Ufirst Update
HRCC

February 21, 2017
February Meeting Objectives

- Review HR Professional Development & Education courses and registration
- Update on upcoming Service Improvement
- Review Future State HR Scenario – “Filling a hard-to-fill staff position”
- Next steps for receiving information about HR Services and Role Summaries
**HR for HR:**

**HR Professional Development**

<table>
<thead>
<tr>
<th><strong>What is HR professional development?</strong></th>
<th>Educational opportunities to prepare current HR employees for future HR roles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Where do I go?</strong></td>
<td>Ufirst Website &gt; Engage &gt; HR Professional Development &amp; Education Offerings</td>
</tr>
</tbody>
</table>
| **How do I get started?**              | 1. Review the Competency Model Overview webcast and complete the self-assessment to identify your personal areas of focus for professional development  
2. **Create a personal training plan** which could include eLearning and Instructor-led courses  
3. **Register for Instructor-led courses** |
HR Competency Model Overview and Self Assessment

The purpose of this module is to provide an overview of the future HR competency model.

It is offered as a one hour, recorded webcast.

A self-assessment has been designed to help you identify your strengths and prioritize your professional development activities.

HR Competency Model Overview

HR Professional
- Apply to all HR professionals at UVA

- Foundational competencies focus on the capabilities related to performing job functions
  - Subject Matter Expert
  - Customer-Focused Practitioner

- Interpersonal competencies focus on the capabilities related to working with others
  - Communicator
  - Collaborator

HR Leader
- Apply to UVA HR leaders

- Innovator
- Business Manager
- Role Model
- Community Builder
eLearning Courses on Lynda.com

1. Go to Ufirst Website > Engage and click on “HR Professional Development & Education Offerings”

Engage

If you have a passion for excellence, a drive to enhance the HR experience, and want to be a part of a legacy at UVA, we invite you to learn more. Check back regularly for career updates.

- Future-state HR positions
- Current-state HR positions
- HR Professional Development & Education Offerings
- HR Professional Competencies

2. Click on “Create an account”

HR Professional Development & Education Offerings

The Ufirst project team is committed to preparing you for the transition to a future-state Human Resources professional. Below are resources available to you, at no cost, to further develop you, our valued HR team members.

Online Education:
- Create an account
- Login
- UVA HR Professional Development Playlist

3. Create an account at Lynda.com (follow instructions to create an account if you don’t have one)
Instructor-Led Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>When?</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Intelligence</td>
<td>Begins February</td>
<td>2 hours</td>
</tr>
<tr>
<td>Crucial Conversations</td>
<td>Begins March</td>
<td>4 hours</td>
</tr>
<tr>
<td>Unconscious Bias</td>
<td>Begins March</td>
<td>2 hours</td>
</tr>
<tr>
<td>Lean 101</td>
<td>Begins March</td>
<td>2 hours</td>
</tr>
<tr>
<td>Change Management</td>
<td>Begins March</td>
<td>2 hours</td>
</tr>
</tbody>
</table>

► Small group learning experiences providing opportunities to increase knowledge base, network, and learn from one another.

► Register on the Ufirst website

Feel free to participate in classes that you have previously completed. HR-specific content and opportunities to network will ensure additional value.

These are not required courses. They are professional development opportunities available to you.
Service Improvement Coming Soon:
Eliminate background checks for internal hires (CQ1 2017)

**Problem Statement**

Academic division faculty and staff are currently subject to a criminal background check when they transfer to another position within the University, which increases cycle time and cost of the hiring process.

**Proposed Solution**

Criminal background checks will no longer be required for internal transfers, with the exception of employees hired into a safety-sensitive position, such as University police officers and employees working in biosafety level 3 labs.

**Benefits**

- **Cost**
  - Avoid $30,000 annually in chargebacks associated with criminal background checks.
  - Eliminate hundreds of hours of HR effort annually as professionals will no longer need to initiate the background check, follow up with reporting agencies, and research where candidates are in the process.

- **Cycle Time** – reduce the time to hire by a minimum of 3 days, often more.

- **Ease of Use** - align practices across the University; Medical Center and UPG already have criminal background check exclusions for internal transfers.
Future State HR Service Delivery Model
Operating Model Design

HR
Leadership
Communication & Branding
Change Management

Talent
CoE
Executive Recruitment
Talent Recruitment
Talent Management
Talent Flexibility
Employee Relations

Service
CoE
HR Business Partners
HR Solution Center
Benefits & Wellness

IMPACT
CoE
Initiatives Management
Policy
Analytics
Compensation
Technology
Customer Scenario 1:
“I have a hard-to-fill staff position”

Manager
Paul’s Role:
- Define hiring needs and priorities
- Approve budget for position
- Screen candidates and conduct interviews
- Conduct reference check
- Make hiring decisions
- Communicate verbal offer

Pam, Paul’s HR Business Partner’s Role
- Communicate school/unit talent strategy and priority to CoE to facilitate ongoing sourcing and pipeline creation
- Advise on alternatives to fill role (internal, external, job share)
- Work with hiring manager to determine compensation guardrails for the hire
- Participate in applicant review and candidate interviews as requested

Talent’s Role (Recruitment)
- Recommend sourcing strategy alternatives to solicit a larger pool of applicants
- Post job
- Manage search process and provide guidance to hiring official on strategies to better vet candidates
- Oversee and schedule interview process removing the administrative burden from the hiring manager
- Assist with offer stage and negotiation
- Create and send offer letter to candidate

HR IMPACT’s Role
- Provide market compensation data for position which can be leverage to create competitive offer packages
- Manage business process in Workday, as needed, to create an efficient and effective process to achieve customer goals

