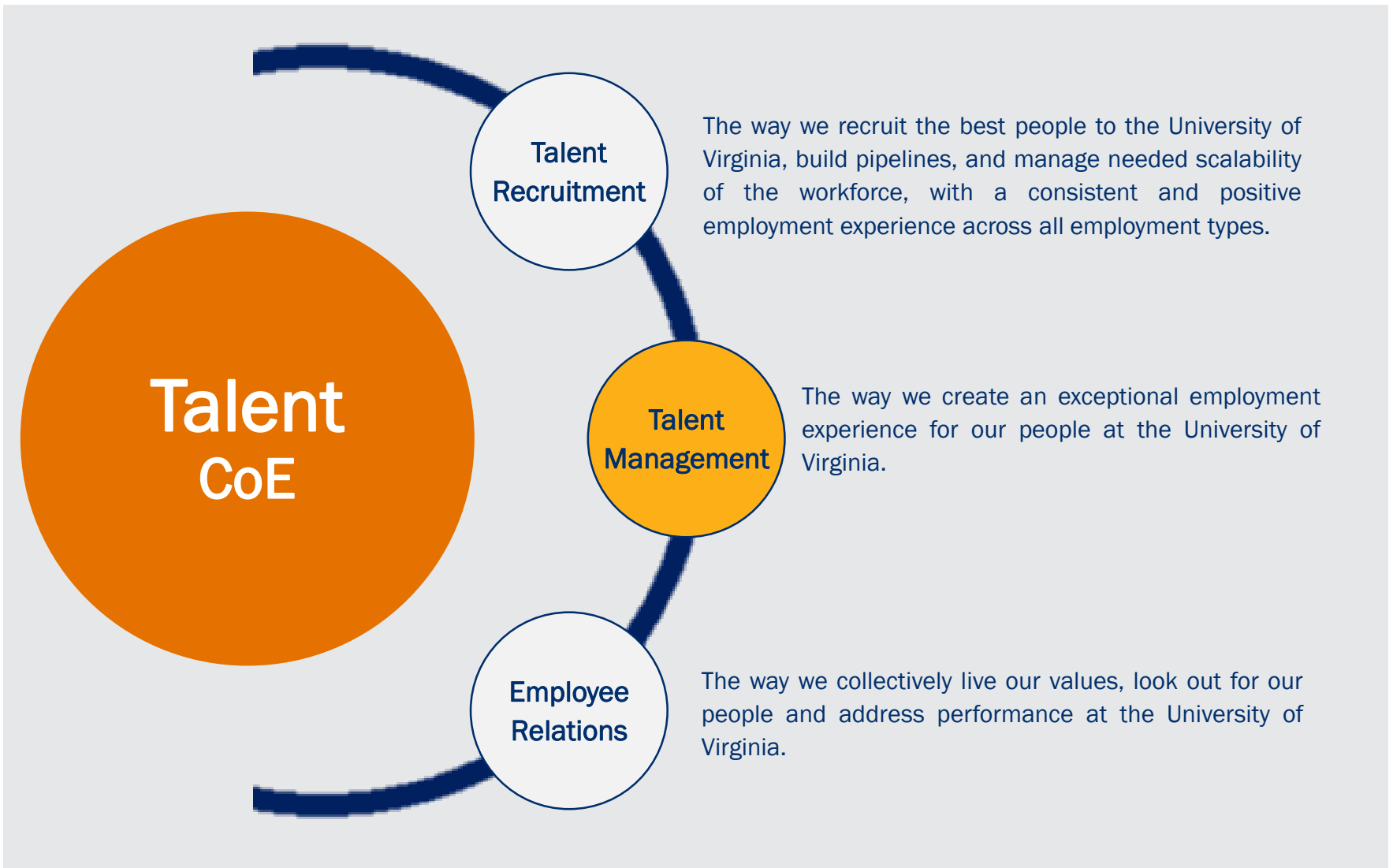


# Future-State HR Service Delivery Model

## Operating Model Design – Talent CoE





### Talent Management

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

### 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?)



To proactively ensure a qualified, motivated, and engaged workforce at UVA. We will accomplish this vision by anticipating future workforce needs, developing individuals, investing in a learning culture, sustaining desired behaviors, cultivating a productive and positive environment for feedback and accountability, preparing high potential employees to fill future roles, and providing exceptional tools and programs to retain and engage a diverse workforce. We will continue to work in close partnership with the Office of the Provost to complement the faculty experience.

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



- Improve employee engagement
- Increase retention of high potential employees
- Differentiate and improve individual performance
- Support talent readiness and career mobility
- Recognize employee contributions to UVA
- Increase percentage of jobs with defined career paths

[Click Here to View the Talent Management Service Offerings](#)



### Learning & Development/Learning Management System (LMS)

Learning and development facilitates professional growth and skill attainment across Grounds. From competency models to formal training, Talent Management is here to help make the investments in teams that drive the outcomes that matter in UVA's organizations.

