Senior Director, HR Change Management

Position Summary

The Sr. Director, HR Change Management is a strategic role designed to manage best in class change management services to support the University of Virginia. This Director-level position is responsible for leading and overseeing all strategic initiatives across the Change Management team, minimizing change resistance and maximizing employee adoption for HR initiatives. This incumbent is responsible for encouraging behavioral changes using behavioral economics, outreach and engagement, targeted training and segmented communications so that individuals, teams and organizations effectively innovate, evolve and actualize UVA's strategic and operational goals and objectives. The incumbent will report to the CHRO and will not have direct reports.

Responsibilities and Duties

Set Direction/Plan
- Identify opportunities and design Change Management approach, methodology, tools and training for the University and HR Community in collaboration with other Change professionals across the institution, which includes Improvement opportunities, Change impact analysis and prioritization, Risk management plans, Communication needs and stakeholder segmentation, Training and evaluation and Change management metrics.
- Conduct planning meetings with HR leadership across the University to understand needs and requests, and agree on each change initiative's goals, priorities, strategies and plans, as well as supporting budgets and resource models. Negotiate open items, and come to an agreement.
- Participate in CHRO meetings to share trends, and provide relevant insights to inform coordinated HR plans and programs for the University.
- Inform and align to the Communications and Branding initiatives to ensure seamless service delivery in collaboration with HR communications team.
- Stay abreast of relevant industry trends and participate in best practice discussions with national peer groups. Relate applicable best practices back to HR teams and initiates training as needed to refresh HR skillsets.
- Model and encourage cross team collaboration.

Monitor/Execute/Manage
- Oversee the detailed design and implementation of an integrated HR change management and coordinated HR community strategy, which includes setting objectives, making program recommendations, defining success measures, aligning change efforts with other UVA initiatives and executing activities in each of the following areas:
    o Identify University awareness and engagement needs (e.g., University-wide HR communications, leadership action plans, project feedback, etc.)
    o Assess University readiness (preparing the workforce for the HR future state through education and training, e.g., change impact assessment, change management leadership training, role-specific education, etc.)
    o Identify HR Community Development opportunities (e.g., professional enrichment opportunities, cultural and behavioral change action plan, HR activities and interventions, etc.)
    o Coordinate with HR Communications resources.
- Lead working sessions and project meetings, as needed, and work closely with the rest of the HR executive team to manage dependencies and hand-offs.
- Hold monthly touch-point meetings with the HR executive team to understand areas of change resistance and to offer counsel to drive increased employee adoption; Intervene, if necessary, to drive

improvements, and ensures, as required, necessary coordination and collaboration with other functions and customers; and Shares lessons learned and insights.
- Provide regular progress reports to the CHRO to address progress against plan, open issues, plan changes and proposals. Solicit counsel and assistance as required.

Services Customers
- Provide advice and render opinions to the CHRO, HR executive team, UVA HR project leaders and the broader university community as required and requested. Serve as a subject matter expert across a broad spectrum of change management topics. Suggest leading practices and alternatives to address issues and challenges.
- Direct HR executive team to foster regular, open and ongoing communications through structured touch-points with Business Partners to obtain feedback on service, and provide summary updates on value delivered.
- Establish consistency and cross-functional collaboration while accounting for unique differentiators within each entity.
- Address and arbitrate escalated change initiative issues and resolves competing priorities to achieve win-win outcomes. Proactively monitor for potential escalation issues.
- Identify and pursue initiatives to build a strong service culture. Solicit information on, and lead opportunities to strengthen employee engagement, and promote a culture of diversity and inclusion.
- Manage expectations with the CHRO, HR executive team, and customers.

Leads Teams
- Lead, build, and retain an engaged, committed and excellent team; Establish clear and reasonable stretch goals for team members; Actively promote a culture of accountability and growth; Supports Strategic Change Management team to access required resources, information, and collaboration opportunities
- Execute on the University-wide people management process, to include talent selection, reviews, development and deployment decisions
- Create a positive team environment, and inspire other to do their best by celebrating successes and exhibiting an optimistic outlook toward contributions. Encourage team members to express points of view, communicate openly and honestly, take initiative, and provide feedback on risks and opportunities

Functional Area Outcomes

- Provide HR change management support for all HR initiatives
- Minimize disruption for large-scale HR initiatives
- Use standardized change management methodologies and tools
- Practice a coordinated approach to change management in collaboration with related initiative owners across UVA

Knowledge, Skills and Abilities

- Demonstrate strong familiarity in the various change management principles, methodologies and tools to include: leadership alignment, stakeholder engagement, change impact assessments, communications, and training
- Manage or supervise teams
- Work effectively with diverse stakeholders and leadership teams within a complex organization
- Implement large-scale organizational change efforts
- Develop and implement formal processes, policies, and methodologies
- Provide project management and leadership

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Minimum and Preferred Qualifications

Required Experience: 7 years of relevant experience

Preferred Experience: Experience working for a higher education institution

Required Education: Bachelor's degree

Preferred Certification: Prosci