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ANNUAL REPORT

19



UVAHR



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INTRODUCTION

KELLEY STUCK
Vice President & Chief Human
Resources Officer



When I arrived at UVA in 2016, the Ufirst project was well underway, radically transforming how Human Resources (HR) services would be delivered. Paramount among Ufirst's goals was to provide a better employment experience across the University. To achieve the goals, a single, united HR organization was proposed across all UVA entities – the Academic Division and UVA Wise, UVA Health, and University Physicians Group. A new cloud-based best-in-class HR technology was selected, and HR's Service Delivery Model was redesigned to deliver consistent high-quality services across the entire UVA community. I came to UVA because I believed that this important and wholesale transformation of Human Resources could – and should – position HR as a strategic partner in achieving UVA's mission, vision, and ambitious goals.

The HR transformation journey will continue well into the next year and beyond. We have trained our teams to execute our next-generation service model. We have harnessed the power and efficiency of new technologies. We are gathering and presenting data to help decision-making. Our HR Solution Center strives to provide consistent and timely HR information. HR Business Partners work across Grounds to provide support, collaboration, advice, and strategic guidance. All of HR is committed to making work lives easier and better and delivering an exceptional employee experience to our colleagues.

As with most journeys, the detours, potholes, and occasional flat tire are to be expected. When I met with many members of the University community early in my

tenure, I stated that because they didn't know me yet I didn't expect them to trust me. Instead, I invited the community to "take the journey with me," and they have. It has not always been an easy trek. Anything done on this scale and scope will take time as well as constant tweaking and iteration. It may seem chaotic at times, inefficient and even frustrating. Most change management professionals know that stabilization on this scale takes 18-24 months. That seems like an eternity! In our world of constant and accelerated change, augmented by ever-evolving technology, there really is no end to our journey. The future is bright, however, and together we will make progress. Together, we will make adjustments. Together, we will continue to improve.

UVA celebrated its Bicentennial in October 2017 as it welcomed new leadership in 2018 and 2019; the Board of Visitors approved a new University-wide strategy in August 2019, setting the stage for new strategic plans for both UVA Health and UVA Wise; and a new capital campaign, "Honor the Future," will officially launch in October 2019. It is my pledge that UVA HR will be well positioned to support these important initiatives, as well as the priorities of the individual schools, units, departments, and UVA Health with a workforce that is well-trained, rewarded, and motivated to achieve our vision of a "great and good University," among the very best in the world.

I hope you will enjoy reading this, our inaugural annual report.

**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.**

THE HR MISSION

HR achieves this mission by offering a complete suite of services to support employees and team members throughout their journey at UVA. Our services include highly competitive health and wellness benefits, a wide selection of development programs to assist with career growth, and generous retirement plans and benefits.

Our goal is to provide an exceptional employee experience through professional consultative services, best-in-class HR technology to enhance work, and hard data and analysis to support strategic decision making.



THE HR PROMISE

We promise to proactively understand and plan for the needs of UVA's workforce and keep our community informed, while always listening to concerns and questions. UVA HR strives to address every question, provide opportunity for direct input, and keep service decisions in mind.

We are not a separate organization. We are fully immersed and integrated in the University community. Customer needs are our needs. Your goals are our goals.

