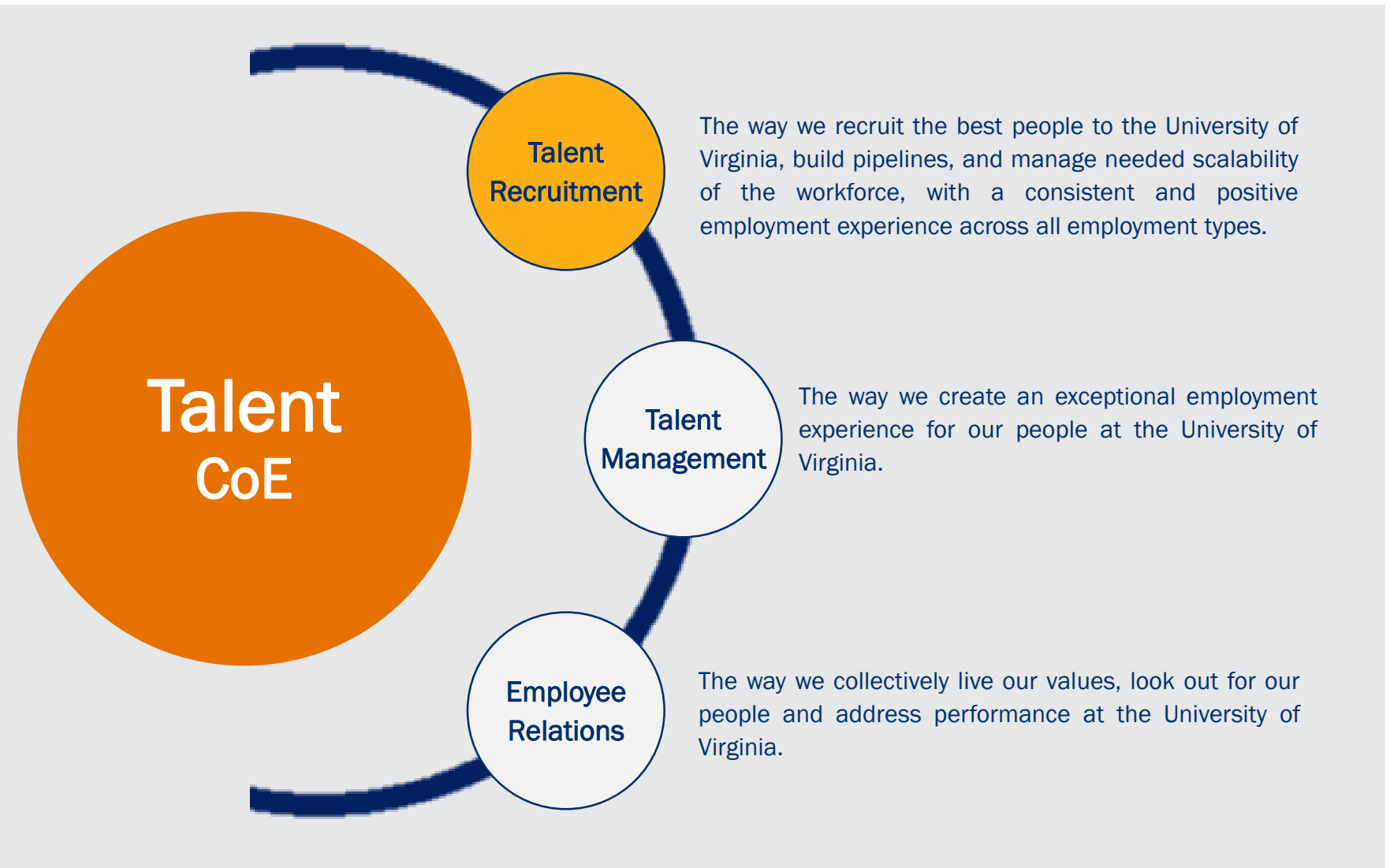


Future-State HR Service Delivery Model

Operating Model Design – Talent CoE







Talent Recruitment

The way we recruit the best people to the University of Virginia, build pipelines, and manage needed scalability of the workforce

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 recruit the best talent to the University of Virginia, ensuring the best possible experience for the hiring manager, search committee, and job seekers, while reducing recruitment related expenses, where possible.

To build an overall infrastructure to support Talent Flexibility across Grounds.

Leverage best in class recruitment and talent flexibility tools to support both core and distributed, business-specific recruiting professionals to deliver top talent, training, guidance collaboration, and partnership.

Key Outcomes (How we will make a difference?)



