



**REENERGIIZED**  
RESOLVED  
**RENEWED**

ANNUAL REPORT  
**2021-22**



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UVA HR IS **REENERGI**ZED  
EMERGING FROM THE PANDEMIC  
WITH NEW LEADERSHIP, **RESOLVED**  
TO DO GREAT WORK DELIVERING  
CREATIVE AND INNOVATIVE  
IDEAS AND SOLUTIONS, WITH A  
**RENEWED** PURPOSE TO IMPROVE  
EXPERIENCES FOR EMPLOYEES,  
TEAM MEMBERS, FACULTY,  
AND CANDIDATES.

I am excited to share this year’s annual report with the community. In this report, we present some highlights and stories of accomplishments in the past fiscal year as well as a continuation of how UVA HR rose to meet the unique challenges over the past two years. Like many organizations, we faced novel challenges and addressed them directly through hard work, resilience, and determination as a team of critical thinkers who solve problems and get things done. This year’s theme of reenergized, resolved, and renewed rings especially true as we move into 2023.

In the past year we filled our HR business partner openings, including new lead business partners for UVA Health and the School of Medicine, resourcing and equipping these HR professionals to be among the best in the country at what they do. We welcomed to the team a new Chief of HR for UVA Health who brings a wealth of knowledge and experience to the role, and will serve as a leader in helping UVA Health realize its strategic goals through contemporary people practices and move forward as a best place to work in health care. We also pioneered new technologies through the implementation of artificial intelligence (“AI”) tools to facilitate the onboarding process, and made other critical investments in our people, culture, and infrastructure.

The last few years have created a space for growth and recognition of opportunities that did not exist before. Remote and hybrid work have helped us diversify our workforce and attract talent from new arenas. There are still challenges ahead, and we are making strides toward accountability, more transparency, and diversity, equity, inclusion and belonging. I am confident in the resiliency of our team and the future of UVA HR, and hope you will be too after reading this year’s report.



**JOHN KOSKY**  
Vice President & Chief Human Resources Officer



# REENERGIIZED

## FROM THE PANDEMIC

*We are committed to looking forward, continuing to uncover the newest innovations that make work more interesting, efficient, and empowering. Furthermore, we embrace the future of work and other opportunities.*

### Creativity & Innovation

#### Artificial intelligence

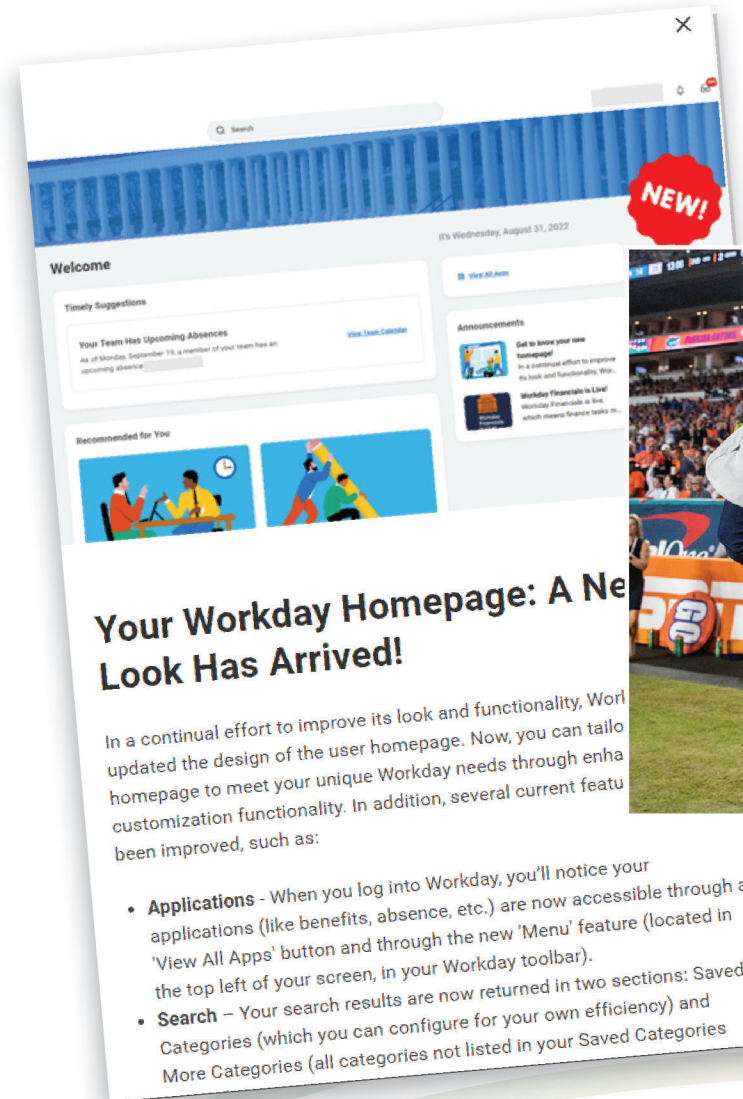
Onboarding CavBot is an AI virtual assistant that walks new hires through their onboarding tasks. CavBot interacts with candidates to ensure they provide the information and documentation necessary to complete the hiring process and be ready to start work on time. Feedback from users is very positive as they appreciate the real-time access to instructions and the status of their onboarding. The once complicated process is now streamlined and simplified.

