Human Resources
Community Circle

December 8, 2016
Meeting Objectives

- Review Ufirst project and current priorities
- Review November HRCC presentation highlights
- Provide summary of Ufirst HR Community Circle survey results
- Announce the first future-state roles and posting timeline
- Review proposed selection process for new HR roles
- Review Ufirst topics for upcoming HRCC meetings
A Reminder…

THE CASE FOR CHANGE

The University of Virginia is transforming the way we serve our mission by putting you first. The Academic Division and Health System are joining forces. We aim to create a consistent and exceptional work experience for every UVA colleague, one that is commensurate with our reputation of excellence.

**Current Challenges**

The case for transforming Human Resources (HR) at UVA has never been stronger. Outstanding HR services are crucial for the University to deliver on its mission and its strategic goals. Currently UVA faces:

- Mass retirement of existing talent
- Increasingly competitive market for new talent
- Inconsistent service experience
- Systemic inefficiencies and redundancies
- 70+ disjointed systems that collect HR data and six different learning management systems across three entities
- 20+ employee categories governed by 152 HR policies

**The Solution**

Human Resources must be focused and unwavering in its support of excellence. We aim to provide the highest quality HR services to advance the University’s mission of world-class teaching, research, patient care, and public service.

We commit to:

- A recruiting, hiring, and onboarding experience consistent with the reputation of the University
- Improved satisfaction through seamless, consistent, high-quality HR services, and experiences
- Proactive support and engagement from qualified HR professionals
- A more efficient operating model that frees up HR professionals to focus on more value-added activities
Project Go-Lives:

- **February 2017**: Implement HR IMPACT and Decision Support
- **August 2017**: Implement 4 Communities of Expertise (Talent Acquisition, Talent Management, Talent Flexibility, and Employee Relations)
- **July 2018**: Implement HR Solution Center and go-live with full HR Technology System
- **September 2018**: Complete stand up HR Business Partner model across Grounds
Current Ufirst Priorities

• Designing proposed talent selection process including:
  o Talent selection criteria
  o Selection timeline and next steps

• Posting and selecting three of the CHRO’s direct reports

• Conducting design sessions with Subject Matter Resources (SMRs)

• We heard you! Designing Ufirst Newsletter – first release coming in January 2017

• Identifying instructor-led and web-based education options to prepare you for the future-state. The Ufirst project team will post the training schedule in January 2017. Topics will include:
  o Education matched to the new competency model
  o Change Management
  o Crucial Conversations
  o Lean
  o Emotional Intelligence
  o Unconscious Bias
A competency is the capability to deploy specified knowledge, skills, and abilities required to successfully perform work functions.

**HR Professional**
- Subject Matter Expert
- Customer-Focused Practitioner

**Interpersonal**
- Communicator
- Collaborator

**Foundational**
- competencies focus on the capabilities related to performing job functions

**HR Leader**
- Innovator
- Business Manager

**Foundational**
- Apply to UVA HR leaders

**Interpersonal**
- Apply to all HR professionals at UVA

A competency is the capability to deploy specified knowledge, skills, and abilities required to successfully perform work functions.
November Ufirst Survey Results: Respondent Demographics

24% Response Rate
Of 523 total recipients of the HRCC survey, 126 survey responses were received

Where do we work?

- Academic Division: 89%
- College at Wise: 0%
- Medical Center: 11%
- UPG: 0%

Majority of respondents are from the Academic Division (89%) and Medical Center (11%)

Which school or department?

**Academic Division**
- Arts & Sciences (9)
- Athletics (1)
- Center for Leadership Excellence (2)
- Curry (2)
- Darden (2)
- Dean’s Office (1)
- Engineering (2)
- Facilities Management (3)
- Finance (1)
- HR (11)
- ITS (2)

**Medical Center**
- Mcntire School of Commerce (3)
- President’s Office (1)
- Provost (1)
- School of Medicine (16)
- School of Nursing (2)
- Student Affairs (1)
- University Advancement (2)
- UHR (14)
- Other (31)

Where do we work?

- Compensation/HRIS Workforce Planning (1)
- HR (6)
- HR Customer Service Center (1)
- Learning & Org Development (3)
- Rewards & Recognition (1)
- Talent Acquisition (1)

What is the primary focus of your current job?

- Human Resources: 67%
- Other: 14%
- Information Technology: 4%
- Payroll: 4%
- Finance: 11%

Other Includes...
- Employee Well-being
- Onboarding
- Student Service
- Summer School
- Training

Top three focus areas are 1) HR, 2) Other, 3) Finance

What is your level?

Based on respondents:
- 73% Individual contributors
- 27% Managers
### November Ufirst Survey Results:
#### Survey Questions

#### 1. Buy-in / Enthusiasm
- **92%** of respondents answered “Strongly Agree” or “Agree”
  - I am committed to learning how to succeed in the new HR organization.
    - 2% from January survey
- **78%** of respondents answered “Strongly Agree” or “Agree”
  - I am excited that we will use Workday as our HR technology system.
- **70%** of respondents answered “Strongly Agree” or “Agree”
  - My leadership supports the mission and vision for Ufirst.
- **67%** of respondents answered “Strongly Agree” or “Agree”
  - I receive Ufirst messages/updates from my supervisors.

