

WE HEAR YOU.
HOW CAN WE HELP?

SERVING OUR

COMMUNITY

SUPPORTING
UVA'S

MISSION

Annual Report
2020-21

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MISSION COMMUNITY

WELCOME



**WELCOME TO THE
UVA HUMAN RESOURCES
ANNUAL REPORT,
JULY 1, 2020 – JUNE 30, 2021.**

**IN THIS EXTRAORDINARY
YEAR, THE PEOPLE OF UVA HR
DID EXTRAORDINARY THINGS.**

UVA HR exists so that people, teams, and organizations can do their best work every day. Accordingly, we are focused on sustaining our overall momentum by focusing on UVA's mission and our people.

Each member of UVA HR works in our organization because we care about helping our faculty, staff and team members. Whether it be benefits counseling through important life changes, recruiting more medical professionals to help team members with patient care, or providing clear instructions on COVID vaccinations and testing, our goal is to deliver the best possible support so we all work in a productive and positive environment.

In this report we offer some examples of how we executed on that goal, and how we are always doing great work. Thank you for reading.

JOHN KOSKY
Vice President & Chief Human
Resources Officer (Interim)

SERVING OUR COMMUNITY

FACULTY
STAFF
TEAM MEMBERS
STUDENTS

UVA HR expanded
our services and
increased resources to
better serve our UVA
community in new,
better, and different
ways.

HR Served as the COVID Command Center for the UVA Community

UVA HR created and led the COVID-19 Command Center which, over the course of the fiscal year, addressed over 24,000 COVID-related inquiries from faculty, staff, students, their families, and Charlottesville community members. **The team collaborated with over 21 teams across Grounds** and remained current on content that changed daily, providing the necessary information to answer questions and address concerns quickly and effectively. Topics of note include supporting the University's vaccination and prevalence testing programs, administering Public Health Emergency Leave, and facilitating the "LetsGetChecked" test kit program.

+1,800

OVER 1,800 VIRTUAL COURSES
AND PROGRAMS WERE
TAKEN, MORE THAN DOUBLE
THE PREVIOUS YEAR

24,000

COVID-RELATED
INQUIRIES

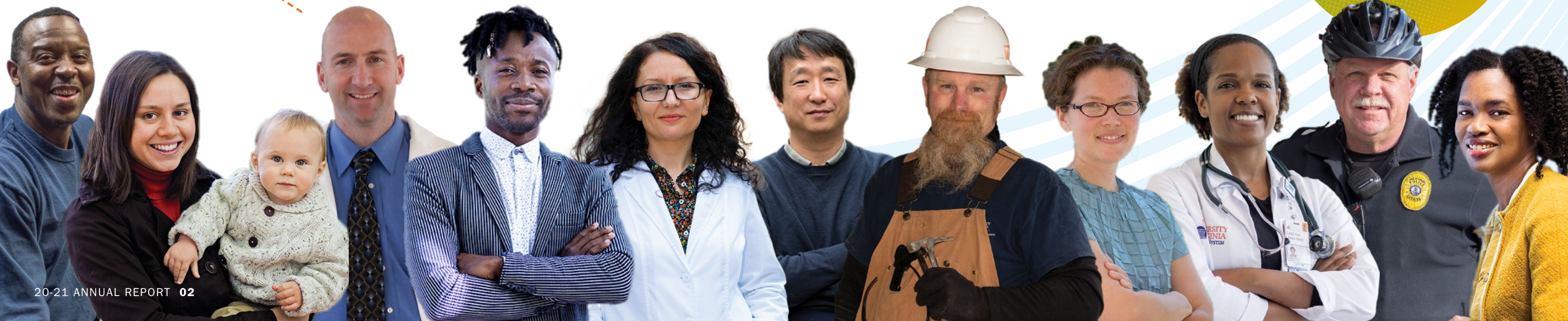
HR Focused on our Changing Needs and the Future of Work

Many different teams from UVA HR worked together to advise a pan-University working group, as well as academic leadership, to plan workforce and workplace modifications and practices to support the needs of our community as the University prepared to return to Grounds. For example, **a new framework for flexible work was developed, designed to meet the needs of a changing workforce.** A greater variety of dependent care resources are now provided, giving parents, and employees with elders to support, more options on how best to meet their care needs.