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

EMPLOYEE SNAPSHOT

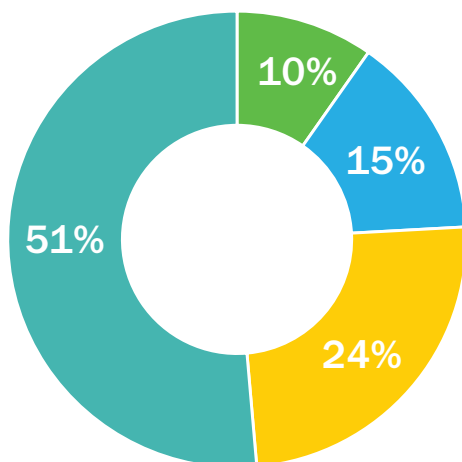
30,081 TOTAL UVA EMPLOYEES

19,345 Academic Division

9,076 Medical Center

868 University Physicians Group

792 UVA College At Wise



TYPES OF EMPLOYEES

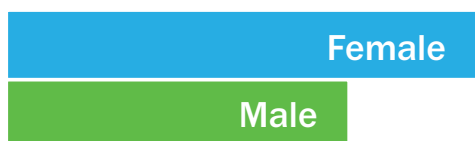
Staff 51%

Student Workers 24%

Faculty 15%

Other (wage, temp, etc.) 10%

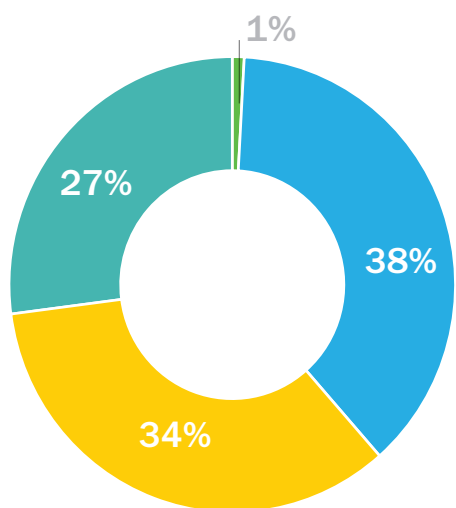
Members of our workforce have diverse and specialized roles required to support all aspects of the academic and clinical enterprises.



GENDER OF EMPLOYEES

62% Female

38% Male



GENERATIONS AT WORK

Gen Z 1%

Gen Y/Millennials 38%

Gen X 34%

Baby Boomers 27%

Nearly 73% of full-time and part-time employees were born since 1965. Generational shifts bring changes to our workforce's wants, needs, career interests, and skills – and in how work will be done.

All data as of June 2019.



UNLIKE
ANY OTHER
TRANSEC



ATHER FORMATION

THE LARGEST AND MOST COMPLEX TRANSFORMATION IN UVA HISTORY TO DATE, HR COMPLETELY REORGANIZED OUR STRUCTURE TO RADICALLY IMPROVE SERVICES, DELIVERING A NEW AND CONTEMPORARY CATALOG OF HR SERVICES, SUPPORTED BY BEST-IN-CLASS TECHNOLOGY.

WHERE WE WERE

IN THE PAST, HR OPERATED SEPARATELY
ACROSS THREE ORGANIZATIONS, AS WELL AS
WITHIN 80+ UNITS AND DIVISIONS, RESULTING
IN AN INCONSISTENT SERVICE EXPERIENCE
FOR CUSTOMERS.

ACADEMIC DIVISION

MEDICAL CENTER

UNIVERSITY PHYSICIANS GROUP

284

Conflicting & Redundant
Policies

160

Systems Integrations

3

Payroll Departments

340

Business Processes

6

Learning Management
Systems

70

Legacy Systems

TIME TO FIX IT...

UVA Human Resources began a massive transformation to implement an entirely new service delivery model to provide a better employment experience across the University. Called the Ufirst Project, the goal was to improve the way employees and prospective employees experience HR at UVA.

The objectives were many:

- Create a single HR department across all three organizations
- Deliver consistent high-quality service
- Implement best-in-class HR technology
- Improve processes and policies and eliminate redundancy
- Increase efficiency and consistency
- Expand the HR services portfolio
- Add strategic value

A TEAM EFFORT—UNIVERSITY PARTNERS

Several key groups from across Grounds partnered with UVA Human Resources providing necessary input to help ensure this complex transformation was a success.

VOICE OF THE CUSTOMER

A group of UVA leaders from the Academic Division and UVA Health represented the needs of stakeholders across Grounds. They helped the Ufirst transformation team stay centered on the service experience, provided key input on HR business decisions, and acted as change and communication leaders within their respective areas.

WORKDAY PARTNERS

Over 150 individuals across Grounds who serve as ambassadors for the transition to the Workday technology, sharing important information to the UVA community and relaying feedback. Workday Partners are embedded within the schools and units to help provide “at the elbow” support to the end-user. They also team with HR Business Partners in identifying training needs and helping with Workday adoption.