### Talent & Organizational Development

Organizational development is the development of custom people solutions to support the most pressing organizational priorities. It is the blend of strategic planning, organization design, leadership development, change management, performance management, and coaching expertise required to influence behaviors and improve organizational effectiveness.

### On-boarding, Orientation, & Off-boarding

On-boarding, orientation, and off-boarding is the detailed work that makes life easier as a manager. From offer to formal UVA orientation and then again as an employee departs UVA, this area oversees the details that matter and reinforce the employment experience.

### Workforce Planning

Workforce planning is the systematic talent planning approach to help UVA place the (1) right people with the (2) right capabilities and skills in the (3) right roles at the (4) right time to achieve organizational goals and objectives. This is a data driven process informed by improved people analytics across Grounds.





### Succession Planning

Succession planning is the thoughtful process of identifying, assessing, managing, and developing individuals at UVA to fill critical roles and secure leadership continuity across Grounds.

### Career Services

Career Services is the provision of specific resources and group/cohort counseling for staff to explore alternate career opportunities at UVA.

### Performance Management

Performance Management is the ongoing dialogue between a supervisor and an employee that occurs throughout the year primarily focused on development and the individual's specific contributions to the attainment of UVA priorities. It goes beyond the state/Joint Commission documentation requirements and is candid/constructive series of conversations.

### Rewards & Recognition

Rewards & Recognition is the financial/non-financial ways to acknowledge the contributions and service of outstanding people who deliver exceptional results for UVA. This is a complementary, pan-University effort that supplements the current programs in place in the Health System and Academic Division.



# Talent Management Service Offerings

## Learning & Development/LMS

Back to the Talent  
Management  
Service Offerings

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

Learning and development facilitates professional growth and skill attainment across Grounds. From competency models to formal training, Talent Management is here to help make the investments in teams that drive the outcomes that matter in UVA's organizations.



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

When done well, effective learning and development enables individuals to continuously learn, explore and realize their full potential at UVA.

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



- Identify and prioritize your current and future organizational learning and development requirements
- Develop competency models (Technical and University-wide) as foundation for professional and clinical development
- Recommend University-wide/role-specific curricula programs and delivery approach
- Facilitate learner campaigns
- Design content and materials for employee development, certification and education
- Facilitate training for your team
- Administer online learning through the Learning Management System (LMS)
- Provide organizational and Unit-based reporting on learning and compliance activities (licensure, certification, etc.)

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

- Learning Needs Assessments
- Curricula Recommendations
- Competency Models
- Learning Programs and Campaigns
- Certification Programs
- Training Content & Materials
- Training Facilitation
- Learning Management System



# Talent Management Service Offerings

## Talent & Organizational Development

Back to the Talent  
Management  
Service Offerings

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

Organizational development is the development of custom people solutions to support the most pressing organizational priorities. It is the blend of strategic planning, organization design, leadership development, change management, performance management, and coaching expertise required to influence behaviors and improve organizational effectiveness.



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

When successful, organizational development helps UVA leaders and teams reinforce training, influence sustainable behaviors over time, realize their collective potential, and achieve outstanding results for the University.

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



- Conduct organizational needs assessment to identify improvement opportunities
- Design and develop programs to support strategic initiatives
- Consult with leaders to identify improvement priorities and intervention approaches
- Facilitate team building and improvement activities
- Conduct process improvement initiatives
- Administer employee engagement surveys and recommend improvement action plans
- Offer leadership coaching services

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

- Organizational Needs Assessment
- Process Improvement Services
- Team Facilitation
- Employee Engagement Survey & Action Plans
- Leadership Coaching





# Talent Management Service Offerings

## On-boarding, Orientation, & Off-boarding

Back to the Talent  
Management  
Service Offerings

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

On-boarding, orientation, and off-boarding is the detailed work that makes life easier as a manager. From offer to formal UVA orientation and then again as an employee departs UVA, this area oversees the details that matter and reinforce the employment experience.



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

When done well, effective orientation and onboarding rapidly assimilate individuals to become productive contributors to the University. For individuals leaving UVA, off-boarding processes treat individuals with respect and maintain the strong reputation of UVA as an employer of choice in the region.

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



- Design and deliver Day 1 UVA orientation
- Provide departmental guidance, tools and support for local onboarding efforts
- Delivery mandatory requirements & compliance training
- Drive cultural assimilation activities to ensure a positive employment experience
- Support off-boarding and exit interview data gathering and analysis

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

- Day 1 UVA Orientation
- Onboarding Program (including tools and best practice guidance)
- Coordination with other partners to facilitate seamless experience across Grounds (parking, badge, etc.)
- Compliance Training
- Exit Interview Process



# Talent Management Service Offerings

## Workforce Planning

Back to the Talent  
Management  
Service Offerings

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

Workforce planning is the systematic talent planning approach to help UVA place the (1) right people with the (2) right capabilities and skills in the (3) right roles at the (4) right time to achieve organizational goals and objectives. This is a data driven process informed by improved people analytics across Grounds.