Service’s Role (HR Solution Center)
- Field applicant inquiries (e.g., technology issues), provide a strong candidate experience from the very beginning, escalate to CoE as needed
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Questions

Go to [www.menti.com](http://www.menti.com) and use the code 35 34 5

What questions do you have on this scenario?
Future State HR Service Delivery Model
Operating Model Design

**HR**
- Leadership
- Communication & Branding
- Change Management

**Talent CoE**
- Executive Recruitment
- Talent Recruitment
- Talent Management
- Talent Flexibility
- Employee Relations

**Service CoE**
- HR Business Partners
- HR Solution Center
- Benefits & Wellness

**IMPACT CoE**
- Initiatives Management
- Policy
- Analytics
- Compensation
- Technology
HR Services and Role Summaries

Roll out of Information

Over the next month you will see...
- Detailed information about Services offered in each Community of Expertise
- Role summaries as they align to each Community of Expertise
- Information will be shared in multiple ways:
  - Website
  - Webcasts
  - Open Houses
  - March HRCC activities
Talent CoE

Key Services

The way we recruit exceptional leaders to the University of Virginia

Executive Recruitment

The way we recruit the best talent to the University of Virginia

Talent Recruitment

The way we create an exceptional employment experience for our people at the University of Virginia

Talent Management

The way we replicate the desired employment experience at the University of Virginia across all employment types (wage, student and temporary)

Talent Flexibility

The way we collectively live our values, look out for our people and address performance at the University of Virginia

Employee Relations
## Talent CoE
### Talent Recruitment Focus: Vision & Outcomes

<table>
<thead>
<tr>
<th>Our Vision (What are we shooting for?)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To recruit the best talent to the University of Virginia</strong>, ensuring the best possible experience for the hiring manager, search committee and job seekers while reducing recruitment related expenses, wherever possible.</td>
</tr>
<tr>
<td><strong>To be a central resource</strong> for employees, managers and HR professionals in providing best in class recruitment tools, training, guidance collaboration and partnership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Outcomes (How we will make a difference?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Time to fill a position (emphasis on right candidate)</td>
</tr>
<tr>
<td>• Diversity and size of applicant pools</td>
</tr>
<tr>
<td>• Job offer acceptance rate</td>
</tr>
<tr>
<td>• Recruitment expenses</td>
</tr>
<tr>
<td>• Management experience with hiring process</td>
</tr>
<tr>
<td>• Candidate experience with hiring process</td>
</tr>
<tr>
<td>• Employee retention in first 6 months</td>
</tr>
</tbody>
</table>
## Talent CoE

### Talent Recruitment Focus: Service Catalog

#### Job Sourcing & Posting
- Branding, Outreach and Social Media Strategy
- Relationship Sharing across Recruiters, Recruitment and Branding Events
- Passive Candidate Pipeline
- Diversity Focus
- Candidate Pipelines

#### Search and Candidate Experience
- Position Narrative
- Candidate Screening
- Applicant Tracking
- Candidate Communications
- References
- Offer Letters
- Community Experience

#### Program Consultation Services
- EOCCR Compliance / Diversity Strategies
- Veterans
- Employee Referral
- Sign on / Retention Bonus
- Relocation (coordination with Solution Center)
- Accompanying Partner Assistance (coordination with Dual Career)
- Leading Practices (Hiring Manager and Search Committee)

#### Hiring Support Tools
- Interview Guides
- Evaluation Matrices
- Workplace Assessments
- International Hiring Process
- Evolving Best Practices guide

#### Vendor Management
- Negotiation / Selection / Success Monitoring
- Vendor Administration
Talent Recruitment Service Catalog

Job Sourcing and Posting

Description (What it is?)

Sourcing is the deliberate process of proactively searching for qualified candidates for current or planned open positions, and the posting of requisitions for any open positions.

The Value to UVA (Why it matters?)

Simply stated, effective sourcing increases the number of qualified candidates in your candidate pool. The days of “posting and praying for one good candidate” are officially done.

Our Work (How we can help you?)

- Branding, outreach and social media strategy
- Relationship sharing across recruiters
- Recruitment and branding events
- Passive candidate pipeline development
- Diversity focus strategies
- Candidate pipeline development

Outputs (What you get?)

- Experienced recruiter focused on your hiring needs
- Sourcing recommendations to attract the best candidates
- Rapid job postings
- Job advertising recommendations
- Quality, vetted candidates for interviews
Position Summaries – Office of the CHRO: Communications and Brand Management

<table>
<thead>
<tr>
<th>L2 Leadership, Communications and Brand Management</th>
<th>HR Sr. Specialist, Account Management</th>
<th>HR Specialist, Communications</th>
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<tbody>
<tr>
<td><strong>Job Summary</strong></td>
<td>This is a vital role designed to provide best in class account management services to support the University of Virginia’s HR Communications and Brand Management team. This position is responsible for assisting with a variety of activities including writing, digital communications, and design. Responsibilities include maintaining the implementation timeline, making program recommendations, and supporting the implementation of various HR-communications that align with the University’s mission.</td>
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<tr>
<td><strong>Experience</strong></td>
<td>Required: 7 years of relevant experience</td>
<td>Required: 5 years of relevant experience</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>Required: Bachelor’s degree in communications, human resources, marketing, business, or a related field</td>
<td>Required: Bachelor’s degree in related field or additional 5 years of relevant experience may substitute for bachelor’s degree</td>
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<tr>
<td><strong>Preferred Certifications</strong></td>
<td>None</td>
<td>None</td>
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<td><strong>Competencies</strong></td>
<td>HR Leader Competencies&lt;br&gt;HR Professional Competencies</td>
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