HR Community Circle Agenda

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Meeting Objectives

- Share the HR competency model that will be used for hiring and performance management in the future state
- Describe how work HR work will be delivered in the future state
- Discuss HRCC and Ufirst project next steps
- Introduce opportunity to ask more questions to the Ufirst team leads during the Ufirst Information Fair
HR Competency Framework: Intent and Purpose

- The need for a consistent set of capabilities to align position descriptions and evaluate talent during the selection process was the motivation to develop a competency framework.

- Competencies provide a common language and common set of expectations. This framework will be reviewed and updated periodically.

- The competency framework will be used to inform talent management and planning for the future state.
Competency Framework Sources

Competencies outlined in this document were developed using established UVA competencies, external models, and leading practices to create a tailored solution for the future-state HR organization.

- University of Virginia Leadership Competencies
- University of Virginia Academic Competencies
- University Physicians Group Competency Library
- UVA Medical Center’s competencies and ASPIRE values
- College and University Professional Association for Human Resources
- Society for Human Resource Management
- Ufirst Phase I
- Korn Ferry’s “FYI for your improvement”
- Association for Talent Development
A competency is the capability to deploy specified knowledge, skills, and abilities required to successfully perform work functions.

**Foundational**
- Subject Matter Expert
- Customer-Focused Practitioner

**Interpersonal**
- Communicator
- Collaborator

**HR Professional**
Apply to all HR professionals at UVA

**HR Leader**
Apply to UVA HR leaders

- Innovator
- Business Manager
- Role Model
- Community Builder
## HR Professional – Foundational

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<th>Subject Matter Expert</th>
<th>Customer-Focused Practitioner</th>
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| • Takes initiative to remain current in the field; knowledgeable about industry standards, leading practices, new developments and relevant regulation  
  • Applies knowledge of principles, strategies, and functions in area of expertise  
  • Aware of available and relevant technologies in areas of specialty; demonstrates technical literacy  
  • Shares expertise with and trains colleagues |
| • Balances the integration of risk-reward trade-offs, customer interests, multiple constituencies, mission, vision and quality improvement to build trust and maintain respectful relationships  
  • Understands the operation and appropriate application of Lean tools; follows the organizations’ standards, directions, protocols and policies  
  • Demonstrates attention to detail; strives for error-free work; and takes action to correct and solve problems by identifying and eliminating root causes and minimizing non-value added work  
  • Holds self and others accountable for realizing responsibilities, goals, impact of results and commitments; practices objective, evidence-based reasoning and decision-making |
| **Communicator** | • Inspires trust by being a reliable and supportive colleague through discreet, confidential and respectful interactions  
• Actively listens and checks for understanding; demonstrates humility, patience, tolerance and civility  
• Communicates with purpose, clarity, efficiency, and respect; adapts message and approach to the audience; understands different concerns, motivations and interpersonal dynamics  
• Addresses customer concerns in a responsive, consistent, timely, respectful, and effective manner  
• Connects and engages with others; uses cordial and professional language and approach for a consistent experience through written, spoken and non-verbal interactions |
| **Collaborator** | • Respects and supports others’ opinions, contributions and accomplishments; values diversity and difference  
• Establishes and maintains peer and customer relationships through integrity and trust to promote inclusion and understanding  
• Resolves competing priorities, provides constructive strategies, conducts tough conversations, and drives alignment toward successful outcomes; promotes shared responsibility |
<table>
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<tr>
<th>Role</th>
<th>Description</th>
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| **Innovator**    | • Asks questions and respectfully challenges the situation  
• Anticipates future needs and solutions; understands a broad range of complex issues; adjusts to impact of technology, organization and external environment influencers  
• Encourages idea generation and creativity in planning and continuous improvement  
• Identifies and acts on opportunities for constructive change in the workplace; implements new ways of working to enhance performance and contributes to the University organizations’ and HR’s vision and objectives |
| **Business Manager** | • Understands financial and business principles as well as the value drivers of cost management for the function; understands relevant contractual terms  
• Develops sound financial plans and budgets, making informed decisions about resource allocation and investment  
• Champions, drives and leads the alignment of resource allocation and program planning with the University organizations’ and HR’s vision and objectives |
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<th>Role Model</th>
<th>Community Builder</th>
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<td>• Displays professionalism and confidence; deals with challenging and complex circumstances constructively and with humility</td>
<td>• Creates a compelling shared vision, and inspires excellence and passion for the University’s and organizations’ purpose</td>
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<td>• Daily actions are consistent with organizations’ values; aligns personal conduct with professional and policy standards</td>
<td>• Emphasizes integrity and trustworthiness to encourage inclusiveness among team and community members</td>
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<td>• Influences others with fair, committed, affirmative, and optimistic behavior</td>
<td>• Builds, engages and guides various communities to improve existing practices and develop solutions</td>
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<tr>
<td>• Prioritizes personal development by openly receiving new ideas and accepting other perspectives; learns from mistakes and feedback by altering behavior and actions to align with and accommodate evolving situations; honest, ethical and self-aware</td>
<td>• Balances individual and team needs to realize a shared vision; negotiates and mediates to arrive at a successful outcome</td>
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<td>• Mentors; promotes talent development; provides feedback in a respectful and approachable manner; shares valuable insights; values diversity and differences</td>
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Group Activity (10 minutes)

