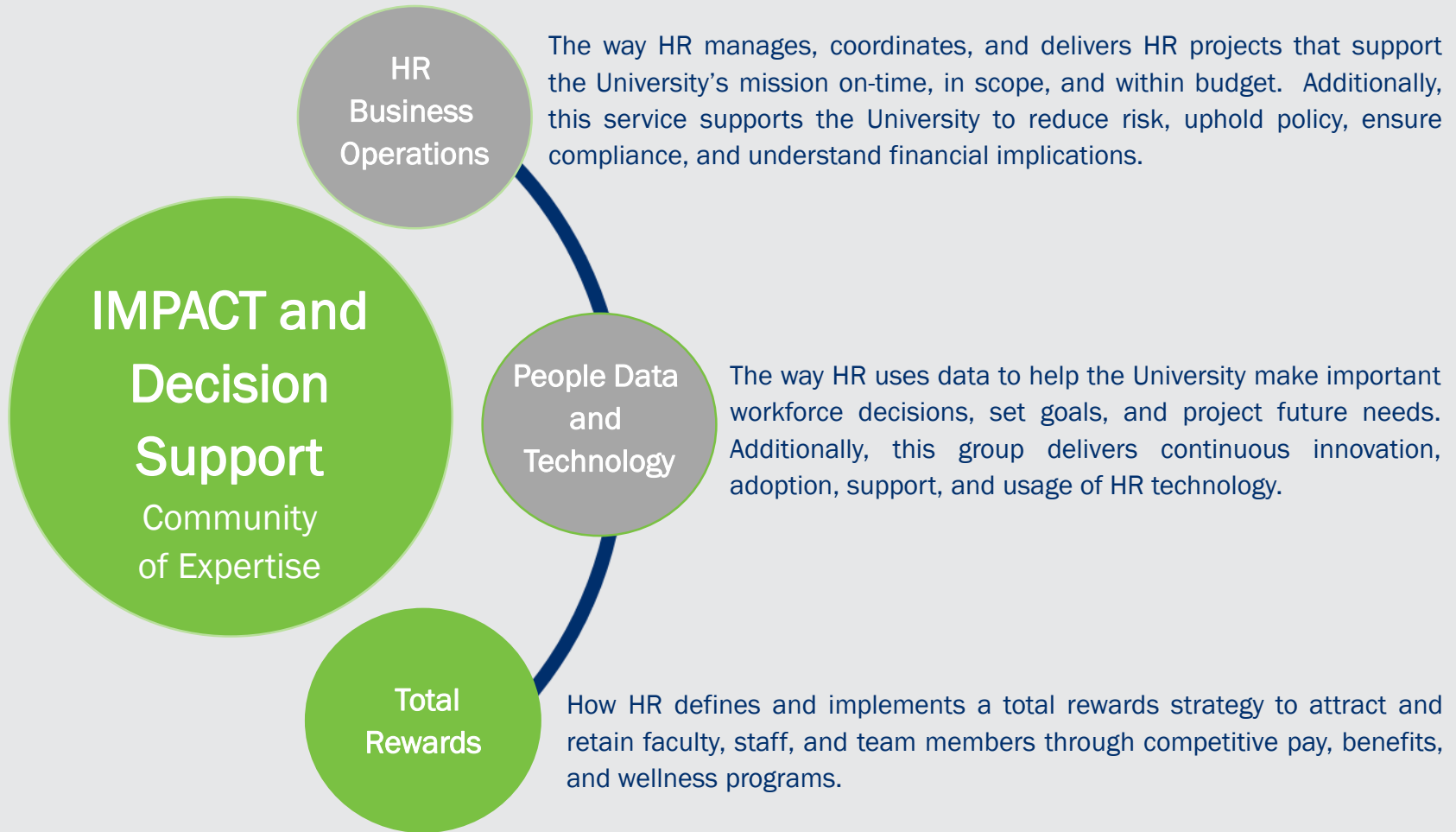


Future-State HR Service Delivery Model

Operating Model Design – IMPACT CoE





Total Rewards

How HR defines and implements a total rewards strategy to attract and retain faculty, staff, and team members through competitive pay, benefits, and wellness programs.

Vision & Key Outcomes

What HR aims to achieve and to deliver

1

Service Offerings

What customers can expect from HR

2

Our Vision (What are we shooting for?)



To develop, implement and support a strategic compensation approach for faculty, staff, and team members through leading compensation strategy, tools, training, and guidance.

Key Outcomes (How we will make a difference?)



