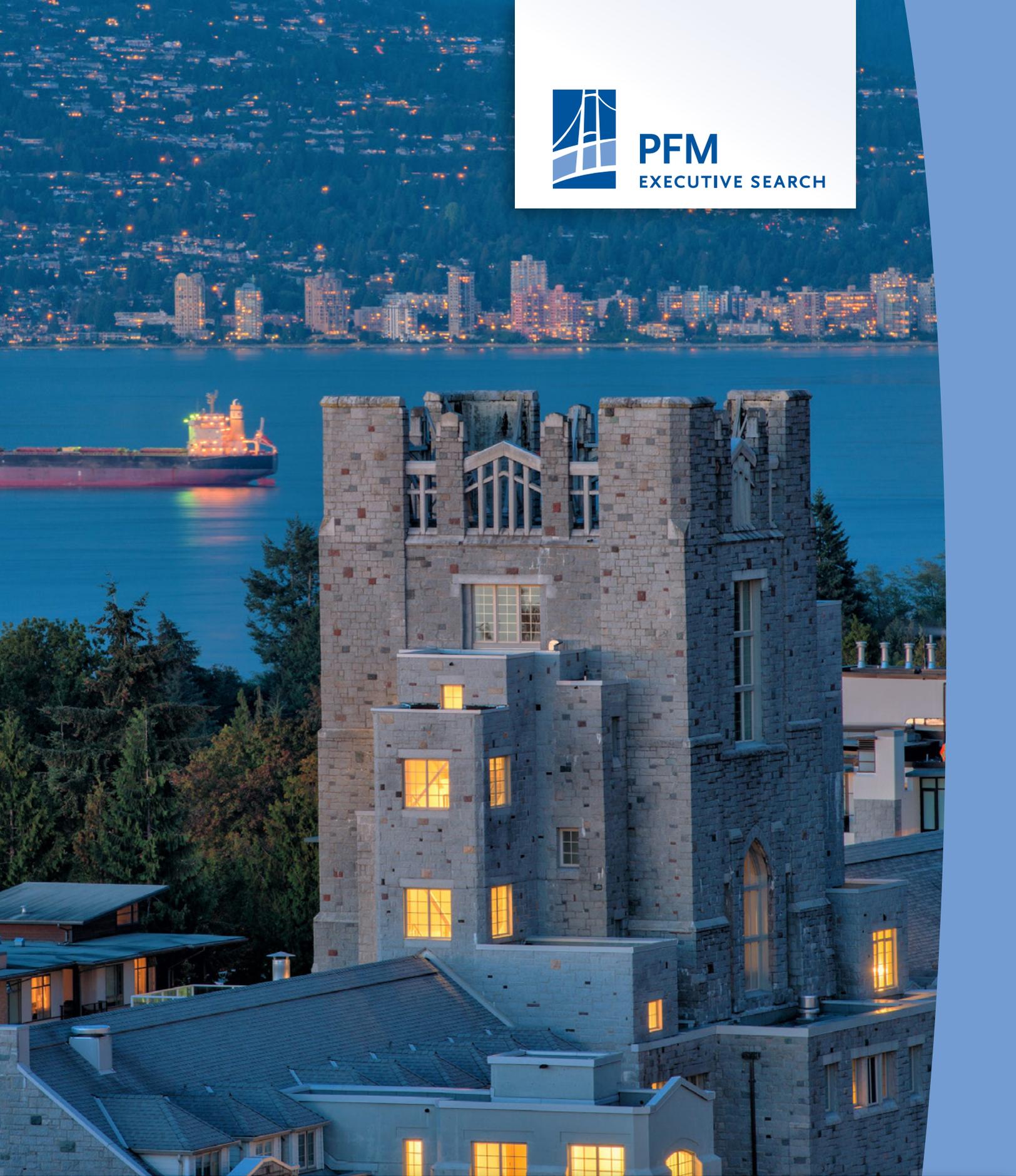




PFM
EXECUTIVE SEARCH



EXECUTIVE PROFILE

Vice President, Human Resources
The University of British Columbia



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Front Cover Photo by Don Erhardt