#### Benefits & compensation transparency

A new Total Rewards Dashboard in Workday for the Medical Center gives team members convenient insight into their personal Total Rewards package that includes benefits, pay, rewards, retirement options, and more. Team members can see all their own rewards in one convenient location, and the information is always up to date and available on-demand.

#### Digitized assistance to navigate workday

Workday Digital Assist (WDA) is an innovative tool to help users conduct business in Workday more easily. WDA eases the completion of complex business processes by providing on-screen guidance and assistance in real time, making work simpler, faster, and more efficient. There are currently over 9,000 regular users of WDA.



# Your 2022 TOTAL REWARDS



# RESOLVED

## TO DO GREAT WORK

*HR is delivering results that directly affect the health of the University and well-being of our community, while providing tools to help leaders make the best decisions that affect you.*

### Creative programs to bring new recruits

HR Medical Center Recruitment partnered with Medical Center leadership to think of new ways to encourage people to consider a career in healthcare, and to make it attainable. The **Earn While You Learn** program employs individuals with full salary and benefits, while also providing training for their chosen specialty area. The program is a success, with over 500 applicants filling 120 positions thus far.

**Wahoo Wednesdays and Nurse Advocates** drive outreach to nursing schools and programs across Virginia. The team has connected with over 50 schools to share information about the many opportunities at UVA Health.

### A faster, better, and easier hiring experience for candidates

In this highly competitive medical recruitment environment, it's important to hire and onboard qualified candidates as quickly as possible. The new **Clin 1 Rapid Hire Process** resulted in eliminating over 550 hours of unnecessary interviewing, freed up time for coordinators to focus on onboarding, and quickly brought in 155 new graduates to the Medical Center. This successful strategy is now being piloted with the RN hiring process.

Completing all the necessary steps to start a new job can be complicated, but this process became much more simple at UVA Health with the creation of the **New Hire Portal**. These robust, easy to navigate HR webpages provide step-by-step instructions on what new hires need to know and do so they can start work on their first day, ready to focus on patients, not paperwork.

### Dedicated support during the pandemic

**HR's Medical Center Recruiting team** focused on finding and hiring nurses and advanced practice providers to stabilize staffing and to provide the necessary care for the influx of COVID patients and beyond. To address the acute need of providers across the Medical Center, HR onboarded numerous traveler RNs, reached out to retired nurses, and concentrated on critical APP and CRNA recruitment.

### Quickly providing needed support

During the height of the pandemic, when patient levels rose and medical service providers had to adapt and adjust rapidly, **HR's Talent Flex team** quickly hired over 175 temporary workers to support a variety of COVID-related roles such as vaccine schedulers, screeners, report developers, and clinic support. These temporary workers helped ease some of the burden for nurses and other medical team members, allowing them to maintain their focus on caring for patients.

Talent Flex also processed more than 100 faculty wage positions across Grounds, and supported University Athletics, Academic Affairs, and the School of Education in hiring wage staff in a variety of positions. Their reach extends outside the University, supporting our Charlottesville community with assistance for the Virginia Film Festival, the Virginia Theatre Festival, the Upward Bound Program for first-generation college students, and summer counselors for the Starr Hill Pathways Program.