- Transparent, compliant and clearly articulated compensation philosophy and governance
- Market competitive salary structures and practices
- Leadership education and guidance on pay practices
- Consistent classification and titling of positions
- Internal equity and external pay competitiveness practices

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

Our Vision (What are we shooting for?)



To attract and retain faculty, staff, and team members at the University of Virginia by providing competitive benefit and wellness service offerings, supported by leading technology, tools, training, and guidance.

Key Outcomes (How we will make a difference?)



- Competitive and affordable benefit plans
- Strategically focused plan development to foster a healthy workforce, while managing financial investment
- Demonstrated value of wellness and other health programming
- Increased participation in supplemental retirement savings programs
- Improved benefit decision support tools
- Effective management of regulatory compliance risk
- Optimized benefit administration efficiency

[Click Here to View the Benefits and Wellness Service Offerings](#)



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Compensation Strategy and Program Administration

Compensation Strategy and Program Administration focuses on helping the University retain and reward faculty, staff, and team members. This group defines a compensation strategy, executes the organizational pay philosophy, supports the competitive compensation market analysis, defines and aligns roles within the compensation structures, and maintains compliance with key laws and regulations such as the Fair Labor Standards Act (FLSA). Compensation program and plan administration ensures consistent philosophy and governance across the organization, including new pay programs and changes to current programs.

Targeted Compensation and Incentive Plans

Targeted compensation and incentive plans provide differentiated compensation for unique positions as needed to attract and retain key talent, in a transparent and responsible manner.

Innovative Pay Programs

The University needs the ability to recognize individuals for going above and beyond. Innovative Pay Programs allows the University to recognize additional work and reward faculty, staff, and team members through programs such as shift differential and call pay.





Retirement Plan Development and Administration

The University offers a wide range of retirement plans to help support the retirement goals of faculty, staff, and team members. Administration includes handling both the ongoing affairs and decisions, as well as the strategic development of new or revised retirement plan offerings to support the ability of the UVA workforce to achieve their retirement planning goals.

Health and Welfare Benefits Administration

Health and welfare benefits help support the work-life needs of faculty, staff, team members, and their families. Administration includes handling both the ongoing affairs and decisions, as well as the strategic development of new or revised health and welfare plan offerings to support the ability of the UVA workforce to be engaged and productive.

Leave of Absence Program Administration

Supports faculty, staff, and team members in achieving healthy and productive work-life balance and during significant life changes. Leave of absence program administration assists and supports individuals in effectively using and managing time away from work.

Wellness Programs

This service encourages, informs, and engages faculty, staff, and team members to lead and maintain healthy life styles, providing programming, support and reward healthy outcomes.



Compensation Service Offerings

Compensation Strategy and Program Administration

Back to the
Compensation
Service Offerings

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Description (What it is...) This group defines a compensation strategy, executes the organizational pay philosophy, supports the competitive compensation market analysis, defines and aligns roles within the compensation structures, and maintains compliance with key laws and regulations such as the Fair Labor Standards Act (FLSA). Compensation program and plan administration ensures consistent philosophy and governance across the organization, including new pay programs and changes to current programs.



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

Compensation Strategy and Program Administration focuses on helping the University retain and reward faculty, staff, and team members.

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



- Administering and supporting overall compensation programs and plans for the University
- Providing market pricing for all positions, including special pays
- Consulting on new job descriptions and modifying existing job descriptions
- Conducting internal alignment reviews
- Administering wage / hour and other legal / regulatory compliance

Outputs (What customers will get...)

- Market competitive salary structures and practices
- Consistent governance across the organization, including approving new pay programs and changes to current programs
- Consistent and transparent process
- Support of salary negotiations with candidates
- Equity recommendations based on assessment of experience and relevant factors
- Transparent and easy-to-understand communication about compensation



Compensation Service Offerings

Targeted Compensation and Incentive Plans

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Compensation
Service Offerings

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Description (What it is...)

Targeted compensation and incentive plans provide differentiated compensation for unique positions as needed to attract and retain key talent, in a transparent and responsible manner.



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



- Performing targeted position market analysis including total compensation packages
- Offering support for critical leadership hires
- Developing and administering incentive programs
- Communicating all aspects of total rewards for targeted positions

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

Targeted Compensation and Incentive Plans focus on helping the University retain and reward faculty, staff, and team members.

Outputs (What customers will get...)

- Market competitive pay packages and incentive plans for targeted positions
- Alignment to organizational goals
- Transparent and easy-to-understand communication about compensation, including total rewards statements for targeted positions



Description (What it is...)

The University needs the ability to recognize individuals for going above and beyond. Innovative Pay Programs allows the University to recognize additional work and reward faculty, staff, and team members through programs such as shift differential and call pay.



