



Minutes from Staff Senate Monthly Meeting of June 15, 2017

Location: Newcomb Hall, South Meeting Room

Time: 11:00 AM–1:00 PM

Meeting Summary

Welcome and Announcements

Maggie Stein and Jess Wenger, Co-Chairs

Senate Business: Bylaws Revision, Exec Update, Food – Maggie Stein and Jess Wenger – Co-Chairs

Senate Business: Elections – Amy Muldoon – Elections Co-Coordinator

Ufirst presentation – Sean Jackson, Rose Markey, Teresa Wimmer – Ufirst team

Welcome and Announcements

Maggie Stein and Jess Wenger, Co-Chairs

- Michelle Small was present with attendance sheet so those in attendance could sign in.
- Parking passes for Central Grounds Garage were made available.
- Congratulations to Jess Wenger, who was a 2017 recipient of the Leonard Sandridge Award! See the article in UVA Today [here](#).

Senate Business

Maggie Stein and Jess Wenger, Co-Chairs

Amy Muldoon, Elections Committee Co-Chair

- **Bylaws Review (See slides 2-3)**
 - Offered 2 weeks to comment on any changes; have not received any comments
 - Will send out proposed changes for electronic vote via Qualtrix link
 - Please vote if changes are acceptable or non-acceptable
 - Need 50% participation
 - If changes are adopted: when we elect Co-Chairs, we will also elect Directors
- **Elections (See slides 4-9)**
 - Managers have been great.
 - Some schools and departments and have struggled with recruitment, but in general, are also doing well.
 - Ballots were finalized by Amy Muldoon and James Weissman
 - Amy has emails ready to go to election managers; should have been sent on 6.15.17
 - Elections will close by June 30.

- James will send out a message after elections; please share this with your school or unit and share who is in what Staff Senate roles.
- If bylaws pass, we will also need to conduct a search for Directors
- Asking folks to step up to leadership positions as Directors.
 - The areas will be kept the same. Will no longer have to manage a committee; simply oversee the work.
 - Three of the current co-chairs have agreed to run for Director roles in their current work-area.
- Co-chair elections
 - Jess Wenger will run again. Maggie Stein will not. She will serve as past co-chair on Exec Committee.
 - Michael Phillips will run for second co-chair position, He's with Cooper Center for Public Policy.
 - Hopes to bring a fresh perspective, as he has only been at UVA for two years.
 - Michael welcomes input at any time; reach out to him with questions.
- Election Coordinator position
 - No one has stepped up; we have two roles to fill.
 - Work is needed in Feb and March, mainly
 - Documents and process is prepared; work should be simple.

Q: Coordinator positions... are they available to new folks?

A: Yes, They don't have to be filled with people who are in Staff Senate right now; newly elected Senate members are welcome. You can also be a coordinator if you are an alternate.

- **Executive Committee Update (See slide 10)**
 - To increase transparency and communication, sharing the work that Exec is doing outside these meetings.
 - See slide #10 for details
- **Food/Senate Budget (See slides 11 and 12)**
 - Slide is a breakdown of proposed budget
 - The question has been asked: we meet at lunchtime; why can't we offer lunch?
 - Review budget – we can either spend our budget on the annual appreciation luncheon, or offer snacks at each meeting. We cannot afford to provide lunch.
 - In addition, we'd have to consider dietary restrictions of Senators and Alternates, coordination of the efforts; there isn't anyone to manage.
 - We could potentially run out of money if we did snacks at monthly meetings.
 - Feedback from Senators in attendance:
 - The luncheon is nice, just one time a year.
 - The other idea (monthly meeting snacks) is too much and too busy.
 - **VOTE:** Everyone in attendance voted for the annual appreciation luncheon instead of monthly snacks at meetings.

- Staff Senate has requested a dedicated PTAO. Maggie will manage it.
 - Will make it more trackable and Staff Senate will be better able to shift money around as needed.

Ufirst Presentation

Sean Jackson, Executive Director, Ufirst

Kelley Stuck, Vice President and Chief Human Resources Officer

Rose Markey, Change Management Specialist, Ufirst

Teresa Wimmer, Technology Lead, Ufirst

Sean Jackson, Executive Director, Ufirst:

- Members of Ufirst team were in attendance at Staff Senate to provide an update on Ufirst, how HR and Ufirst project team is managing change, and give an update on Workday.
- Strategy Objectives/Mission of Ufirst (See slide 16)
 - Come up with a better way of delivering HR services to UPG, Academic and Med Center.
 - We were too siloed; want something that will embrace the comprehensive role of HR services.
 - Deliver a consistent and exceptional employment experience and streamline processes.
 - Will not have to use multiple systems to onboard employees.
 - We will streamline policies, the LMS and employment categories.
 - Mass retirement is anticipated, leading to an increasingly competitive market for talent; we want to attract and retain the best.
- Workday
 - Oracle is an antiquated system.
 - Asked to look at technologies that would work better.
 - Selected Workday with the help of Teresa Wimmer and Michael Latsko.
 - Workday is built from mobile platform up.
 - It is extremely intuitive and things that are currently problematic will be now be presented in a straightforward manner.
 - All three entities will now use same system and that should be very helpful.
- Ufirst will deliver a single, future-state HR function that provides a consistent and exceptional work experience for every employee. **(See slide 18)**
 - We are putting together this organization to serve you. We need feedback, consideration and action, even if that action changes the status quo.
 - What we need from Staff Senate and members of the UVA community: how are we doing, have we missed something? What are the pain points?
 - Check out ufirst.virginia.edu – look at the video.