HR ADVISORY COUNCIL

This committee is engaged with UVA HR advising on new programs and services, changes being considered to existing offerings, and other matters related to services and programs for the UVA community. The council is representative of faculty, staff, and team members from the Academic Division, UVA Health, the Medical Center Employee Council, Faculty and Staff Senates, and the College at Wise, bringing diverse and broad perspective from across the University to ensure informed HR decision making.



WHERE WE ARE

UVA HR CREATED A SINGLE HR ORGANIZATION TO SERVE THE ENTIRE UVA COMMUNITY.

WHAT WE DELIVERED

- Reorganization of HR complete and on schedule
- One streamlined HR department providing service to all
- Workday Technology implemented within budget
- Customer-centric Service Delivery Model launched
- HR Business Partners embedded in the Academic Division and UVA Health
- HR Solution Center fully functional
- Functional Communities of Expertise launched
- Policies and business processes streamlined (ongoing)

76,900

Documented Cases

98%

Case
Resolution Rate

6,459

Customer Surveys

4.5

Customer Satisfaction
4.5/5 Stars

23,000

Unique Logins

95%

of Total
Population

400K

Paychecks
Processed

99.7%

Payroll Accuracy

550,000

Workday Business
Processes Completed

57,527

Job Applications from
25,464 Applicants

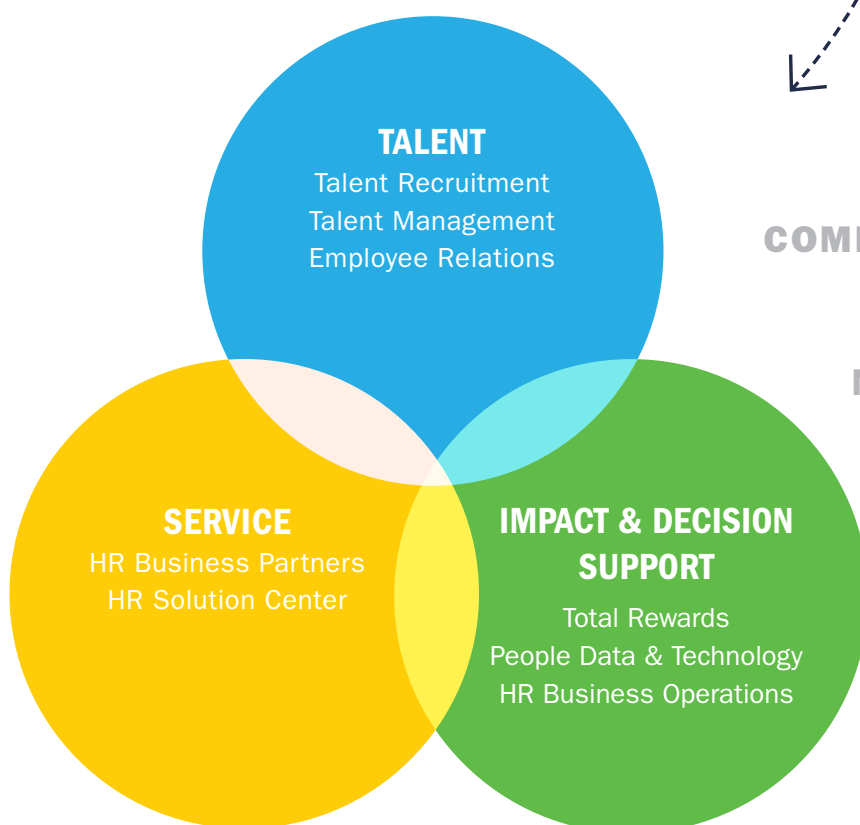
650

Real-Time Reports
On Demand

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

HR SERVICE DELIVERY MODEL

The UVA HR Service Delivery Model keeps customers at the center of a host of services, programs, and initiatives.