### Continuous improvement a focus for Academic and UVA Health Recruitment

Asking questions, listening to feedback, and implementing improvements is a hallmark of excellent service. **Candidate and UVA Hiring Manager surveys** have been introduced, and the results will be used to help improve the overall hiring experience. Feedback gave the Talent Acquisition team insight into the effectiveness of the recruiting process from both perspectives and provided real data for areas of improvement.

New resources and training materials have been created to **assist hiring managers on Diversity, Equity and Inclusion (DEI) initiatives** based on the UVA Office for Equal Opportunity and Civil Rights (EOCR) philosophy related to job postings, interviewing, and selection practices. These materials are meant to help managers comply with DEI hiring practices, and to create more opportunities for diverse candidates.

### The UVA Dual Career Program serves the spouses and partners of UVA faculty and staff

The Dual Career Program offers a range of personal support and online resources to assist in job research and placement. Embark is a resource that connects people with local employers, highlighting connection, career, and community opportunities. This year, **Embark added 41 new local employer partners** to the program, supplementing its already extensive network that has helped hundreds of UVA spouses and partners, as well as Charlottesville community members, find employment.

Earn While You Learn

500

APPLICANTS FILLING  
120 POSITIONS

Clin 1 Rapid Hire Process

155

NEW GRADS HIRED

### SURVEY RESULTS

#### CANDIDATES

Based on their recruiting process experience, the likelihood candidates will encourage others to apply to UVA:

**8.8 out of 10**

#### MANAGERS

The candidates received in their areas met expectations outlined in the job requisition:

**3.2 out of 4**



# RESOLVED

## TO PROVIDE WHAT OUR COMMUNITY NEEDS



### Understanding what our UVA community values

The Benefits team conducted a **Benefits Preference Survey** to learn about employees' wants and needs, and evaluated our benefits package to determine what additional offerings we could consider. As a result, caregiving resources were expanded, the Medical Center Education Benefit was enhanced, and part-time faculty and staff are now eligible for benefits.

### Retirement planning and guidance

To encourage and support UVA employees in planning for retirement in advance, UVA HR developed a robust suite of **Planning for Retirement webpages** full of useful information for each stage of employment, from recently hired to imminently retiring. These resources help employees choose the right retirement plan, learn savings strategies, and understand tips to prepare thoughtfully for retirement.

### Enhancements to caregiving support

HR continued work to address dependent and childcare needs that arose during the pandemic and continued afterwards.

- Implemented Crisis Care for eight weeks to support faculty, staff, and team members through a late winter COVID spike, \$100 per day reimbursement for caregiver expenses up to 15 days
- Increased capacity for 12 additional infant placements at UVA's childcare centers
- Reestablished a scholarship at Malcom Cole Childcare Center
- Developed a five-day early return to childcare protocol and a test-to-stay childcare protocol at Malcom Cole and Sharon Hostler Childcare Centers
- Revised the Dependent Care resources on the HR website, and clarified childcare center relationships and subsidies

In addition, HR sponsored a Family Support Collab working group which brought together a cross-functional team from across Grounds with experience and insight into caregiving needs and resources. The Collab group assessed the currently available caregiving resources in the community, identified gaps and unmet needs, and made recommendations to University leadership. HR will continue its work in this critical area of need and opportunity.

### Creative solutions for enhanced faculty service

- In partnership with the Provost's Office, HR Academic Support led the development of the **Faculty Lifecycle Workshop**, an educational series designed specifically for the HR professional. It provides an understanding of the essence of higher education, faculty appointments, and the faculty's role in the success of the University, resulting in a more knowledgeable HR organization and a higher level of support for our UVA faculty. 93% of HR professionals completed the workshop.

### Helping leaders lead better

- **Learning to Lead @ UVA Health New Manager Orientation** is a multi-session learning program designed so that new managers get the information and resources they need to be immediately effective, and comfortable, in their new managerial roles. The program focuses on developing resource knowledge, building relationships, leading teams, and inspiring others for future success. The orientation launched in July 2021 and has trained four cohorts of 191 attendees so far.
- **Organizational Development Consulting Services** enhances teams' efficiency and effectiveness through programs on organizational structural changes, leadership development, change management implementation, and team building. The HR Organizational Development group has successfully implemented their proven process to a number of teams in schools and units across Grounds, and has seen an increase in projects by 26% in FY 2021-22.