- Decrease time to fill a position (emphasis on right candidate) and increase job offer acceptance rate
- Increase diversity/size of applicant pools and talent pipelines
- Decrease recruitment expenses
- Improve management and candidate experience with hiring process
- Increase employee retention in first six (6) months
- Increase ability to meet fluctuating workforce needs with flexible workers and increase number of rotational placements

[Click Here to View the Talent Recruitment Service Offerings](#)



Job Sourcing and Posting

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.

Search and Candidate Experience

Search and candidate experience is the detailed work that makes a hiring manager/search committee's life easier. From scheduling of candidate interviews to making the final job offer, this area oversees the details that matter to the business and reinforce the candidate experience.

Vendor Management

Vendor management is the active engagement and oversight of recruitment vendors who are hired to bolster the search process as needed.

Program Consultation

Program consultation is coaching available to organizations on a variety of topics that matter throughout the recruitment process. When the conversation turns to diversity and compliance or relocation and accompanying partner, Talent Recruitment will provide services as needed.

Hiring Support Tools

Hiring support tools are the things asked for most frequently and should never need to be built from scratch. These are proven tools that make it easier to ask good questions, evaluate candidates consistently, navigate hiring rules, and stay current with recruitment best practices.





Flexible Hiring Solutions

Flexible hiring solutions is the formal name for something that the University of Virginia has done for years – understand the workforce needs and work creatively to close short term gaps. By leveraging technology and collective resources, Talent Flexibility will work to create agility in staffing models.

Pipeline Programming

Pipeline programming is the process of proactively establishing intentional relationships to develop sources of potential talent for planned future positions or areas of anticipated workforce shortages. Pipeline programming is a data driven discipline that is dynamically linked to your workforce plan.

Dual Career Services

Dual career services will assist UVA faculty and staff's spouses and partners who are seeking employment in the Charlottesville area. While Talent Flexibility cannot guarantee placement, Dual Career Services offer a variety of resources to support staff spouses and partners in their job searches.



Talent Recruitment Service Offerings

Job Sourcing and Posting

Back to the Talent
Recruitment
Service Offerings

Ufirst
HUMAN RESOURCE SOLUTIONS *for YOU*

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 a candidate pool. The days of 'posting and praying for one good candidate' are officially done.

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



- Build on branding, outreach, and social media strategies
- Share candidates for similar positions across requisitions and hiring managers
- Deliver recruitment and branding events
- Develop active and passive candidate pipelines
- Build diversity engagement strategies

Outputs (What customers will get...)

- Experienced recruiters focused on hiring needs
- Proactive sourcing to attract the best candidates
- Rapid job postings
- Rapid and reduced cost job advertising due to leveraged contracts
- More robust infrastructure to minimize recruiter administrative tasks
- Quality, vetted candidates for interviews



Talent Recruitment Service Offerings

Search and Candidate Experience

Back to the Talent
Recruitment
Service Offerings

Ufirst
HUMAN RESOURCE SOLUTIONS *for YOU*

Description (What it is...)

Search and candidate experience is the detailed work that makes the life of a hiring manager / search committee easier. From scheduling of candidate interviews to making the final job offer, this area oversees the details that matter to the business and reinforce the candidate experience.



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

When done well, consistent and predictable recruit-to-hire support improves the candidate experience and acceptance rates. It also optimizes recruiter-specific talents, enhances the employment brand and increases hiring manager / search committee satisfaction.

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



- Develop position narratives
- Support candidate screening
- Provide applicant tracking and reporting
- Facilitate candidate communications
- Advise best practices for reference checks
- Produce offer letters
- Provide information about Charlottesville and direct candidates to resources

Outputs (What customers will get...)

- Reduced administrative burden for recruiter
- Candidate interview scheduling
- Single point of contact for candidate questions
- Offer letter preparation for your approval
- Salary negotiations with candidates (if desired)



Description (What it is...)

Vendor management is the active engagement and oversight of recruitment vendors who are hired to bolster the search process as needed.



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

Effective vendor management enables UVA to spend advertising and search dollars wisely, get a fair return, and align the goals of vendors with your search objectives.

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



- Identify potential vendors
- Drive the vendor selection and negotiation process
- Monitor vendor performance and raise issues proactively
- Facilitate vendor administration

Outputs (What customers will get...)

- Support to identify vendors and steward them through the UVA procurement process
- Pre-approved, competitively priced sourcing options
- Vendor invoicing coordination with your budget resource



Talent Recruitment Service Offerings

Program Consultation Services

Back to the Talent
Recruitment
Service Offerings

Ufirst
HUMAN RESOURCE SOLUTIONS *for* YOU

Description (What it is...)

