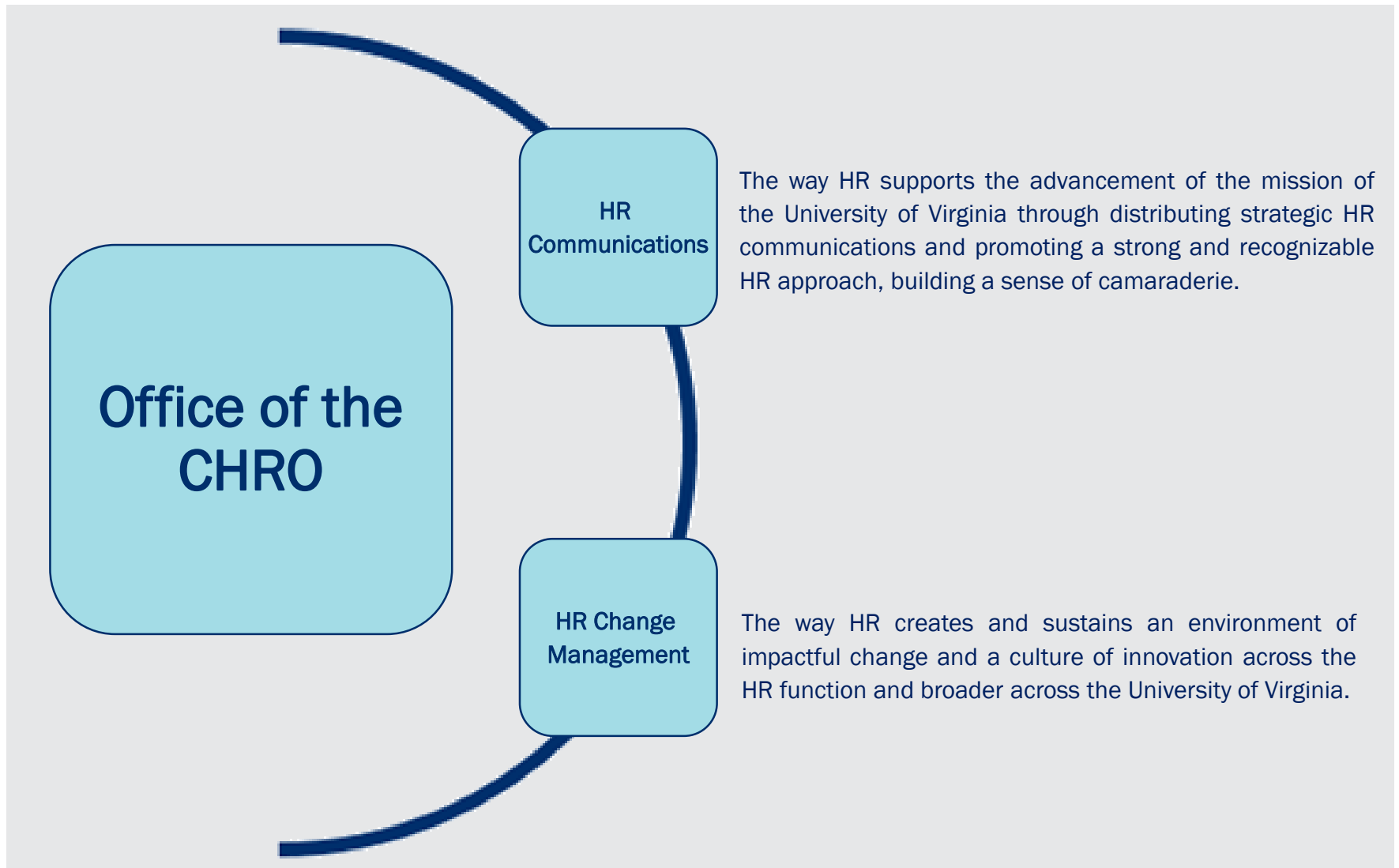


# Future-State HR Service Delivery Model

## Operating Model Design – Office of the CHRO





### HR Communications

The way HR supports the advancement of the mission of the University of Virginia through distributing strategic HR communications and promoting a strong and recognizable HR approach, building a sense of camaraderie.

### 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?)



Advance the mission of Human Resources and the University of Virginia through the planning and execution of strategic HR communications.

Create and sponsor a consistent and recognizable HR communications approach that resonates with UVA faculty, staff, and team members, building a sense of camaraderie.

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



- HR communications approach that allows faculty, staff, and team members to easily recognize and relate to important HR messages
- Communications strategy and support for all HR functions
- Easy-to-navigate, high-functioning, and accessible HR Website
- Tailored key messages and coordinated HR communications
- Metrics for communication effectiveness that inform the message and approach, and reduce the number of customer inquiries after a communication

[Click Here to View the HR Communications Service Catalog](#)



### Functional HR Communication Support

The HR Communications team will develop and support the all functional HR areas. Working collaboratively with UVA communication resources across Grounds, functional HR communication support will ensure consistent and effective delivery of key internal HR messaging.

### Consistent and Recognizable Communications Approach

Create a strategic, consistent, and recognizable approach to HR communications to enhance the recognition of key HR messages and corresponding actions needed. Creating messages that resonate with faculty, staff, and team members and build a sense of camaraderie.