#### 2. Perception
- **58%** of respondents answered “Strongly Agree” or “Agree”
  - I am optimistic about Ufirst.
    - 85% strongly agreed or agreed in 01/15
- **57%** of respondents answered “Strongly Agree” or “Agree”
  - I see benefits to my organization
    - 93% strongly agreed or agreed in 01/15
- **59%** of respondents answered “Strongly Agree” or “Agree”
  - I am confident I will receive the training necessary to adequately understand/use the future state tools and processes.

#### 3. Job Impact
- **23%** of respondents answered “Strongly Agree” or “Agree”
  - I have a good understanding of how my job will be impacted.

#### 4. Communication
- **91%** of respondents answered “Strongly Agree” or “Agree”
  - I would like to receive Ufirst updates from: HRCC meetings
- **89%** of respondents answered “Strongly Agree” or “Agree”
  - I would like to receive Ufirst updates from: A reoccurring Ufirst Newsletter
- **72%** of respondents answered “Strongly Agree” or “Agree”
  - I would like to receive Ufirst updates from: My supervisor
- **88%** of respondents answered “Strongly Agree” or “Agree”
  - I would like to receive Ufirst updates from: Ufirst Website

#### Legend
- 75% or higher
- Lower than 75%
November Ufirst Survey Results:
Comments Summary

- Respondents are excited about...
  - Implementing a new HR technology, Workday, with enhanced functionality and integration (34 of 97)
  - Process improvement and enhanced collaboration due to one HR technology (22 of 97)
  - Positive change and the introduction to new opportunities (20 of 97)

- Respondents are concerned about...
  - Job security and role in the future-state (42 of 99)
  - The need for better change management and transparent communications (17 of 99)

- Respondents have questions about...
  - Future-state structure and types of roles, how their role fits in the future state, skills needed, timeline (20 of 66)
  - Application process and timeline for future-state, selection process, and required skills / degrees (9 of 66)
November Ufirst Survey Results:
Key Actions & Upcoming Information

As a result of this information, the Ufirst project team will:

1. Collaborate with supervisors / managers to provide information and tools that can be used to better communicate with HR team members
2. Better communicate transition information regarding team members’ jobs
3. Begin to distribute a regular Ufirst project newsletter highlighting new information, decisions, and activities
4. Address concerns about new model and clarify misunderstandings
5. Continue to leverage HRCC meetings and the Ufirst website to deliver information
## Future-state HR Service Delivery Model Overview

Every organization receives similar, consistent, and exceptional HR services.

<table>
<thead>
<tr>
<th>Services</th>
<th>Talent</th>
<th>Business Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinates recruitment &amp; hiring</td>
<td>Deep technical guidance and expertise</td>
<td>Supports and counsels managers</td>
</tr>
<tr>
<td>Supports learning development &amp; workforce planning</td>
<td></td>
<td>Analyzes and plans people resources</td>
</tr>
<tr>
<td>Manages employee relations matters</td>
<td>Enables a flexible workforce</td>
<td>Implements HR programs &amp; initiatives</td>
</tr>
<tr>
<td>Navigates available HR resources &amp; answers questions</td>
<td>Supports self-service</td>
<td>Advises organizational leadership on people strategies</td>
</tr>
<tr>
<td>Manages transactions</td>
<td>Navigates available HR resources &amp; answers questions</td>
<td>Provides datafication &amp; HR financial management</td>
</tr>
<tr>
<td>Supports self-service</td>
<td></td>
<td>Delivers risk management, compliance &amp; governance support</td>
</tr>
</tbody>
</table>

### Talent
- **Deep technical guidance and expertise**

### Business Partner
- **HR contact for managers**

### Services
- **One-stop HR contact**

### IMPACT & Decision Support
- **Value-added HR support**

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[Logo: University of Virginia]

**ufirst**

human resource solutions for you
Overview of currently planned HR capabilities & services

**Overview of currently planned HR capabilities & services**

### Talent

**Talent Acquisition**
- Continuous Sourcing
- Candidate & Hiring Manager Experience
- Talent Acquisition Programs
- Hiring Support Toolkit
- Sourcing Vendor Management

**Employee Relations**
- Policy Advisory Support
- Formal Grievance Process
- Progressive Disciplinary & Corrective Actions
- Conflict & Dispute Resolution
- External Entity Relationship Mgmt.
- Preventative & Educational Services

**Executive Recruiting**
- Executive Sourcing
- Executive Onboarding Support

**Change Management**
- Change Strategy & Execution

**Communications/Branding**
- Communications Strategy, Planning & Implementation
- Employment Branding
- Rewards/Recognition Events

