Future State HR Service Delivery Model

Operating Model Design – Talent CoE

**Talent CoE**
- Executive Recruitment
- Talent Recruitment
- Talent Management
- Talent Flexibility
- Employee Relations

**Service CoE**
- HR Business Partners
- HR Solution Center
- Benefits & Wellness

**IMPACT CoE**
- Initiatives Management
- Policy
- Analytics
- Compensation
- Technology

HR
- Leadership
- Communication
- Brand
- Change
- Management
Talent CoE
Key Service Areas

Executive Recruitment
The way we recruit exceptional leaders to the University of Virginia.

Talent Recruitment
The way we recruit the best people to the University of Virginia.

Talent Management
The way we create an exceptional employment experience for our people at the University of Virginia.

Talent Flexibility
The way we build pipelines and manage needed scalability of the workforce, with a consistent and positive employment experience across all employment types.

Employee Relations
The way we collectively live our values, look out for our people and address performance at the University of Virginia.
Talent CoE
Talent Recruitment

Talent Recruitment
The way we recruit the best people to the University of Virginia

Vision & Key Outcomes
What HR aims to achieve and to deliver

Service Offerings
What customers can expect

Role Summaries
The HR Professional Roles that will deliver these services
## Talent Recruitment

### Vision and Outcomes

#### 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.

Leverage best in class recruitment 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)
- Increase diversity/size of applicant pools
- Increase job offer acceptance rate
- Decrease recruitment expenses
- Improve management experience with hiring process
- Improve candidate experience with hiring process
- Increase employee retention in first six (6) months
<table>
<thead>
<tr>
<th>Talent Recruitment</th>
<th>Service Offerings</th>
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<tbody>
<tr>
<td><strong>Job Sourcing and Posting</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Search and Candidate Experience</strong></td>
<td>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.</td>
</tr>
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<td><strong>Vendor Management</strong></td>
<td>Vendor management is the active engagement and oversight of recruitment vendors who are hired to bolster the search process as needed.</td>
</tr>
<tr>
<td><strong>Program Consultation</strong></td>
<td>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.</td>
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<td><strong>Hiring Support Tools</strong></td>
<td>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.</td>
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</tbody>
</table>
Talent Recruitment Service Offerings
Job Sourcing and Posting

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

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)
Vendor Management

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

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
Role Summary Overview

**Individual Contributor Roles**

What are individual contributor roles?
Non-supervisory position that may have responsibility for outcomes, ranging from entry level to senior level roles.

What are the HR Professional Competencies for an individual contributor?
Subject Matter Expert, Customer Focused Practitioner, Communicator, Collaborator

**Leadership Roles**

What are leadership roles?
All leadership roles, regardless of level, manage teams and have responsibility for outcomes.

What does L# mean?
Titles for leadership roles have not been finalized. L# refers to the level of the role, where L1 is the Chief HR Officer and L10 are the frontline team members.

What are the HR Professional Competencies for a leader?
Innovator, Business Manager, Role Model, Community Builder, Subject Matter Expert, Customer Focused Practitioner, Communicator, Collaborator

Understanding Future State Role Summaries

- Each role summary includes a high-level overview of the role and minimum qualifications
- Roles with an asterisk(*) will have more than one position

Please note:
- Individual Contributor titles are subject to change
- Leadership role titles are not provided as market assessment is being conducted and organizational structure is being refined
- Additional information on competencies can be found on the Ufirst website
Senior Recruiter

**Role Summary:**
- Provide best in class talent recruitment services to support the University of Virginia.
- Responsible for assisting with a variety of recruitment activities.
- Identify and actively build candidate networks through proactive outreach.
- Work closely with hiring officials and HR Business Partners through the full life cycle of recruitment from the creation of the search strategy to contract negotiations to ensure success of recruiting efforts.
- Create an environment of trust with hiring managers and candidates, while providing a consistent level of service for all candidates and improving time to hire and retention.

**Years of Relevant Experience**
- **Required:** 3 years
- **Preferred:** Experience working for a 4-year higher education institution and/or affiliated health systems

**Education**
- **Required:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree
- **Preferred:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree

**Preferred Certifications**
- PHR, SHRM-CP, SHRM-SCP, SPHR

*Senior Recruiter

Senior Recruiter, Faculty

**Role Summary:**
- Provide best in class talent recruitment services to support the University of Virginia.
- Responsible for assisting with a variety of recruitment activities.
- Identify and actively build candidate networks through proactive outreach.
- Work closely with search chairs, search committees and HR Business Partners through the full life cycle of recruitment from the creation of the search strategy to contract negotiations to ensure success of recruiting efforts.
- Create an environment of trust with search chairs, search committees, stakeholders and candidates.
- Provide consistent level of service for all candidates, while improving time to hire and increasing overall retention.

