board where Board decisions are required or where the Employee Relations Committee otherwise considers it desirable to make recommendations;
  - 1.2.2. making decisions on behalf of the Board where the Board has delegated authority to the Employee Relations Committee to do so; and
  - 1.2.3. considering any reports submitted for information and responding to any requests from the UBC administration for advice and input;
 (collectively, the “**Mandate**”).
- 1.3. Appendix A of these Terms of Reference sets out some examples of matters that fall within the Mandate. This list is provided for illustrative purposes only and is not intended to be exhaustive or constrain in any way the definition of the Mandate set out in section 1.2.

### 2. DELEGATED AUTHORITY

- 2.1. The Employee Relations Committee hereby has the authority to make the following decisions on behalf of the Board:
  - 2.1.1. to review and approve the Associate Vice-President Salary Administration Framework and Guidelines provided by the UBC administration;
  - ~~2.1.2. to approve the process for evaluation of Associate Vice-Presidents and to review the results of the UBC administration’s evaluation of the performance of the Associate Vice-Presidents;~~
  - 2.1.2. ~~2.1.3.~~ to approve recommendations made by UBC administration in respect of the compensation of [academic](#) Associate Vice-Presidents;
  - 2.1.3. ~~2.1.4.~~ to approve bargaining mandates;
  - 2.1.4. ~~2.1.5.~~ to approve settlements and agreements with each bargaining unit and association; and
  - 2.1.5. ~~2.1.6.~~ to approve general wage increases for employee groups that are not represented by a bargaining unit or association.

### 3. COMPOSITION

- 3.1. In addition to the *ex officio* members as required by the *Committee Meeting Rules and Practices*, the Employee Relations Committee will have a maximum of six members, all of whom are to be selected in accordance with the *Board Meeting Rules and Practices* and the *Committee Meeting Rules and Practices* as may be amended from time to time. Those additional members will include at least four Governors who have been appointed by the Lieutenant Governor in Council.



## EMPLOYEE RELATIONS COMMITTEE – TERMS OF REFERENCE

These Terms of Reference were approved by the Board on ~~June 16~~ [December 3](#), 2020 [\[anticipated\]](#).

### APPENDIX A

#### EMPLOYEE RELATIONS COMMITTEE MANDATE

Further to section 1.3 of the Employee Relations Committee Terms of Reference, the following sets out examples of matters that fall within the Mandate:

- a) Board Policies for which responsibility has been assigned to the Employee Relations Committee by the Governance Committee pursuant to its Terms of Reference
- b) policies, principles, and strategic plans that support the attraction, engagement, and retention of a diverse and inclusive community of outstanding faculty and staff members
- c) criteria and procedures governing appointments and termination of appointments
- d) bargaining mandates
- e) bargaining with unions and employee associations
- f) settlements and collective agreements with bargaining units and associations
- g) general wage increases for non-bargaining staff
- h) appointment, reappointment, and extensions of appointment for Deans, Vice-Provosts, [academic](#) Associate Vice-Presidents, and compensation for such employees
- i) policies regarding employment and termination of faculty and staff members
- j) advancement of employment-related objectives of UBC's strategic plan
- k) health promotion initiatives

 <b>The University of British Columbia Board of Governors</b>	<b>Policy No.:</b>  <b>HR12</b>
<b>Long Title:</b>  Total Compensation of Executive Officers, Management Officers, Service Unit Directors Excluded from AAPs, and Staff Members who are Excluded From or Not Represented by a Union or Association	
<b>Short Title:</b>  <b>Non-Union Compensation Policy</b>	

### Background & Purposes:

The purpose of this Policy is to articulate principles for establishing total compensation for executive officers, management officers, service unit directors excluded from AAPS, and staff members who are excluded from or not represented by a union or association.

### 1. Scope

1.1 This Policy applies to the following positions at UBC:

- 1.1.1 President, Vice-Presidents (including Provost and Vice-President, Academic (UBC Vancouver), Provost and Vice-President, Academic (UBC Okanagan), and Deputy Vice-Chancellor and Principal (UBC Okanagan), and any positions equivalent to the aforementioned (each an “Executive Officer”);
- 1.1.2 Deans, [academic](#) Associate Vice-Presidents, Vice-Principal, Research and Innovation (UBC Okanagan), Associate Deans, Vice-Deans, Vice-Provosts, Associate Vice-Provosts, Associate Principals, Executive/Senior/Regional Associate Deans, University Librarian, Registrar and any positions equivalent to the aforementioned (each a “Management Officer”);
- 1.1.3 Managing Directors, Executive Directors, Chief Officers, Comptroller, Treasurer, Directors, and any other positions excluded from Association of Administrative and Professional Staff (“AAPS”) and specifically designated as a “Service Unit Director” (each a “SUD”); and
- 1.1.4 staff members who are excluded from or not represented by a union or association.

1.2 This Policy does not apply to student employees, postdoctoral fellows, research associates or employees in positions classified as “miscellaneous”.

1.3 For the purposes of this Policy, “total compensation” means salary, other forms of cash payments (including stipends and honoraria), vacation, pension, benefits, and perquisites with measurable value.

