Focus on People 2025 positions UBC for the future by identifying four catalyst areas to make the university an inspiring place to work. This short-term implementation roadmap outlines priority areas of focus and tangible activities for each catalyst over the next two years.

**FOCUSONPEOPLE.UBC.CA**

<table>
<thead>
<tr>
<th>CATALYST</th>
<th>FOCUS AREAS</th>
<th>YEAR 1 ACTIVITIES (SEPT. 2019 - AUG. 2020)</th>
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</table>
| 1 I am part of a diverse, inclusive, safe and vibrant workplace | WELLBEING RECRUITING INCLUSION + WORKPLACE ENGAGEMENT | ✓ Activated the Wellbeing Strategic Framework by developing a Wellbeing Web Toolkit  
✓ Created a phased plan for wellbeing education and mental health literacy by prioritizing online learning modalities to reach broader audiences  
✓ Faculties are completing strategy development for hiring as part of the President’s Academic Excellence Initiative (PAEI)  
✓ Inclusion Action Plan approved  
✓ Held dialogue on Indigenous Strategic Plan development at the President’s Leadership Forum  
✓ Expanded UBC Conflict Theatre offerings  
✓ Conducted the Workplace Experiences Pulse Survey (WES Pulse) in November 2019  
✓ Continued expanding childcare spaces at UBC Vancouver |
| 2 I can grow my career | CAREER GROWTH ACADEMIC SUPPORT | ✓ Advanced workplace coaching skills to enable managers to coach their teams more effectively  
✓ Introduced a common technology platform for exploring opportunities and enrolling in workplace learning (wpl.ubc.ca)  
✓ Piloted a Teaching Development Program for new faculty  
✓ Established the Academic Women Leaders Network in the Okanagan |
| 3 I am shaping the future of research, teaching and work | CHANGE + TRANSITION WORKFORCE PLANNING | ✓ Continue to prepare for IRP/ISC launch in November 2020  
✓ Built change capacity by establishing a Change and Transition Community of Practice, creating learning opportunities, and partnering with units on local change initiatives.  
✓ Launched Workforce Planning services |
| 4 I am inspired by diverse leaders who live UBC’s values | LEADERSHIP DEVELOPMENT | ✓ Developed 55 academic leaders through the Academic Leadership Development Program (ALDP)  
✓ Expanded the Managing@UBC cohort from 50 to 130 participants  
✓ Hosted semi-annually the President’s Leadership Forum with an average of 90 attendees  
✓ Developed a proposal for a Senior Leadership Development Program |
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### Short-Term Roadmap: Year 2

**FOCUS AREAS**
- **Inclusion + Respect**
- **Safety + Wellbeing**
- **Engagement + Connection**
- **Career Resiliency**
- **Academic Support**
- **Blended Work Environments**
- **Change + Transition**
- **Leadership Development**

#### Year 2 - Proposed Activities (Sept. 2020 - Aug. 2021)

1. **I am part of a diverse, inclusive, safe and vibrant workplace**
   - Identify further activities to recruit and retain faculty and staff from systemically marginalized communities
   - Embed equity, diversity and inclusion (EDI) competencies into job descriptions and performance conversations
   - Support mentorship, peer support, and affinity/resource groups that enhance inclusive spaces and initiatives
   - Embed EDI education in training, onboarding, and performance reviews and professional development
   - Initiate an Indigenous cultural competencies training at UBCO, and through the campus’ commitments to the TRC Calls to Action
   - Advance Indigenous teaching and research through positive incentives and strategies that support faculty hires
   - Support the understanding and implementation of the Indigenous Strategic Plan
   - Develop and implement training on land acknowledgements, relationship and history with Musqueam, including for new staff and faculty
   - Continue to develop and initiate the implementation of the multi-year President’s Academic Excellence Initiative that includes options for faculty renewal, shared research infrastructure and resourcing support, and enhanced graduate student support
   - Determine how to evolve the measurement of workplace engagement
   - Survey student employees on their workplace experiences through the UES
   - Establish an approach to integrating wellbeing actions in unit-level strategic plans
   - Implement initiatives that help faculty and staff to work safely in response to COVID-19
   - Implement first phase and pilot of the wellbeing education and mental health literacy plan
   - Review the Respectful Environment Statement and determine other strategies to improve respect in the workplace
   - Facilitate and provide opportunities for dialogue around sensitive topics. Build conflict engagement skills and practices
   - Continue to improve housing choice and affordability for faculty and staff through programs including the on-campus restricted faculty staff rental housing program and the faculty home ownership loan programs

2. **I can grow my career**
   - Integrate Indigenous content into the New Faculty Teaching Development program
   - Continue to support faculty and staff to participate in Community of Practice opportunities
   - Host leadership information sessions on career resilience within teams
   - Provide information sessions to build understanding of the breath of support for career retention, navigation and transition
   - Offer Career Resilience Pulse Checks for teams that have participated in career resilience and career navigation sessions

3. **I am shaping the future of research, teaching and work**
   - Launch and stabilize Workday and the Integrated Service Centre (ISC)
   - Leverage the IRP transition network, Learning Rovers, and ISC to support faculty and staff as they adjust to Workday
   - Support faculty and staff to adapt to new ways of working, including implementing blended work arrangements
   - Develop a Dimensions action plan that addresses barriers, obstacles and inequities within the research community for historically underserved, marginalized or excluded populations
   - Develop educational and training resources to support the incorporation of equity, diversity, and inclusion principles into writing and reviewing research grants
   - Continue to invest in building faculty and staff’s ability to respond to and navigate change
   - Support faculty to teach in the online space through programs like the Online Teaching Program
   - Continue offering Workforce Planning services

4. **I am inspired by diverse leaders who live UBC’s values**
   - Create leadership development framework
   - Explore ways to encourage increased diversity in senior leadership roles
   - Develop Indigenous and EDI curriculum and deliver leader training to deepen understanding and encourage modelling of inclusive behavior
   - Develop and implement criteria that requires all leaders demonstrate commitment to EDI principles
   - Continue hosting President’s Leadership Forums
   - Continue to expand development opportunities for leaders, such as ALDP and Managing@UBC’s suite of learning events and coaching offerings, and explore opportunities to support program alumni and emerging leaders
   - Increase support for managers to host effective and inclusive performance and career conversations
   - Establish coaching capacity to support senior leaders as part of the senior leadership development initiative