



Minutes from Staff Senate Monthly Meeting of March 15, 2018

Location: Newcomb Hall, South Meeting Room

Time: 11:00 AM–1:00 PM

Meeting Summary

Welcome and Announcements: Michael Phillips - Co-Chair

Senate Business: Senate Terms: Glenda Notman

Senate Business: Elections: Leah Beard and Kendall Howell

Senate Business: Exec Update – Michael Phillips – Co-Chair

Update: UHR Brand Concepts Preview: Karen Barnes

Presentation: Center for Leadership Excellence: Andrea Johnson (for Tonia Duncan-Rivers)

Presentation: Office of Organizational Excellence: Sarah Collie and Morgan Hembarsky

Welcome and Announcements

Michael Phillips, Co-Chair

- James Weissman was present with digital attendance system so those in attendance could sign in.
- Parking passes for Central Grounds Garage were made available

Senate Business – Senate Terms

Glenda Notman

- Vote was passed; had to look at how to implement alternates in a way that agreed with bylaws
- Found that things weren't going to roll off that way; numbers are not even
 - Had to come up with a way to balance that out
 - Shortened terms of vacating senators or new senator seats
 - Terms for Senators in the same unit were staggered
 - Favored implementing 2 year terms
 - Process was methodical and applied fairly
 - What does this mean
 - 20 of 24 units affected
 - 4 units not affected

Presentation – Elections

Leah Beard and Kendall Howell

- Talk to your school and unit about elections
 - Passed out flyers – will send electronically
 - If you are leaving a seat, it's generally your responsibility to fill it
 - Will be in touch via email with election managers about vacancies per school/unit:
 - Advancement - 1 seat open - Heather Mixler
 - Architecture – 2 seats open – Melissa Goldman
 - Arts and Sciences – 2 seats open – Glenda Notman
 - Batten – 2 seats open – Amanda Crombie
 - Curry – 2 seats open – Ryan Kiley
 - Engineering – 2 seats open – Jennifer Mauller
 - EVP-COO – 2 seats open – Molly Castle
 - Facilities Management – 3 seats open – Molly Shifflett
 - Human Resources – 2 seats open – Michelle Small
 - IT - 2 seats open - Mary Cook
 - Law – 1 seat open – Warren Craghead
 - McIntire – 2 seats open – Brandy Amos
 - Nursing – 1 seat open – Jackie Oswald
 - President's Office – 2 seats open – Lee Adkins
 - Provosts Units – 1 seat open – Melissa Henriksen
 - Research – 1 seat open – Michael Myrsten
 - SCPS – 1 seat open – Michelle Zometa
 - SOM – 3 seats open – Amanda Harris
 - Elections are about to start
 - If you know someone who would be a good senator, ask them
 - If you are interested in being an election coordinator for next year, let us know

Presentation – Exec Update

Michael Phillips

- BOV Luncheon
 - They were appreciative of us being there
 - We wrote thank you notes; possible to continue discussion over lunch in future
 - Very productive
- Quarterly UHR meeting
 - Discussed we will share at a later date once committee gets together
- Planning upcoming Senate meetings
 - The Big Three
 - Mark Luellen
 - Upcoming campaign

Presentation – UVA HR Brand Concepts Preview

Karen Barnes, Director of Communications, University Human Resources

- The Big Message: communicate the transformation, communicate new service model, how it's going to work and convey messaging around that
 - What we do, how we perform
 - We are creating a brand new brand platform
 - New messaging to convey
 - New look and feel
 - New website which will come out this summer; incorporate new branding
 - Partnered with local firm Journey Group
 - Developed preview presentation
 - Shop it around to solicit employee feedback
 - Messaging
 - Tag lines, value propositions
 - Divided into three Centers of Excellence : Talent, Service, and IMPACT
 - Look and feel
- What is your initial first reaction?
 - Look at each piece – think about details – we want you to give honest feedback
- Brand Positioning Statement:
 - Human Resources You Deserve
 - Talent CoE
 - Careers built for growth
 - IMACT CoE
 - Decisions made with insight
 - Service CoE
 - Solutions built for success
- UVA HR Core Brand Pillars
 - Pillar I, II, III
- UVA Colors and Fonts
 - UVA Communications branding group has approved more colors; on the branding site now; able to be used now
 - Human Resources will be the first school/unit to use these
 - Photography/Happy People
 - Photography/Place
- How will we use this in terms of design?
 - Everything is about “you,” the individual
 - Colors are a representation of diversity and inclusion of people at UVA
 - Overlay design – soft, comfortable, inviting feel
- “United to Serve”
 - Annual Report – will begin work this summer
- Workday Loading Screen
 - Rotating designs
- HR Posters

