



**WE HEAR YOU.  
HOW CAN WE HELP?**

**W**e are pleased to provide the UVA Human Resources Annual Report, covering the period July 1, 2019 through June 30, 2020. This year is not what we – or anyone – expected. UVA HR responded to the call to help across every part of the University when the University’s Academic Division suspended in-person classes and on-premises work and UVA Health had to respond to the Governor’s directive to suspend elective surgeries, hugely impacting the volume of operating room and clinic work. Our report this year chronicles how UVA HR pivoted quickly to assist our colleagues during the global pandemic as well some of our accomplishments during the first three-quarters of the fiscal year before COVID-19 became all-consuming. Such a time is hard to imagine now, and we may never return to pre-COVID or “normal” times. No matter what the future holds, UVA HR pledges to meet the challenge with programs, services, and assistance that the community needs.

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**ANNUAL REPORT  
2019-20**



We are publishing this year’s report only in digital format.

# Pivoting for COVID-19 Response

To meet the urgent needs of the University due to the COVID-19 global pandemic, all areas of UVA HR quickly pivoted to respond, developing and implementing a wide range of COVID-related measures and providing assistance wherever and whenever needed.

## Emergency Assistance Fund

UVA HR partnered with UVA Finance to stand up the Emergency Assistance Fund for employees and contracted workers that helped to cover some expenses resulting from the necessary COVID-19 financial mitigation measures implemented at the University. This fund, along with support from the Community Resource Program, was able to assist thousands of employees through this challenging time.

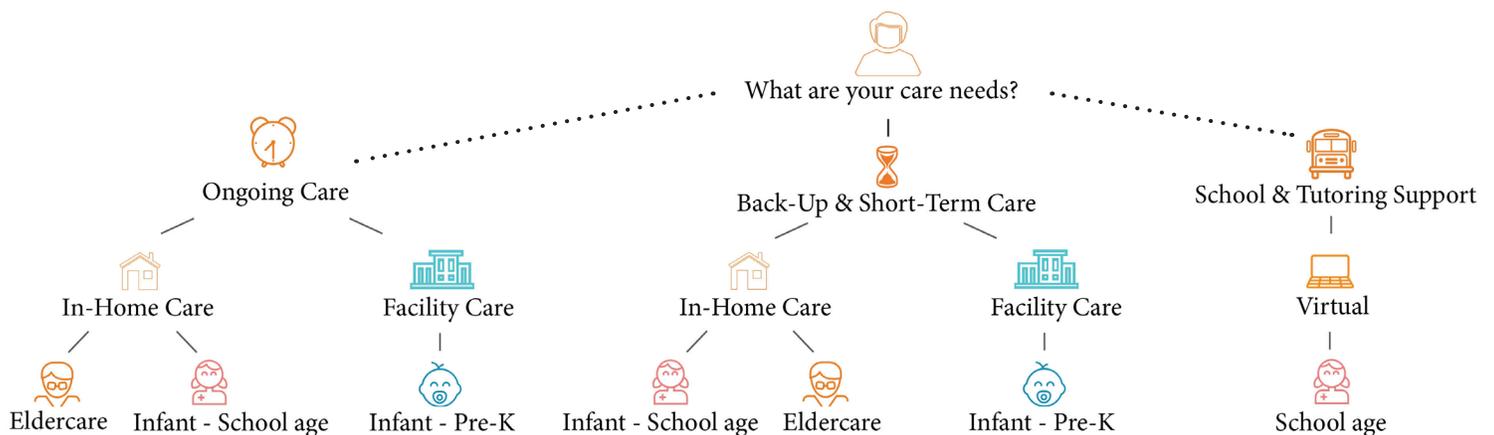
**The Emergency Assistance Fund provided employees and contractors with over \$2,000,000 in funds.**



## Increased Dependent Care Support

To address the urgent needs of employees for additional dependent care support, UVA HR provided crisis care services, more back-up care assistance, and a range of educational resources for school-age children.