## BENEFITS SATISFACTION (UVA OVERALL)

2/3 of all respondents feel positively about the following (up to 80% satisfaction rate):



**It was great realizing I'm not the only person who has been promoted and isn't sure how to manage people...becoming re-engaged in UVA ASPIRE values was nice to think about how they impact our daily routine. It felt good to be re-inspired to work for UVA. I have been here so long that I forgot how proud I am to be part of this community of thinkers and doers!"**

—UVA HEALTH NEW MANAGER



# RENEWED PURPOSE

TO IMPROVE EXPERIENCES FOR EMPLOYEES, TEAM MEMBERS, FACULTY, AND CANDIDATES

## CONNECTING with our community

*Providing services that address needs and recognize value*

### Supporting our well-being

**Hoos Well** continues to elevate its physical, emotional, financial, and social well-being offerings and to be recognized nationally for its exceptional programming. Hoos Well launched an enhanced web platform that provides a larger array of well-being offerings and is easier to navigate, and introduced live health coaching to the UVA community.

Hoos Well participated in three research studies, each of which was accompanied by a journal publication, and received the prestigious Business Group on Health Best Employers: Excellence in Health & Well-Being Award, and the American Heart Association Gold Award for Workplace Health Achievement for the 4th and 5th consecutive years respectively, recognizing UVA's outstanding commitment to advancing employee well-being through comprehensive and innovative benefits and initiatives.

**The Faculty & Employee Assistance Program (FEAP)** is a highly valued resource at UVA and the number of people taking advantage of their services continues to rise. This year FEAP added more professional counselors, increased the number of counseling sessions, and built a new *FEAP For You* portal to provide customers with a wealth of valuable resources and support tools to address many well-being concerns. FEAP continues to listen, support, and address the dynamic needs of our valued community members.



**The Employee Assistance Consultant for Crisis & Care Coordination** continues to be a valuable and needed resource by helping members of the UVA community connect with local organizations who can assist with basic needs, and provide assistance with personal budgeting and finance strategies.

### Making it easier to connect and communicate

UVA HR is always looking for ways to make your work life easier, your connections more effortless, and your interactions with Human Resources a more positive and fulfilling experience. Inclusion is a priority, and we always look for ways to ensure no member of our community feels excluded.

- **HR DEI Committee** provided Lunch & Learn sessions with discussions on diversity, path to leadership, gender in America, and much more.
- **Google Translate** was added on the HR website to assist those whose English is a second language.

- **Multilingual** posters, bus signs, and digital signage were developed to share important HR information and Benefits Open Enrollment communications.
- **Gender pronouns** were added in Workday for those who wish to apply them.

### Recognizing achievement and accomplishments

To celebrate the accomplishments and milestones of our exceptional UVA community members, HR's Rewards and Recognition (R&R) team supported awards and events throughout the year including Hoos Building Bridges Award, Leonard Sandridge Outstanding Contributor Award, Service Awards, UVA Health Week, UVA Health Nurses Week, and Staff Appreciation Breakfast. The R&R team goes above and beyond to let employees know how valued and appreciated they are at UVA.

# Striving to be Great and Good





# RENEWED PURPOSE

## **PARTNERING** with other areas of the University

*Because together we're stronger in delivering major enhancements that help you do your best work*

### **PARTNERSHIPS**

#### **Pipelines and Pathways**

UVA HR is working to help the University apply what we have learned from the Pipelines and Pathways working group, which provided a solid foundation for understanding needs and barriers to increase the number of disadvantaged community residents hired by the University, decrease the rate of turnover, and increase the number of incumbent employees and team members who advance the income ladder within our UVA organization.

#### **UVA Finance**

Completing the Finance Strategic Transformation (FST) implementation of Workday required the full support of the HR Workday team and close collaboration between the two organizations. Over the course of the project, several departments within UVA Finance and HR worked together to ensure that the FST Workday Go-Live launch was successful and seamless for UVA employees.



Members of UVA Staff Senate with President Ryan and John Kosky, CHRO

#### **Flexwork Project**

HR leadership was part of the Flexwork project team comprised of UVA leaders from across Grounds who were responsible for considering changes in work scenarios and options for employees as a result of the pandemic. The team developed a new flexwork policy, and members of UVA HR created guidance manuals for policy implementation, manager toolkits, and employee and manager webpages with resources and detailed information.