- Feedback solicited from the Staff Senate included comments:
 - Overall tagline doesn't connect with me. Old ones seemed more impactful to me. Distinction needs to be more clear; am I the customer or the product?
 - Maybe break down that us/them idea – more of a partnership.
 - The word “deserve,” seems very negative. Used in the press a lot, especially the foreign press.
 - What if only the “you” was italicized and not the “you deserve?”
 - Have a thought with the “you” – try and talk as a team – cohesion – we provide, we assist. We are support, not just because you deserve.
 - Solutions that serve or solutions that serve you?
 - Those who are delivering the information are also the “you,” so it needs to be something else to be more inclusive of them as well.
 - So going in line with partnership, what about the “best of solutions?”
 - In terms of design – I find the layering colors too busy. I like the idea of color-coding CoEs.
 - Colors seem unnatural and really weird. Too busy and too bold.
 - Initially – it looks very commercial. Seems like I would like to be able to relate to those people. Seems boring and not as intimate. Would like to see something more organic. What does “you” represent? Not so much a representation of the technology or the embellishment.
 - On the smaller items, the colors were too much for me, on the larger items (like posters), they look good. You might have different goals, so it could work. Posters are meant to catch your eye.
 - Have to consider ADA compliance; be sure you are paying attention to that.
 - Make sure the representation of diversity is included in images.
 - Some Senators loved it.

- Additional comments or thoughts? Email Karen Barnes at kbarnes@virginia.edu

Presentation- Center for Leadership Excellence

Andrea Johnson (for Tonia Duncan-Rivers), Staff Senate Membership Director

- Want your time in Staff Senate to serve you in some way
- Wanted to give you some background in structuring questions for meeting with “The Big Three”
- Assertive Communication
 - What it is
 - **Assertiveness** is the ability to express your feelings and assert your rights while respecting the feelings and rights of others.
 - **Assertive communication** is appropriately direct, open and honest, and clarifies your needs to the other person.

- **Assertiveness** is often confused with **aggressiveness**. Aggressiveness involves expressing your feelings in a manner that does not respect the feelings and needs of the other person.
- What it isn't
 - Not aggressive, not passive
 - **Passivity** is the inability to express your feelings, needs and rights adequately. Passive individuals tend to feel victimized and experience greater levels of stress due to not being able to express themselves.
 - **Aggressive** people tend to victimize others, causing stress but also experiencing it, as their relationships tend to be conflicted as well.
- Common barriers
 - Belief that it's selfish to put your needs before others
 - Belief that asking questions reveals stupidity
 - Belief in keeping your opinions to yourself, especially when talking to someone in authority
 - Not wanting to rock the boat
 - Not wanting to hurt anyone's feelings
 - Fear of disappointing someone
 - The Savior (wanting to be all things to all people; you're a rescuer)
 - Feeling the need to apologize (you don't need to apologize for your feelings)
 - Feeling the need to offer excuses (you're entitled to your feelings)
 - Don't get caught in the trap of thinking that our opinions don't serve the needs of others
 - There is no bad question; be willing to ask the questions that others need the answers to, as well
- Crafting Your Message
 - What are you trying to accomplish?
 - Is this a new idea?
 - Are you trying to persuade or find common ground?
 - What responses can you expect – are you prepared to react to them?
 - How do you want to walk away?
 - Action items?
- Speaking with Confidence
 - Say it like you mean it
 - Sounding confident
 - Be mindful of saying "I think or I believe"
 - Power of the pause
 - Be comfortable with silence – allows you to process and bridge the gap
 - People need time to think about what you've said

- Unspoken Symbols
 - Communication is 70% verbal
 - Confidence in yourself makes you more attractive to others and receptive to your message
 - Direct eye contact
 - Make people the center of your message
 - Be conscious of body language
 - Facial expressions
 - Gestures
 - Posture and stance

- Group activity – 10 minutes – how would you write questions that we can present to the “Big Three” next month?
 - Remember that as we phrase our questions, they will turn them to us. We are all capable of thinking and administering them. It’s a different thought process.
 - Make sure you are prepared to say something.

