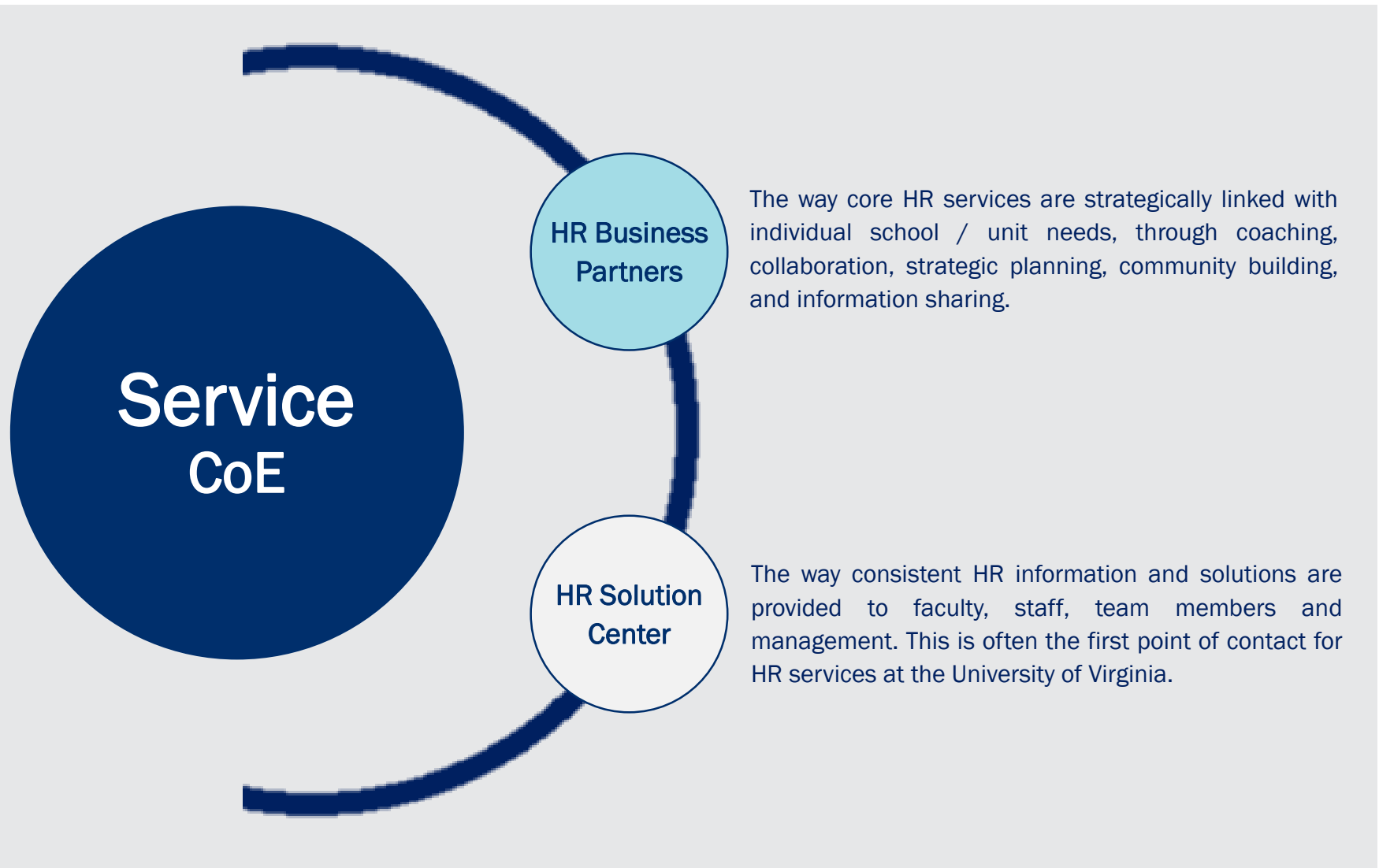


Future-State HR Service Delivery Model

Operating Model Design – Service CoE







HR Business Partners

The way core HR services are strategically linked with individual school / unit needs, through coaching, collaboration, strategic planning, community building, and information sharing.

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?)



The HR Business Partner brings the HR service delivery model to life. As a strategic advisor, collaborator, and proactive consultant to leadership, the HR Business Partner will work with leaders to provide innovative HR solutions to meet their business goals.

When necessary, the HR Business Partner will bring in experts from both the Talent and IMPACT Communities of Expertise to support the people priorities for the organization they support.

Key Outcomes (How we will make a difference?)