Program consultation is coaching available to organizations on a variety of topics that matter throughout the recruitment process. When the conversation turns to diversity and compliance or relocation and accompanying partner, Talent Recruitment is there to provide services as needed.



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

Effective program consultation advances UVA's diversity objectives, avoids compliance risk, and empowers hiring managers to handle questions about bonus, relocation, and dual career support, while maintaining an exceptional candidate experience.

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



- Improve compliance and diversity strategies
- Facilitate employee referral programs
- Advise on sign on and retention bonus recommendations
- Support relocation assistance (coordination with Solution Center)
- Facilitate accompanying partner assistance (coordination with Dual Career)
- Provide leading practices to hiring managers and search committees

Outputs (What customers will get...)

- Employee Referral Program
- Relocation assistance support
- Retention/Sign on bonus recommendations
- Diversity and inclusion hiring strategies for a unit
- More robust infrastructure to minimize recruiter administrative tasks to focus on recruiting



Description (What it is...)

Hiring support tools are the things asked for most frequently and should never need to be built from scratch. These are proven tools that make it easier to ask good questions, evaluate candidates consistently, navigate hiring rules and stay current with recruitment best practices.



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

Simply stated, keeping core tools current is the primary way to create a consistent recruitment experience for candidates and enable hiring managers to confidently select the best candidate for their organization.

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



- Develop and maintain interview guides
- Provide evaluation matrices
- Develop and maintain workplace assessment alternatives
- Provide international hiring process guidance
- Maintain evolving best practices guide

Outputs (What customers will get...)

- Practical tools to enable the recruiting process
- Tips, best practices, and training for interviewing
- Pre-employment skills tests



Talent Recruitment Service Offerings

Flexible Hiring Solutions

Back to the Talent
Recruitment
Service Offerings

Ufirst
HUMAN RESOURCE SOLUTIONS *for YOU*

Description (What it is...)

Flexible hiring solutions is the formal name for something that the University of Virginia has done for years – understand the workforce needs and work creatively to close short term gaps. By leveraging technology and collective resources, Talent Flexibility will work to create agility in staffing models.



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

Simply stated, good flexible hiring execution enables the organization to tap into new sources of talent, shift the staffing mix (across employee types) over time and reduce the cost of getting work done. UVA is better positioned to meet the evolving work expectations of the next generation of talent.

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



- Develop flexible hiring plans aligned to your broader workforce planning strategy
- Mobilize specialty recruiting efforts to meet your needs in the following areas:
 - Temporary Staffing & Contingent Workers
 - Student Hiring & Internships
 - Wage Hiring
- Monitor flexible hiring effectiveness and propose course corrections as needed

Outputs (What customers will get...)

- Agile staffing plans
- Experienced staffing team focused on hiring needs
- Proactive sourcing to attract the best candidates
- Rapid job postings
- Quality, vetted candidates for interviews



Pipeline Programming

Description (What it is...)

Pipeline programming is the process of proactively establishing intentional relationships to develop sources of potential talent for planned future positions or areas of anticipated workforce shortages. Pipeline programming is a data driven discipline that is dynamically linked to your workforce plan.



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

Effective pipeline programming increases the number of qualified candidates in the candidate pool and reduces the amount of time it takes to fill urgent needs within teams.

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



- Prioritize, establish and/or maintain relationships with sources of potential talent
- Develop new talent pipelines
- Build integrated local, regional and national partnerships for talent
- Design and administer programs that improve the effectiveness of flexible hiring solutions (e.g., “Super Temps”)

Outputs (What customers will get...)

- Healthy working relationships with key external organizations
- “Ready” pools of qualified candidates
- Proactive support today aligned to your hiring needs of tomorrow
- Flexible hiring programs that enhance the likelihood of placement success and acceleration through the UVA learning curve for program participants



Description (What it is...)

Dual career services will assist UVA faculty and staff's spouses and partners who are seeking employment in the Charlottesville area. While Talent Flexibility cannot guarantee placement, we offer a variety of resources to support staff spouses and partners in their job searches.



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

When done well, dual career services may be the difference between your top choice for a position accepting their new staff role at UVA or declining the offer. Also, it is a visible first impression of the UVA culture and desired employment experience.

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



- Evaluate and prioritize referrals
- Conduct initial conversation and point referrals to available resources
- Provide advice and periodic updates to hiring managers
- Develop UVA and Charlottesville specific resources (staff and candidate guides, moving to Charlottesville, etc.)
- Author content and contribute to dual career website resources

Outputs (What customers will get...)

- Focused support for UVA staff spouses and partners seeking employment
- Warm introductions between hiring organizations and candidates, where appropriate
- Practical tools and links to resources to enable the dual career hiring process

