Human Resources
Community Circle

Ufirst Presentation
September 08, 2016
## Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Facilitator</th>
<th>Time</th>
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<tbody>
<tr>
<td><strong>Thursday, September 08, 2016</strong></td>
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<tr>
<td>Introduction and session objectives</td>
<td>Sean Jackson</td>
<td>10:00 a.m. – 10:05 a.m.</td>
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<tr>
<td>Dealing with change and ambiguity</td>
<td>Theran Fisher</td>
<td>10:05 a.m. – 10:35 a.m.</td>
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<tr>
<td>The importance of HR and the purpose of Ufirst</td>
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<tr>
<td>• UVA, who we all serve</td>
<td>Sean Jackson</td>
<td>10:35 a.m. – 10:50 a.m.</td>
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<tr>
<td>• The value HR delivers</td>
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<td>• How Ufirst will make UVA better</td>
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<tr>
<td>The future of HR Service Delivery</td>
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<tr>
<td>• How HR will be delivered in the future</td>
<td>Sean Jackson</td>
<td>10:50 a.m. – 11:20 a.m.</td>
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<tr>
<td>• At-a-glance: a deep dive look at HR Service Delivery components</td>
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<tr>
<td>The Ufirst project overview</td>
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<tr>
<td>• What we have accomplished, decisions on the horizon</td>
<td>Sean Jackson</td>
<td>11:20 a.m. – 11:30 a.m.</td>
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<tr>
<td>• High-level timeline</td>
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<tr>
<td>Ufirst project team member roles opportunities</td>
<td>Sean Jackson</td>
<td>11:30 a.m. – 11:45 a.m.</td>
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<tr>
<td>Ufirst panel / Q&amp;A</td>
<td>Ufirst Project Leadership Team</td>
<td>11:45 a.m. – 12:00 p.m.</td>
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Introduction and session objectives

- Learn tips and tricks to better deal with change and ambiguity
- Reinforce the importance of the role of HR at UVA and the purpose of the Ufirst project
- Build foundational awareness and understanding of what HR’s future looks like at the University of Virginia
- Get better acquainted with the Ufirst project team and how you can get involved
- Provide a forum for sharing questions, concerns, and feedback
The Library of Virginia will inspire learning, ignite imagination, create possibilities, encourage understanding, and engage Virginia's past to empower its future.
ACCEPT THE BURDEN OF PROCESSING UNCERTAINTY.

- Scott Belsky
Dealing with ambiguity

- Identify what you already know
- Seek answers for what you don’t know
- Get involved
- Give yourself and others time
- Find alternate routes to success
- Take on smaller, more ambitious projects
- Be honest, open, and communicative
THE IMPORTANCE OF HR & THE PURPOSE OF UFIRST

Sean Jackson
The UVA that we all serve

#3 Best Public University in 2016
U.S. NEWS & WORLD REPORT

#3 Best Value Public College
MONEY MAGAZINE

#2 Business School (Darden) in the World
THE ECONOMIST

#1 Hospital in Virginia
U.S. NEWS & WORLD REPORT

UVA HEALTH 2015

21,985 Fall 2015 on Grounds enrollment
including 15,669 under.grads

15,514 Faculty & Staff
12,845 Full-time employees
2,669 Part-time employees

842,489 outpatient visits
60,646 emergency visits
30,648 inpatient visits
23,087 surgical cases
1,476 live births
Let’s start by listening to those we serve...

What does the future of HR look like to you?
- Jerilyn Teahan, EVP-COO Area Communications Manager, Office of the EVP and COO
- Angela D. Orebaugh, PhD, Statewide Program Director, Cybersecurity & IT, B&PS, SCPS

How would you describe exceptional customer service?
- Molly Cook, RN, Clinician 1, Medical Center
- Robert E. Bremer, Associate Dean for Management and Finance, School of Engineering and Applied Science

What does HR need to get right in order to meet your needs?
- Stephen L. Levine, Senior Program Director, BIS, SCPS
- Thomas J. Steenburgh, Paul M. Hammaker Professorship of Business Administration, Darden

Customer Video Testimonials
How Ufirst will make UVA better

**SERVICE:**

*How would your school/unit make UVA better if HR was laser focused on the things that matter most to you?*

Ufirst will replace a service experience characterized as ‘difficult to get HR work done’ and replace it with a service experience that is ‘best for U’ (University, Unit, you).