### UVA CHILD AND ELDERCARE SUPPORT RESOURCES AT A GLANCE





# 95%

OF UVA EMPLOYEES RANKED TELADOC SERVICES EXCELLENT OR GOOD IN 2020.

## Quick and Virtual Access to Physicians

A new service was made available to Academic Division employees on the UVA Health Plan called Teladoc, which offers 24/7 access to primary care physicians who can diagnose health care concerns over the phone, video, and app, as well as answer questions about COVID-19, evaluate risk, and provide support to help relieve symptoms. Also, UVA Health's existing telemedicine service called Telehealth provided more than 32,000 visits to UVA Health Plan members in 2020, an 85% increase over the previous year.

## Financial Mitigation Support

Cost-reduction measures were necessary to help mitigate the negative financial impact the coronavirus pandemic had on the University. Teams from across HR worked together to implement these measures with the focus on limiting, as much as possible, the stress and disruption for employees, and providing information and resources to help support them.

## Expanded HR Resources and Actions

UVA HR provided new or modified HR resources and benefits to support employees during the initial stages of the pandemic, and to ensure all members could continue to work effectively in a more virtual environment:

- Instituted remote work to mitigate virus spread and keep employees healthy
- Offered several new paid leave types to support employees financially
- Expanded benefits and removed some waiting periods
- Moved all recruiting and onboarding processes online to mitigate hiring disruption
- Created COVID testing procedures for employees, and notification process
- Increased type and number of FEAP services to support employee emotional well-being
- Deployed HR Business Partners across traditional organizational lines in support of UVA Health
- Introduced a cross-functional workstream model to prioritize urgent COVID work and UVA leadership needs

EVEN IN AN UNUSUAL YEAR SUCH AS 2020, UVA HR PROVIDED A SUITE OF SERVICES THAT MET THE STRATEGIC AND OPERATIONAL PRIORITIES OF THE ORGANIZATION

## EMPLOYEE SNAPSHOT

UVA EMPLOYEES  
**30,405**

Academic Division  
**19,257**

Medical Center  
**9,347**

University Physicians  
Group  
**968**

UVA College at Wise  
**833**



### HR ACADEMIC DIVISION

#### Recruitment

**60,329** Applications  
**49,719** Applicants  
**5,276** Vacancies Filled

#### Talent Management

**907** Orientations  
**67,866** E-Learning Enrollments  
**95%** Net Promoter Score

#### Employee Relations

**543** Cases  
**309** Contacts

#### Benefits & Compensation

**13,376** Benefits-Eligible Employees  
**2,069** Compensation Requests

#### Solution Center

**88,568** Cases  
**8,547** Leave/Disability Claims  
**13,140** 1:1 Faculty Support

### HR MEDICAL CENTER

#### Recruitment

**39,320** Applications  
**16,062** Applicants  
**2,167** Vacancies Filled

#### Talent Management

**1,732** Orientations

#### Employee Relations

**1,170** Cases  
**574** Contacts

#### Benefits & Compensation

**8,508** Benefits-Eligible Employees  
**297** Jobs Market Priced

#### Solution Center

**39,421** Cases  
**9,970** Leave/Disability Claims  
**11,286** 1:1 Faculty Support

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#### HR Technology – Enterprise Wide

**1.6M** Business Processes Completed  
**46,000** Active Workday Users  
**300** Enhancements to Workday

#### People Analytics – Enterprise Wide

**1,182** Reports Developed  
**228,627** Report Runs

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# WE HEAR YOU.

## How Can We Help?

UVA Human Resources is dedicated to serving the needs of our UVA community, providing helpful programs and solutions, and delivering an exceptional employee experience.

We strive to improve your daily work-life, advance your career journey, and provide the benefits and well-being offerings that support you and your family's needs.

## We Are Listening – To You

This past year we focused on listening – to your concerns, needs, and ideas. We thank you for sharing with us. We heard you and worked hard to deliver on those needs to serve you even **better**.



