April Meeting Objectives

- Overview of HR Solution Center
- Review HR Solution Center Scenario
- Ufirst Decision Making Framework
- Understanding and Exploring the future-state HR
- What you can do to prepare
HR Solution Center Design
The Engine of HR

The Solution Center will be the operational “engine” enabling best in class HR service across the organization to meet the needs of candidates, new hires, employees, and the HR community.

Solution Center

- Inquiry
  Multi-channel inquiry intake and resolution

- Benefits, Leave, Payroll
  Benefits, Leave, and Payroll-related transactions and counseling

- Talent Support
  Candidate experience, pre-boarding, and employee lifecycle transactions
HR Solution Center Design

Services by Customer Group

Solution Center
Inquiry
Benefits, Leave, Payroll
Talent Support

Candidates & New Hires
Candidate assistance
Interview scheduling
Pre-boarding
Benefits counseling
Self-service support

Faculty, Staff, and Team Members
Inquiry resolution
Self-service support
Benefits processing
Leave processing
Benefits consulting
Retirement

HR Community
Candidate experience
HR Knowledge base
Document management
Licensure compliance
Data changes
Many options for customer engagement to meet diverse, multigenerational workforce where they are

Agile, cross-trained, and knowledgeable team able to handle complex inquiries from across the University with flexibility during peak inquiry periods (e.g., open enrollment)
HR Solution Center Design
Benefits, Leave, Payroll

Dedicated benefits and leave resources for consulting and transactional support

Embedded payroll experts for inquiry resolution, transactional support, and HR/Payroll collaboration
Seamless transition from candidate to new hire including interview scheduling, pre-boarding support, and day 1 orientation scheduling and assistance

Responsive and reliable transactional support that keeps the HR organization running smoothly throughout the employee lifecycle
## Talent Management’s Role
- Develop orientation materials
- Advise managers on onboarding best practices
- Facilitate Day 1 orientation

## Talent Recruitment’s Role
- Send offer documents to candidate
- Receive signed documents from candidate
- Notify manager of successful offer
- Advance hiring business process in Workday, notifying the Solution Center Talent to kick-off pre-boarding activities

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## HR IMPACT’s Role
- Manage business process in Workday, as needed, to create an efficient and effective process to achieve customer goals

## Manager Joseph’s Role
- Announce new hire information to department and begin provisioning process
- Meet with employee to begin department onboarding
- Review role responsibilities and expectations
- Review ongoing onboarding checklist

## HR Solution Center’s Role
- Manage welcome communication to new hire explaining pre-boarding process
- For Medical Center hires and employees with patient contact, schedule pre-employment and Employee Health appointment
- Conduct pre-employment appointment and facilitate ID badge, if needed
- Monitor background check and completion of Employee Health screening
- Perform licensure verification, if needed
- Serve as pre-employment resource
- Schedule orientation
- Track and confirm pre-boarding documentation completion prior to first day

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**HR Solution Center Customer Scenario**

“I have a new staff member coming onboard”
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- Performing licensure verification, if needed
- Serving as pre-employment resource
- Scheduling orientation
- Tracking and confirming pre-boarding documentation completion prior to first day

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HR Solution Center Customer Scenario
“I have a new staff member coming onboard”
HR Solution Center Customer Scenario
“*I have a new staff member coming onboard*”

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HR Solution Center Customer Scenario
“I have a new staff member coming onboard”
Go to www.menti.com and use the code 82 80 87

What questions do you have on this scenario?
Decision Framework
Key Concepts

Socialization*

Informal process of laying the foundation for a decision by talking to individuals with an interest in the outcome, gathering their feedback, insights, and/or support.

Recommendation**

A “perfect recommendation” is a succinct document prepared in a manner such that all that remains to be done by the decision maker is to give approval or disapproval of the recommendation. It is the responsibility of the recommender to work out the details without consulting with the decision-maker.

*This is based on the Lean tool Nemawashi. See: http://www.hereisjapan.net/nemawashi-a-management-technique/
**This is based on the doctrine of “completed staff work.” See: http://govleaders.org/completed-staff-work.htm.
As the project transitions from design to implementation, it is critical that we have an efficient, transparent process for making key decisions. We have implemented the RAPID framework in partnership with Internal Audit to support these needs, summarized below:

- **R** – **RECOMMEND**
  “Gather input, make the proposal”

- **A** – **AGREE**
  “Review recommendations, exercise veto authority”

- **P** – **PERFORM**
  “Implement the decision”

- **I** – **INPUT**
  “Provide feedback and input to recommender”

- **D** – **DECIDE**
  “Make the formal decision”
Understand and Explore the Future
HR Community

### February & March
**Future HR Services**
- **February**
  - Service Delivery Model, CoE Overview & Scenarios
- **March**
  - Talent CoE Focus: Services & Role Summaries
  - Service CoE Focus: Services & Role Summaries
  - HR IMPACT CoE and Change & Comms Focus: Services & Role Summaries

### April
**Future HR Organization**
- **April**
  - Org Structure
  - Position Descriptions

### May
**Explore the Future**
- **May 9: SAVE THE DATE**
  - Information Fair
  - Talent Selection Process, Workday, HR Services, Position Descriptions, Org Structure
- **May**
  - Workday Kickoff
  - Professional Development Fair
  - Career Coaching, Resume Building, Interview Skills
Understanding the Future-state HR Services

Summary of Roll-Out

What information is being communicated?

- **Communities of Expertise (CoE)** – a deeper look at Talent, Service, IMPACT CoE’s, as well as the Office of the CHRO (Communications and Change Management)
- **Services** – what is the work we will do and why is it valuable to UVA
- **Role Summaries** – preview of future-state roles

How will the community learn more?

**Read:** Ufirst Website

Learn about future-state services and roles for each CoE through the Ufirst website. Interactive guides provide a comprehensive view of each function, including vision and key outcomes, service offerings, and role summaries.

**Talk:** Open House

Join the Ufirst project team for an informal talk about each CoE. Ask questions, gain valuable information, and understand the future-state functions.

**Listen:** Podcasts

Hear first-hand from the project team leads about their vision for the future-state via short podcasts on the Ufirst website.

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**Special edition “Future First” newsletters are distributed to announce this info.**

**Service CoE Open Houses:**
- Wed, Mar 22, 3 – 5, Bavaro Hall, Holloway 116
- Thur, Mar 23, 8:30 - 10:30 am, McKim Hall, BIMS, Rm 1023

**IMPACT and Comms & Change Open Houses:**
- Wed, Apr 12, 8:30 - 10:30, McKim Hall, BIMS, Room 1023
- Thur, Apr 13, 11 am - 1 pm, Bavaro Hall, Holloway 116
What you can do...
To prepare for the future of HR

Stay Informed

✓ Attend HRCC meetings or review recordings if unable to attend
  (http://www.hr.virginia.edu/hr-for-you/hr-professionals/hrcc/)

✓ Review the Ufirst website regularly (http://ufirst.virginia.edu/) – specifically the Service and Role Summary information this month!

✓ Sign up for and read Ufirst Newsletter – Future First

✓ Read all emails from ufirst@Virginia.edu

✓ Attend Open Houses

Ask Questions

✓ Ask yourself where you would like to be in future-state HR – Which CoEs? What roles?

✓ Send your questions to the Ufirst inbox: ufirst@Virginia.edu

✓ Talk to your manager

✓ Attend Open Houses

Participate in HR Professional Development

✓ Take advantage of course offerings (http://ufirst.virginia.edu/hr-professional-development-education) that align to future-state HR competencies:
  ✓ Instructor-led courses and Online offerings
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