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

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 Flexibility
Vision and Outcomes

Our Vision (What are we shooting for?)

To build an overall infrastructure to support the Talent Flexibility function across Grounds.

To be a central resource for applicants, employees, managers and HR professionals in providing best in class Talent Flexibility tools, training, guidance collaboration and partnership.

Key Outcomes (How we will make a difference?)

- Increase ability to meet fluctuating workforce needs with flexible workers
- Increase diversity/size of talent pipelines
- Increase number of rotational placements
- Increase temporary to permanent placement rate
- Reduce recruitment expenses
- Improve management experience with flexible staffing
- Improve dual career experience and support
<table>
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<th>Service Offerings</th>
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<td><strong>Flexible Hiring Solutions</strong></td>
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<td>Flexible hiring solutions is the formal name for something that the University of Virginia has done for years – understand the workforce needs and work creatively to close short term gaps. By leveraging technology and collective resources, Talent Flexibility will work to create agility in staffing models.</td>
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<td><strong>Dual Career Services</strong></td>
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<td>Dual career services will assist UVA faculty and staff’s spouses and partners who are seeking employment in the Charlottesville area. While Talent Flexibility cannot guarantee placement, Dual Career Services offer a variety of resources to support staff spouses and partners in their job searches.</td>
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Talent Flexibility Service Offerings
Flexible Hiring Solutions

Description (What it is...)

Flexible hiring solutions is the formal name for something that the University of Virginia has done for years – understand the workforce needs and work creatively to close short term gaps. By leveraging technology and collective resources, Talent Flexibility will work to create agility in staffing models.

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

Simply stated, good flexible hiring execution enables the organization to tap into new sources of talent, shift the staffing mix (across employee types) over time and reduce the cost of getting work done. UVA is better positioned to meet the evolving work expectations of the next generation of talent.

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

- Develop flexible hiring plans aligned to your broader workforce planning strategy
- Mobilize specialty recruiting efforts to meet your needs in the following areas:
  - Temporary Staffing & Contingent Workers
  - Student Hiring & Internships
  - Wage Hiring
- Monitor flexible hiring effectiveness and propose course corrections as needed

Outputs (What customers will get...)

- Agile staffing plans
- Experienced staffing team focused on hiring needs
- Proactive sourcing to attract the best candidates
- Rapid job postings
- Quality, vetted candidates for interviews
Talent Flexibility Service Offerings
Pipeline Programming

Description (What it is...)
Pipeline programming is the process of proactively establishing intentional relationships to develop sources of potential talent for planned future positions or areas of anticipated workforce shortages. Pipeline programming is a data driven discipline that is dynamically linked to your workforce plan.

The Value to UVA (Why it matters...)
Effective pipeline programming increases the number of qualified candidates in the candidate pool and reduces the amount of time it takes to fill urgent needs within teams.

The Work (How HR will help customers...)
- Prioritize, establish and/or maintain relationships with sources of potential talent
- Develop new talent pipelines
- Build integrated local, regional and national partnerships for talent
- Design and administer programs that improve the effectiveness of flexible hiring solutions (e.g., “Super Temps”)

Outputs (What customers will get...)
- Healthy working relationships with key external organizations
- “Ready” pools of qualified candidates
- Proactive support today aligned to your hiring needs of tomorrow
- Flexible hiring programs that enhance the likelihood of placement success and acceleration through the UVA learning curve for program participants
Dual career services will assist UVA faculty and staff’s spouses and partners who are seeking employment in the Charlottesville area. While Talent Flexibility cannot guarantee placement, we offer a variety of resources to support staff spouses and partners in their job searches.

The Value to UVA (Why it matters...)
When done well, dual career services may be the difference between your top choice for a position accepting their new staff role at UVA or declining the offer. Also, it is a visible first impression of the UVA culture and desired employment experience.

The Work (How HR will help customers...)
• Evaluate and prioritize referrals
• Conduct initial conversation and point referrals to available resources
• Provide advice and periodic updates to hiring managers
• Develop UVA and Charlottesville specific resources (staff and candidate guides, moving to Charlottesville, etc.)
• Author content and contribute to dual career website resources

Outputs (What customers will get...)
• Focused support for UVA staff spouses and partners seeking employment
• Warm introductions between hiring organizations and candidates, where appropriate
• Practical tools and links to resources to enable the dual career hiring process
## Talent Flexibility

### Role Summary Overview

<table>
<thead>
<tr>
<th>Individual Contributor Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are individual contributor roles?</td>
</tr>
<tr>
<td>Non-supervisory position that may have responsibility for outcomes, ranging from entry level to senior level roles.</td>
</tr>
</tbody>
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<th>Leadership Roles</th>
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<td>What are leadership roles?</td>
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<tr>
<td>All leadership roles, regardless of level, manage teams and have responsibility for outcomes.</td>
</tr>
</tbody>
</table>

### 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

### HR Professional Competencies

- Innovator, Business Manager, Role Model, Community Builder, Subject Matter Expert, Customer Focused Practitioner, Communicator, Collaborator
# Talent Flexibility

## Individual Contributor Role Summaries

<table>
<thead>
<tr>
<th>Role Summary</th>
<th>Years of Relevant Experience</th>
<th>Education</th>
<th>Preferred Certifications</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Recruiter, Temp. Services Group</em></td>
<td>Required: 3 years</td>
<td>Required: Associate’s degree in related field or additional 3 years of relevant experience may substitute for associate’s degree</td>
<td>None</td>
</tr>
<tr>
<td><em>HR Specialist</em></td>
<td>Required: 3 years</td>
<td>Required: Associate’s degree or additional 3 years of relevant experience may substitute for associate’s degree</td>
<td>None</td>
</tr>
<tr>
<td>HR Associate</td>
<td>Required: 2 years</td>
<td>Required: Associate’s degree in related field or additional 2 years of relevant experience may substitute for associate’s degree</td>
<td>None</td>
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</tbody>
</table>

**Role Summary:**
- Provide best in class specialty hiring services to support the University of Virginia.
- Responsible for assisting with a variety of specialty hiring activities, specifically for the Temporary Services Group.

**Role Summary:**
- Provide best in class specialty hiring services to support the University of Virginia.
- Responsible for assisting with a variety of specialty hiring activities, which include servicing the Temporary Services Group, Dual Career Services, or managing Pipeline Programming.

**Role Summary:**
- Provide best in class wage hiring services to support the University of Virginia.
- Responsible for assisting with a variety of wage hiring activities focused on staff wage, student wage, faculty wage, post docs, and other non-paid employees.
**Talent Flexibility**

**Leadership Role Summaries**

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### L4 Leadership, Talent Flexibility

**Role Summary:**
- Manage best in class talent flexibility services to support the University of Virginia.
- Responsible for leading and overseeing all strategic initiatives across the Talent Flexibility team by monitoring effectiveness, anticipating emerging needs, establishing and maintaining key relationships, developing talent recruitment policies, and above all ensuring a positive and consistent candidate experience with the goal of attracting top talent.
- Ensure that the function builds trust with hiring managers and candidates and focuses on attracting world-class talent while improving time to hire and increasing retention.

**Years of Relevant Experience**
- **Required:** 8 years

**Education**
- **Required:** Bachelor’s degree
- **Preferred:** Master’s degree

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

### L6 Leadership, Wage Hiring

**Role Summary:**
- Provide best in class wage hiring services to support the University of Virginia.
- Responsible for managing the variety of wage hiring activities, specifically for staff wage, student wage, faculty wage, post docs, and non-paid employees.

**Years of Relevant Experience**
- **Required:** 3 years

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

**Preferred Certifications**
- None