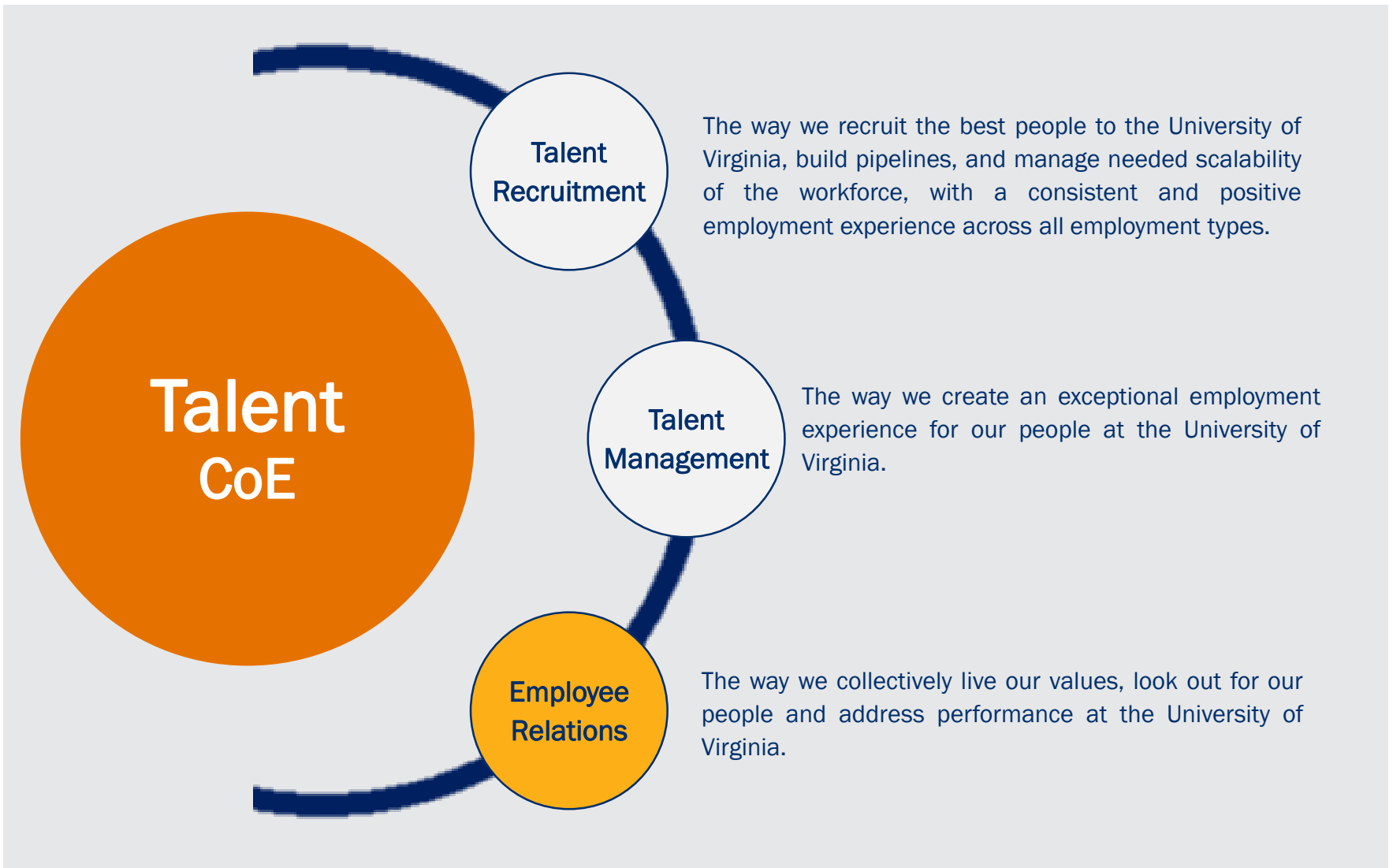


Future-State HR Service Delivery Model

Operating Model Design – Talent CoE





Employee Relations

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

Vision & Key Outcomes

What HR aims to achieve and to deliver

1

Service Offerings

What customers can expect

2

Our Vision (What are we shooting for?)



To build an overall infrastructure to support the employee relations activity across Grounds, the Medical Center, and the University Physicians Group.

A central resource for employees, managers and HR professionals, providing best in class employee relations tools, training, guidance, collaboration, and partnership.

Key Outcomes (How we will make a difference?)



- Increase number of cases resolved and provide greater visibility to trends
- Reduce time to resolve internal complaints
- Improve grievances win/loss ratio
- Minimize the number of regrettable exits due to performance/discipline
- Increase customer satisfaction with employee relations services

[Click Here to View the Employee Relations Service Offerings](#)

Policy Advisory Support

Policy advisory support is coaching specific to your organization and available on a variety of employee relations topics. From guidance on how to handle specific employment situations to helping managers navigate the regulatory and policy environment at UVA.

Grievance Process Execution

Grievance process execution is all of the delicate work required to support the grievance processes; from conducting internal investigations to representing UVA in formal grievance hearings.

Progressive Disciplinary & Corrective Actions

Progressive discipline and corrective action support is expert coaching and the practical execution required to drive the decisions, documentation and follow through associated with complicated workplace performance and conduct situations.

Conflict & Dispute Resolution

Conflict and dispute resolution is a voluntary alternative where employees and managers in conflict can decide on their own outcome for resolving issues.

External Entity Relationship Management

External entity relationship management is all of the behind the scenes work required to meet legal employment requirements and maintain productive working relationships with key employment national and state entities.

Preventative & Education Services

Preventative and Education Services are the proactive steps taken to empower managers, train our people and identify opportunities to improve UVA employment policies and practices.