**TIME:**

*How would your school/unit make UVA better with hundreds of hours of found time each quarter?*

Ufirst will reduce the time it takes to get basic HR work done and as a result create more time for faculty, physicians, staff, nurses, and student employees to focus on their primary job at UVA.

**TALENT:**

*How would your school/unit make UVA better with top-notch talent?*

Ufirst will enhance UVAs ability to recruit, hire and develop the talent required to deliver on our core mission of teaching, research and patient care.
THE FUTURE OF HR SERVICE DELIVERY

Sean Jackson
How HR services will be delivered in the future

### Communities of Deep HR Expertise

<table>
<thead>
<tr>
<th>Talent Acquisition</th>
<th>Talent Management</th>
<th>Total Rewards</th>
<th>Employee Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Talent Acquisition Strategy</td>
<td>☐ Talent/ Organizational development</td>
<td>☐ Compensation</td>
<td>☐ Consultation and Support</td>
</tr>
<tr>
<td>☐ Recruitment</td>
<td>☐ Learning &amp; Development</td>
<td>☐ Benefits</td>
<td>☐ Education</td>
</tr>
<tr>
<td>☐ Candidate Experience</td>
<td>☐ Onboarding &amp; Orientation</td>
<td>☐ Wellness</td>
<td>☐ Risk Management</td>
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<tr>
<td>☐ Recognition</td>
<td>☐ Talent planning</td>
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### Ongoing Operational Excellence

<table>
<thead>
<tr>
<th>Solution Center</th>
<th>Business Services</th>
<th>HR Analytics &amp; Technology</th>
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<tbody>
<tr>
<td>☐ Service</td>
<td>☐ Policy documentation &amp; communication</td>
<td>☐ Data Scientist</td>
</tr>
<tr>
<td>☐ Transactions</td>
<td>☐ Strategic project management &amp; change management</td>
<td>☐ Business Intelligence</td>
</tr>
<tr>
<td>☐ Administration quality / audit</td>
<td>☐ Communications</td>
<td>☐ Business Analyst</td>
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<tr>
<td></td>
<td></td>
<td>☐ Tech Analyst</td>
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</table>
At-a-glance: HR Business Partners

Partners and advises leaders on people-related strategies, plans, issues and challenges to help schools / units achieve their mission and goals; brings innovative HR practices to customers to attract and develop high-performing talent.

<table>
<thead>
<tr>
<th>Value Delivered</th>
<th>Services Offered</th>
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<tbody>
<tr>
<td>✅ Deep understanding of the University environment and strategies</td>
<td>✅ Support talent planning efforts (e.g., talent acquisition) with the school / unit to which they are aligned</td>
</tr>
<tr>
<td>✅ Trusted advisor to navigate complex HR situations</td>
<td>✅ Serve as primary advisors to managers to help resolve complex people issues</td>
</tr>
<tr>
<td>✅ Reliable strategic partner to help build and support HR goals, plans, and initiatives within a school / unit</td>
<td>✅ Provide planning, guidance, and support on talent to schools / units (e.g., performance management, workforce planning)</td>
</tr>
<tr>
<td>✅ Accountable for HR outcomes at a school / unit level</td>
<td>✅ Support the coordination and hand-off with other HR service areas</td>
</tr>
<tr>
<td></td>
<td>✅ Track, monitor, and continuously improve HR outcomes with other HR colleagues for the school / unit assigned</td>
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At-a-glance: HR Solution Center

Serves as the operational engine of Human Resources across the organization – a ‘one stop’ comprehensive resource committed to the provision of best in class HR support across all employee groups.

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<thead>
<tr>
<th>Value Delivered</th>
<th>Services Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Deep understanding of University HR policies, processes and procedures</td>
<td><strong>Case Management</strong></td>
</tr>
<tr>
<td>▶ Accessible team of HR specialist to respond to inquiries</td>
<td>▶ Managing inquiries, problem resolution, performing basic transactions related to</td>
</tr>
<tr>
<td>▶ Efficient and quality support in processing HR cases in accordance with SLAs</td>
<td>the case, escalations, employee record management, etc.</td>
</tr>
<tr>
<td>▶ Continuous improvement of HR policies, processes and procedures</td>
<td><strong>Transactions Support</strong></td>
</tr>
<tr>
<td></td>
<td>▶ Benefits, recruiting support, onboarding, off-boarding/termination, retirement</td>
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<tr>
<td></td>
<td>counseling, performance management, compensation, learning and development</td>
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Case Management

Transaction Support
At-a-glance: Communities of Expertise (CoEs)

A group of HR specialists who provide deep technical expertise, support the resolution of complex customer issues, set program design in a focus area and drive program improvements over time.

