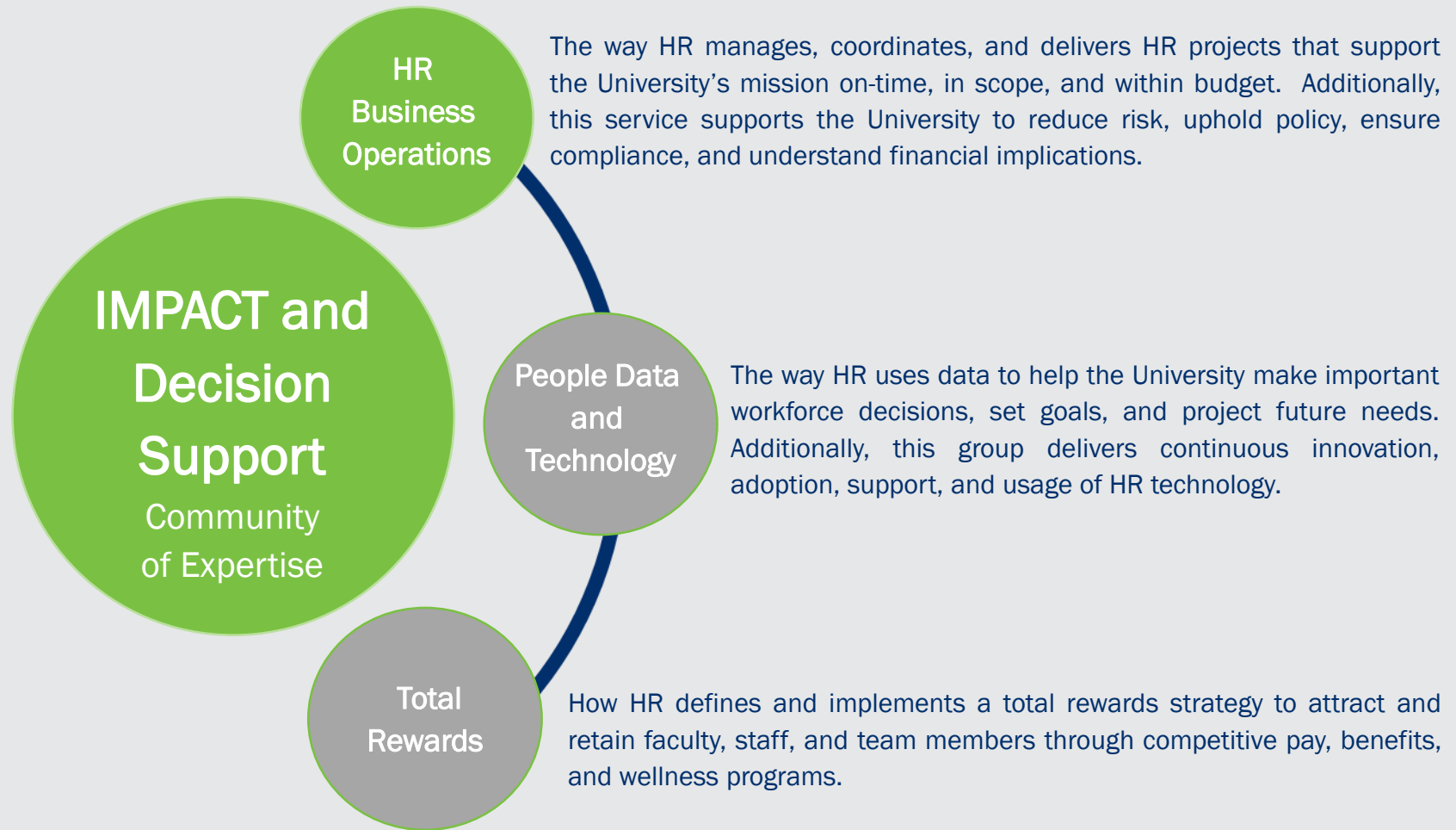


# Future-State HR Service Delivery Model

## Operating Model Design – IMPACT CoE







### HR Business Operations

The way HR manages, coordinates, and delivers HR projects that support the University's mission on-time, in scope, and within budget.