Description (What it is...)

Policy advisory support is coaching specific to your organization and available on a variety of employee relations topics. From guidance on how to handle specific employment situations to helping managers navigate the regulatory and policy environment at UVA.



The Value to UVA (Why it matters...)

Effective policy advisory support avoids compliance risk, limits exposure to litigation and most importantly creates an environment where our people feel both accountable and valued through even the toughest personal situations.

The Work (How HR will help customers...)



- Advise managers through difficult and high risk situations
- Assess, advise and manage the fitness for duty process
- Consult on reasonable return to work and job accommodations (FMLA, short/long-term disability, ADA)
- Provide guidance on telecommute and alternative work schedules
- Coach on child abuse and neglect situations
- Advise on employee standards of conduct
- Consult on workforce restructuring and reduction in force actions
- Review departmental policies to anticipate potential issues

Outputs (What customers will get...)

- Employee relations resources that are located at and understand the medical center needs
- Expert advice and consultation



Description (What it is...)

Grievance process execution is all of the delicate work required to support the grievance processes; from conducting internal investigations to representing UVA in formal grievance hearings.



The Value to UVA (Why it matters...)

When done well, our customers will perceive that even through the toughest situations they were heard, they were treated fairly, and that there was consistency in the process. As an institution, this maintains our good standing with the state and reinforces our commitment to the employment experience.

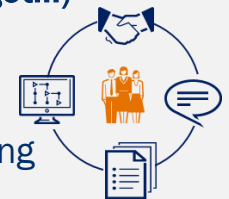
The Work (How HR will help customers...)



- Assess, advise, and manage the grievance process
- Conduct fact finding pertaining to the issue raised
- Prepare and participate in formal grievance hearings
- Maintain documentation and follow through on employment actions
- Consult leaders on organization-specific action plans, as needed

Outputs (What customers will get...)

- Grievance process manager guide
- Grievance preparation meeting agenda
- Grievance hearing materials
- Case and personnel file documentation



Employee Relations Service Offerings

Progressive Disciplinary & Corrective Actions

Back to the Employee
Relations Service
Offerings

Ufirst
HUMAN RESOURCE SOLUTIONS *for* YOU

Description (What it is...)

Progressive discipline and corrective action support is expert coaching and the practical execution required to drive the decisions, documentation and follow through associated with complicated workplace performance and conduct situations.



The Value to UVA (Why it matters...)

When done well, performance and conduct issues are managed early, tough conversations are more constructive, and behaviors are corrected prior to becoming a formal grievance.

The Work (How HR will help customers...)



- Advise supervisors on specific job related conduct and performance issues
- Guide supervisors through the progressive discipline process
- Drive the documentation of formal performance improvement plans
- Follow up with supervisor throughout the performance period
- Document decisions and coordinate employment actions (e.g. demotion, change in pay, etc.)

Outputs (What customers will get...)

- Grievance process manager guide
- Grievance preparation meeting agenda
- Grievance hearing materials
- Case and personnel file documentation



Employee Relations Service Offerings

Conflict & Dispute Resolution

Back to the Employee
Relations Service
Offerings

Ufirst
HUMAN RESOURCE SOLUTIONS *for YOU*

Description (What it is...)

Conflict and dispute resolution is a voluntary alternative where employees and managers in conflict can decide on their own outcome for resolving issues.



The Value to UVA (Why it matters...)

Our people are provided with a fast, fair, and informal alternative to address workplace conflicts and disputes. This process creates an open dialogue that removes communication barriers and results in improved relationships and workplace morale.

The Work (How HR will help customers...)



- Provide mediation and facilitation services directly to UVA organizations
- Engage external mediation and arbitration professionals (“Referrals), as needed
- Maintain the conflict and dispute resolution process, related materials and supporting documentation
- Follow up with parties after the mediation event

Outputs (What customers will get...)

- Expert facilitator (internal or external)
- Agreement to mediate/facilitate
- Outcome agreement (withdrawal, settlement or non-settlement)
- Case and personnel file documentation



External Entity Relationship Management

Description (What it is...)

External entity relationship management is all of the behind the scenes work required to meet legal employment requirements and maintain productive working relationships with key employment national and state entities.



The Value to UVA (Why it matters...)

Effective entity relationship management maintains our good standing with a variety of entities and avoids unnecessary audits and investigations (including all of the distraction and time associated with fulfilling these requests).

The Work (How HR will help customers...)



- Build and strengthen relationships with key external stakeholders
- Communicate and contribute to UVA reports and documentation submitted to a variety of entities:
 - State Department of Human Resources (DHR)
 - Virginia Employment Commission (VEC)
 - Outside HR Entities (State/National)

Outputs (What customers will get...)

- Documentation and coordination for Unemployment Commission appeals
- Employer poster compliance



Employee Relations Service Offerings

Preventative & Education Services

Back to the Employee
Relations Service
Offerings

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HUMAN RESOURCE SOLUTIONS *for* YOU

Description (What it is...)

Preventative and Education Services are the proactive steps taken to empower managers, train our people and identify opportunities to improve UVA employment policies and practices.



The Value to UVA (Why it matters...)

When done well, missteps will be avoided, the likelihood of a situation that is tough to defend will be diminished, and the employment experience at UVA will be reinforced. In doing so, we strengthen the connection of our people to the organization.

The Work (How HR will help customers...)



- Develop and deliver employee relations training to managers
- Share leading practices in employee relations
- Recommend areas for improvement within various University policies, practices and procedures
- Participate in Threat Assessment Team investigations and action plans

Outputs (What customers will get...)

- Manager training materials and facilitation
- Employee relations toolkit of leading practices
- Policy change recommendations
- Policy review board documentation
- Threat risk analysis and action plans

