

# Assistant Vice President, IMPACT and Decision Support

## Position Summary

The AVP, IMPACT and Decision Support is a strategic role designed to manage best in class operations, technology, and rewards related HR services to support the University of Virginia. This Assistant Vice President-level position is responsible for leading and overseeing all strategic initiatives across the IMPACT and Decision Support team. Functions within the team include HR Business Operations, People Data and Technology, and Compensation, Benefits, and Wellness. Through the development of trusted relationships within and external to the HR function, this leader will positively influence the HR function and the HR customer experience, proactively identifying needs, evaluating outcomes, and tracking HR investments in people and HR capabilities. The incumbent will report to the Chief Human Resources Officer and will lead a team of IMPACT and Decision Support professionals.

## Responsibilities and Duties

### Set Direction/Plan

- Identify and provide direct oversight of key HR IMPACT and Decision Support activities including: Initiatives Management (HR Project Management Office), Policy Risk Governance & Compliance, Analytics & Datafication, Compensation Data & Analysis, Technology, HR Financial Management, Business Operations and Budget
- Provide insight, direction, and oversight to the portfolio of HR initiatives, identify initiative opportunities, prioritize initiatives, deploy appropriate resources, and measure associated outcomes
- Coordinate closely with the CHRO and HR Leadership team to identify and support the overall HR strategy
- Oversee annual HR financial planning processes and timelines, and the ongoing tracking of budget to actual, reporting on a regular basis to the CHRO and other HR leaders
- Create and implement an HR data and technology vision to improve access and use HR data
- Prioritize data improvement and data insight generation initiatives
- Define HR performance indicators that align with the UVA Cornerstone Plan as well as organization specific missions and objectives
- Model and encourage cross team collaboration
- Stay current with relevant industry trends and participate in best practice discussions with national peer groups and position UVA as a leader in HR big data. Relate applicable best practices back to team

### Monitor/Execute/Manage

- Monitor progress on key initiatives, identifying and removing barriers in coordination with University stakeholders
  - Monitor third party vendor performance for the HR function, partnering with HR Leaders during negotiations, procurement, and vendor performance evaluations
  - Maintain relationships with HR Technology Vendors and support ongoing contract administration and execution
  - Evaluate and report HR functional performance against metrics or key performance indicators (KPIs)
  - Develop, manage, and evaluate HR risk management strategy, partnering with risk leaders across the University
  - Coordinate with IT and Finance to ensure a coordinated and comprehensive HR data governance strategy, implementing relevant protocols to minimize risk while maximizing user access to data
  - Champion policy harmonization and consistency across the HR organization
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- Monitor technology activities and advise teams on methods to manage changes to technology, issues that develop, and identify technology investments
- Support organizational compensation philosophy through analysis and the identification of opportunities to connect compensation decisions with the overall employee value proposition
- Monitor use and deployment of PMO resources for key HR or people related initiatives

#### Serve Customers

- Evaluate IMPACT and Decision Support customer satisfaction and manage relationships with key customers
- Develop and champion IMPACT and Decision Support services that have the greatest impact on the HR function and University
- Identify opportunities to generate revenue within HR and outside of HR
- Establish consistency and cross-functional collaboration, accounting for the unique differentiators of each UVA entity, and deliver services with a University-wide (Academic and Health System) point of view
- Support the strategic positioning of HR through relevant HR data and insights to demonstrate value and efficiency to University leadership and other stakeholders

#### Lead Teams

- Develop and manage a diverse team
- Collaborate directly with the CHRO and HR Leadership Team
- Develop relationships, coordinate and communicate with key stakeholders in Finance, IT, Procurement and other offices across University and leadership
- Interact and develop relationships with key leaders with the Medical Center, UPG, Administrative Units and Academic Schools and Units to identify key priorities and identify HR resources that deliver value
- Develop strategic relationships with other Universities to gather data and share leading practices

## Functional Area Outcomes

- Provide real-time reporting, analytics, and people insights to inform decision making
  - Establish data standards and promote data consistency, correctness, and completeness
  - Coordinate among multiple data sources to provide data meaningful to decision makers
  - Support forecasting and predictive modeling
  - Increased automation of activities (less manual work)
  - Increased ability to access and use technology on multiple devices
  - Continuous innovation and modernization with feedback loops for customer input
  - Greater flexibility to accommodate University changes and higher education dynamics
  - Assess market competitiveness of salaries
  - Maintain market competitive pay practice
  - Provide input to leadership on pay practices
  - Articulate governance of compensation programs
  - Ensure proper classification of positions
  - Promote internal and external pay competitiveness
  - Demonstrate pay equity
  - Meet legal pay requirements
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## Knowledge, Skills and Abilities

- Apply Lean, Project Management, Program Management, Cloud Technology, Vendor Management within the HR domain
  - Work effectively with diverse stakeholders within a complex organization
  - Work with executives and senior leaders in a complex organization, as well as, across organizations with different performance metrics, strategies and objectives
- Demonstrate experience building both organization and individual capabilities

### Action-Oriented:

- Create timely, practical, tangible solutions based on available information
- Respond to requests and needs in a timely fashion, while effectively prioritizing actions
- Continue focus on progress towards a clear end result
- Demonstrate confidence to make decisions in times of uncertainty

### Creativity:

- Suggest innovative alternatives to solve problems and continuously improve
- Encourage idea generation across teams
- Be comfortable with iterations and ambiguity during the development of solutions
- Utilize current capabilities in new ways while integrating new capabilities to drive results

### Nimble Learning:

- Monitor both the internal and external environment for changes and proactively adapt in a manner that delivers value
- Identify personal and organizational knowledge gaps and respond with appropriate content to close these gaps
- Continuously seek opportunities to learn from a variety of sources
- Adapt to new ideas and situations of ambiguity and integrate relevant information to achieve results
- Embrace challenges as opportunities to exercise new ways of thinking

### Resilient:

- Accept constructive criticism
- Objectively look at complex and/or challenging situations
- Sustain efforts to achieve goals and suggest ways to improve
- Thoughtfully and tactfully navigate barriers to progress

### Resourcefulness:

- Maximize results with the tools and capabilities available amid a dynamic and changing HR environment
- Engage team members in a way to maximize their input and contributions across a variety of activities
- Multi-task self and teams to devote effort to the areas of highest priority

### Translator:

- Facilitate interactions across disciplines in a manner that makes disparate topics understandable to all parties
  - Utilize common forms of communication to breakdown knowledge and organizational barriers and knowledge gaps
  - Articulate messages, imagery, and concepts in variety of ways to connect with a variety of audiences
  - Bring multiple teams together, maximize inputs from various stakeholders, and execute against a common goal
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## Required and Preferred Qualifications

**Required Experience:** 10 years of relevant experience, 5 of which were managing diverse teams

**Preferred Experience:** Working for a four-year higher education institution and/or an affiliated health system

**Required Education:** Bachelor's degree

**Preferred Education:** Master's degree

**Preferred Certifications:** PMP, PHR, SHRM-CP, SHRM-SCP, SPHR, CEBS, CCP, CPA, CIA or an equivalent professional qualification

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