### Value Delivered
- Ensure UVA attracts, recruits, retains and motivates top talent
- Create a consistent employee relations experience across Grounds
- Be the best-in-class at finding, developing and retaining talent

### Services Offered

<table>
<thead>
<tr>
<th>Total Rewards CoE</th>
<th>Employee Relations CoE</th>
<th>Talent Acquisition CoE</th>
<th>Talent Management CoE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>Consultation and Support</td>
<td>Talent Acquisition Strategy</td>
<td>Talent and Org Development</td>
</tr>
<tr>
<td>Benefits</td>
<td>Education</td>
<td>Recruitment</td>
<td>Learning &amp; Development</td>
</tr>
<tr>
<td>Wellness</td>
<td>Risk Management</td>
<td>Candidate Experience</td>
<td>Onboarding &amp; Orientation</td>
</tr>
</tbody>
</table>

Total Rewards | Employee Relations | Talent Acquisition | Talent Management

Communities of Expertise

Total Rewards | Employee Relations | Talent Acquisition | Talent Management
At-a-glance: Business Services for HR

A set of capabilities that enhance the value the HR function delivers and amplify the effectiveness of HR leadership and professionals across Grounds.

### Value Delivered

- Prioritize and support initiatives impacting HR in alignment with University leading practices
- Enhance the understanding of HR policy changes and support the application of HR policies
- Facilitate presentation of data and analysis to best support decision making

### Services Offered

#### Project & Change Management
- Develop methodologies and tools to be used by the wider HR community
- Support HR leaders and process owners in evaluating and prioritizing HR initiatives
- Provide expertise in implementing initiatives

#### Policy Communications & Application
- Communicate policy changes within the HR community
- Consistently support inquiries related to HR policy

#### HRIT & Analytics
- Support performance and customer satisfaction measurement
- Prioritize requests for reports and analytics, and provide meaningful data sets, analysis and reports to support decision making
- Serve as the link between IT solutions and the HR function

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![Business Services for HR](image)
THE UFIRST PROJECT OVERVIEW

Sean Jackson
While a few key decisions have been made, the majority of the meaningful decisions are on the horizon

<table>
<thead>
<tr>
<th>What we have accomplished...</th>
<th>Decisions on the horizon...</th>
</tr>
</thead>
<tbody>
<tr>
<td>🟢 Developed initial future state HR structure recommendations, including need for university-wide CHRO</td>
<td>🟢 Decide the size of the HR function and how the various roles will work together</td>
</tr>
<tr>
<td>🟢 Selected Workday as future-state HCM solution for the University</td>
<td>🟢 Decide how to configure Workday to enable highly effective HR work getting done at UVA</td>
</tr>
<tr>
<td>🟢 Developed 14 future-state process models, confirmed 27 mission critical variances out of 467 potential variances</td>
<td>🟢 Decide how HR work will truly get done at the school and unit level</td>
</tr>
<tr>
<td>🟢 Identified four Communities of Expertise (CoEs) to support our HR community</td>
<td>🟢 Decide how these four CoEs will deliver programs and deep expertise that are valued</td>
</tr>
<tr>
<td>🟢 Inventoried 152 HR policies across UVA and mobilized the first 6 policy simplifications</td>
<td>🟢 Decide what additional policy changes are needed to deliver the desired HR services</td>
</tr>
</tbody>
</table>
Where we are in our HR journey

As we enter the implementation phase, we must...

- Work together to maintain HR service levels
- Balance the ongoing operational needs of HR with heavy lifting from a project perspective
- Leverage your knowledge of how HR work gets done today and create a shared understanding of how HR work will get done tomorrow
- Challenge the status quo and embrace leading HR practice
- Solve problems across school/unit boundaries
Anticipating change through a phased approach

Implementation of each of the core Ufirst components is expected to follow an intentional sequence:

1. **Business Services** (Spring 2017)
2. **Communities of Expertise** (Summer 2017)
3. **HR Technology and Service Center** (Summer 2018)
4. **HR Business Partner** (Summer 2018)

This is a large-scale transformation with a lot of work to be completed in the next few years. As such, the Ufirst project has deliberately chosen to follow a phased approach, with different time-frames for the go-live of the HR Service Delivery components.
UFIRST PROJECT OPPORTUNITIES

Sean Jackson
The Ufirst project needs people like you!