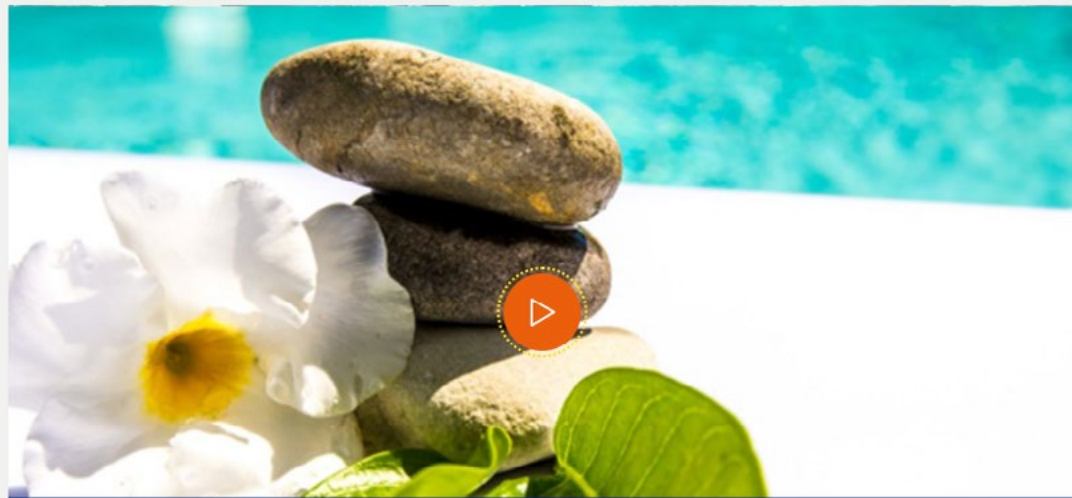
Learning innovation is key to helping employees stay current on new required skills and expand their career opportunities. UVA HR innovated with virtual learning delivery of courses and programs for faculty, staff, and team members, giving them greater access to development resources and creating interactive opportunities to participate in more collaborative work environments.

Addressing the Future of Work helps UVA attract and support top talent, and allows employees to perform their best work.

FLEXIBLE WORK
DEPENDENT CARE
VIRTUAL LEARNING



SERVING OUR COMMUNITY



How to Rest & Restore During Turbulent Times

How to Rest and Restore in Turbulent Times

This webinar will give you lots of practical tips and tricks to nourish yourself. Use it in helping you begin the 21 Ways in 21 Days program.

FEAP Expanded Services and Hours to Meet Faculty, Staff, and Team Member Needs

The pandemic, social and political tensions, and financial challenges increased employee stress levels and elevated anxiety. To meet employee needs, FEAP expanded hours of availability, initiated weekly group virtual consults as a form of support and community building, collaborated with the Hoos Well team to provide psychoeducation webinars, and piloted an outreach program. Tools included a virtual library, **the very popular 21 Ways in 21 Days to Replenish and Restore Yourself program**, and self-led platforms for guided self-care. As a result, FEAP served thousands more employees than in previous years.

Faculty & Employee ASSISTANCE PROGRAM



Hoos Well Rose to the Challenge to Address Well-Being Issues During the Pandemic

Hoos Well provided several mindfulness programs to support employees during the stressful time of the COVID pandemic including:

Mindfulness Challenge: a four-week course to learn how mindfulness can boost physical, emotional, and social well-being;

1% Challenge: a one-month challenge to employees to instill mindfulness as a daily habit;

eM Life: free access to this online mindfulness platform and hundreds of hours of on-demand content.

NEW & BETTER WELL-BEING PORTAL

Hoos Well also implemented a new and much more robust wellness portal called **Virgin Pulse**. With its increased functionality to promote connections, this new platform offers employees a greater sense of community and team spirit. Not only can employees elect to donate rewards to charities, they can also invite colleagues, friends, and family members to boost their well-being by participating in challenges along with them.

SERVING OUR COMMUNITY

Improved Performance Management Processes Benefit Everyone

UVA HR piloted a different approach to the annual performance review this year and successfully launched Phase One of “Performance Management Reimagined.” This more natural approach focuses on frequent check-ins and career conversations between managers and employees, and provides flexibility in evaluating performance. By simplifying processes across the enterprise and improving communication, faculty, staff, and team members can spend more time focused on serving students and the UVA community. From this pilot will grow a more organic approach to performance management – more conversations, less forms, and better results.