**Talent Management**
- Workforce Planning & Core HR Management
- Orientation & Onboarding
- Learning & Development
- Career Services
- Performance Management
- Succession Planning
- Rewards & Recognition Design
- Talent & Organization Development

**Talent Flexibility**
- Talent Flexibility Strategy
- Temporary Hiring Solutions
- Pipeline Programming
- Dual Career Services

### HR Business Partner
- Talent Planning
- Talent Program Implementation
- Employee Counseling
- Employee Off Boarding
- Promotion & Tenure Support

### Service

**HR Solution Center**
- Inquiry & Case Management
- HR Transaction Support
- HR Technology Support
- Employee Records Management

**Benefits & Wellness**
- Benefits
- Wellness Programs
- Leave of Absence Program Admin.

### IMPACT and Decision Support

**Communications/Branding**
- Financial Planning & Budget Management
- HR Initiatives Management
- Governance, Risk Management & Compliance
- Compensation Market Analysis
- Compensation Calculations

- People Data & Analytics
- Business Analysis
- Technical Analysis
- Technology Maintenance Services
- Technology Vendor Management
CHRO Direct Report Posting Timeline

November 2016
Executive Assistant (hiring complete)

December 2016
HR Leader: Change Management
HR Leader: Communications & Brand Management
HR Leader: IMPACT and Decision Support

January 2017 and beyond
HR Leader: Talent
HR Leader: Service
HR Leader: Academic & Administrative Business Partners
HR Leader: Health System Business Partners
Proposed Selection Process for Remaining HR Roles

- The process for staffing the future-state HR organization is ordered in sequential phases: Sourcing, Selection, and Notification.
- This process will occur, in waves, each time we stand-up a new HR function.
- Transition support will occur throughout the transformation and is not aligned to specific go-live events.

**Sourcing**  
est. 2 – 9 weeks  
Sourcing includes:  
• Posting positions  
• Advertising and recruiting for positions

**Selection**  
est. 4 - 6 weeks  
Selection includes:  
• Interviews  
• Candidate evaluation  
• Hiring decisions

**Notification**  
est. 1 - 2 weeks  
Notification includes:  
• Communicating decisions  
• Offer negotiations
Posting and Sourcing Process for first CHRO Direct Reports

**Sourcing Process**

The first roles will be posted and sourced through the Ufirst Selection process in December 2016

**Posting Location**

All roles will be posted to Jobs@ (UPG’s and UVA Medical Center’s career platforms will be linked to postings in Jobs@)

**Posting Timeline**

Positions will be posted for a minimum of 10 calendar days

**Application Requirements**

- Resume
- Cover Letter
- References
We heard you!

We know you want more information

Ufirst project topics to be covered at upcoming HRCC meetings:

January 2017: Future-state roles, talent selection criteria, and educational offerings
February 2017: The impact of IMPACT and Decision Support, selection timeline, and selection next steps
March 2017: IMPACT and Decision Support transition plan and information fair
April 2017: Get to know Workday

How can you champion the change?

- Attend these HRCC meetings in person, if unable, please watch the live-stream
- Visit the Ufirst project website frequently for updates
- Email questions to ufirst@virginia.edu
- Become a change champion for Ufirst
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Thank you for your hard work in 2016!
November Ufirst Survey Results:
Verbatim Comments

**Concerns**

“How many jobs, what is the compensation, where do I fit into this, and is this really the best model for supporting such a complex organization?”

“I am concerned about the concept of a single business partner being the primary point of contact for so many people...BP numbers are being grossly underestimated...”

“Growing unrest among senior HR colleagues who are expressing concerns about communication, transparency, process, and intent.”

“How the transition from departmental-based support for our customers will unfold to a more centralized structure. The impacts on our customers during this transition and clear communication for them.”

“Change management for the whole University. I'm energized by the opportunity and hope that resistance doesn't block realization of all that could be improved.”

**Excited**

“Workday, and being one big family, better serving our customers”

“New HRIS system with reporting capabilities, manager self-service, and everything else”

“...New system for all entities across UVA that is more practical/ purposeful/ intuitive, reduce redundancy, the chance to advance HR services to create and deliver a culture of quality in providing much improved HR services.”

“Streamlined processes; elevated role of HR as strategic partners; opportunities to collaborate, work with, and share ideas with colleagues from other areas of the University”

“LOVE, LOVE, LOVED Workday, can't wait to see how it improves our service delivery!”

**Questions**

“Are their plans for getting State Classified workers to move to University employees?”

“Why are we going back to making things difficult and slow by eliminating the personalized service we already get from our school's HR team?”

“What does the future organization look like? Is it true we will have to apply for our jobs?”

“When are we going to be more transparent about the project?”

How will we decide how many Business Partners will be assigned to each school? How will we maintain current levels of service as we lose staff to the Ufirst project?

How will Ufirst impact our school? How will it impact the HR services we provide? How will it impact our HR positions?”