Martha Piper Plaza | Photo by Don Erhardt

GENERAL

UBC is a global centre for research and teaching, consistently ranked among the 40 best public and private universities in the world. As one of the largest universities in Canada, UBC attracts, nurtures and proactively transforms more than 62,000 students from 162 countries on two major campuses. With over 5,500 faculty, 10,000 staff and 9,000 student employees, UBC has an operating budget of \$2.3 billion and research income approaching \$600 million.

UBC's reputation for research and discovery is strong across the arts, sciences, medicine, law, business and other subject areas. Amongst current or former faculty and alumni, the University is privileged to name seven Nobel Laureates, three Canadian Prime Ministers, 10 3M National Teaching Fellows, 65 Olympic medalists, 69 Rhodes Scholars and 208 members of the Royal Society of Canada.

As one of the world's leading universities, the University of British Columbia's vision and values adheres to the principles of an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world.

The University has two main campuses within British Columbia. Located on the traditional territory of the Musqueam First Nation at Canada's gateway to the Asia-Pacific, UBC's Vancouver campus is 30 minutes from the heart of downtown Vancouver with a location that is spectacular and is a 'must-see' for any visitor to the city - where snow-capped mountains meet ocean, and breathtaking vistas greet you around every corner. More than 400 hectares in size, this stunning campus is surrounded by forest on three sides and ocean on the fourth. The campus is home to more than 44,000 undergraduate and nearly 10,000 graduate students and is also home to a number of iconic facilities including the Museum of Anthropology, the Beaty Biodiversity Centre, Belkin Art Gallery, TRIUMF Laboratories, Chan Centre for Performing Arts, UBC Botanical Gardens, First Nations Longhouse, UBC Farm and the Nitobe Japanese Gardens.

The second main campus opened in 2005 is located in Kelowna in the Okanagan Valley, a renowned wine-growing and recreational haven in South Central British Columbia. With \$14.5 million in annual research funding and more than 600 research projects underway, the Okanagan campus is earning a reputation as an important, respected centre of learning and research. This campus is an intimate learning community embracing bold new ways of thinking.



Irving K Barber Learning Centre | Photo by Martin Dee / UBC Communications & Marketing

GENERAL (continued)

Other centres of education in Vancouver include UBC Robson Square which is a vibrant learning centre in the heart of downtown's financial district; the UBC Learning Exchange which is a community engagement initiative based in Vancouver's Downtown Eastside and UBC's Centre for Digital Media at the Great Northern Way Campus located in central Vancouver. UBC also provides clinical education to Faculty of Medicine students at 75 health care facilities across British Columbia. In addition, UBC's Asia Pacific Regional Office in Hong Kong, a Liaison Office in New Delhi, India, and a Liaison Office in Lille, France facilitate teaching and research partnerships and support alumni engagement.

As a public institution, UBC is committed to acting in the public interest and promoting accountability and transparency at all times. UBC values equity, diversity and inclusion and promotes respectful community engagement that is about mutual enrichment and learning.

VALUES

- Academic Freedom: The University is independent and cherishes and defends free inquiry and scholarly responsibility.
- Advancing & Sharing Knowledge: The University supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

- Excellence: The University, through its students, faculty, staff, and alumni, strives for excellence and educates students to the highest standards.
- Integrity: The University acts with integrity, fulfilling promises and ensuring open, respectful relationships.
- Mutual Respect & Equity: The University values and respects all members of its communities, each of whom individually and collaboratively makes a contribution to create, strengthen, and enrich our learning environment.
- Public Interest: The University embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good.

VISION

As one of the world's leading universities, the University of British Columbia creates an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world.