 - Questions generated from group discussion:

- How is the University is responding to the events in August, 2017? As community members, we haven’t felt the impact. We know some of these things are happening; we don’t want to dominate the discussion, but would like to know what’s going on.
 - Share with them our experience, telling them we aren’t feeling as positive and hopeful about UVA as we were a year ago. Do they share that feeling, and are they hopeful, and why? Are there other things that could be happening from our level?
 - The Dean’s Working Group, and what they’re tackling, feels distant from the average staff, community member, or patient at the Hospital. What steps have been taken, or should be taken, to address their responses to August?
 - Are there any steps that have been taken that you think need more attention? Are there things that you feel hopeful about?
 - What is UVA’s PR plan after the events in August?
 - Any work you’d like to see happening in this regard at other levels of the organization?
 - Be Safe – Dr. Shannon, can you give us an update?

- Regarding the email that President Ryan will be transitioning into office on August 1, and Tom and Pat will be leaving the University, what priorities will you give them?
 - How can staff work to support the transition of the incoming president?
 - With major changes in leadership, bringing new focuses and initiatives, what initiatives do you expect to have, how do you support that, if there are changes, and how do we take ownership of that?
 - What of your strategic initiatives do you consider your biggest successes and how were those supported and communicated? What strategic initiatives do you anticipate will

continue to build momentum after the change and how is that going to be supported and communicated?

- What communication methods have you found as the most successful for building input from the University community and, with current and upcoming initiatives, what kind of communication and input would you advocate for to build buy in and success?
 - How would each of you describe UVA's brand?
 - With any new administration, there is usually a push for a refocusing or rebranding. Is there one that you see on the horizon, and if so, what are the key drivers for rebranding UVA?
 - How do you hope to see UVA change?
 - As they are the representatives and see the larger picture at UVA, how are they seeing that they are reacting to all the voices; what would they like to see for the future, as we grow?
 - What are the priorities you would outline for your successor and what words of advice would you share with them that you have learned during your time at UVA?
 - What are their experiences of the new UVA president?
 - Will the strategic plan (Cornerstone Plan) transition?
 - What happens to the committee members of the Bicentennial Campaign who are transitioning off? Timing? Staff role?
 - What do you predict will happen to SIF?
 - Where do you see opportunities for Staff Senate to focus their energy?
 - What do you see as big areas of growth/challenge in the next few years?
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- In some recent communications, we heard that consultant firms are being used to build up new systems in conjunction with our existing units, for example with OSP and Huron Consulting. Are there future plans to expand consulting services for the University? How might this impact benefits and overall Staff cohesion?
 - As we grow as a community, how do we build the different experiences of our community in and how do we figure out how all of us fit together as a cohesive unit?
 - We know there are initiatives and programs designed to hire top -notch faculty and physicians, as well as recruit the best students. What are your thoughts on hiring and training top talent for UVA Staff?
 - Many staff are overloaded with projects. Is there anyone who is overseeing the fact that there are employees who are doing this as well as their current job? Is there a mechanism to monitor this, or someone who is looking at the big picture? You lose people when they are overwhelmed with too much.
 - Organizational Excellence is working to consolidate and oversee all the large projects at the University. They do not, however, have any purview at the Medical Center. Why? Is there a possibility that this could happen? Or work together with the office in the Medical Center responsible for this same subject matter?