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

Innovative pay plans focus on helping the University retain and reward faculty, staff, and team members.

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



- Aligning with market conditions
- Supporting organizational needs in special cases
- Providing additional rewards for necessary coverage

Outputs (What customers will get...)

- Market competitive pay practices
- Alignment to organizational goals
- Transparent and easy-to-understand methods



Benefits and Wellness Service Offerings

Retirement Plan Development and Administration

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Benefits & Wellness
Service Offerings

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Description (What it is...)

The University offers a wide range of retirement plans to help support the retirement goals of faculty, staff, and team members. Administration includes handling both the ongoing affairs and decisions, as well as the strategic development of new or revised retirement plan offerings to support the ability of the UVA workforce to achieve their retirement planning goals.



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



- Managing financial plan design and administration of 401a and 403b Plans (e.g. ORP, MCRP and Cash Match)
- Ensuring benefit plans are compliant with all regulatory bodies
- Administering related policies and procedures
- Managing benefit vendor relationships
- Increasing participation in supplemental retirement savings programs

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

Investing in the financial future of our faculty, staff, and team members shows our workforce that we care about them. Effective retirement plan administration minimizes the challenges associated with financial and healthcare decisions and helps retain talent.

Outputs (What customers will get...)

- Attractive retirement plan options
- Competitive fund choices and fee structure
- Increased participation in supplemental retirement savings programs
- Sound financial management of retirement plans
- Effective and engaging financial wellness programs and education



Benefits and Wellness Service Offerings

Health and Welfare Benefits Administration

Back to the
Benefits & Wellness
Service Offerings

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Description (What it is...)

Health and welfare benefits help support the work-life needs of faculty, staff, team members, and their families. Administration includes handling both the ongoing affairs and decisions, as well as the strategic development of new or revised health and welfare plan offerings to support the ability of the UVA workforce to be engaged and productive.



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

Providing faculty, staff, and team members with best in class health and welfare benefits increases appeal to top talent, improves morale, and helps with retention.

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



- Administering University group health and welfare plans (medical, dental, FSA, HSA, life and disability)
- Ensuring benefit plans are compliant with all regulatory bodies
- Providing plan advice and guidance including escalated inquiries from the HR Solution Center
- Managing open enrollment process
- Developing effective benefit decision support tools
- Managing benefit vendor relationships

Outputs (What customers will get...)

- Competitive and affordable benefit options
- User-friendly benefit decision tools
- Policy and program guidance
- Efficient and timely enrollment process
- Effective and engaging benefit event communication (e.g. open enrollment, benefit fairs)
- Sound financial management of benefit plans



Benefits and Wellness Service Offerings

Leave of Absence Program Administration

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Benefits & Wellness
Service Offerings

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Description (What it is...)

Supports faculty, staff, and team members in achieving healthy and productive work-life balance and during significant life changes. Leave of absence program administration assists and supports individuals in effectively using and managing time away from work



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

Supporting our faculty, staff, and team members during life changes are important and additional care is necessary. Leave of absence program administration provides support and job security for impacted faculty, staff, and team members.

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



- Administration of Family Medical Leave Act (FMLA), Short term & Long term disability (STD & LTD), and other leave programs (e.g., Leave Sharing, Education Leave, Sabbatical Leave)
- Administering related policies and procedures
- Providing leave plan advice and guidance including escalated inquiries from the HR Solution Center
- Managing third party leave administration vendor relationships

Outputs (What customers will get...)

- Income protection for periods of illness or injury
- Job protection during eligible leaves
- Policy and program compliance, guidance, and advice
- Efficient, sensitive, and timely enrollment and return to work process
- User friendly resources outlining leave types and enrollment steps for faculty, staff, team members, and the HR community



Description (What it is...)

This service encourages, informs, and engages faculty, staff, and team members to lead and maintain healthy life styles, providing programming, support and reward healthy outcomes.



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



- Administrating wellness programs and campaigns
- Managing related policies and procedures
- Directing third party vendor relationships
- Providing wellness plan advice and guidance including escalated inquiries from the HR Solution Center
- Providing wellness education

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

To support a healthy lifestyle and encourage wellbeing, the University rewards faculty, staff, and team members for participation in wellness programs. Programs are designed to promote overall well-being, leading to reduced absenteeism, increased productivity and moral, and increased loyalty to the organization.

Outputs (What customers will get...)

- Accessible and diverse wellness programs
- Financial incentives to reward healthy lifestyles
- Resources for kicking bad habits or managing chronic illness
- Engaging tools for tracking fitness goals
- Improved health outcomes
- Reduced health benefit cost trends