Expanded Professional Development Opportunities to Support Career Growth and Development

Providing more ways to support employee skill and career growth are outcomes that cultivate faculty and staff success, thereby strengthening UVA’s foundation. University leadership increased reimbursement for some education benefits and broadened the criteria for using professional development funds. This means faculty and staff can use these funds for more courses and programs than ever before and are able to be reimbursed for online learning courses for the first time. Under the new criteria, more employees should be able to use professional development funds for job requirements or career growth.

DOING GREAT WORK



SUPPORTING UVA'S MISSION

TEACHING
RESEARCH
PUBLIC SERVICE
PATIENT CARE

UVA HR continues to create innovative ways to help execute UVA's mission of developing responsible leaders and professionals, advancing knowledge, and providing world-class patient care.

DIVERSITY, EQUITY & INCLUSION AT THE FOREFRONT OF THE UNIVERSITY AND HUMAN RESOURCES

In partnership with UVA's Office for Diversity, Equity and Inclusion, (DEI), and the Office of Equal Opportunity and Civil Rights (EOCR), **UVA HR promotes awareness of and respect for diversity among UVA staff and faculty**, advocates for inclusion and inclusive practices and policies, and ensures equity in human resources programs and processes. To embed this work fully within the UVA HR organization, the leadership team chartered the HR DEI Committee to develop programs and provide resources for members of the HR organization that teach these DEI principles, and offer a forum for conversation and idea generation so that HR can better support all UVA employees. Some of the activities that the HR DEI Committee organized were Lunch and Learn discussions with distinguished guests addressing topics such as:

- Celebrating Diversity
- Black History Month Panel Discussion
- Women's History Month Panel Discussion

In addition, Google Translate was added to the UVA HR website, pronouns were turned on in Workday, and Spanish language will also be added to Workday.

Diversity Recruiting

Our Diversity, Equity and Inclusion work continues to be paramount, and we demonstrate the importance of DEI in thought, practice and recruitment of staff. We focused this year on targeting DEI-specific digital media outreach in areas like Women in Technology, Black MBA, HBCU Career Pages, and Veteran-specific outreach (local and nationally), as well as LGBTQP outreach and representation at Pride. In addition to the considerable increase in proactive DEI-specific outreach, **we are now able to view and compare candidate response rates, click-through rates, and applicant drop rates**. Not only has this helped measure our efforts, but the applicants and recruiters that participated in Pride activities spoke highly of the experience. HR has hired DEI directors in almost all departments and schools in the University.

“
Without clear strategies in DEI, most organizations struggle with making substantial progress on DEI outcomes that create lasting and measurable change.

— JOHN KOSKY, VP & CHIEF HUMAN RESOURCES OFFICER (INTERIM)

COMMUNITY RESOURCE SERVICE +
SUPPORT OF EMPLOYEE ASSISTANCE
FUND



Understanding the added strain of COVID-19 for many employees, the Community Resource Service evaluated individual situations of need and assisted employees in submitting applications for the UVA **Emergency Assistance Fund** to support financially those impacted by the pandemic. Funds donated by employees for employees.

EMERGENCY ASSISTANCE FUND

3,705

APPLICATIONS RECEIVED

\$2,207,399

TOTAL FUNDS APPROVED
FOR PAYMENT

SUPPORTING
UVA'S

M
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UVA HR launched the UVA **Community Resource Service** (CRS) to assist employees in finding and securing help they need in many areas. The CRS helps members of the UVA community connect with local organizations who can assist with basic needs such as housing, clothing, utilities, and food, as well as assistance with personal budgeting and finance strategies.

COMMUNITY RESOURCE SERVICE

>250

UVA EMPLOYEES HAVE BEEN SERVED BY THE
COMMUNITY RESOURCE SERVICE

Stuart Munson,
UVA HR Community Resource
Specialist



SUPPORTING UVA'S

MISSION



The Search for Top Talent Never Stops

Though COVID-related financial mitigation strategies slowed recruiting, UVA still hired at a steady pace. Several successful campaigns included a new graduate RN hiring program, a focus on clinicians for the Medical Center's Adult Critical Care departments, and partnering with a top international staffing firm to hire 35 foreign-trained RNs.

Responding to the temporary need to address COVID-19 requirements, UVA HR stepped up to fulfill critical hiring needs across the entire University. Hundreds of temporary workers were employed as front door screeners at the Medical Center, Be SAFE saliva screening Ambassadors, temporary clinicians at Student Health to support COVID testing, and inquiry agents for the COVID Command Center.