LEADERSHIP

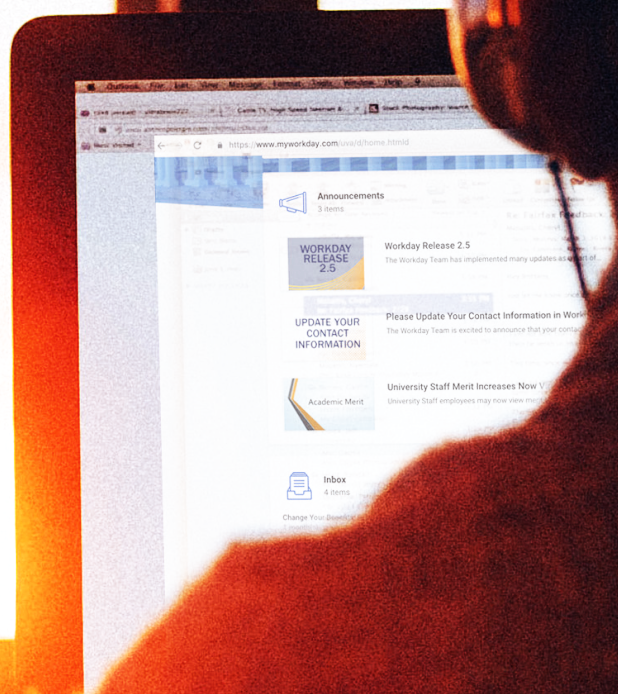
COMMUNICATIONS

**CHANGE
MANAGEMENT**

workday® **WINS**

As part of the transformation, HR implemented a new best-in-class technology called Workday designed to meet the evolving needs of the UVA community, increasing efficiency and reducing complexity.

Workday launched in January 2019. Since then, it has been widely adopted even as we continue work to improve and refine the new system and processes.



1

A single accessible system to manage HR-related work

23,980

Benefits transactions logged in the first five months

95%

Employees logged in and engaged with the technology within 60 days after launch



UVA Human Resources Wins Prestigious Awards

UVA HR received two awards from the College and University Professional Association for Human Resources (CUPA-HR) - the 2018 Southern Region HR Excellence Award, and the 2018 National HR Excellence Award. These awards honor transformative HR work in higher education from across the nation and recognizes teams who provided HR leadership resulting in significant and ongoing organizational change within their institutions.

“

Workday is a one stop shop for all your time and benefit needs wrapped in an easy to navigate web site ... what's not to love!

— **RICH BEDNAR**
Supervisor, UVA LAN Group Operations



THE CORNERSTONE PROGRAM

UVA's succession development Cornerstone Program identifies and develops the leadership potential of 30 high-performing individuals from the Academic Division, UVA Health, and University Physicians Group each year. The program involves leadership theory, application and tools, exposure to executive leadership, mentoring, and participation in team projects. Now in its sixth year, 175 participants in six cohorts have benefited from the program.



Provides a Holistic Approach to Health

Employees can take advantage of the following programs to help maintain a healthy lifestyle:

PHYSICAL WELLNESS: UVA's comprehensive recreation system, Hoos Well exercise classes, and discounts for maternity, nutrition consultation, and tobacco cessation programs

EMOTIONAL WELLNESS: Free and confidential counseling through the Faculty and Employee Assistance Program (FEAP), and free drop-in emotional wellness classes

FINANCIAL WELLNESS: Financial seminars, webinars, tools, and counseling to help better manage personal finances

REWARDS PROGRAM: Employees can earn financial rewards by participating in a variety of wellness programs and track personal milestones



Rewarding & Recognizing Our Community

We reward and celebrate employee achievements, engaging the University community in a culture of caring and recognition within and beyond Grounds.

- New Hoos Building Bridges Awards
- Leonard Sandridge Outstanding Contributor Awards
- Annual Staff & Team Member Appreciation Breakfast
- Awards honoring Years of Service milestones
- Uteam Member of the Month
- Peer-to-Peer Nominations
- Health System Week celebrations

Employee Benefits

The University provides a robust benefits package to employees that includes: retirement savings; medical, dental, vision, and prescription drug insurance; several types of life insurance; disability insurance; paid leave; leave of absence; back-up child and elder care; tuition reimbursement; employee discount program; Hoos Well wellness programs that incorporate physical, emotional, and financial wellness; employee rewards and recognition. Retired employees also remain eligible for certain benefits.



