

Staff Survey Update
Total Rewards overview
Service Awards proposal



Susan Carkeek, Vice President & Chief HR Officer
Alison Miller, Director of Total Rewards
Elizabeth Carey – Employee Recognition Specialist

Staff Survey History

- Commissioned by President Sullivan in 2011 to hear what staff had to say about working at UVA. Response rate of 63%
- Committee identified high-priority recommendations in three areas:
 - PAY
 - PERFORMANCE EVALUATION
 - PROMOTION

Selected Deliverables

- Requested BOV money for staff salary increases
- Resolved many Lead@ technical issues
- Total Rewards/Comp statements in Benefits@
- Benefits “placemat” created and shared
- Defined promotion, clarified compensation policies
- Developed career ladders through job family structure
- Expanded resources through the Center for Leadership Excellence, including Career Compass

What's Next?

- Focus on Staff Development initiatives in the Cornerstone Plan
- Total Rewards takes on many of the ongoing priorities
- Begin planning for follow-up survey

Total Rewards

Everything the employee perceives to be of value resulting from the employment relationship – supports the attraction, motivation and retention of employees.

Mission - Patient Care, Education & Research

Vision - provider of choice, national leader in quality, patient safety, service and compassionate care, technologically advanced, translating research discoveries into improvements in clinical care and patient outcomes, fostering innovative care delivery and teaching/training models

Values - Respect, Integrity, Stewardship, Excellence

Goals

To become the safest place to receive care

To be the healthiest work environment

To provide exceptional clinical care

To generate biomedical discovery that better serves the human condition

To train health care providers of the future to work in multi-disciplinary teams

To ensure value-driven and efficient stewardship of resources



UHR Goals

CULTURE of LEADERSHIP

EFFICIENCY and EFFECTIVENESS

HEALTH, WELLBEING, and TOTAL REWARDS



Staff Fringe Rate – 38.9%

Ufirst
human resource solutions for you

University Financial Model

Our operating environment

1	2	3	4	5
Enrich and strengthen U.Va.'s distinctive residential culture	Advance knowledge and serve the public through research, scholarship, arts and innovation	Provide educational experiences that deliver new levels of student engagement	Assemble and support a distinguishing faculty	Steward resources to promote excellence and affordable access
STRAATEGIES	STRAATEGIES	STRAATEGIES	STRAATEGIES	STRAATEGIES
Student Leadership Development Development of ethical leaders will be a central theme of University curriculum and programs. With its Jeffersonian mission, tradition of self-governance and residential culture, U.Va. is ideally positioned to develop ethical citizen leaders.	Pan-University Research To foster the intellectual curiosity, ambition and energy of its faculty, the University will facilitate cross-disciplinary work by creating evolving research institutes that address key issues and provide valuable educational opportunities.	High-Impact Experiences The University will deliver a program for undergraduate, graduate and professional students that includes meaningful research with faculty members, community engagement, entrepreneurial experiences and internships.	Faculty Leadership Development The University will develop a program to support the leadership skills of faculty, enabling them to become effective and highly regarded leaders on Grounds and nationally among their colleagues.	Affordable Excellence The University will develop a financial model that sustains Access@Uva, maintaining an academically accomplished and diverse student body, regardless of ability to pay.
Total Advising The University will develop an integrated approach to advising—identified as a top priority by students, faculty, staff, alumni and other students will provide focused academic, career and personal counseling.	Infrastructure and Services The University will enhance institution-wide infrastructure and services to encourage and support research, scholarship, creative arts and innovation by faculty and students. These enhancements include everything from administration and support for research grants and library collections and services to computational resources and core laboratory capacity.	Global Presence More than 35 percent of U.Va. students have experience overseas, but more must be done to prepare students for global leadership. U.Va. will strengthen its global presence and develop international knowledge and cross-cultural understanding among all its students.	Continuous Faculty Recruiting Continuous active recruiting—based on long-term cultivation of relationships with potential applicants—will enable the University to broaden the pool of diverse, high-potential faculty prospects.	Leadership in Staff Excellence The University will offer more opportunities for experiential learning assignments, coaching, career advising and training for leaders across Grounds.
Lifelong Alumni Engagement A "lifelong university" will provide alumni with opportunities to expand their knowledge and skills to meet pivotal challenges in their professional, public and personal lives, and to renew intellectual interests begun while they were students.	Evidence-Based Education The University will capitalize on existing on-Grounds expertise to assess the relationship between educational experiences and student learning outcomes.	Interdisciplinary Hiring By recruiting faculty with interdisciplinary expertise who are engaged in collaborative research and teaching, U.Va. will build the expertise needed to solve challenging issues and offer innovative courses.	Organizational Excellence The University will pursue the optimal allocation of resources to align with institutional priorities—excellence in education, research and scholarship, and affordable access.	Strategically Aligned Philanthropy The University will more closely align fundraising with strategic priorities and will restructure University advancement to achieve greater effectiveness and efficiency.