In addition, over 200 new faculty and administrators at all levels joined UVA at various schools and units, and since lifting the hiring freeze, over 1,200 new staff have been hired. The search for top talent never stops at UVA.

Improving the Orientation Process

Orientation is the first point of contact for new employees and team members, providing an overview of the work of the Academic Division and UVA Health (its mission, vision, and values), as well as information, resources, and next steps. The Orientation team navigated the changing learning landscape and took several steps to modify the Academic Grounds for Success orientation to a virtual delivery model containing personal webinars and virtual employment courses. In addition, a robust UVA Health New Hire Portal was developed as a convenient hub of all resources needed by healthcare team members so they are well prepared for their first day.

GROUNDS FOR SUCCESS GOES VIRTUAL UVA HEALTH NEW HIRE PORTAL

8,200 HIRES **54,000** APPLICANTS

48%  **UVA HEALTH**

20%  **ACADEMIC**

32%  **TEMP & WAGE**

PATIENT CARE IS PARAMOUNT

At a time when staff shortages abound nationally, UVA HR rose to the challenge by innovating with technology and streamlining services to assist UVA Health in recruiting health professionals. Various HR teams – Recruitment, Pre-boarding & Orientation, Learning & Development, Continuous Improvement, and Project Management – working with Medical Center colleagues at all levels, came together to create new ways to attract and train thousands of new hires.



[Practicing Here](#)

[Quality of Life](#)

[Contact Us](#)

[Specialties](#)

[Opportunity Search](#)

**Virginia's #1 hospital* is expanding.
So are your career opportunities.**

*U.S. News & World Report's 2016-2017, 2017-2018 and 2018-2019 "Best Hospitals" guides.

SUPPORTING UVA'S MISSION WITH TECHNOLOGY ADVANCES

to help UVA deliver BETTER

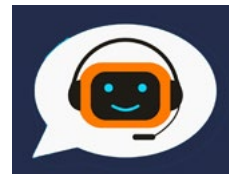
WORKDAY LEARNING HELPS UVA HEALTH LEARN BETTER

Workday Learning replaced the NetLearning management system in the UVA Medical Center, UVA Physicians Group, School of Medicine, and School of Nursing in stages, beginning September 2020 through March 2021, improving the way UVA Health team members access and fulfill learning and training requirements. The goal of this project was to offer a single, streamlined system where all courses and curricula are easily accessible, accurately updated, and tracked, allowing UVA Health to more effectively provide patient care.

DREAM BIG USING DATA TO INFORM IMPORTANT DECISIONS

The DREAM Initiative is a cross-functional collaboration sponsored by the UVA HR People Analytics Team to increase an awareness of the need for, and to instill a culture of, data literacy at UVA. This initiative is a comprehensive framework through which teams can improve their internal capacity to use evidence-based data to inform their decision making and improve operations. The DREAM Initiative was able to onboard several cross functional team members, establish two new Center of Excellence teams, deliver workforce planning analytical tools, and develop new Workday solutions to meet business needs.

In pursuit of our HR pillar of innovation to continually improve the value we provide to the University, UVA HR has developed new technologies and tools for employees to utilize so they can reach higher and deliver better.



SERVING CUSTOMERS 24/7/365

Because employees need, and expect, information and answers on demand day or night, UVA HR installed the Virtual Assistant, an artificial intelligence interface located on the HR website that provides users with the information they seek 24/7/365. The Assistant helps UVA employees, prospective employees, and anyone who visits the HR website by offering another way to have questions answered quickly and conveniently anytime. Employees continue to have the same live agent HR Solution Center service and access as before if they wish to discuss an issue in person.

NAVIGATING WORKDAY JUST GOT EASIER

Workday Digital Assist (WDA) is a tool that helps faculty, staff, and team members confidently navigate Workday's most commonly used business processes, all within the Workday system instead of navigating outside of the system for resources such as job aids. This provides support and instruction in an easier and more fluid way by removing unnecessary or duplicative work, and improves the Workday experience to help ensure that HR's systems enable our faculty, staff and team members to do their best work.