Kelley Stuck, Vice President and Chief Human Resources Officer:

- **Future State delivery model (see slide 19)**
 - We are focusing on what the future state of HR looks like. We need to come up with a name for what that is (aside from “Future State”)
 - Most of the people in HR at UVA will work at HR in the future, but their roles may be different.
 - We have organized the future state into 3 areas (communities of expertise):
 - Talent – which includes: recruitment, talent management, training, organizational development, workforce planning, employee relations
 - Service – which includes HR Business Partners, HR Solution Center – this is a critical area; people will initially depend heavily on this area.
 - IMPACT and Decision Support – which includes HR Business Operations, People, Data and Technology, and Total Rewards.
 - This is the technology piece in a cloud-based environment.
 - Total Rewards and benefits administration.
 - Customer facing benefits will be in service center.
 - Workday will allow us to readily see and create visualizations via dashboard of status of employment process.
 - As business partners are in place, IMPACT can assist in data to aid in decision-making process.
 - HR office – will include Change Management, Leadership, Communications

Q: I don't see Performance Management listed.

A: It's in Talent Management. Check out the service catalogue on our website:

<https://ufirst.virginia.edu/>. It is color-coded for more detail as to which positions belong where.

- **Community Engagement: What does our customer want? (See slide 20)**
 - Information shared with Change Champions
 - How are we engaging and with whom? (See slide 21)

Q: Who are the executive sponsors?

A: Tom Katsouleas, Rick Shannon and Pat Hogan.

- **Major Milestones (See slide 22)**
 - Currently, we are going through wave one hiring. 2/3 of positions are in wave one. The rest will go up in September/October.
 - The desire is to give people certainty as to where they will land and to provide them with opportunity.
 - Someone could apply for something in wave one and also in wave two. Many are applying for multiple positions. Some will migrate soon. Others will not move until closer to go live.

- We don't always know who the management will be. That can be uncomfortable.
- Parallel to that, they are working on a transition plan.
 - How to move people as we go, and help operations keep running at the same time?
 - We are trying to be very transparent, but it's no surprise that there is some anxiety.
 - On average, people are applying for 3-5 jobs, We just don't know at this time who will go where.
 - Salesforce.com – there are some features we can turn on to assist the Solutions Center during the transition.

Questions and Comments (please note that these are paraphrased):

Q: Will UPG and Health System and Academic division go to one payroll system?

A: Yes.

Q: Will all job searches (every level) be done under Ufirst?

A: There are some high turnover positions that we know we will constantly recruit for. Facilities has some of those positions. Administrative support (across the organization) is another example.

Q: What happened to the data in Oracle (where I can look up people's salaries)?

A: Those types of responsibilities – we are looking at them. Viewer access has changed. We haven't nailed all of that down yet. The current HR system (Oracle) will remain in place and will have a stub of information to support procurement for now. Going forward, we'll all be on same payroll, but they will be maintained by different companies. So, someone who both works and teaches, for example, may get two paychecks. There will probably be some transfer. Those are still different accounting systems and we just started work on this process this week, so we still have to figure that out.

Q: Regarding payroll. Has it been determined how people get paid?

A: Are you asking about pay cycles? We do recognize that there are different ones for academic vs. Medical Center and UPG. We do want to try to get them aligned but it is a bigger project than expected. We wanted to have parallel payrolls in place by the end of the this year....but have determined that it will happen much later. It will be bi-weekly pay cycle, but not yet determined what that cycle will be.

Q: If we switch will I get screwed?

A: We are taking into account impact on individuals in regard to payroll. We are looking at level of detail. We do not want to mess up anyone's pay.

Q: Is there impact on classified staff?

A: From a payroll perspective? No.

Q: The comment was made that of everyone in HR, not everyone will have a position when this is all over. The Daily Progress article says about 40 people will not have a job. I feel like that piece is not being addressed. I have heard from a lot of constituents that this is a source of concern. Even though you say

they will have a job, it could be totally different; they could be overqualified. You said there are a lot of unknowns...but those who have been here for a long while, it's scary.

A: The Cavalier Daily had an article at the same time. The Daily Progress did not use info we gave them and Cavalier Daily did. The Cavalier Daily article is much more accurate. Aside from that, yes, there are less positions in HR in future state than there are today, As we do detailed planning, not everyone in an HR position or has an HR title, so they really aren't part of this HR transition. There will also be some folks who simply won't apply. The number (of applicants) will get a little smaller. The reason we haven't come out with what resources we are going to offer (to those who do not have a position after the transition) is because we want people to be in future state roles, including those who do not have the "required" education. We are focused on getting people in future state roles ASAP. We will have just as much focus on those who will be a part of future state as those who are not. If you do more than 20% HR work, (and those in those roles do know that), they are part of the transition. If it's less than 20% of work, then managers will readjust within their department accordingly.

