



Staff Senate

Minutes from Staff Senate Monthly Meeting of January 16, 2020

Location: Newcomb Hall, South Meeting Room

Time: 11:00 a.m. – 1:00 p.m.

AGENDA

1. Announcements
2. Collaboration on the 2030 Strategic Plan Key Initiative "Cultivating Staff Success" with:
 - Kelley Stuck, Vice President and CHRO, UVA HR
 - Michael Latsko, Senior Director, HR Strategic Initiatives, UVA HR
 - Rose Markey, Sr. Learning and Development Consultant, UVA HR
3. Constituency Corner

ITEM 1: ANNOUNCEMENTS

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- **Kendall Howell, Operations** - Lime and Bird scooters have left Charlottesville and been replaced with Veoride scooters and bikes, which are sturdier. Promotional code for \$5.00 of Veoride use: "Spring2020." Veoride can source free or cheap helmets as well. For more information, click [here](#).
 - **Adam Griggs, University Partnerships** – A University Partnership Co-Director position is open. If interested, contact [Adam Griggs](#) with a short bio and a statement describing your interest in University Partnerships.
 - Nominate a student, staff or faculty member for the 11th annual [John T. Casteen Diversity-Equity-Inclusion Leadership award](#) by Fri, Feb. 21.

ITEM 2: 2030 STRATEGIC PLAN KEY INITIATIVE, "CULTIVATING STAFF SUCCESS"

Introduction

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- Michael will review the feedback from the June 2019 Staff Senate special meeting about the Staff Success initiative
 - Kelley will formulate an HR strategy to support the new UVA 2030 Plan
 - Rose will facilitate a design thinking exercise with Staff Senate today to gather ideas and to help shape things

Overview

Initiative #5 in the UVA 2030 Plan: Cultivating Staff Success states:

We cannot achieve our aspirations unless we have a talented and fulfilled University staff. We will prioritize the recruitment and retention of a diverse workforce and the creation of an inclusive and supportive environment, in which staff are recognized as integral to the success of our mission. We will also build on existing leadership programs and develop robust career paths across the University.

UVA HR reviewed, analyzed, and categorized responses from the June 2019 Staff Senate special meeting and shared the report with the Executive Committee (click [here](#) for details). Noted on the report are HR programs that are already established or in the works to fix a problem, or issues where HR needs additional suggestions or information.

Observations from the feedback:

- In some areas, programs, initiatives, or benefits are already in place, but people may not understand the policies behind the programs or may not be well-promoted, communicated or well known. Notes are included in the report about this.
- In other areas, the feedback raises good questions about revisiting programs, policies or initiatives in the context of the new strategy. For example, centrally-funded education benefits in the Academic division (money for professional development, and tuition-based classes) are currently earmarked for advancement in one's current job, whereas the HR strategy contemplates reskilling the workforce for the changing nature of future work. Some departments also provide supplemental "educational benefits"-type funds which employees may use to advance their careers, and these funds currently aren't under the same restrictions.
- Other questions included how we compare our benefits to the market and the desire to recruit a more diverse workforce.
- One thing to remember: HR has responsibility for both Academic Division and the Medical Center, and the policies, education benefits, timing of compensation reviews and payouts, etc. are different for these entities.

Workforce demographics are changing rapidly, with the millennials/Generation Y (1981-1996) currently representing the largest portion (47.6%) of UVA Health's workforce and the second largest portion (31%) of the Academic Division's workforce. When asked when they plan on retiring, 30.8% of Academic Division employees expect to retire within the next 1-3 years. This shift in demographics directly impacts UVA HR's roadmap for developing staff success in the future, and aligning changing demographic and cultural preferences with recruiting strategies, talent planning, leadership succession planning, etc.

