

To: Members of the President’s Council on University-Community Partnerships  
Members of the Pipelines and Pathways Working Group

From: President James E. Ryan  
Executive Vice President and COO Jennifer (J.J.) Wagner Davis  
Vice President and Chief Human Resources Officer John Kosky

Subject: Response and Next Steps Regarding the Pipelines and Pathways Working Group Report

Thank you for the robust Pipelines and Pathways Final Report and for the tremendous efforts of the working group chaired by Martha Trujillo and Ridge Schuyler. We were impressed with the group’s hard work and dedication, and with the thoroughness of their recommendations. As promised, we write to provide an update on our evaluation of the report and the implementation of recommendations. Improving pipelines into UVA for disadvantaged community members and pathways up the career and income ladder are important to us, and we are excited to share next steps based on the working group’s report.

As noted in the report, there already has been progress in several areas identified as important by the working group:

1. The University has enhanced Workday and the UVA HR website to allow translation into different languages.
2. UVA HR is collaborating with Resilience Education to pilot a program for hiring criminal-justice involved individuals to the extent allowed by Virginia law.
3. The Academic Division and UVA Health are working now to provide a consistent education benefit to all employees in 2023. We will announce these changes during our annual benefits open enrollment period in October 2022.
4. UVA Health recently expanded earn-while-you-learn programs for a variety of clinical roles, including pharmacy technician and EMTs, and will continue to expand these opportunities.

For the next immediate steps, UVA will prioritize and focus on four major themes from the Pipelines and Pathways working group’s report. Implementation of the next steps outlined below will begin in July 2022. We have attached the more detailed analysis into each recommendation to provide insight into how we may prioritize and implement other recommendations suggested by the working group.

Working Group Theme	UVA’s Planned Response in FY2023
Pipelines – Getting Community Members to the Door	Create a Community Connections Hub, which will include a new team of individuals who will actively source local talent for entry-level positions at UVA. We will implement this new program as a three-year pilot to evaluate the overall effectiveness of the approach.
Opportunity Navigation for Careers at UVA	Create a centralized team of Career Coaches for employees to facilitate the navigation of career opportunities across Grounds at UVA. This will include individual coaching and advising on available opportunities that may match an employee’s career interest, as well as consultative support to help them prepare for the interview process.

<p>Manager Training</p>	<p>Recognizing that managers are key to the successful implementation of steps to improve our pipelines and pathways, UVA will design and deploy training to educate managers on the new resources available and on their role in the overall success of improving access to jobs at UVA and career growth for employees within the University.</p>
<p>Alignment of Education Requirements, Reviewing Entry-Level Job Descriptions</p>	<p>UVA HR will review the educational requirements for all entry-level positions across Grounds to confirm that the appropriate level of education is reflected in job postings.</p>

Following the establishment and maturation of these new initiatives, we will evaluate and prioritize additional recommendations from the report for mid- to long-term implementation. We will continue to engage the President’s Council on University-Community Partnerships and will keep the Council apprised of our progress and priorities as we work through the implementation.

We are deeply grateful for the tremendous effort and incredible thoughtfulness that members of the working group put into the development of their report. This work will make a difference in enabling the University to connect members of the local community with employment opportunities and to help them to grow in their careers with UVA.

# Pipelines and Pathways Implementation

## Analysis by Section

### PIPELINES – GETTING COMMUNITY MEMBERS TO THE DOOR

Create a program called the **Community Connections Hub**, which will include a team of individuals who actively work on sourcing local talent for entry-level positions at UVA and closely collaborate with the local community partners. Many of the concepts recommended by the group, over time, have been tried with mixed results. We would recommend running this program as a 3–5-year pilot and evaluating the effectiveness over this period as to whether to incorporate it into the overall long-term talent strategy as a scalable solution.

Actively managing the relationships across various local workforce intermediaries or the “community recruitment partners” is a significant lift to ensure proper coordination. Examples of the workforce intermediaries are outlined in the report, so a dedicated program led to liaise with these groups will be necessary. We should consider an operating council throughout the pilot period to ensure maximum coordination and impact.

On providing real-time information, we would recommend the development of a specific web portal that would host all job content for positions within scope. UVA will confirm that positions with no formal degree requirement or less than two years of experience are posted on this site. This platform would serve as the program’s front door, and all community recruitment partners would have access to the site.

### DONATION OF SURPLUS EQUIPMENT FOR UP TO 6 MONTHS

We recommend assigning this recommendation to UVA Finance to evaluate the feasibility of donating surplus equipment for up to 6 months. We would ask PVCC to develop a complimentary computer literacy course for applicants who may not be well-versed in current technology on PC basics.