WHERE WE ARE



An aerial photograph of the University of Virginia campus, showing the iconic red brick buildings and green lawns. In the background, a large, forested hill rises under a clear blue sky. Overlaid on the image is the word "INNOVATING" in large, white, serif capital letters with a gold outline. The letters are slightly transparent, allowing the campus scene to be seen through them. The word is positioned horizontally across the middle of the image, with "INNO" on the left and "VATING" on the right.

INNOVATING

AS UVA ENTERS ITS THIRD CENTURY, HUMAN RESOURCES WILL CONTINUE ITS WORK TO ADVANCE UVA'S NEW STRATEGIC PLAN, **ATTRACT AND DEVELOP TALENT,** AND MEET THE CHANGES AND CHALLENGES OF AN EVER-EVOLVING WORKFORCE.

STRATEGIC ALIGNMENT

**UVA HR'S
GOALS,
SERVICES, AND
INITIATIVES
DIRECTLY
SUPPORT THE
UNIVERSITY'S
STRATEGY.**

UVA GOAL

Strengthen UVA's Foundation

- Implemented Workday HR technology across Academic Division & UVA Health
- Developed Workday technical training tools
- Increased minimum hiring wage to \$15 per hour
- Launched new Careers portal in Workday for recruiting
- Continue to improve and expand health benefit offerings and counseling

UVA GOAL

Cultivate the Most Vibrant Community in Higher Education

- Expanded Paid Parental Leave
- Redesigned and improved employee Wellness program
- Launched the Community Resource Program
- Introduced new Hoos Building Bridges Award

UVA GOAL

Make UVA “Synonymous with Service”

- Launched an expanded one-stop HR Solution Center
- Embedded HR Business Partners across Grounds
- Introduced new HR Service Delivery Model and Communities of Expertise
- Built a new and more user-friendly HR website

HR Initiatives Highlight

Minimum Hiring Wage Increase

On January 1, 2020, UVA's base hourly rate will increase to \$15.00 per hour (from \$12.75) for all benefits-eligible employees in the Academic Division and Medical Center. The University is committed to paying a fair living wage to employees. President Ryan will continue to work with the Board of Visitors to ensure that UVA is a place where talented employees want to work.

Paid Parental Leave

An expanded paid parental leave policy for all benefits-eligible Academic Division and UVA Health faculty and staff was introduced. The benefit provides eight weeks of full pay for a parent to spend time with a child who has just joined a family. Employees no longer have to rely on short-term disability coverage for parental leave, meaning that parents can spend time with their child without added financial concern.

Community Resource Program

In response to needs of members of our own UVA community and directly related to President Ryan's "Building Bridges" initiative, HR created a unique, specialized role, the Community Resource Specialist, to help eligible UVA employees locate appropriate community-based resources such as housing, clothing, utilities, and food, as well as resources for personal finance and budgeting needs. Highlighting our commitment to all members of the University community, the CR Specialist oversees the newly-formed Employee Community Resources Service and partners closely with the Faculty and Employee Assistance Program.



WORK IN THE ***FUTURE***

UVA Human Resources is repositioning to address the changes in how work will be done and to support the UVA community during this shift. From implementation of the Workday technology, to exploring ideas to meet new workforce dynamics, UVA HR will lead the way in meeting the new future of work.

Our focus for the next few years will include:

- Stabilizing the UVA HR model & technology
- Implementing a new HR strategic plan
- Creating a new model for career development
- Recruiting a diverse workforce
- Improving total rewards, including benefits and compensation



THE WAY WE WORK AND LIVE IS QUICKLY AND DRAMATICALLY TRANSFORMING. ORGANIZATIONS NEED TO KEEP PACE IN ORDER TO ATTRACT AND KEEP EXCEPTIONAL TALENT.



WORK

Increasing automation;
Artificial Intelligence



WORKFORCE

Generational shift to
gig workers; freelancing;
more flex time



WORKPLACE

Reshaping when and
where work is done



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