



Meeting of the Board of Visitors – Special Committee on Strategic Planning  
*February 21, 2014*

# LEADERSHIP IN PROMOTING STAFF EXCELLENCE

**SUSAN CARKEEK**

VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER



# The “Big Idea”

- Advance a culture of individual and institutional leadership
- Staff at all levels see themselves as leaders
- Center for Leadership Excellence will make the most of staff potential



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**Petrina Jackson - Educational Resources Family**

from [My UVA Job](#) **PLUS**

03:08 HD vimeo

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## Petrina Jackson - Educational Resources

Petrina Jackson - Head of Instruction and Outreach, Small Special Collections Library

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# Jaime Jones Research

- *Jaime Jones* – 'I manage a remote, mountaintop field station for biological research. My job is to support course instructors' and students' needs, maintain field and lab equipment, develop outreach and informal education programs, work with external groups using the Station, and coordinate our residences and dining services. During peak season, our full staff is on site and I am on-call for up to 90 people in residence. In mid-winter, I am one of only two people on the mountain.'
- *Station Manager, Mountain Lake Biological Station*





# Gilda Abaya Health Services

- *Gilda Abaya* - "I am part of the team that saves babies lives! What a joy to see babies growing up healthy. It is a rewarding job. I work in the Neonatal Intensive Care Unit (Health Services)."
- *Newborn ICU/ECMO, Medical Center*





# **Abdalla Mohamed Operations**

- *Abdalla Mohamed* – ‘I take care of the flowers, grass, and trees at U.Va. I make the face of the university beautiful.’
- *Senior Grounds  
Manager, Facilities Management  
Department*



# Programming & Outcomes

- **Succession Development**
- **Role of the Manager**
- **Career Development**



# First Year Deliverables

- Form resource groups – Champions and Catalysts – to guide the creation and direction of the Center
- Launch succession development programs
- Define the role of the manager and its expectations
- Clarify career paths and align development offerings
- Outreach and communication campaign to all employees

# Current State vs. Future State

Current State	Future State
➤ Fewer than 10% of staff positions have associated development plans	➤ 100% of our career families will have development plans
➤ No formal retention and development programs for key positions	➤ Retention rate above 90% for key positions
➤ Almost all our programs are exclusively instructor led	➤ Adopt blending learning methods, using technology in our employee training as we are in the classroom
➤ 150 people per year attend one of our leadership development “cohort” programs	➤ 500 people per year attend a leadership cohort program
➤ 900 to 1,000 people per year attend our open enrollment programs	➤ 3,000 to 4,000 per year attend open enrollment programs
➤ 65% of staff reported in the most recent staff survey that they have adequate opportunities to develop their careers at UVa	➤ 80-85% of staff reporting satisfaction with career development opportunities
➤ 38% of staff report being satisfied with promotional opportunities on Grounds	➤ 60% of staff reporting satisfaction with promotional opportunities



Staff  
Excellence

Organizational  
Excellence