Additionally, this service supports the University to reduce risk, uphold policy, ensure compliance, and understand financial implications.

### 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?)



HR Business Operations delivers organizational value through best in class project management practices and execution support of key HR projects / activities that support our mission. This group helps the University manage risk by creating a comprehensive HR risk framework, measuring HR risks, managing HR regulatory reporting, and monitoring compliance.

### Key Outcomes (How we will make a difference?)



- Align HR projects / activities with other University projects to minimize disruption
- HR projects delivered on time, within scope, and within budget
- Increased efficiency and effectiveness in HR project management
- A continuous improvement HR culture
- Management education and guidance to reduce risk
- Compliant, transparent and easily accessible policies
- Timely and comprehensive response to requests and inquiries

[Click Here to View the HR Business Operations Service Offerings](#)

### Initiatives Management

Initiatives Management is a service provided to Human Resources for efficiently and effectively managing and coordinating HR projects / activities. Initiatives Management works with the HR Communities of Expertise to organize, oversee, and manage HR projects / activities reducing waste, increasing value, and delighting our customers.

This service will track and report milestones and deliverables, provide toolkits for project implementation, support best practices in project management, and collaborate pan-University to minimize disruption. Initiatives Management will work to measure and report progress and outcomes.

### Policy, Risk Management, and Compliance

Policy, Risk Management, and Compliance will administer a comprehensive risk management framework to:

- Evaluate, manage, measure, and assess HR risks, taking action as needed and providing appropriate education
- Monitor and manage HR compliance and regulatory reporting
- Establish and oversee clear, consistent, and up-to-date policies

# HR Business Operations Service Offerings

## Initiatives Management

Back to the HR  
Business Operations  
Service Offerings

**Ufirst**  
HUMAN RESOURCE SOLUTIONS *for YOU*

**Description (What it is...)** Initiatives Management is a service provided to Human Resources for efficiently and effectively managing and coordinating HR projects / activities. Initiatives Management works with the HR Communities of Expertise to organize, oversee, and manage HR projects / activities reducing waste, increasing value, and delighting our customers. This service will track and report milestones and deliverables, provide toolkits for project implementation, support best practices in project management, and collaborate pan-University to minimize disruption. Initiatives Management will work to measure and report progress and outcomes.



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

- Defining desired outcomes, resource needs, and success measures
- Using metrics to align projects with strategy
- Securing stakeholder buy-in and support
- Providing budget support and recommendations related to HR investments



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

The use of consistent project management methodologies and practices reduces waste and increases efficiencies. By practicing these methodologies within HR, the investments in time and resources will deliver desired outcomes and value to our customers.

### Outputs (What customers will get...)

- Tools, guidance and expertise to organize and execute HR projects
- Visibility into the HR portfolio of projects
- Increased ability to fulfill customer requests
- Improved support for HR projects
- Increased HR practitioner and customer satisfaction through outcomes based measurements



# HR Business Operations Service Offerings

## Policy, Risk Management, and Compliance

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- Establish and oversee clear, consistent, and up-to-date policies



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

Having a consistent approach to risk is critical for making decisions, investments, and taking action. Knowledge of HR risk will help inform governance tools such as policies and communications. Clear, consistent, and up-to-date policies will make compliance easier to attain and manage.

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



- Promoting sound governance through clear, consistent, and up-to-date policies and communications
- Providing education and understanding about risk and risk tolerance
- Counseling alternatives for consideration when assessing and mitigating risk
- Partnering with other compliance professionals at the University to advance a consistent, practical HR governance structure

### Outputs (What customers will get...)

- Clear, up-to-date, and easy-to-understand HR policies
- Reduced liability, risks, and costs
- Increased awareness of risks and better understanding of risk tolerance