Q: New positions that are no HR, but are kind of coordinators between that office and (business partner). How will that work?

A: I am not the business owner. People have been very transparent about it. Please understand that if you are in this role, here's how you interact with HR and here's how you won't. Keep in mind that there are a lot out there that will be impacted.

Q: We are in A&S – we have a team of at least 5 who do that now, business partners. What if we lose those people who do these roles right now...what happens if we lose those people?

A: It's just like hiring from outside the org; get them up to speed. If they decide to do something in HR, they will be sharing and collaborating. That information will not be lost. That's what we're dealing with in transition. We don't want to leave working a unit or have expectations of a unit that they aren't aware of.

Q: Pat Hogan made a comment at Forward conference. He stated his commitment to finding the individuals (who do not get future state jobs) jobs at UVA. Some people may want those resources before the transition. If I choose not to move forward, what are my options now?

A: Some of those options will come out at the end of July. Some will come out at the end of wave 2.

Q: On the jobs site, there is one slide that shows the breakdown of areas. Under Health System, it showed Medical Center, UPG and School of Medicine. It depicted how many positions were assigned to those various areas. In the Health System, the ratio of employee to business partners is much less than it is currently. Is there a rationale as to why that is?

A: We compare talent and impact in the same way. They have operated in a more centralized fashion in that way they are currently directly accessing those services. Academic and Med Center have different preferences in terms of how many they need and how many they'll use.

Q: PFA – Patient Friendly Access. We underwent a similar process in the Health System. They looked at data and determined they underestimated the man power needs. I think that's part of the angst (will that happen again?) They just had this experience that is part of their concern.

A: What they didn't do was detailed transition planning. We spoke with them to learn from their mistakes, and will do detailed transition planning. Good question. At the Medical Center, we determined we needed two business partners because they asked for more resources in a functional area. At School of Medicine and UPG, we aimed for the same ratio for what is currently in place.

Rose Markey, Change Management Specialist, Ufirst:

- Change Management using the ADKAR method **(See slide 24)**
 - When any of us go through change of any kind, we go through five stages. ... named ADKAR
 - Awareness – have to understand why and what are the consequences of not making that change
 - Desire – have to want to make the change (that is the hardest part to get over)
 - Knowledge – understand how do I make the change?
 - Ability – learning new skills – do I have what it takes to make the change?
 - Reinforcement – once it's in place, am I surrounded with people and resources to do the right thing and avoid the wrong thing
 - **(See slides 25-29)** for demonstration of how the Ufirst project addresses each stage of ADKAR

Teresa Wimmer, Technology Lead, Ufirst:

- Why UVA Chose Workday **(See slide 32)**
 - Technology speaks for itself. A lot of features are just like looking on your phone; they are commercial grade technology, integrated and real time.
 - Provides a consistent workflow.
 - They come with best practice processes.
 - That whole process can be customized and configured differently.
 - Uses real-time data; inspired by higher education institutions.
- Human Resource Technology **(See slide 33)**
 - The University will transition from 70+ disparate systems to far fewer systems.
 - Some systems will stay, at least temporarily, during transition.

Q: Will UBI and Workday ever integrate?

A: That is under discussion. UBI will stay in place for now. Workday has two upgrades per year. We will continue to look at that and use the upgrades to make improvements. Standardize processes whenever possible. Design for the future.

- The value of Workday **(See slide 35)**
- Workday will launch July, 2018.
 - You will have an opportunity to participate and give feedback
 - **(See slide 36 for timeline)**

- Those in attendance were given an opportunity to participate in a Workday demonstration.

Q: How has the student hiring gone into this? I have asked this a couple time and haven't gotten an answer. I work at McIntire, we hire about 175-200 a year. I don't know where that's going. I hear it may not reside with us or with me. Handshake posting is only for work study.

A: Student Hiring process is being accommodated within Workday. We are completing subsequent effort to see how we can carry this out. If you are hiring students who are not work study, you can do that within Workday.

Q: Will they have to go to central HR?

A: We will send all positions to Handshake. We are working out a system for exceptions. Part of the pilot is going to determine how this will work. Want to place resources at point of impact. Goal is to be sure to do that whenever possible.

Q: Have you looked at difference between work-study and non – work-study?

A: Yes, we are looking at that.

Q: Will this require employees to start clocking in?

A: No. There won't be any changes to that.

- If interested in participating the Workday pilot, contact Melissa Frederick via the Ufirst website: ufirst.virginia.edu

Next Meeting: Senate Appreciation Luncheon!

- **Thursday, July 20, 2017**
Harrison/Small Auditorium
11:00 AM – 1:00 PM