Staff Survey Update
Total Rewards overview
Service Awards proposal
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 the human condition
To train health care providers of the future to work in multidisciplinary 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
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.

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.

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

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.

Poor managers “manage lazily by sight rather than by actual work produced.” Fast Company July 2015.
Strategy & 2016 Goal Highlights

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

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

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

**Improve**
- 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)
• 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?