- As Grounds continues to expand both physically and conceptually from the “Academical Village,” how do we engage staff to build cohesive resources for staff, faculty, and students? How do we build excellence in the Staff Experience?
- The current education benefit is in the second year of the pilot and it will be re-evaluated at the end of the year. When the pilot was started the program was a substantial increase in the benefit that was being offered. Can you tell us if the benefit will receive funding support from the Provost Office if Human Resources is unavailable to afford the benefit at the current rate?
- Benefit changes (ie. The CVS/Aetna deal) are coming. How can you communicate future plans with Staff so they can make plans? Do we have the ability to plan ahead based on changes in the market?
- Some areas, like HR, are currently under a major change and will be hitting the ground running as the new president does. In such a major change of upper administration, do you see that these areas will have any barriers in fulfilling their original vision?
 - Finance changes – do you foresee the project to revamp Finance to be on the same scale as the HR project, or similar?
- Please email questions to Andrea Johnson
 - She will consolidate them and identify themes

Presentation – Center for Organizational Excellence

Sarah Collie and Morgan Hembarsky

- On a scale of 1-5, how well do you know what Organizational Excellence at UVA is?
- What do you want to know?
 - What is it?
 - Opportunity for schools and units to be more cohesive and collaborating
 - Oversee projects
 - Develop mechanisms that contribute to organizational success
 - Why do I care?
 - How does it impact the different areas of UVA?
- OE is an approach to create a culture of quality
 - Culture of service and mission
 - Capacity of change
 - Align resources
 - OE is accomplished by all of us and is a partnership with all areas of the University
 - Independent office who reports directly to the EVP-COO, Pat Hogan
- Project Alliance
- Internal Consulting Services
- Quality Communities
- Initiatives
- Portfolio Management
 - Aligns and coordinates major initiatives across Grounds for better results

- Governed by OE Leadership Council
 - Review portfolio and provide feedback
 - Membership is on the website
 - Exec sponsors: Tom Katsouleas, Collette Sheehy, Dean Bob Pianta
- Preparing timeline on website right now, updates will be available when new software is in place
- Building Quality Communities
 - Connection
 - Recognition
 - Professional Development
- Quality CORE Network
 - Topics: Change Leadership, Facilitation, Service Excellence, Innovation, High-Performance teams, Quality Tools
 - Immersive Workshops: Project Management, Change Management

Q: Do you have project managers who can come in and help for a few months and then go back to their jobs?

A: Not exactly – but we can provide support in project management.

Q: I feel there is so much that is offered around the university, but you have to dig for it. Employees need to know where to go. Things would be better attended if things were out there, somewhere. These are good things to know, hear, be involved in. Needs to be a collaboration of everything (one-stop shop).

A: Communicating is difficult. Our primary method is our e-blast, our website, posters and word of mouth. Our attendance is on the rise. As culture changes, that will change the way information is communicated.

Comment: One stop shop page would be beautiful – centralizing it in a way. People would identify that these are great opportunities. That's the frustration for people. Could you hook up with HR and inside Workday, somehow have a way to promote all of it? Since UHR is changing branding, could be a valuable tool on the HR homepage.

Q: A lot of people think you are part of CLE. Can you focus on separating that connection; work on that messaging?

A: We do partner with CLE. They have certain expertise. We determine: how do we partner and compliment each other?

Q: What do you do with Employee engagement?

A: The CLE focuses on building and growing the individual; OE focuses on building and growing the organization. OE has major work projects; we ask, have you met with those who can bring the customers into the process to ensure it will meet their needs?

- OE's Spotlight on Excellence
 - Recognize great work you are doing – partnerships, collaboration
 - Peer-to-peer recognition
 - Nominations are taken at all times of the year
- Consulting Engagements
 - Goal setting
 - Offer a number of customized services
 - Process improvement
 - Benchmarking
 - Strategic Planning
 - Retreat facilitation
- Services are free
 - Contact us to determine capacity and expertise.
 - If we don't have it, we will try to connect you with someone who can help.

Comment:

I was part of an OE planning and goal setting session. We took process back to staff, knowing that we can fix things from the bottom up. We threw things out that we hated, knew there were things that we couldn't control. We compiled and consolidated. We had a whole year's worth of lead@ goals that we used. Processes have changed and engagement is up. There is a new buy-in: they own the process and they have created an atmosphere where there aren't broken processes.

Q: Is your portfolio on your website?

A: We want to make it much more transparent. We have rudimentary tools right now, but we are updating that view once a month on our website. As we get our reporting much more mature, we will be able to do much more frequent updates.

Next Meeting:

- **Thursday, April 13 , 2018**
Newcomb South Meeting Room
11:00 AM – 1:00 PM
- **"The Big Three"**
Pat Hogan, Tom Katsouleas, Rick Shannon

*Please send your questions to Andrea Johnson; Michael Phillips will not be at April meeting