UHR Total Rewards Team Mission

Provide Total Rewards that attract, motivate, retain and engage employees

and

Improve employee health, financial & social wellbeing

Thriving
staff &
faculty



Advance the
Mission

Develop responsible citizen leaders and professionals, advance, preserve and disseminate knowledge and provide world-class patient care

Total Rewards Team Values

As a strategic internal partner, we model effective employee wellbeing practices and value these contributions to UVA's ongoing success:

- Providing *innovative, affordable* programs and services;
- Treating people with *care and respect*;
- Engaging the UVA community with *passion* to ensure the greatest impact.

40% of UVA staff, **29%** of UVA faculty, and **50%** of MC team members don't participate in retirement cash match

Thriving employees are healthier overall and have a **37%** cost differential in disease burden and associated costs relative to those who struggle.

only **12%** of employees strongly agree that they have higher overall well-being because of their employers. The vast majority think their job is a detriment to their overall well-being.

1 in 4 UVA employees smoke. Smoking costs the University \$12.5M annually

“We want to be the healthiest work environment”

64% of UVA HP participants are classified as Medium to High Health Risk

Nearly **2/3** of UVA HP participants have **BMI > 25**

The University leads our peers in the Benefits portion of the Total Rewards portfolio, and lags on Compensation

The best moments in life rarely happen while you are sitting around alone

19% of UVA/MC employees don't know which retirement plan they are enrolled in

Many employers report lack of knowledge and readiness for 1095-C (ACA) reporting

Poor managers "manage lazily by sight rather than by actual work produced."
Fast Company July 2015

Almost half (**45%**) of employees and **35%** of job seekers want more time each week for personal activities. 2015 Workplace Flexibility Study

3.5 valuable UHR staff members perform work which could be automated by OAB

I can't find information about xyz on the UHR website

UVA pays **82%** of healthcare premiums - exceeding peer benchmarks

U staff salaries are at 43% range penetration.

HR Service Partners are asking for more comp & benefits education/training

- Build skills of service team and HR partners related to Total Rewards offerings
- Increase employee awareness & understanding of Total Rewards package
- Build leader skills in managing staff with flexible work arrangement and strengthen recognition practices (CLE)
- Update total rewards website and develop/implement social & engagement platform(s)

- Improve employee physical, financial & social wellbeing
- Implement Uteam, improving Rewards and Recognition, and enhancing service award ceremonies
- Increase employee volunteer opportunities



- Develop strategically balanced Total Rewards package
- Continue work towards 80% employer premium contribution

- Improve Total Rewards communication to new staff & faculty
- Ensure ACA, HIPAA and FLSA compliance
- Improve processes & quality
- Build team skills and capabilities

Service Awards 2016 – Dinner Ceremony

- Survey on Dinner (25+ Years of Service, recognized every 5 years)
 - 84.31% said the Service Awards do a good job at recognizing work and commitment to UVA.
 - 77.45% said this event is the perfect length of time (2 hours)
 - Comments from those that did not attend – **What would make you want attend?**
 - » *Venue selection. Boar's Head was nice 5 years ago*
 - » *Smaller, more appropriate venue*
 - » *Not in an arena*
 - General Comments from all survey participants:
 - » *Better place for the event*
 - » *More mature theme*
 - » *Too many to recognize in one night*
 - » *I was surprised that med center and university were in the same ceremony*
 - » *Decrease the number of years recognized in one event*
 - » *It would be nice if the supervisor would deliver the award to the person receiving it*

Dinner Ceremony 2.0

Based on the employee feedback, we are moving from JPJ to the Boar's Head Inn for the 25+ Service Award honoree dinners. Because of the size of the group, we need to split the event into two dinners.

Two Options:

- Option A: Separate Academic and Health System Staff
 - Dinner 1: Academic staff and their guests and academic leadership
 - Dinner 2: Health System staff and their guests and leadership

- Option B: 25 year dinner and 30+ year dinner
 - Dinner 1: 25 year honorees from both Academic and Health System and their guests and some leadership
 - Dinner 2: 30+ year honorees from both Academic and Health System and their guests and some leadership

Service Awards 2016 – Daytime ceremony

- Survey on Daytime Ceremony (10-20 Years of Service, recognized every 5 years)
 - 82.71% said the Service Awards do a good job at recognizing work and commitment to UVA.
 - 80.3% said this event is the perfect length of time (2 hours)
 - Comments from those that did not attend – **What would make you want attend?**
 - » *I would be more likely to attend a smaller event*
 - » *Keep it on a more personal level*
 - » *The times are usually inconvenient for night shift*
 - » *Have several smaller events*
 - » *More personalized vs. the large venue. Feel like a number*
 - General Comments from all survey participants:
 - » *Make it more available to...satellite clinics*
 - » *The distance to travel and chunk of time out of the day is the main deterrent*
 - » *JPJ seems so huge and impersonal*
 - » *Smaller groups for the actual awards*
 - » *different locations*
 - » *supervisor participation*
 - » *try smaller groups, personalize it more*
 - » *JPJ has such a hollow feel to it*
 - » *make managers recognize award in local setting*
 - » *reception was very crowded*
 - » *reception space was small and impossible to get food*
 - » *keep it on a more personal level*
 - » *I would like to have received my pin in a different way.*

Daytime Ceremony 2.0

Considering providing funding and events planning consultation for schools/units to host local event(s) for 10-20 year honorees.

Thoughts?