#### **UVA Information Technology Services (ITS)**

HR partnered with UVA ITS to streamline the ability for users to request Human Capital Management-related system access roles directly in Workday rather than through the HR Solution Center. These roles give users the ability to perform certain transactions, run reports, and view information in Workday more quickly and easily.

#### **Staff Senate**

UVA HR continues to be the executive sponsor and to take an active role in supporting the work of the UVA Staff Senate, which serves all Academic Division staff through open communication with its constituency, advocacy of staff interests to University leadership, and ensuring staff are an integral part of key decision-making. This year, the Staff Senate met with UVA leaders to discuss policy and decision-making on topics such as the future of work at UVA, COVID operations, mask/vaccine policy updates, benefits and leave, and the 2030 Plan key initiative to cultivate staff success. These discussions help lead to improved education benefits, and launch of the “Hoos Making an Impact” competition.

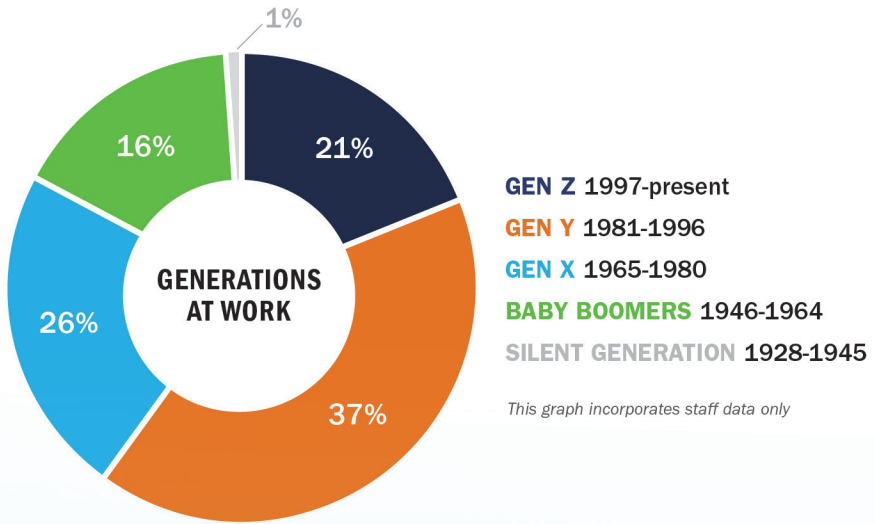
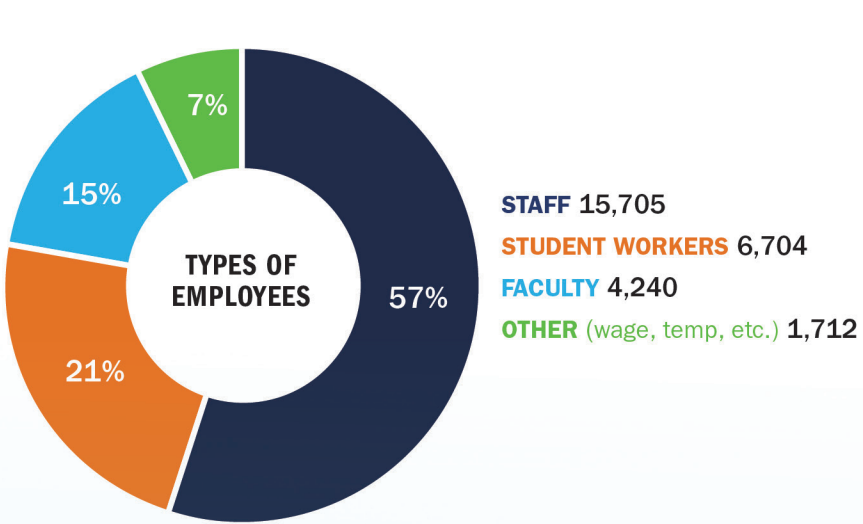
## Pipelines and Pathways