For more information about the University of British Columbia, please visit www.ubc.ca

Message from the President and Vice-Chancellor

As I noted at my Installation as President, by coming together and embracing the diversity within UBC, by working to make our campus community a truly inclusive organization, by respecting the voices of our faculty, staff and students, we will become an even more remarkable institution as we move into the university's second century.

I believe the new Vice President, Human Resources will play an integral role in navigating the roadmap to the future, ensuring the hopes and dreams of the university, through its people, allows UBC to continue to be recognized as a global leader in higher education.

Sincerely,

Santa J. Ono

Photo by Paul Joseph / UBC Communications & Marketing



UBC Okanagan Campus | Photo by Hover Collective

GENERAL

The Vice President, Human Resources (the Vice President) reports to the President and provides strategic leadership of the Department of Human Resources as well as the broader human resource professional community of the University to accomplish the vision, commitments, goals, and actions as set out in the University's strategic plan.

As an integral member of the senior leadership team, the Vice President will support the University's Board in exercising their governance responsibilities and work collaboratively with leadership, management, faculty and staff across the University and with key external constituencies to enhance the University's ability to achieve its people objectives, and sustain a culture that sees people as the University's greatest strength and one of mutual respect, positive relations, inclusive of difference, wellbeing and outstanding contribution.

SPECIFIC RESPONSIBILITIES

Governance

- Supports the President and colleagues on the UBC system leadership team in providing information, counsel and support to the Board of Governors and its committees in order to enable them to effectively fulfill their governance responsibilities.
- Supports the members of the Board's People & International, Employee Relations, Finance and Executive Committees in fulfilling their governance responsibilities.

UBC System Leadership

- Functions as a key member of the University's senior leadership team, which has collective responsibility for achieving the vision, commitments and goals established in the University's strategic plan.
- Works closely with the senior leadership team to create and implement UBC's people strategy in order to accomplish the vision, commitments, goals, and actions as set out in the University's Strategic Plan.
- Is a critical influencer and holder of focus on UBC's people commitments.

Annual Plans

- In the context of UBC's strategic plan and in collaboration with all the constituencies of the University that have an interest in People and Workplace Culture, formulates and recommends to the President a strategic plan for the portfolio that articulates a future vision, goals and actions.
- Identifies critical issues and risks that must be addressed in order to realize the vision and achieve the goals and objectives and sets out strategies to address those issues and risks.
- Ensures there is an annual operating plan that sets out specific goals and strategies for each fiscal year, aligned with the portfolio budget as agreed by the Executive.





Ridington Reading Room | Photo by Paul Joseph / UBC Communications & Marketing

Annual Objectives for the Vice President

- In the context of UBC's strategic and operating plans, recommends to the President annual personal performance objectives for the Vice President; reports on progress against those objectives semi-annually and annually.
- Conducts a parallel performance management process with those who directly report to the Vice President.

People and Workplace Culture

- Directly and collaboratively with others, ensures that:
 - there is an institution-wide strategic plan in place for people and workplace culture that supports the achievement of the strategic goals and objectives of the University.
 - the strategy is being implemented in a manner that enables the achievement of the articulated people and culture goals and actions, and communicates the building of effective sustainable people practices.
 - the strategy effectively engages the University community in the delivery of the program.
 - the strategy effectively engages and builds on resources across the university through a distributed integrated model to ensure an outstanding workplace.

- there are effective measures and benchmarks of UBC's people and workplace culture commitments.
- works closely with the senior leadership team in developing key messages, identifying opportunities and challenges, and measuring the effectiveness of the plan.

Organizational Development and Workplace Learning

- Through the Managing Director, ensures that:
 - there is a comprehensive approach to organizational and leadership development, and a broad spectrum of learning opportunities that supports the achievement of the strategic goals and objectives of the University.
 - the approach to organizational development encompasses a strong understanding of change, and works to ensure the people side of change is addressed thoughtfully and proactively.
 - there is a continued focus on planning and engagement, and support for staff and faculty through approaches such as coaching and career development.