- Full-time and part-time opportunities for the Ufirst project team member positions are expected to be announced early next week.

- An external search firm will collect applications, sourcing both internally and externally from the University.
Ufirst implementation project structure

Executive Sponsors
Pat Hogan, Dr. Richard Shannon, Tom Katsouleas

Strategic Operations Committee
Chair: Kelley Stuck
Sarah Collie, Virginia Evans, Bradley Haws, Anda Webb, Kathy Peck, Dr. Allan Stam, Pam Sutton-Wallace

Project Executive Director
Sean Jackson

Transformation Mgmt. Office
Project Manager: TBD
Project Coordinator: Marianne Daughtrey
Finance Administrator: TBD

Voice of the Customer
Deans, DAC, OELC, Faculty Senate, Staff Senate, General Faculty Council

Process Lead
Mary Brackett

Technology Lead
Teresa Wimmer

Talent Readiness Lead
Barbara Kessler

HR Service Delivery Lead
Bryan Garey

Change Mgmt. Co-Leads
Kathleen Aliff
TBD

Talent Management Lead
Richard Covington

Talent Acquisition Lead
Jeremy Duff

Total Rewards Lead
TBD

Employee Relations Lead
Gary Helmuth

Time to Pay Lead
TBD

Business Services Lead
Michael Latsko
Example Ufirst project team member roles (pg. 1 of 2)

Project Executive Director
Sean Jackson

Roles Available

- **Process**
  - 5 team roles
  - Process Support
    - Core HR and Recruiting Lead
    - Time & Attendance and Payroll Lead
    - Talent Management & LMS Lead
    - Compensation & Benefits Lead
    - Technical Lead
    - Module Configuration Lead

- **Technology**
  - 22 team roles
  - Core HR and Recruiting Lead
  - Time & Attendance and Payroll Lead
  - Talent Management & LMS Lead
  - Compensation & Benefits Lead
  - Technical Lead
  - Module Configuration Lead

- **Talent Readiness**
  - 4 team roles
  - Selection Administration Manager
  - HR Specialist
  - Compensation Administrator

- **HR Service Delivery**
  - 5 team roles
  - HR Solution Center Lead
  - HR Specialist
  - Compensation Administrator

- **Change Mgmt.**
  - 9 team roles
  - Communications Specialist
  - Communications Strategist & Designer
  - Training Lead
  - Training Developer (General)
  - Training Developer (Academic)
  - Training Developer (Health)

Example of Types of Roles

- Process Support
- Core HR and Recruiting Lead
- Time & Attendance and Payroll Lead
- Talent Management & LMS Lead
- Compensation & Benefits Lead
- Technical Lead
- Module Configuration Lead

Transformation Management Office
- Project Manager
- Finance Administrator
Example Ufirst project team member roles (pg. 2 of 2)

Roles Available

- **Talent Management**: 8 team roles
  - Performance Management Support
  - Recruiting Specialist
  - Workforce Planning / Core HR Support
  - Workforce Planning / Succession & Career Planning
  - LMS Support

- **Talent Acquisition**: 4 team roles
  - Compensation Specialist
  - Benefits & Wellness Specialist

- **Total Rewards**: 3 team roles
  - Employee Relations Support
  - Time to Pay Support

- **Employee Relations**: 2 team roles
  - Absence Management Support
  - Payroll Support

- **Time to Pay**: 5 team roles
  - Leave Management Support

- **Business Services**: 6 team roles
  - Governance & Risk Management Lead

Example of Types of Roles

- **Business Services**
  - Governance & Risk Management Lead
- **Talent Management**
  - Performance Management Support
  - Recruiting Specialist
  - Workforce Planning / Core HR Support
  - Workforce Planning / Succession & Career Planning
  - LMS Support
- **Talent Acquisition**
  - Compensation Specialist
  - Benefits & Wellness Specialist
- **Total Rewards**
  - Employee Relations Support
- **Employee Relations**
  - Absence Management Support
  - Payroll Support
  - Leave Management Support
- **Time to Pay**
  - Time to Pay Support
UFIRST PANEL DISCUSSION & FAQ

Sean Jackson, Ufirst Project Executive Director
Kathleen Aliff, Communications Lead
Jeremy Duff, Talent Acquisition Lead
Gary Helmuth, Employee Relations Lead
Barbara Kessler, Talent Readiness Lead
Teresa Wimmer, Technology Lead