## **2. Total Compensation for Executive Officers, Management Officers and SUDs**

2.1 The guiding principles of the total compensation program at UBC for Executive Officers, Management Officers and SUDs are as follows:

- 2.1.1 Rationality: UBC establishes total compensation levels which balance fair value for work with UBC's ability to pay.
- 2.1.2 Equity: Total compensation relates internally to the worth of a job as measured by skill, effort, responsibility, working conditions, and externally to market comparisons of similar jobs in similar institutions with which UBC potentially competes for staff.
- 2.1.3 Ability to attract and retain qualified candidates: UBC's total compensation practices are competitive within the range and type of organizations from which it recruits.
- 2.1.4 Relation to performance: Where total compensation is used as a means of acknowledging performance, performance measurement is based on clear, documented individual and organizational targets.
- 2.1.5 Compliance with legal obligations: Total compensation practices comply with statutory obligations of the Public Sector Employers Act, Employment Standards Act, the Human Rights Code and other applicable legislation.
- 2.1.6 Conflict of interest: Consistent with UBC's COI Policy, decisions on total compensation are made in a manner to ensure that a conflict of interest will not occur.

## **3. Total Compensation for Staff Members who are Excluded from or Not Represented by a Union or Association**

- 3.1 Staff members who are excluded from or not represented by a union or association will receive total compensation at similar levels for comparable work of staff members represented by a union or association.
- 3.2 The Vice-President, Human Resources or delegate will review the total compensation of staff members who are excluded from or not represented by a union or association at appropriate intervals and make recommendations.



## PROCEDURES ASSOCIATED WITH THE NON-UNION COMPENSATION POLICY

*Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.*

*Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Non-Union Compensation Policy.*

### **1. Approval Process**

- 1.1 The President's total compensation must be approved by the Board of Governors' Executive Committee.
- 1.2 The total compensation for Vice-Presidents of UBC must be recommended by the President and approved by the Board of Governors' Executive Committee.
- 1.3 The total compensation for Deans, [academic](#) Associate Vice-Presidents, Vice-Principal, Research and Innovation (UBC Okanagan), University Librarian, and Registrar of UBC must be recommended by the President and approved by the Board of Governor's Employee Relations Committee.
- 1.4 The total compensation for SUDs and for Management Officers other than those identified in subsection 1.3 of these Procedures is negotiated with the person to whom they report, within the framework approved by the Responsible Executive.

### **2. Disclosure Requirements**

- 2.1 Salary and expenses for UBC employees who earn more than a prescribed amount shall be published in the UBC's Financial Statements in accordance with the Financial Information Act.

### **3. Total Compensation Assessments**

- 3.1 To determine the appropriate total compensation for a particular position, the position is first evaluated by using a system which measures factors such as internal equity and external competitiveness.



## EXPLANATORY NOTES REGARDING THE NON-UNION COMPENSATION POLICY AND ASSOCIATED PROCEDURES

Issued ~~February~~December 2020 [anticipated] by the Office of the University  
Counsel

*The OUC has prepared these Explanatory Notes to provide context and background regarding the Non-Union Compensation Policy. These Explanatory Notes do not replace or supersede the content of the Non-Union Compensation Policy and its Procedures.*

<b>Policy Long Title:</b>	Total Compensation of Executive Officers, Management Officers, Service Unit Directors Excluded from AAPs, and Staff Members who are Excluded From or Not Represented by a Union or Association
<b>Policy Short Title:</b>	Non-Union Compensation Policy
<b>Policy Number:</b>	HR12
<b>Responsible Executive:</b>	Vice-President, Human Resources
<b>Responsible Board Committee:</b>	Executive Committee
<b>Related Policies:</b>	GA2 - Regulatory Framework Policy SC3 - COI Policy
<b>History:</b>	<ul style="list-style-type: none"><li>• The Non-Union Compensation Policy and Procedures were first approved by the Board of Governors in May 1995;</li><li>• The Non-Union Compensation Policy and Procedures were revised in April 2014;</li><li>• The Non-Union Compensation Policy was updated in July 2019 to reflect a new policy identification system; it is currently identified as the Non-Union Compensation Policy, its long title is Total Compensation of Executive Officers, Management Officers, Service Unit Directors Excluded from AAPs, and Staff Members who are Excluded From or Not Represented by a Union or Association, and its number is HR12. The previous identification number for this policy was #31;</li><li>• The Policy and Procedures were updated in September 2019 to reflect current position titles.</li><li>• The Procedures were updated in February 2020 to reflect the current Board Committee that is responsible for</li></ul>

approving the total compensation of the President and Vice-Presidents of UBC.

- [The Policy and Procedures were updated in December 2020 concurrently with the approval of Policy AP15 Administrative AVPs. This update reflects the Board's delegation to the President authority to appoint administrative AVPs and to establish the terms and conditions for such appointments, including the responsibility to approve compensation.](#)

**Related Legislation:**

*Public Sector Employers Act* R.S.B.C. 1996, c. 384

*Employment Standards Act*, R.S.B.C. 1996, c. 113

*Human Rights Code* R.S.B.C. 1996, c. 210

*Financial Information Act* R.S.B.C. 1996, c. 140