Photo by Hover Collective

Organizational Development and Workplace Learning (continued)

- the approach is being implemented in a manner that enables the achievement of the articulated goals and actions for the portfolio's programs and effectively engages resources across the University, particularly those within the faculties and administrative units.
- the approach effectively engages people and sustains the fundamental importance of ongoing development of staff and faculty.

Faculty/Staff Relations

- Through the Managing Directors and Directors, ensures that:
 - there is a strategic approach in place to faculty and staff relations that supports the achievement of the strategic goals and objectives of the University.
 - the approach is being implemented in a manner that enables the achievement of the articulated goals and actions for relationships with staff and faculty, and their representatives (unions and associations).

Compensation and Pension Plans

- Through the Managing Director and Directors, ensures that:
 - the approach is being implemented in a manner that enables the achievement of the articulated goals and actions for the compensation and pension plans in the public sector.
 - the approach effectively engages the University community and external providers as appropriate, and leverages the University's reputation as a desirable place to build a career.
 - works closely with the Executive in developing key messages, identifying opportunities and challenges, and measuring the effectiveness of the plans.

Recruitment

- Through the Managing Directors and Directors, ensures that:
 - an overall strategic role for the portfolio is developed to anticipate and support the University's recruitment of outstanding faculty and staff.
 - the processes are in place to support the University's recruiting needs broadly and through the services of Hiring Solutions.
 - together with the Provosts ensures a concierge level service for faculty and staff relocating to the University's campuses including immigration support and the effective delivery of the University's housing programs at the Vancouver campus.

Wellbeing

- Directly and collaboratively with others:
 - is committed to wellbeing of self and others.
 - partners with the Vice President Students portfolio to ensure wellbeing becomes part of the University's culture, and with members of the University community, implements the Okanagan Charter.

Equity and Inclusion

- Directly and collaboratively with others:
 - provides leadership to the University's commitment to equity and inclusion together with the Provost and Vice-President Academic, Vice President Students and Deputy Vice Chancellor and Principal.
 - actively supports the Associate Vice President, Equity & Inclusion in achieving the priorities and objectives of her office.
 - is an active champion of difference and inclusion.
 - ensures a supportive partnership between the Equity & Inclusion Office and the portfolio.

HR Renewal

- Through the Managing Director, Director and partners, ensures:
 - the portfolio is committed to the continuous renewal of functions and processes.
 - there is an effective underlying technology to guarantee the success of the University community through collaboration, meaningful work and engagement.

Collaboration with the Okanagan Campus

- Collaborates with the Deputy Vice Chancellor as the Director, Human Resources at the Okanagan campus reports jointly to both senior leaders.
- Ensures that the system approach to human resource strategies, plans, issues and solutions is encompassing of the needs of the Okanagan campus.

Organization and Management of Staff

- Ensures an effective organizational structure that reflects operational needs and prescribes the authority and responsibilities of staff as they relate to the accomplishment of specific objectives and priorities of the portfolio.
- Fosters a highly productive and rewarding work environment for all employees through effective hiring, learning and development, motivation, and performance feedback.
- Communicates, motivates, guides, and leads all those involved to contribute fully to the realization of the portfolio's strategic and operational goals and actions.
- Maintains high visibility among the members of the team and fosters engaged two-way communications with staff members.
- Actively maintains succession planning for portfolio leadership roles.

Financial and Administrative Management

- Ensures the effective utilization of the financial resources allocated to the portfolio within the established objectives, policies, plans and budgets.
- Oversees the preparation of an annual budget for the portfolio.