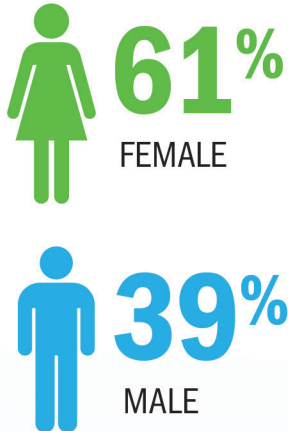
# EMPLOYEE SNAPSHOT

**OUR VISION**

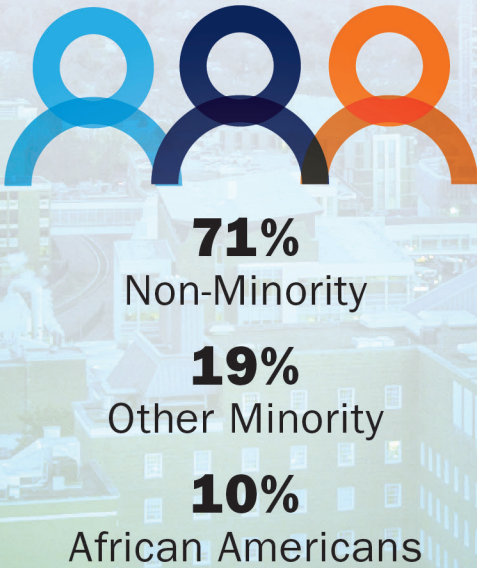
BE AN INSPIRATION TO ALL IN THE UVA COMMUNITY OF WHAT A COLLECTION OF PEOPLE ARE CAPABLE OF.



**EMPLOYEE GENDER**



**ETHNICITY**



*As voluntarily reported by employees*

**TOTAL UVA EMPLOYEES**

**28,361**

<b>18,230</b> Academic Division	<b>8,406</b> Medical Center	<b>1,002</b> UVA Physicians Group	<b>723</b> UVA College at Wise
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# HR BY THE NUMBERS

## OUR PURPOSE

ENSURE PEOPLE, TEAMS, AND ORGANIZATIONS CAN DO THEIR BEST WORK EVERY DAY.

To provide a suite of services that meets the strategic and operational needs of the entire university.

## ENTERPRISE WIDE

### Hoos Well

**11,458** Registrants in Hoos Well Portal  
**3,000+** Participants in webinars  
**71%** High-risk participants now more active

### Solution Center

**93,656** Total cases  
**12,393** COVID Command Center cases  
**4.6** Satisfaction rate out of 5.0

### HR Technology

**2.2M** Business processes completed  
**47,415** Active Workday users  
**500** Enhancements to Workday

### People Analytics

**802** Reports developed  
**348,287** Reports run

### Recruitment Temp & Wage

**3,851** Positions filled  
**12,936** Candidates screened

### Immigration

**215** H1 Visas completed

## HR ACADEMIC DIVISION

### Recruitment

**1,503** Positions filled  
**27,434** Qualified applicants

### Talent Management

**1,053** Orientation - New employee attendees  
**508** Learning & Development course attendance  
**261** Organizational Development cases

### Benefits

**12,711** Enrolled in UVA Health Plan  
**28%** Survey—retirement plans most important

### Employee Relations

**812** Total cases  
**133** COVID-related cases

### Compensation

**8,449** Compensation actions  
**1,123** Other services

## UVA HEALTH

### Recruitment

**2,135** Positions filled  
**31,851** Qualified applicants

### Talent Management

**3,632** Orientation - New employee attendees  
**191** Orientation - New manager attendees  
**617** Learning & Development course attendance

### Benefits

**5,470** Enrolled in UVA Health Plan  
**35%** Survey—health plans most important

### Employee Relations

**996** Total cases  
**28** COVID-related cases

### Compensation

**15,213** Compensation actions  
**3,514** Other services

## KEY HR INITIATIVES BY AREA





# REENERGIIZED

## about the future

The last couple of years were challenging, but we saw members of UVA come together as a true community to ensure that everyone within our university – faculty, staff, and team members – were well supported and given the resources to work in a safe environment and to stay healthy. We truly demonstrated what a Great and Good university looks like.

UVA HR joins with its colleagues and partners across Grounds in hoping the worst of the pandemic is behind us so that we can focus on the dreams, hopes, and innovations of the future. The entire UVA HR team and its leadership are reenergized, resolved and renewed – ready to face new challenges, tackle additional opportunities, and invigorated about the possibilities to make the work, and the lives, of our UVA community better.

Photo:  
The James Webb Space  
Telescope's **view of the  
galaxy NGC 7496.**

NASA, ESA, CSA, STScI  
and Judy Schmidt



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