### Enhanced affiliation with the UVA Brand through Internal Communications

Leverage the strength of the UVA brand to support the recruitment of top talent, enhance engagement, and foster affiliation. Strengthen the internal HR message consistency with external UVA communications and in collaboration with existing UVA communication resources.

# HR Communications Service Offerings

## Functional HR Communications Support

Back to the HR  
Communications  
Service Offerings

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### Description (What it is...)

The HR Communications team will develop and support the all functional HR areas. Working collaboratively with UVA communication resources across Grounds, functional HR communication support will ensure consistent and effective delivery of key internal HR messaging.



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

HR communications provide support through HR to create meaningful communications. Tailored key messages promote buy-in, build engagement, and increase adoption of HR programs. HR communications are delivered in a coordinated way with other University communications, increasing coordination and message unity.

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



- Delivering best practice communication guidance and support
- Providing multiple ways for faculty, staff, and team members to receive communication – website, newsletter, social media, etc.
- Coordinating communication activities across HR and the University

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

- Highly-coordinated HR communications that create a better understanding of HR programs
- Partnership with UVA communication resources across grounds for aligned messages and reduced redundancy of communications
- New communication channels for multiple ways to receive information
- Increased faculty, staff, and team member engagement across the University



# HR Communications Service Offerings

## Consistent & Recognizable Communications Approach

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Communications  
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### Description (What it is...)

Create a strategic, consistent, and recognizable approach to HR communications to enhance the recognition of key HR messages and corresponding actions needed. Creating messages that resonate with faculty, staff, and team members and build a sense of camaraderie.



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

By creating a consistent and recognizable communications approach, faculty, staff, and team members will feel more connected to the organization, thereby creating authentic and contagious pride.

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



- Supporting communications requirements with strategy, tools, and processes
- Communications for all HR needs
- Serving as the liaison between University Communications and UVA Health System Marketing and Communications
- Ensuring a clear and continuous look, feel, and voice for HR communications

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

- A consistent and recognizable HR voice and experience throughout the University
- HR communications that align with the excellent reputation of UVA



# HR Communications Service Offerings

Enhanced affiliation with the UVA Brand through Internal Comms.

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Communications  
Service Offerings

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## Description (What it is...)

Leverage the strength of the UVA brand to support the recruitment of top talent, enhance engagement, and foster affiliation. Strengthen the internal HR message consistency with external UVA communications and in collaboration with existing UVA communication resources.



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

The competition for top talent in healthcare and higher education is palpable. By creating an attractive and promising employment experience for UVA, the University will improve the reach of Talent Recruitment and continue attracting and retaining the best of the best to our University.

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



- Leveraging the strength of the UVA brand to support the recruitment of top talent, enhance engagement, and foster affiliation.
- Creating external employment websites and social media accounts
- Vetting and confirming the Employment Value Proposition

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

- Consistent and recognizable employment approach resulting in better recruitment and retention ability
- Digital presence, including employment websites and social media to engage with job seekers
- Employment Value Proposition that resonates with current and future faculty, staff, and team members
- Enhanced ability to recruit and retain top talent that fits within the UVA culture





### HR Change Management

The way HR creates and sustains an environment of impactful change and a culture of innovation across the HR function and broader across the University of Virginia

### 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 create and sustain a culture of continuous improvement across the Human Resources function and in collaboration with related UVA resources.

Advance the vision of HR in support of the strategic mission of the University of Virginia by developing solid change management methodologies and tools in collaboration with initiative owners across the University.

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



- HR change management support for all HR initiatives
- Minimize disruption for large-scale HR initiatives
- Consistent use of standardized change management methodologies and tools
- Coordinated approach to change management in collaboration with related initiative owners across UVA

[Click Here to View the HR Change Management Service Catalog](#)

### Change Management Methodologies and Standard Tools

HR Change Management provides direct change management support to the HR function and collaborates with initiative leaders across HR, and the broader University, to implement standard organizational change management methodologies and tools. Initiatives conducted in the HR function and across the University can benefit from standard and consistent methods, tools, and templates to ensure best practices are being followed.

## Methodologies and Standard Tools

### Description (What it is...)

Change Management is a service provided to Human Resources to efficiently and effectively manage and coordinate HR initiatives. HR Change Management works closely with HR Communications and initiative leaders to organize, oversee, and manage HR projects / activities to increase value by leveraging best practices.



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

The use of consistent change management methodologies and practices improves and encourages successful outcomes of initiatives in HR and across the University. By practicing these methodologies within HR, the investments in time and resources will deliver desired outcomes and value to those we serve.

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



- Contributing to the overall HR strategy with focus on those we serve
- Defining desired outcomes, resource needs, and success measures for HR initiatives
- Using metrics to align projects with strategy and ensuring stakeholder readiness
- Securing stakeholder buy-in and support for change initiatives
- Identifying and prioritizing process improvements and HR initiatives
- Integrating change strategies across UVA
- Providing change leadership training

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

- Consistent methodology for change management across HR
- Tools, guidance, and expertise on how to organize and execute HR projects
- Visibility and understanding of change impacts across the portfolio of HR initiatives
- Continuous process improvements by leveraging lessons learned
- Feedback loops to drive strategic HR decision-making to ensure stakeholder buy-in