Photo by Martin Dee / UBC Communications & Marketing

Internal and External Relationships

- Works in close collaboration with the University's Board of Governors and committee members, the President, the other Vice Presidents, University Counsel, other leaders, associations, unions and committees within the University to ensure the objectives of the University are met.
- Works collaboratively with the Provincial Government on matters of collective bargaining mandates and compensation plans.
- Initiates and continues to strengthen ties and establish a positive profile for the University both internally and in the community.
- Works closely with our communities to ensure that the University's mandate of becoming an essential part of the community's social and economic wellbeing is met.

Service Quality and Leadership

- Maintains an exceptional standard of integrity and ethical leadership and assumes responsibility to ensure communications with our communities are respectful and effective in allowing them to carry out their responsibilities.
- Ensure the team maintains a strong service orientation with open and effective two way communication with its internal and external constituencies.

- Ensure proper processes and consultations occur within the University governance structure.

Trends in Portfolio and People and Workplace Culture

- Ensures the University is kept apprised of trends and changes relative to advances in human resource management and helps assess their impact on the University.
- Keeps abreast of developments in the people leadership area.

Other Responsibilities

- Carries out other responsibilities as assigned by the President.



UBC Okanagan Campus | Photo by Martin Dee / UBC Communications & Marketing



UBC Bookstore | Photo by Martin Dee / UBC Communications & Marketing

REPORTING RELATIONSHIPS

Reports to:

- President and Vice-Chancellor

Direct Reports:

- Associate Vice President, Equity & Inclusion
- Managing Director, HR Advisory Services
- Managing Director, Workplace Learning & Engagement
- Managing Director, HR Total Compensation
- Managing Director, Faculty Staff Housing & Relocation Services
- Managing Director, Faculty Relations
- Director, HR Okanagan Campus
- Director, Pensions
- Director, Systems Strategic Planning
- Administrator, Human Resources

Relates to:

- Board of Governors
- Board Committees
- Deputy Vice Chancellor & Principal
- Provost and Vice President Academic
- Vice President, Finance and Operations
- Vice President, Research and Innovation
- Vice President, Students
- Vice President, External Relations
- Vice President, Development and Alumni Engagement
- University Counsel
- Deans and Associate Vice Presidents
- Senior Directors, Managing Directors, Directors
- Various consultants and external communities

Photo by Hover Collective



UBC's Core Values

Academic Freedom

Advancing and Sharing
Knowledge

Excellence

Integrity

Mutual Respect and
Equity

Public Interest



GENERAL

The Vice President, Human Resources brings ten to fifteen years' experience as a strategic and progressive senior Human Resources executive with an extensive background in leading large teams in a complex and multi-faceted environment. The ideal candidate will bring a keen understanding of diverse institutional needs and is comfortable with taking a proactive approach in creating consultative partnerships with client groups. In addition, the candidate will bring outstanding consensus and team-building skills and have a history of success in achieving buy-in from stakeholders and moving initiatives forward.

EXPERIENCE

- Executive leadership accomplishments gained in a complex private sector, public sector, NGO or not-for-profit organization with a high public profile. This experience could be within any of the disciplines of Human Resources, or an operational role with significant people leadership responsibilities. Experience in labour relations is critical.
- A strong understanding of an organization's strategic positioning, reputation management, communications, relationships and people and workplace culture.
- Ideally brings experience and demonstrated success in a large organizational setting with distributed operations and international scope. Experience in, or a strong understanding of, the complexities of a large research university is an asset.

EDUCATION

- An advanced university degree from a recognized institution.

COMMITMENT TO THE VISION AND VALUES OF THE UNIVERSITY

- Is enthused and motivated by the opportunity to serve in a leadership role for one of the world's leading universities with a commitment to:

"...create an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world".

- Understands and is able to work effectively in the context of the culture, traditions and values of a public university and is able to engender the confidence and respect of faculty, staff and students.
- Is committed to outstanding contribution and wellbeing of self and others.