# Better Engagement—Benefits Preferences and Open Enrollment

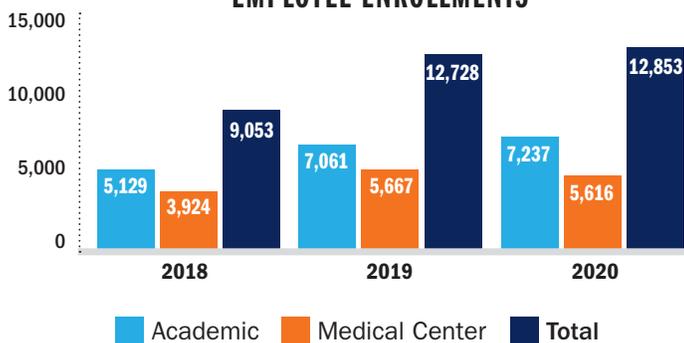


## WE LISTENED.

A University-wide benefits preferences survey was conducted in 2019 to provide insight into the UVA community's thoughts on our current benefits package. While over 70% of Academic Division and Medical Center employees expressed general satisfaction with UVA's benefits programs, here's what we heard and did to address those concerns:

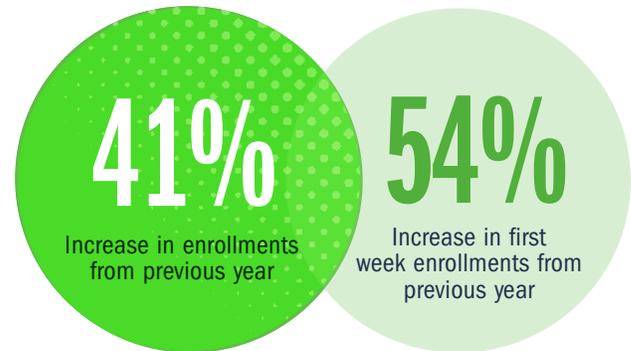
- **More personalized counseling for benefits election** > Benefits team now holds more 1:1 counseling sessions to assist with benefits decisions
- **Concern over the ability to retire and desire for more help in planning** > Retirement team now offers more “retirementality” webinars throughout the year
- **More flexible scheduling, more dependent care support** > Dependent care resources were increased and paid parental leave was expanded
- **Clear communications during the annual Open Enrollment process** > A robust Open Enrollment communications campaign reflecting employee feedback, with new channels and new tools. Post-Open Enrollment results reflect a positive response to these improvements.

## EMPLOYEE ENROLLMENTS



## OPEN ENROLLMENT

### YOUR ENGAGEMENT



### YOUR RESPONSE



“I really appreciated the resources provided for Open Enrollment this year. I have worked at UVA for 10 years now; this is the first year I felt competent and comfortable with the selection process. Thank you so much for spending time to provide all great resources.”

—Ashley Viars, AG-ACNP, PCCN  
Department of Cardiology

THERE ARE OVER 15,000  
ACTIVE PARTICIPANTS IN  
THE HOOS WELL  
PORTAL.



**OVER 650 EMPLOYEES  
HAVE BENEFITTED FROM  
eM Life, WITH 80%  
ENGAGING TWO OR MORE  
TIMES PER WEEK.**



**AMONG THE MORE THAN 2,000  
UVA EMPLOYEES** who participated in the  
Mindfulness Challenge, **self-rated stress  
levels decreased by more than 20%.**



**A HOOS WELL SURVEY  
REVEALED THAT  
UVA EMPLOYEES WHO  
ENGAGED IN THE 1%  
CHALLENGE AND WHO  
USE eM Life**

**feel less stressed during these  
turbulent times than the general  
UVA population.**

## Better Self- Staying Mindful

Mindfulness is a real-life way to reduce stress, foster healthy habits, and build resilience. Hoos Well has provided several mindfulness programs to support employees during the challenging time of the COVID pandemic, including: **Mindfulness Challenge** – a four-week course to learn how mindfulness can boost physical, emotional, and social well-being; **eM Life** – free access to this online mindfulness platform and hundreds of hours of on-demand content, and; **1% Challenge** – a one-month challenge to employees to instill mindfulness as a daily habit.