### REVIEWING AND UPDATING ENTRY-LEVEL JOB DESCRIPTIONS AND MISALIGNED EDUCATION REQUIREMENTS

The recommendation is to write the job advertisements in plain language and clarify what the job entails. We would assemble a small working group to identify all the jobs that are identified as entry-level across the Academic Division and the UVA Medical Center, flag those positions as in scope of review, and develop a summary template to explain the job in plain language, which would include potential focus group testing with the community recruitment partners. The recommendations ask for removing all requirements not related to the ability to do the job, and this recommendation requires a closer study of positions to evaluate if misaligned education requirements exist across entry-level job classifications.

### CRIMINAL-JUSTICE INVOLVED

By providing a second chance for individuals who were previously incarcerated, UVA is actively working through a pilot partnership with Resilience Education, which will include an educational component for managers and a *second chance ally* mentoring program. In some cases, UVA has discretion on whether to hire a candidate who has an adverse result on their background check as a previous record does not immediately bar employment to all jobs. The Virginia Code outlines a list of crimes, known as “barrier crimes” (§§ 32.1-126.01 and 32.1-162.9:1 of the Code of Virginia) which automatically bar employment for jobs working directly or indirectly with children, the disabled, or the elderly.

### ENGLISH AS A SECOND LANGUAGE

Recently, UVA HR turned on the ability to translate Workday into Spanish, and the UVA HR website is now available in multiple languages. UVA and the community recruitment partners can refer to local resources for existing resources on ESL classes.

### OPPORTUNITY NAVIGATION FOR CAREERS AT UVA

This recommendation poses a unique opportunity for UVA to take a more hands-on approach for community members interested in working at UVA. The unknown variable here is how many residents in the defined community have career aspirations to work at UVA. In practice, we would need to identify a sourcing mechanism or registration tool to gather data from the community on who would be potentially interested in working at UVA as an employee of the University or with one of our main contractors. Second, UVA will need to conduct a

comprehensive review of all open positions and reconcile the number of available opportunities so there is an insight into the overall supply of entry-level jobs at a given point in time.

## OPEN HIRING

Open hiring is a recruiting method where the first person to apply gets the job. First in, first hired, no resumes, no interviews, no background checks, etc. This program intends to give people a second chance who might otherwise experience barriers to employment. The pro of this approach is access to a larger candidate pool, greater diversity, a fast recruitment process, improved retention, and a positive impact on society. The cons of this approach are potential safety risks by not having basic vetting and the practicality of such an option in an environment in a large academic institution/medical center with vulnerable populations, including the elderly, disabled and students. UVA has an obligation under the Virginia Code for ensuring individuals with barrier crimes are not eligible from employment in certain situations. Accordingly, fully implementing the concept of open hiring is not feasible for the University of Virginia.

However, UVA has an opportunity to design accelerated options for hiring entry-level workers, which closely mirrors how the temporary services function at UVA operates today. The UVA HR team can consider the design of a fast-track approach to hiring that fulfills our obligations to the Commonwealth and the needs of our community.

## HIRING PREFERENCES AND MANAGER INCENTIVES

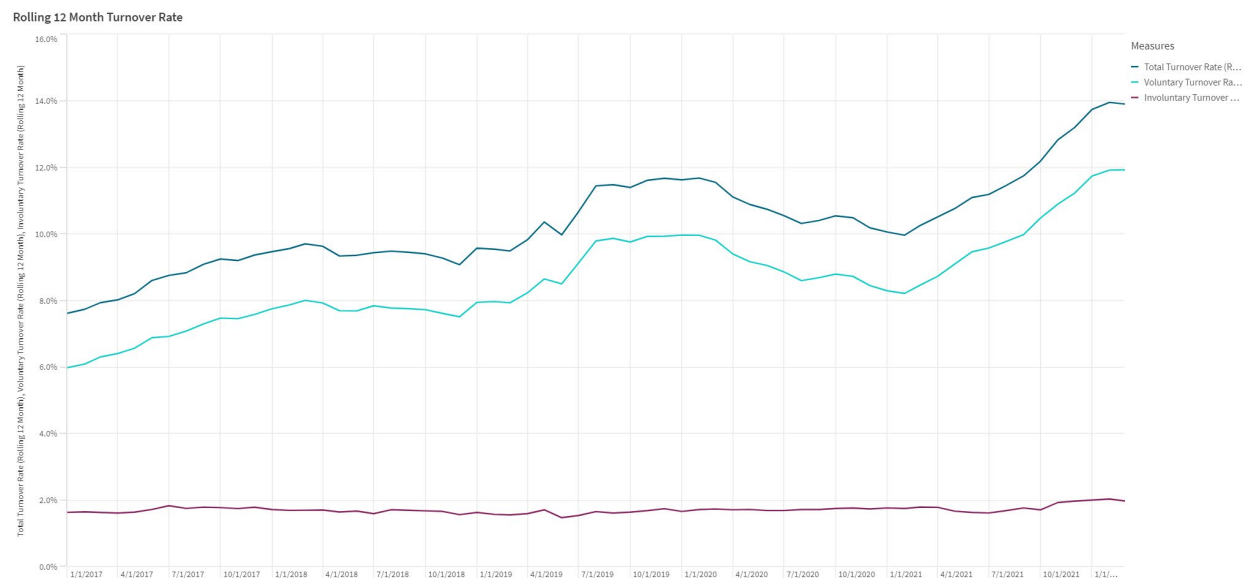
This recommendation would require a full legal analysis on the feasibility of hiring preferences. A lineage of Supreme Court cases on point has established that establishing quotas to remedy racial imbalance is unconstitutional. The same analysis would apply to providing incentives or rewards to hiring managers for increasing the number of disadvantaged community residents hired at UVA.