UBC Okanagan Campus | Photo by Martin Dee / UBC Communications & Marketing

PERSONAL VALUES

- Driven by strong personal values including integrity, openness, honesty and transparency, inclusion, mutual respect and trust.
- Deep understanding of and demonstrated commitment to cultural and ethnic difference, and a caring and respectful approach to all interpersonal relationships.
- Understands the difference between influence and power.

INTELLECTUAL SKILLS

- Strong intellectual capacity.
- A strategist. Able to understand the overall context of a large, complex organization, conceptualise and formulate strategy relative to the organization's overall reputation and workplace practices that contributes to the achievement of corporate goals and objectives.
- A negotiator. Able to plan and influence both process and outcome.

STRATEGIC LEADERSHIP

- Is a strategic leader who is able to influence an organization at all levels and build consensus towards achieving its vision and goals. Able to articulate a vision and translate it to various stakeholders, internally and externally, while inspiring their understanding, ownership and support.
- Able to see the big picture and support the broader governance of the University.

- Proactive leader with excellent listening skills who is approachable, flexible and accessible.
- Excels in promoting a positive and ethical work environment. Able to encourage and support equity and diversity in the workforce.
- Has a demonstrated ability to lead within matrixed reporting relationships.

ORGANIZATIONAL AND CHANGE LEADERSHIP

- Has a demonstrated ability to set challenging goals and achieve positive results in a highly complex environment. Possesses superior administrative skills and ability to handle multiple projects concurrently. Is energetic and passionate.
- Proven track record of providing strong leadership and mentorship to a multidimensional team of direct and functional reports; able to develop and implement effective performance management tools and practices.
- Experience leading the transformation of an organization's policies, strategy and approach. Committed to strengthening the capacity for planning for change and the people side of change.
- Focused on continuous improvement and innovation. Sustains iterative change by institutionalizing it through organizational resources, organization structure, communication, and continual learning. Builds agility, flexibility, and responsiveness, ensuring transformation happens in ways that creates sustainable value.



RELATIONSHIP BUILDER

- Very personable, with the ability to build deep relationships throughout the university community and externally. By nature, is one who collaborates easily with others.
- Demonstrated success building and enhancing workplace practices.
- A problem solver with commitment to helping others to develop solutions.
- Forms credibility by doing what is promised, building personal relationships of trust, and being reliable.

COMMUNICATION SKILLS

- Has the passion and skill to compellingly communicate the University's vision and mission to faculty, staff and students, as well as to external audiences.
- Influences others in a positive way through clear, consistent and high impact communications.