## HOOS WELL RECEIVES TWO NATIONAL AWARDS!



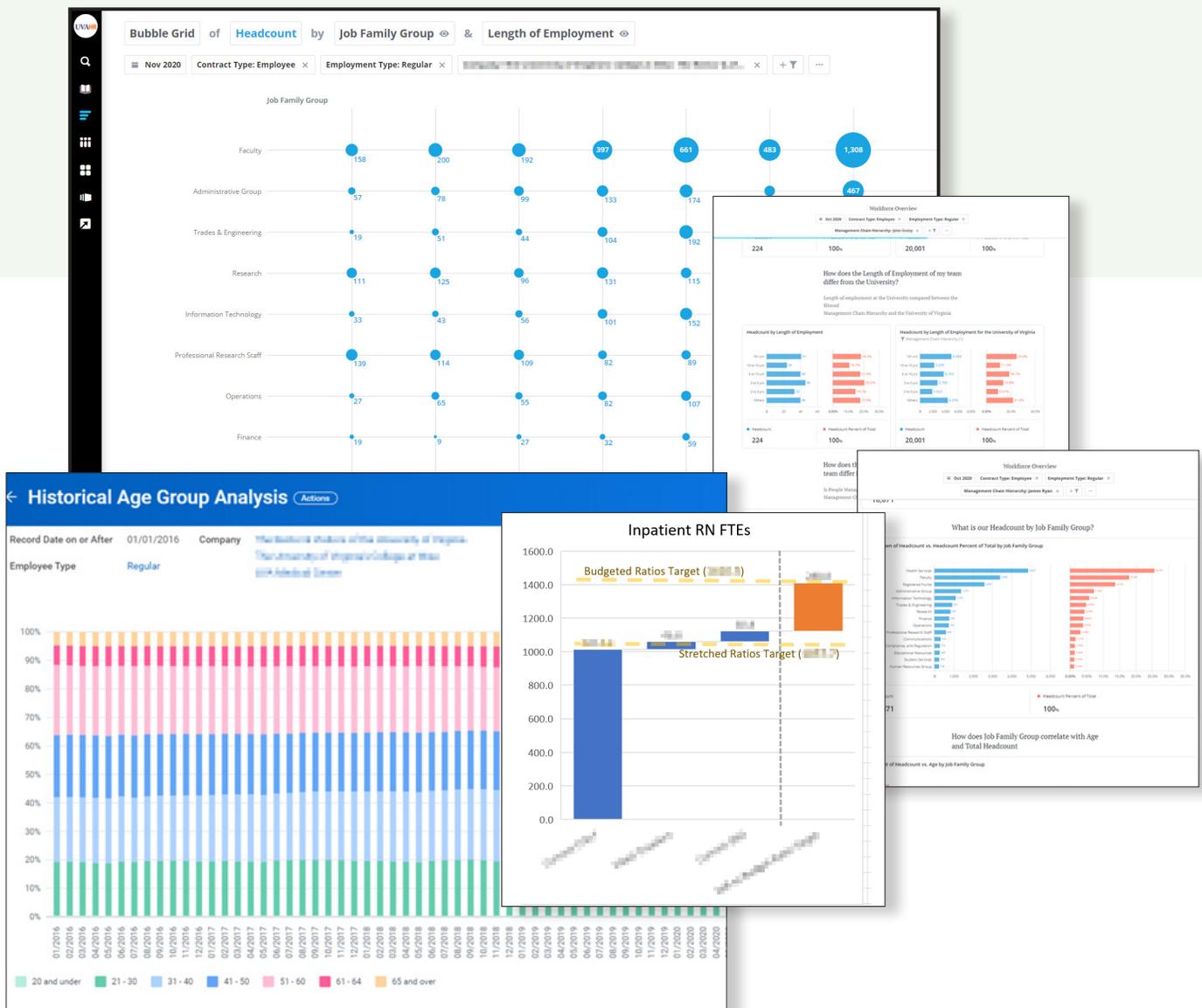
In September 2019, Hoos Well, on behalf of UVA, received an award for Excellence in Health and Well-being from the National Business Group on Health, an organization comprised of HR and Benefit thought leaders from some of the most progressive companies. This award recognizes companies for their innovative and comprehensive approaches to employee health and well-being. Among the organizations awarded, UVA stands out as the only university.