President Ryan announced the UVA 2030 Plan, "Great and Good," in 2019, which is built upon four overarching goals: *strengthen our foundation, cultivate the most vibrant community in higher education, enable discoveries that enrich and improve lives, and make UVA synonymous with service.* Leading HR strategic initiatives that support the goal of "strengthening our foundation" include recruiting and retaining an excellent and diverse

faculty, and attracting and supporting talented and committed staff. Stakeholders for these initiatives are leadership, managers, staff and team members, students, faculty, and the Charlottesville community. The HR initiatives support the 2030 Plan strategy in several functional areas and processes that help bring diversity, equity, and inclusion to the future talent workforce:

- Recruitment and the UVA brand
- Talent planning and leadership
- Performance and development
- Benefits and employee service
- Impactful workforce measures

Design Thinking Session

Explaining that the Employee Life Cycle covering recruitment, onboarding, development, retention, and offboarding, UVA HR asked Staff Senators to break out into 4 working groups and take a “deep dive” into two elements of the Employee Life Cycle (develop and retain), then define the elements of staff success within their group for these two elements and ideate how UVA HR can impact these elements. Feedback from Staff Senators follows:

Topic: Management and Advancement

- Training for managers - leadership skills
 - Leadership skills (mandatory)
 - New manager orientation
- Remove stigma from advancing
 - Manager-employee relationship – ensure all parties support advancement
 - University-wide advancement programs
 - Expected growth timeline for all employees
- 360 reviews for managers
 - Employees can provide feedback on managers (university-wide)
 - Coach up
 - Better and required training for managers

Topic: Transparency

- Transparent budget + process
 - Basic understanding beyond leadership
 - Knowledge empowers
 - Remove the concept of “hiding” info
 - Increase financial compensation
- Transparency in change management
 - Include more diverse voices (i.e. employee type and level)
 - Increase non-leadership staff voice

Topic: Education and Development

- Mandatory tech training
 - Direct instruction
 - Work applications (also Enterprise app)
 - In-person training
 - HR Applications (T/E, Workday)
- “Lattice movement”
 - Cross training for similar position with other schools/units
 - Learning about other departments
- Expand education benefits
 - Doesn’t have to be connected to current job
 - More funds
 - Free courses at SCPS
 - Education benefits should cover books
 - Cover dependents
- Mentorship opportunities, i.e. FM apprenticeship
- 38+2 work week: 2 hours/week set aside for personal growth
- More useful performance review process
- More comprehensive funding for per diem (flights and hotels) for conferences for the purpose of professional development
- University pays for professional certification exams
- Culture that supports effort, failure, and risk

Topic: Employee Interest

- Innovative work schedule
 - Flexible start/stop
 - Flexible location (telecommuting)
 - More time off
- Recognizing/preventing burnout
 - Wearing too many hats when new job responsibilities are added; being admin “lean” adds too much responsibility
 - Staff sabbatical
 - Managers should have tools to address burnout
 - Budget concerns about adding staff
- Shift worker support/flexibility
 - Support at university is around 9-5 schedule
 - Telecommuting is not possible for all positions
 - How to make it easier to get to work
- Employees want to feel more connected to UVA’s mission and stay at the University because they want to
- Health benefits
 - For retirees
 - Ease of access
 - Better cost
 - Bereavement leave for Academic division, not just Medical Center

Topic: Hiring

- Keep the second-best candidate, who could also be a great candidate somewhere else in the university
- Make the former job summary tool available to all staff (currently only available to managers in Workday, previously available to all)
- Job funding reassurance for grant-funded positions – articulating commitment to develop and retain staff recruited on grant funding

ITEM 3: CONSTITUENCY CORNER

- Discussion on non-traditional work schedules
 - Point of Contact: **Patrick Clark and Allison Day**
- Why isn't the Job Title Summary Tool accessible to UVA employees anymore
 - Point of Contact: **Amy Muldoon**
- Expanding the \$15/hr. to non-benefits eligible UVA employees
 - Will be brought up at next Chair Summit meeting on January 24th
- Further improvements on Education Benefit
 - Point of Contact: **Advocacy**
- Review of the Telecommuting Policy
 - Point of Contact: **Advocacy**
- UVA options for Pet care
 - Point of Contact: **Adam Griggs**

Final Comments:

- Next Staff Senate Meeting
 - February 18, 2020, 11 am – 1 pm
 - Newcomb Hall, South Meeting Room
- Next University Partnerships Meeting
 - February 25, 2020, 3:30 – 4:30 pm
 - Newcomb Hall, Room 164H