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

When done well, workforce planning will anticipate and proactively respond to workforce issues and minimize the stress and disruption that comes with employee turnover. Also, it instills confidence in workforce plans as decisions are driven by data and people insights.

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



- Identify roles at risk or skills gaps in your current workforce (e.g., limited bench strength, pending retirement wave)
- Help project future workforce requirements to meet your plans in the next 1 – 3 years
- Develop plans to close existing knowledge, skill, and capability gaps in your team
- Coordinate the execution of workforce plans with Talent Recruitment and Talent Flexibility
- Maintain job families and career paths

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

- Workforce Supply Analysis (talent availability projections over time)
- Workforce Demand Analysis (forecasted needs tied to UVA priorities)
- Workforce Gap Analysis (difference between needs and availability of desired talent)
- Workforce action plans to close gaps
- Local planning toolkit, inclusive of existing budget details
- Career path illustrations



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

Succession planning is the thoughtful process of identifying, assessing, managing, and developing individuals at UVA to fill critical roles and secure leadership continuity across Grounds.



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

When done well, succession planning minimizes the pain of losing employees in critical positions by having a game plan and ready successors for hard to fill positions. Also, it provides a visible demonstration of UVA's commitment to critical talent and enhances our ability to retain these individuals.

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



- Continue individual development cohort programs (e.g. Cornerstone Program)
- Identify critical positions linked to the long term organization strategy and plans
- Facilitate talent review and assessment of UVA employees using competency models
- Recommend development activities (training, job rotation, etc.) to enhance development of high potential employees
- Document succession plan and ready successors for critical positions

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

- Program design and delivery
- Talent review process & tools
- Identification of high potential employee pipeline
- Individual development recommendations
- Succession plan and bench strengths/risks assessment



# Talent Management Service Offerings

## Career Services

Back to the Talent  
Management  
Service Offerings

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

Career Services is the provision of specific resources and group/cohort counseling for staff to explore alternate career opportunities at UVA.



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

When done well, career services delivers the bridge support for managers and staff who seek an alternate career journey and desire transition assistance to this new destination at UVA.

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



- Develop career plans through group/cohort career counseling sessions
- Assess your best job options, through career assessments and other tools
- Recommend alternative career paths at UVA
- Provide feedback on resumes, cover letters, and interview tactics
- Deliver career workshops to practice job preparation skills

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

- Group Career Counseling Services
- Career Plans
- Resume Writing resources
- Career Assessment Tools
- Career Path Information
- Job Recommendations
- Career Planning Workshops



# Talent Management Service Offerings

## Performance Management

Back to the Talent  
Management  
Service Offerings

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

Performance Management is the ongoing dialogue between a supervisor and an employee that occurs throughout the year primarily focused on development and the individual's specific contributions to the attainment of UVA priorities. It goes beyond the state/Joint Commission documentation requirements and is candid/constructive series of conversations.



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

When done well, effective performance management creates a shared understanding of expectations, fosters constructive conversations and ultimately fuels professional growth and individual performance. It is a shared accountability that requires work by both the manager and individual.

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



- Communicate calendar of ongoing performance management activities
- Offer leading practices on goal setting, giving and receiving feedback, and determining individual development activities
- Provide training on performance management system, process and tools
- Recommend ways to differentiate and reward high performers

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

- Individual/supervisor toolkits
- Performance management program guidance and leading practice advice
- Performance management training materials
- Performance management communications and reminders



# Talent Management Service Offerings

## Rewards & Recognition

Back to the Talent  
Management  
Service Offerings

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

Rewards & Recognition is the financial/non-financial ways to acknowledge the contributions and service of outstanding people who deliver exceptional results for UVA. This is a complementary, pan-University effort that supplements the current programs in place in the Health System and Academic Division.



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

When done well, rewards and recognition programs reinforce the behaviors that are central to our mission of world-class teaching, research, patient care and public service. Also, they strengthen the employment experience and improve our ability to retain talent.

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



- Provide resources to foster a culture of peer-to-peer recognition and a sense of community
- Recommend rewards and recognition practices for high performers
- Design and implement recognition and discount programs
- Support service and UVA milestone achievement
- Support coordination of employee engagement events in your organization
- Administer rewards & recognition system

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

- Rewards & Recognition Program Guidance
- Rewards & Recognition System
- Service Recognition Program
- Concierge and Discount Programs
- Employee Engagement Events