In October 2019, the American Heart Association announced the results of its 2019 Workplace Health Achievement Index, using science-based best practices to evaluate the overall quality and comprehensiveness of workplace health programs. The American Heart Association recognized Hoos Well at the Gold level – the highest achievement level – for significant steps taken in implementing best practices to build a culture of health in the workplace.

# Better Insights—People Analytics

UVA HR's People Analytics Team is providing managers and leaders with objective and relevant data on their operations and employees, enabling them to make better strategic business decisions on operational improvements and management of workforce. People analytics also applies technology and expertise to talent data so we can find better applicants, make smarter hiring decisions, and increase employee performance and retention.



## Better Development- Microlearning

Microlearning is an educational approach that offers bite-sized, small learning units with just the necessary amount of information to help learners achieve their goals. UVA HR developed a new approach to training and professional skills development: virtual micro-training. These on-demand and instructor-led sessions - which require a minimal investment of participant's time - offer a variety of topics for employees to learn specific applicable skills that they can put into practice right away. Topics include Emotional Intelligence, Healthy Dialogue, Team Building, Managing Remote Teams, Conducting Performance Reviews Virtually, and more.



**The 15-minute fast  
pace and information-  
rich course was  
PERFECT. Please hold  
more of them!**

— Session Topic: Dare to Lead, June 4

**This is a great idea.  
Most people can  
spare 15 minutes. So  
glad to see UVA HR  
embracing the future  
of learning here!**

— Session Topic: Leading Through Disruption,  
July 14



# BETTER EXPERIENCE

## HR Solution Center

The HR Solution Center supports over 30,000 employees across UVA and serves as a first point of contact for inquiries on a wide range of topics – from verifications of employment to retirement benefits, Open Enrollment, leave policies, and more. Solution Center team members pride themselves on providing responsive and compassionate customer service, and have worked hard to increase the speed and accuracy of resolving inquiries, resulting in high employee satisfaction.



**4.6/5**  
SATISFACTION SCORE

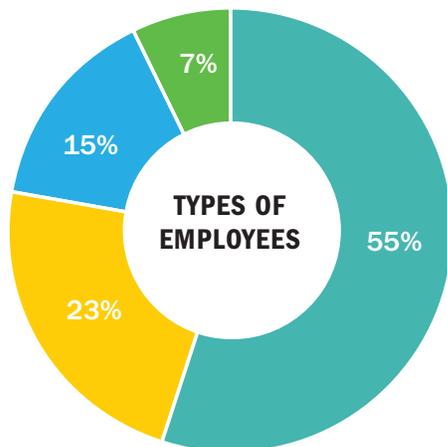


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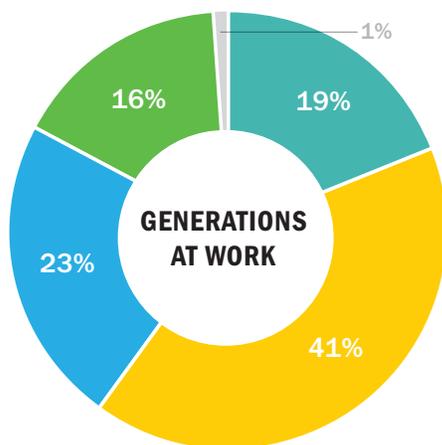
UVA HR team member Joanna was my hero today for responding so quickly to my stressed-out self. She cleared up my question in a jiffy and reassured me that I was in good company with my benefits change panic attack. Once again, the UVA HR Team came to my rescue.”