## INCREASE ACCESS TO AFFORDABLE CHILD CARE

Nationwide, childcare is one of the more challenging issues facing employees and employers and was exacerbated by the pandemic with K-12 school closings. Lack of available childcare options can lead to other social problems in the community and create additional stress on working families. UVA HR will work closely with the newly formed Family Support Collaborative working group on options to improve the childcare and dependent car options moving forward.

## RETAIN EMPLOYEES WHO ARE HIRED

It is in UVA's best interests to retain our faculty and staff. Historically, we have enjoyed relatively low turnover despite seeing a recent uptick over the past six months. The UVA Medical Center is currently experiencing historic levels of turnover, described by some leaders as attrition rates that they have never experienced in their careers. Accordingly, we understand the importance of retention, and most leaders constantly work at improving retention. The following chart establishes an initial baseline.



The spirit of the working group's recommendation centered around empathy for the work-life demands of working families. For example, an individual who is habitually late for their shift or work schedule may experience unreliable transportation or childcare which contributes to tardiness. There is an opportunity to work with employee relations, FEAP, and front-line supervisors on triaging reasons for tardiness or attendance and connecting with resources to help them overcome the employee's obstacle.

The immediate next step is to confer with the employee relations team to discuss the resource connection for situations like those outlined in the recommendations, including a formal, management-directed referral to FEAP to ensure the resource connection is made, and hard-wire this approach into our existing process.

### **REFERRING OUT TO OTHER EMPLOYERS WHEN JOB SEEKER IS NOT HIRED**

Implementing this recommendation presents a number of challenges that must be addressed before proceeding. For example, in typical years, UVA receives over 125,000 applications for employment. Maintaining a robust outreach effort of referring candidates to other employers may not be feasible under existing processes, given the size of candidate volume. **However**, there is an opportunity for closer collaboration if UVA implements the Community Connection Hub. As envisioned, the staff in that group would maintain a pipeline of local community residents. If a candidate was not selected, the team could refer them to community recruitment partners to evaluate additional job opportunities that may be available in the community outside of UVA. We can smartly handoff and refer across the Hub and external recruitment partners, part of the overall concept. So, in essence, we could share our pipeline with the Community Recruiting Partners in real-time. Candidates would need to consent to this release of their personal data.

### **CAREER PATH ARCHITECTURE**

We endorse this recommendation in full as career path options for staff are crucial in realizing the goals of the 2030 strategic plan. Over the pandemic, a dedicated HR team has worked to develop a draft framework for modern career pathing at UVA. Our immediate next step will be to begin socializing with University leaders and stakeholder groups and create a timeline for implementation. The foundation has been built, so garnering support from leaders either through a pledge to support staff careers or visible endorsement of the framework will be important.

### **CAREER ADVISORS**

The career advisor concept is very promising and would truly bring the idea of building careers to life at UVA and would differentiate us from the rest of higher education. In practice, we would approach this concept comparable to how the academic enterprise approaches undergraduate advising. We would build different employee personas based on where staff is in the overall life cycle and provide career advice and support on navigating UVA opportunities, including resume review, assistance with identifying opportunities available across UVA, and making formal connections with recruiters and sourcers. To accomplish this goal, we would expect 3 FTE would be sufficient to cover a base career advisory service to staff, which would allow for up to 75 consults per week when fully stood up. This would enable the career advisor to ensure essential talent data is up to date in our system of record as well, which would be part of the intake. Before the official launch of this service, we would recommend a survey of staff to gauge overall interest in career advice support.

### **TUITION PARITY / REIMBURSEMENT**

In progress and expect to implement a harmonized education benefit effective January 1, 2023, across UVA and UVA Health. The working group also recommended paying costs up-front vs. a reimbursement model that we currently have in place. UVA has utilized both approaches over time and decided to administer this program as a reimbursement model. In a 2018-19 audit of the program, we discovered some significant compliance risk with the current approach. UVA could make a distinction for those workers who make under \$42,000 per year to have the ability to utilize the education benefit and have costs of enrollment paid up-front. This would limit the overall risk of noncompliance with the tax code.