**Years of Relevant Experience**
- **Required:** 3 years
- **Preferred:** Experience working for a 4-year higher education institution and/or affiliated health systems

**Education**
- **Required:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree
- **Preferred:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree

**Preferred Certifications**
- PHR, SHRM-CP, SHRM-SCP, SPHR

*Recruiter, Information Technology

**Role Summary:**
- Provide best in class talent recruitment to support the University of Virginia.
- Responsible for working jointly with colleagues to identify, source, and hire talent for assigned university-related searches.
- Oversee a portfolio of searches, provide guidance on best practices for hiring officials from point of application to offer completion, and ensure a positive candidate experience.

**Years of Relevant Experience**
- **Required:** 3 years, including 1 year of IT recruitment
- **Preferred:** Experience working for a 4-year higher education institution and/or affiliated health systems

**Education**
- **Required:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree
- **Preferred:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree

**Preferred Certifications**
- PHR, SHRM-CP, SHRM-SCP, SPHR
# Talent Recruitment

## Individual Contributor Role Summaries

### *Recruiter*

**Role Summary:**
- Provide best in class talent recruitment to support the University of Virginia.
- Responsible for working jointly with colleagues to identify, source, and hire talent for assigned University-related searches.
- Oversee a portfolio of searches providing guidance on best practices for hiring officials from point of application to offer completion, ensuring a positive candidate experience.

**Years of Relevant Experience**
- **Required:** 3 years, **Preferred:** Experience working for a 4-year higher education institution and/or an affiliated health system, and with nurse recruiting.

**Education**
- **Required:** Bachelor’s degree or additional 5 years of relevant experience may substitute bachelor’s degree

**Preferred Certifications**
- PHR, SHRM-CP, SHRM-SCP, SPHR

### *Faculty Search Support*

**Role Summary:**
- Provide best in class talent recruitment services to support the University of Virginia.
- Responsible for working with the Search Committee Chair and committee members to provide faculty search and support services.
- Work with a portfolio of searches providing guidance and advising on best practices.
- Coordinate each step of the recruitment process to include posting positions, scheduling search committee meetings and candidate interviews, travel, and providing search updates as necessary.

**Years of Relevant Experience**
- **Required:** 3 years, **Preferred:** Experience working in higher education

**Preferred Certifications**
- None

### *HR Associate, Coordinator*

**Role Summary:**
- Provide best in class talent recruitment services to support the University of Virginia.
- Responsible for delivering the highest level of service to candidates throughout the lifecycle of the recruiting process, ensuring a smooth and welcoming experience.
- Coordinates each step of the recruitment process to include posting positions, scheduling interviews, coordinating travel, and providing search updates to candidates.

**Years of Relevant Experience**
- **Required:** 2 years, **Preferred:** Experience working for a 4-year higher education institution and/or an affiliated health system preferred, and with recruiting.

**Education**
- **Required:** Associate’s degree or additional 2 years of relevant experience may substitute an associate’s degree, **Preferred:** Bachelor’s degree preferred.

**Preferred Certifications**
- None

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*[Back to the Talent Recruitment Role Summary Overview]*
Talent Recruitment
Leadership Role Summaries

L3 Leadership, Talent Recruitment

Role Summary:
• Manage best in class talent recruitment services to support the University of Virginia.
• Responsible for leading and overseeing all strategic initiatives across the Talent Recruitment team by monitoring effectiveness, anticipating emerging needs, establishing and maintaining key relationships, developing talent recruitment policies, and ensuring a positive and consistent candidate experience.
• Ensure Talent Recruitment practice builds trust with hiring leadership positions and candidates, focus on attracting world-class talent, while improving time to hire and increasing retention.

Years of Relevant Experience: Required: 8 years Preferred: Management experience required.
Education: Required: Bachelor’s degree Preferred: Master’s degree
Preferred Certifications: PHR, SHRM-CP, SHRM-SCP, SPHR

L4 Leadership, Academic Division Recruitment

Role Summary:
• Manage best in class talent recruitment services to support the University of Virginia.
• Responsible for leading a recruiting team assigned to a portfolio of searches.
• Provide guidance on best practices for hiring officials and search committees throughout the full life cycle of recruitment from the creation of the search strategy to negotiations.
• Ensure that exceptional recruiting services are provided to the areas the team supports and elevates the talent level in all candidate pools, while improving time to hire and increasing overall retention.

Years of Relevant Experience: Required: 4 years Preferred: Management experience and experience working in higher education
Education: Required: Bachelor’s degree
Preferred Certifications: PHR, SHRM-CP, SHRM-SCP, SPHR

L4 Leadership, Health System Recruitment

Role Summary:
• Manage best in class talent recruitment services to support the University of Virginia.
• Responsible for leading a recruiting team assigned to a portfolio of searches.
• Provide guidance on best practices for hiring officials and search committees throughout the full life cycle of recruitment from the creation of the search strategy to negotiations.
• Ensure that exceptional recruiting services are provided to the areas the team supports and elevates the talent level in all candidate pools, while improving time to hire and increasing overall retention.

Years of Relevant Experience: Required: 4 years. Management experience required. Preferred: Management experience and experience working in higher education
Education: Required: Bachelor’s degree
Preferred Certifications: PHR, SHRM-CP, SHRM-SCP, SPHR