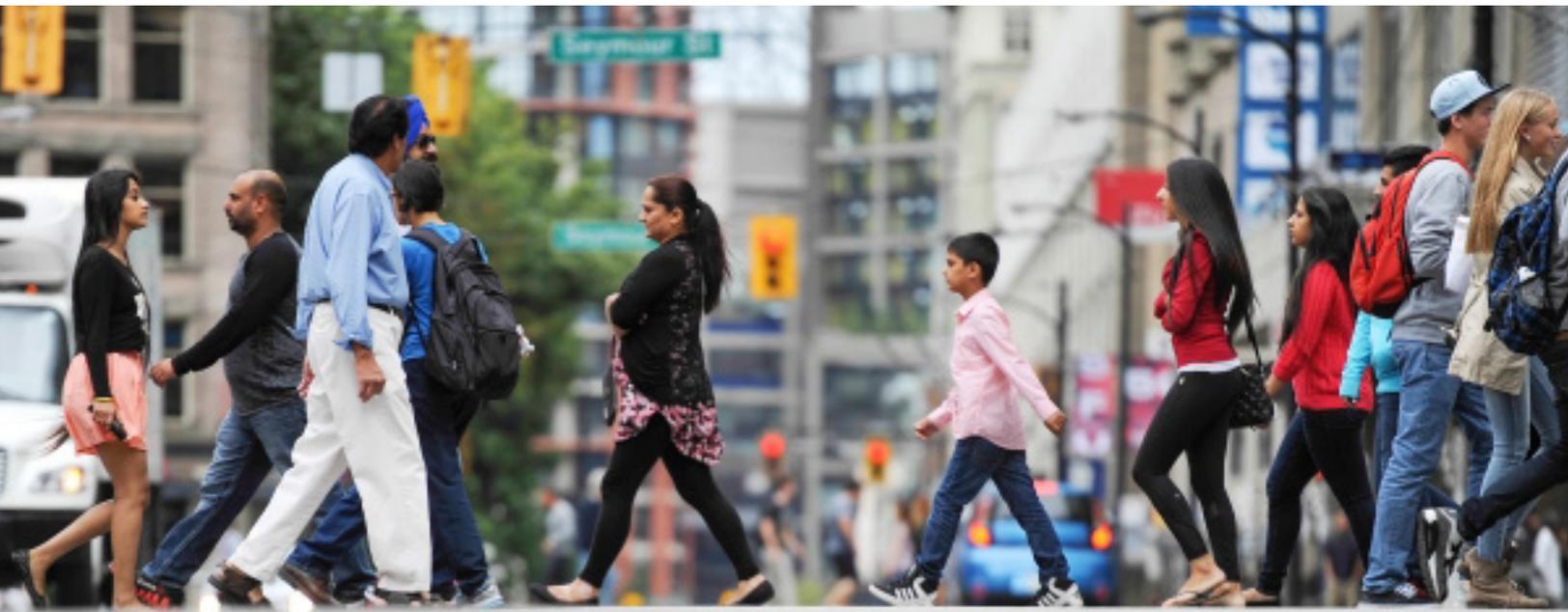
UBC Okanagan Campus | Photo by Martin Dee / UBC Communications & Marketing





MOVING TO METRO VANCOUVER

The diverse region of [Metro Vancouver](#), which encompasses a number of unique cities and communities, with no shortage of restaurants, shopping, schools and universities, recreational activities and other local attractions, not to mention easy access to BC's looming mountains, coastal parks, lakes, wildlife sanctuaries and almost 30 wineries and a growing number of local breweries. The region's population is wonderfully diverse, creating a vibrant cultural mosaic in which distinct cuisine, architecture, language and arts thrive.





The climate of Metro Vancouver is by far the mildest winter climate of the major Canadian cities. Summers are warm and a great time to go for a hike or bike ride through some of the natural beauty of the surrounding areas, or head to any number of local beaches or lakes for a barbeque or camping, or just to sit on a garden patio and enjoy some local cuisine in the sunshine. Winters are temperate but close by are mountains for world-class skiing, snowboarding or snowshoeing.

If you dream of finding that perfect blend of stunning natural beauty, along with the hustle and bustle of city life, you really can have it all in Metro Vancouver.

More information on Metro Vancouver can be found [here](#)



How To Apply

To apply or make a recommendation, please contact **PFM Executive Search**
Attention George Madden, Shelina Esmail and Allison Rzen at pfm@pfmsearch.com

All telephone inquiries to 604.689.9970 or Toll-Free 1.800.864.9970

Application Format

Format for written applications should be presented as follows:

1. A covering letter describing briefly why the opportunity is of interest and what you believe you can bring to the role.
2. A full CV containing the following information:
 - a. Title, full name, address, daytime and evening telephone numbers, and email address
 - b. Residency status
 - c. Present and previous roles
 - d. Details of education, and professional training and qualifications
 - e. Any other relevant information such as offices held in professional bodies, community services, etc.

PFM Executive Search

PFM Executive Search was founded in 1992 with the vision of creating an executive search firm that provides tailor-made executive search services to clients in the private, public and not-for-profit sectors. Over the last 24 years, our firm has earned the reputation as one of the most respected executive search firms in Canada.

PFM Executive Search is a BC owned and operated incorporated company. We are a founding member of Panorama Global Search Partners, an international alliance of like-minded executive search organizations.

www.pfmsearch.com



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