



UVA Staff Senate Meeting November 17, 2023

2:00 p.m.

Hybrid and In-person

Carruthers Hall/Zoom

### Agenda

- **President Ryan and EVP/COO J.J. Davis**

- 2:00 p.m. -2:30 p.m. Staff Senate's Executive Committee chose two questions from those submitted by Senators.

#### Questions:

- Can you speak about the "war on talent" and where the University stands now compared to a year ago? What are our biggest wins, and where are the biggest gaps left?
- Could you please tell us what progress you have made, what roadblocks need to be addressed, and which FLEX recommendations can proceed now? Understanding that there may not be a global policy change, will any other suggestions in the FLEX proposal be enacted (such as improving the resources for managers and employees and communicating the availability of these resources widely and often)?
- **Constituency Corner**
  - Michelle Busby (Engineering and Applied Science), Leah Gould (Law School), Adam Richard (Arts & Science), and Patrick Wood (University Finance)
- **Announcements** – Patrick Wood and Adam Richard
  1. "Hoos Making an Impact" update (Unit/Departmental representatives: Provost Office, Jerilyn Teahan; President's Office, Brian Cullaty; EVP/Coo, Melissa Riley; DEI, Kristin Morgan)
  2. Staff Senate Forum - April 2024 (President Ryan, EVP/COO Davis, and VP John Kosky will participate)
  3. The Staff Emeritus proposal was submitted to John Kosky for review and commentary.

- The next meeting is on Thursday, December 14, 2023, 10:00 a.m. – 11:30 a.m.

### **UVA Staff Senate Co-Chairs:**

Adam Richard, Arts & Science.

Patrick Wood, University Finance

Patrick Wood opened the meeting and the floor to President Ryan and JJ Davis.

President Ryan: Thank all of you; it has been a tough month with the one-year anniversary of the Shooting and the Conflict in the Middle East. UVA is fortunate to have the best staff in the business.

JJ Davis: The war for Talent is a tangible issue. Net positive growth for UVA filled over 2000 jobs across all units. Where are the pain points? The positions open are spending a lot of time with the front-line managers.

The 12-month turnover is ~9 percent. July 22 was 14.4 %, and the national average was 15%. People get recruited away/move to be near loved ones. Eight percent would be exceptionally good. Healthcare turnover is now about 11 percent.

### Three Things

- Pipelines and pathways is important to recruiting.
- As is Career Development/progression within UVA for retention.
- Relative compensation due to the inflated cost of living.
  - 2% raise for UVA employees, making it 7% for the year.

### Biggest Win

Everyone should be in recruitment mode. Staff are the best referrals for talent. The staff Senate should also tell us what you like and the pain points.

### President Ryan followed up.

Pipelines and Pathways have done extraordinarily well. Do our best to reach out to local potential employees interested in entry-level jobs.

The goal for Pipelines was to have 50 people by the end of the year, headed for one hundred.

It is good for the community and good for UVA.

Pathways to retain employees are important. He would love for people to come here and make UVA a career.

## JJ Davis - Future of Work

### Flex Report

Tell us what is working and what the challenges are. The Flex report spoke eloquently about the need for leaders to be more educated and have access to tools to help staff. I have asked HR to help with developing tools and education for managers.

Remote work is not a one-size-fits-all.

- 10 % of the UVA workforce is fully remote.
- 40 % are 100 percent in-person.
- 50 % are in some level of hybrid.

Admin has been out among all Leaders/Managers of units asking: what works, what are your challenges? The pandemic brought about much change. Please be partners with the Administration in this. Please collaborate.

1. Flexibility is here to stay.
2. Limitations and exceptions
  - a. 40%+ will always be in-person
    - i. Student-facing, community-facing...
  - b. Some level of local autonomy has to be allowed.
  - c. Cannot all be hybrid.
3. Working to equip managers and leaders with more tools
  - a. When does hybrid work?
  - b. When does it not?
  - c. Accountability

President Ryan opened the floor for additional questions.

Q: Why are some staff with the same job descriptions treated differently? Should HR get involved with local issues? There are many recommendations in the Flex Report; when will we hear back on those?

Davis: Not all jobs with the same job description have the same requirements. This is a localized issue within departments. Leaders need to meet the office's needs; perhaps HR is not the best way to determine that. We shared the report with the leadership and are actively working with them to see what is working and what's not working

well, and what they need. We are continuing to look at all the recommendations. Hybrid work is here to stay. How do we best utilize it?

Ryan: The work started (on Flex) is not completed. There should be general guidelines for local discretion. Decentralization makes comparing (like) jobs difficult, and managers make decisions based on their experience. Education among managers discussing examples that work for a particular unit could help. Ryan said he sees UVA in transition and does not know the balance. It will take some experimenting – some give and take – between managers and staff. Categories of jobs may not be the best way. We need to share experiences and data.

## Announcements

### Hoos making an Impact

There are 40 submissions.

A six-person committee will whittle it down to 10 to make proposals in person.

JJ and Ian Baucom will send a recommended proposal to President Ryan for approval.

A Town Hall Forum will be held in April in the Rotunda. Academic staff will be able to enter a lottery to be chosen to attend the Forum, where JJ Davis, President Ryan, and possibly other VPs will answer questions submitted by Academic staff.

The Staff Emeritus working paper has been submitted to John Kosky. He is reviewing it. Some subtle changes need to be made to give staff 'ownership' of the paper.

Flex/Remote work: There was some discussion about hybrid work, how current practices/differences between units will change, and why some managers are less flexible with the hybrid work option. There is the feeling that the Administration will continue to collaborate with staff, and employees will get many of those things that were posted in the Flex Work paper.

Wood said Ryan and Davis have been incredibly supportive of the Staff Senate. There continues to be a good working relationship between the Administration and Staff Senate.

Michelle Busby – shared three questions about Paid Time Off

### Use or Lose Vacation/Paid Time Off Policy

Why are we only paid 50% of the Paid Time Off we earned if we do not use it?

Just how much time are staff losing with Use or Lose?

Could HR share this number?  
Can we donate to a person of our choosing? Yes. [Link Here](#)  
See *UVA Leave Sharing & PTO Donations*

Can we use PTO use/lose time as comp special time?  
Anecdotally: One manager's response: Comp time can be held indefinitely, so there may be a higher cost later.

Wood: These questions should be addressed and added to... before sending HR... and add depth or dimension. Several points were made that short staffing could lead to less time off due to workload and suggested that an HR rep could educate the Staff Senate.

It is also suggested that managers be better educated in what they can do with comp time and other PTO issues.

Maria Terry (HR)  
Advocate not only for employees but also training for managers.

From Chat: Maybe we need a mechanism for addressing problem managers. That seems to be the root issue with leaving and managers refusing to consider flex work. Or maybe there is a mechanism for addressing problem managers, and we need more awareness of existing tools?

There is some discussion about job descriptions that sound like they should be in-person but are not treated the same across the board. Point: A standardized flex policy could harm those who work remotely with a 'like' job description of someone who has to be 100% in-person.

Business needs must be addressed, but that does not mean we need a blanket policy.

General talk about the lack of transparency in making decisions at UVA. Why are people not in the room when decisions are made? There is talk about leadership who advocate including staff in decision-making but do not do so.

The Staff Senate surveys point to staff wanting to hear from Leadership about those things staff are asking for. It may not be that staff get everything they want, just assurance that the administration has heard.

Wood said that President Ryan is reaching out to Staff to get information. Some things/programs that are fully supported may change as the Board of Visitors changes.

Wood mentioned people should go to the [President's Council](#) website to see all the good things the administration is doing for the community.