**Collaborator Competency Discussion**

1. Gather with your neighbors in groups of 2 – 4 people, and be sure to find new faces who are not in your current organization!
2. Discuss the “collaborator” competency to suggest **how you can work/collaborate better with one another**
3. Use the back of your Ufirst Passport to note your ideas
Future-state HR Service Delivery Model Overview

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

Talent
- Deep technical guidance and expertise
- Manages employee relations matters
- Enables a flexible workforce

Services
- Coordinates recruitment & hiring
- Supports learning development & workforce planning
- Manages transactions
- Supports self-service

Business Partner
- Provides project management & technology support
- Supports and counsels managers

Impact & Decision Support
- Provides datafication & HR financial management
- Delivers risk management, compliance & governance support
- Analyzes compensation data

Value-added HR support
- Advises organizational leadership on people strategies
- Implements HR programs & initiatives

One-stop HR contact
- Focuses on health & wellness of employees
- Navigates available HR resources & answers questions

Organization
- Enables a flexible workforce
- Supports self-service
- Navigates available HR resources & answers questions
- Manages transactions
- Supports learning development & workforce planning
- Manages employee relations matters
- Coordinates recruitment & hiring

Deep technical guidance and expertise
Customer Scenario 1: “I need to staff my organization with the right talent in the right seats at the right time/costs”

**From a Talent Perspective ...**
- Recommend sourcing alternatives
- Activate existing talent pools
- Manage search process

**From a Solution Center Perspective...**
- Post job requisition
- Schedule interviews
- Process offer
- Perform background check
- Coordinate pre-boarding from offer to Day 1

**From a HRBP Perspective ...**
- Advice on alternatives to fill role (internal, external, job share)
- Develop/refine workforce plan
- Engage Provost (for faculty hire)
- Coordinate day 1 – day 30 onboarding

**From an HR IMPACT Perspective ...**
- Conduct job evaluation
- Set grades/compensation targets
- Provide labor market analysis

**Organization**
- Define hiring needs/priorities
- Screen candidates/run search committee
- Make hiring decisions
Customer Scenario 2: “I need to manage the performance of my team”

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<tr>
<th>From a Talent Perspective ...</th>
<th>From a HRBP Perspective ...</th>
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<tr>
<td>• Provide coaching/team building alternatives</td>
<td>• Advise on tactics for addressing performance</td>
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<tr>
<td>• Advise on complex/formal ER cases</td>
<td>• Coordinate right expertise to address sensitive situations</td>
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<tr>
<td>• Reinforce feedback &amp; performance improvement concepts</td>
<td>• Ensure differentiation between high and low performers</td>
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<tr>
<th>From an Solution Center Perspective...</th>
<th>From an HR IMPACT Perspective ...</th>
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<tbody>
<tr>
<td>• Direct inquiries to appropriate resources and information</td>
<td>• Provide turn-over/performance analytics</td>
</tr>
<tr>
<td>• Process separations/post employment benefits counseling</td>
<td>• Facilitate policy interpretation, questions and precedence</td>
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<td></td>
<td>• Calibrate pay and performance appropriately</td>
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<tr>
<td>• Have difficult conversations</td>
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<tr>
<td>• Document performance conversations</td>
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<tr>
<td>• Recognize &amp; reward high performance</td>
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Customer Scenario 3: “I need to handle an employee leave of absence from start to finish”

From a Talent Perspective ...
- Establish leave of absence programs, policies
- Suggest temporary resource options
- Provide guidance on ‘alternative work schedule’ and reasonable accommodations

From a Solution Center Perspective...
- Provide benefits counseling
- Process leave administration
- Key comp changes/coordinate with payroll
- Monitor leave compliance / return to work
- Coordinate with external providers as necessary (e.g., FMLA)

From a HRBP Perspective ...
- Direct employee to the right support / resources
- Advise on resource alternatives
- Coordinate with employee to return to work

From an HR IMPACT Perspective ...
- Calculate pay impact for employee
- Provide leave audit reports to ensure legal compliance

Organization
- Initiate leave action
- Define temporary resource needs
- Plan for employee to return to work
Next Steps

- Complete the Ufirst survey that we will send this afternoon
- You may be contacted to contribute to the Ufirst project as a Subject Matter Resource
- Attend December 8 HRCC to learn more about the talent selection process for the future state of HR

Ufirst Project Next Steps

- Finalize and validate the talent selection process by the December 8 HRCC meeting
- Implement and stand up the following HR Service Delivery components in waves
  1. HR IMPACT & Decision Support
  2. Talent
  3. HR Solution Center
  4. HR Business Partner
Meeting Objectives

✓ Share the HR competency model that will be used for hiring and performance management in the future state

✓ Describe how work HR work will be delivered in the future state

✓ Discuss HRCC next steps and Ufirst project next steps

❑ Introduce opportunity to ask more questions to the Ufirst team leads during the Ufirst Information Fair
Ufirst Information Fair

- Spend the next hour learning more about the future-state service delivery model and Workday
- Get a sticker from each booth you visit
- Those with 5 stickers are eligible for the raffle – Turn-in your Ufirst Passport at the registration table
- 5 winners will be selected at 11:55 am
Event Layout

Holloway Hall
- Talent
- Podium
- HR Solution Center

Hallway
- Food & Drink
- HR Business Partner
- HR IMPACT

Atrium

Dean’s Conference Room #104

Workday