OUR PURPOSE

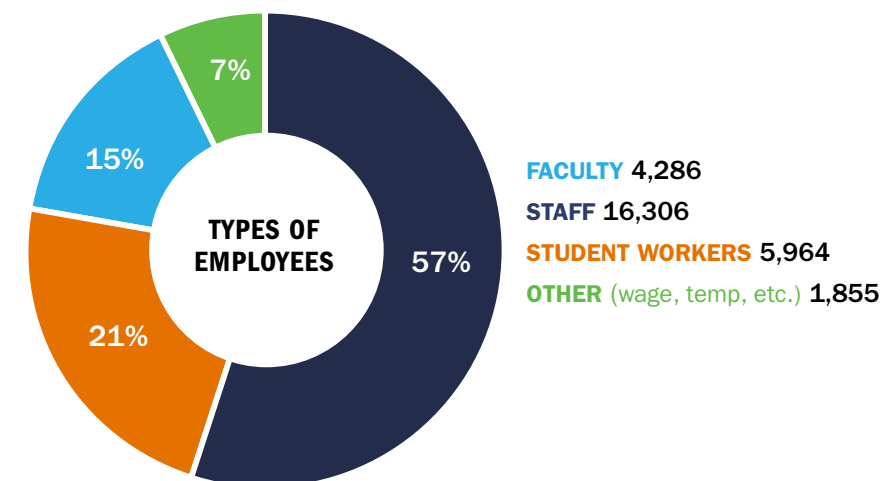
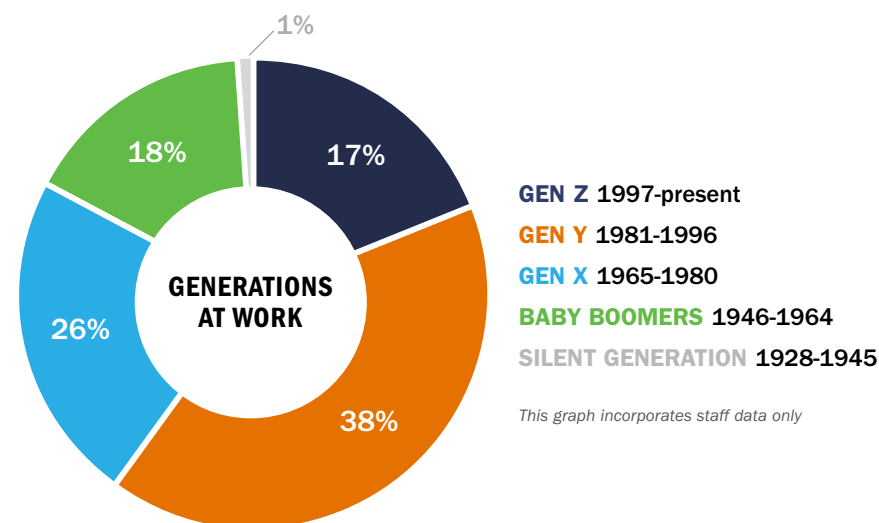
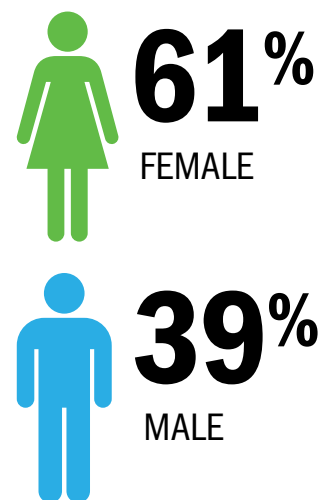
ENSURE PEOPLE,
TEAMS, AND
ORGANIZATIONS
CAN DO THEIR BEST
WORK EVERY DAY.



OUR VISION

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

EMPLOYEE GENDER



THE PEOPLE WE SERVE

ETHNICITY



73%
Non-Minority

17%
Other Minority

10%
African Americans

As voluntarily reported by employees



17,732
Academic Division

8,987
Medical Center

989
UVA
Physicians
Group

703
UVA College
at Wise

LOOKING FORWARD



WHAT WILL A NEW YEAR BRING?

As we moved from summer into fall of 2021, a new fiscal and academic year began at UVA. With the return of students to Grounds for in-person learning, UVA HR stood ready to assist in every way possible. The availability of the COVID vaccine was certainly a welcome relief, and with a booster now available, we may well see our way to the official end of the pandemic. However, new challenges arise as vaccination mandates become more prevalent and additional strains of the virus could emerge. **While it's hard to predict the future, we pledge to DO GREAT WORK** to ensure that the people we serve and the missions we support receive the best from UVA Human Resources.



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