### **EARN WHILE LEARN OPPORTUNITIES, APPRENTICESHIPS**

To support upward mobility for entry-level workers, UVA has a unique opportunity to offer on-the-job training options and apprenticeships to provide workers an opportunity to build a career and a profession or trade. There is a tremendous opportunity to differentiate UVA as a place to develop skills and careers. Currently, Facilities

Management administers an apprenticeship program for skilled trades roles. Recently, the UVA Medical Center has announced an intent to administer a series of on-the-job training programs for pharmacy technicians, emergency medical technicians, and others. Concerns about these sorts of programs are the ability to manage at the program level and achieve a reasonable scale level. To build these programs for lasting effect, resources will be required for coordination and program management.

#### **LOCKING SHIFTS AND RELEASE TIME**

The underlying reason for this recommendation is to provide schedule stability for shift workers to provide protected time to attend training and necessary instruction. Based on operational needs across various units, it is not feasible to implement a universal rule requiring the locking of shifts across all units. However, managers should be aware of the disruption that can happen for shift workers and make reasonable efforts to ensure shift schedules are as stable as possible. Like locking shifts, a universal rule requiring paid release time is not practical. Managers should be encouraged to think creatively and explore opportunities for alternative work schedules, such as adjusting an employee's work hours or schedule to accommodate a need for time to attend a training. UVA can actively address this important principle in the manager training recommendation.

#### **UVA EDGE SCHOLARSHIPS**

UVA can make an institutional decision to subsidize scholarships to community members. This option could be limited to new hires through the Community Connection Hub, positioned as a new hire incentive. Existing UVA employees would have the ability to utilize UVA Edge through the current tuition benefit.

#### **MANAGER TRAINING – “CHANGING MINDSETS”**

This recommendation, outlined in the President's Council on UVA-Community Partnerships letter to the President, was not a core recommendation summarized in detail in the working group report. However, it is important to address that observation in our analysis. As this program is implemented, there is a significant benefit in strong leadership endorsement in making progress towards full implementation of the substance of the working group's recommendation. This can be coupled with an orientation for all managers who hire entry-level workers and tips and techniques for effectively balancing operations with the needs of employees who are taking the initiative to climb pathways at UVA.

# ANALYSIS SUMMARY OF PIPELINES AND PATHWAYS RECOMMENDATIONS

## LEGEND

UVA can support the recommendation
Required further analysis (legal, feasibility) or caveats would apply, or an area separate from HR would need to be consulted.
Not feasible at implementation

Committee Recommendation	Feasibility	New Resource Needs
Definition of Disadvantaged Community Member		No
Pipelines – Getting Community Members to the Door		Yes
Donation of Surplus Equipment		TBD
Reviewing and Updating Entry-Level Job Descriptions		No
Opportunities for the Criminal Justice-Involved		No
Enhancing English as a Second Language		No
Misaligned Educational Requirements		No
Opportunity Navigator for Finding Careers		Yes
Open Hiring		No
Vouching by Community Recruiting Partners		No
Hiring Preferences		No
Manager Incentives		No
Increase Access to Affordable Child Care		Yes
Retain Employees Who Are Hired		No
Referrals When Job Seeker Is Not Hired by UVA		No
Implement Career Path Architecture		No
Staff Career Advisors		Yes
Tuition Parity and Payment Approach		No
Removing Barriers to Entry – Job Descriptions		No
Earn While You Learn Programs		Yes
Apprenticeships		Yes
Locking Shifts		No
Release Time		No
UVA Edge Scholarships		Yes
Space for Peer Learning		TBD
Manager Training / Leadership Endorsement		No

## Estimated Resource Requirements for 3-5 Year Pilot Implementation

### Community Connections Hub

1. Director, Community Connections (1) – provides overall leadership and direction to build relationships with community partners and oversee the implementation of the program and its underlying infrastructure.
2. Opportunity Navigator (2) – builds and manages pipelines for community members interested in UVA opportunities.
3. Community Recruitment Partner Coordinator (1) – administrative and program support, plus actively manages the regular coordination with the community resource network

Estimated cost: \$700,000/year (year 1) for staffing. Would also require additional funding for basic OTPS.

### Staff Career Advisory Center

1. Staff Career Advisors (3, at implementation) – provides career advice support services to all staff, including resume review, career search support, etc.
  - \* This function could fold under the leadership of an existing function in our talent management organization.

Estimated cost: \$500,000/year (year 1). Would also require additional funding for basic OTPS.