With gratitude, Jennifer K

# The University Community We Serve



**FACULTY** 4,439 **STAFF** 16,774 **STUDENT WORKERS** 7,176  
**OTHER** (wage, temp, etc.) 2,016



**GEN Z** 1997-present **GEN Y** 1981-1996 **GEN X** 1965-1980  
**BABY BOOMERS** 1946-1964 **SILENT GENERATION** 1928-1945

*This graph incorporates staff data only*

## UVA HR MISSION

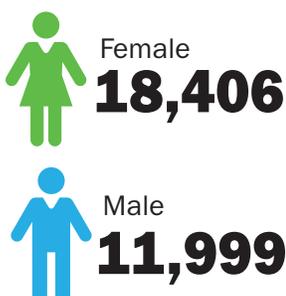
**UVA HUMAN RESOURCES' MISSION IS TO ATTRACT, DEVELOP, AND RETAIN PEOPLE TO ADVANCE THE UNIVERSITY'S MISSIONS OF TEACHING, RESEARCH, PATIENT CARE, AND PUBLIC SERVICE.**

HR achieves this mission by offering program and services to support employees and team members throughout their journey at UVA. Our services include competitive health and well-being benefits, an array of development programs to assist with career growth, and retirement plans and options to ease the transition out of the workforce. Our goal is to provide an exceptional employee experience through professional consultative services, best-in-class HR technology to enhance work, and data, metrics and guidance to support strategic decision making.

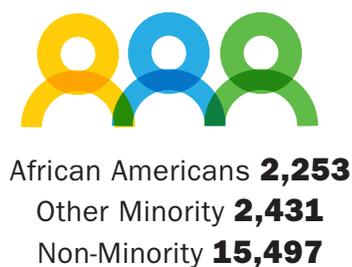
## UVA HR PROMISE

We promise proactively to understand and plan for the needs of UVA's workforce and keep our community informed, while always listening to concerns and questions and continuously improving. UVA HR strives to address every question, provide opportunity for direct input, and consider the impact of every decision. We are fully immersed in and integrated throughout the University community. Your needs are our needs. Your goals are our goals.

### EMPLOYEE GENDER



### ETHNICITY



*As voluntarily reported by employees*

**We Hear You. How Can We Help?**

# WE ARE HERE.

## WE WILL SERVE.

In last year's report, we announced our areas of focus for the next several years in the context of work, workforce, and workplace, including:

- Stabilizing the UVA HR model and technology
- Implementing a new HR strategic plan
- Creating a new model for career development
- Recruiting a diverse workforce, including with the President's Council on UVA-Community Partnerships and the Racial Equity Task Force

And in spite of COVID, we made progress in all these areas.

UVA HR will also continue to support the University in all the ways necessary until this pandemic is over. We will ensure that proper workplace health and safety measures are in place, continue remote work and flexible scheduling while offering programs to keep employees engaged and productive. We will support the Academic mission as calendars are adjusted and teaching and research needs are modified, and we will provide support services to UVA Health team members in their valiant efforts to keep our community healthy.

**WE ARE ONE, GREAT AND GOOD,  
UVA COMMUNITY**

### Farewell but not Goodbye

Kelley Stuck, our Vice President & Chief Human Resources Officer since 2016, stepped down effective June 30, 2020. Because of the continuing pandemic and related travel restrictions, we were not able to celebrate with Kelley in-person, but at the end of June the entire UVA HR team surprised Kelley on Zoom to wish her farewell and continued success in her future endeavors. As luck would have it, we didn't have to say "goodbye" because Kelley continues her work with UVA HR on a part-time basis to provide transition leadership, guidance, and support for the UVA HR Total Rewards team.

For a summary of Kelley's accomplishments, and a broader list of HR's contributions in 2019/20, visit the [UVA HR Annual Report & Results webpage](#).