- Developed, implemented, and supported HR goals, plans and initiatives at the school / unit
- Increased faculty, staff, and team member engagement
- Focused attention on development plans for high potential faculty, staff, and team members
- Reduced number of informal disciplinary actions
- Reduced, and maintained, turnover rate
- Management feedback incorporated in to future HR programs

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

Talent Planning

Translating business needs into a people strategy that will help an organization reach its goals is a key focus of the HR Business Partner. Working closely with the Talent Community of Expertise, the HR Business Partner will provide innovative talent strategies, focus on developing current talent, and recruit the best new talent to foster and support a high-performing workforce.

Program Administration

The HR Business Partner serves as the core connector to all HR services. In addition to providing feedback for continuous improvement from the customer's organization to HR, the HR Business Partner will keep school / unit leadership, faculty, staff, and team members engaged with all HR initiatives and programs.

Performance Advising

A workforce that is engaged with the school / unit and the University empowers our faculty, staff, and team members who come to work every day in the endless pursuit of innovation and excellence in world-class teaching, research, patient care and public service. The HR Business Partner plays a key role in coaching, advising, and encouraging University management to engage with their teams, building a high-performing workforce.

Risk Management

Advising and educating management on applicable federal, state, local, and organization policies and procedures is an important part of the HR Business Partner's service. Providing expert insight helps management interpret HR, EOCR, Provost, HIPAA, ADAAA, and other governing policies, process, and laws to avoid and mitigate compliance risks.

Talent Planning

Description (What it is...)

Working closely with the Talent Community of Expertise, the HR Business Partner will provide innovative talent strategies, focus on developing current talent, and recruit the best new talent to foster and support a high-performing workforce.



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

Translating business needs into a people strategy that will help an organization reach its goals is a key focus of the HR Business Partner. Effective talent planning creates the foundation of the organization's workforce.

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



- Providing data and organizational workforce planning input
- Supporting the Talent Recruitment planning process
- Facilitating skills trainings, mentoring, and job rotation
- Collaborating with management on promotions, job changes, and transfers
- Advising on competitive compensation strategies

Outputs (What customers will get...)

- Aligned workforce planning and recruitment strategies, enabling the organization to meet its business goals
- Proactive action plans for potential talent gaps
- Recommendations to increase workforce efficiency
- Identified training needs and strategies for implementation
- Staffing of new initiatives and programs in collaboration with the Talent CoE



Program Administration

Description (What it is...)

The HR Business Partner serves as the core connector to all HR services. As the key contact for management, this service leads workforce planning initiatives, connects management with appropriate HR functions as needed, and facilitates engagement and implementation with organizational initiatives. The Business Partner will provide feedback for continuous improvement from the customer's organization to initiative owners.



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

The HR Business Partner will balance consistency in program administration, with appreciation for each organization's culture and needs, implementing programs like the annual merit process, performance management, talent pipeline planning, and onboarding.

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



- Facilitating the performance management process
- Advising on performance plans for management and high-potential individual contributors
- Supporting and participating in onboarding
- Supporting faculty reappointment, promotion, and tenure processes
- Providing review and execution of the market and merit processes

Outputs (What customers will get...)

- Actionable performance plans, evaluations, and ratings
- Workforce data for talent planning
- Fully oriented new hires
- Local reward, recognition, and retention strategies
- Input regarding HR program creation and desired local impact



Description (What it is...)

The HR Business Partner plays a key role in coaching, advising, and encouraging University management to engage with their teams, increasing engagement and commitment to the University's mission. This service delivers solid advice and recommendations on workforce matters, resulting in a high-performing workforce.



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

A workforce that is engaged with the school / unit and the University empowers our faculty, staff, and team members who come to work every day in the endless pursuit of innovation and excellence. An engaged workforce is able to fully realize it's goals and vision, fostering a culture of continuous improvement.

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



- Advising and training managers on handling performance concerns and informal disciplinary actions
- Consulting on special leave considerations
- Coordinating the Return to Work process (e.g., from short-term or long-term disability)
- Providing employee counseling

Outputs (What customers will get...)

- Management capable of leading and developing high-performing teams
- General HR and leave counseling
- Staffing plan when a faculty, staff or team member is out on leave
- An HR resource embed in your organization who understands complex employee relations issues, in conjunction with employee relations



Description (What it is...)

Advising and educating management on applicable federal, state, local, and organization policies and procedures is an important part of the HR Business Partner's service. Providing expert insight helps management interpret HR, EOCR, Provost, HIPAA, ADA, and other governing policies, process, and laws to avoid and mitigate compliance risks.



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

The University is responsible for adhering to applicable federal, state, organization, and governing body rules and regulations. In environments such as patient care, this is vital to ensure the safety of patients and UVA's ability to provide services.

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



- Advising on immigration employment eligibility guidelines
- Interpreting organizational, state, and federal policies
- Advising on workforce risks that could prevent the organization from meeting its goals
- Monitoring and analyzing HR metrics, providing proactive consultation on potential business issues

Outputs (What customers will get...)

- Compliant practices
- Consistent application and alignment of policies and processes

