HR Strategic Design Initiative
Objectives and Scope

### Objectives

- Develop a thorough and fact-based understanding of the University’s HR requirements
- Design a future state service delivery model for satisfying the requirements
- Develop a business case, road map, and year 1 plan for beginning to implement the future state
- Engage and build agreement among key stakeholders on the vision and the plan
- Establish the structure for sustaining progress over the long run

### Scope

- All aspects of the HR service delivery model, for example:
  - What services are delivered?
  - How are they delivered?
  - How is HR resourced?
  - Where are the resources and how do they report?
- All parts of the University
  - Academic Division
  - Health System/Medical Center
**HR Strategic Design Initiative**  
**Project Approach and Plan**

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<tr>
<th>Phase 1: Launch the project and develop the current state assessment</th>
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<td>▶ Conduct project kickoff</td>
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<td>▶ Review the existing current state, and determine what if any</td>
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<td>additional data gathering is required</td>
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<td>▶ Identify and conduct interviews with a cross-section of university leaders</td>
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<td>▶ Document the current state</td>
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<td>▶ Document guiding principles for the future state service delivery model</td>
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**Phase 2: Develop the future state service delivery model and begin to build consensus**

Use the data and insights gathered in the interviews to:

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<td>▶ Identify any immediate priorities</td>
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<td>▶ Develop a university-wide HR strategy and service delivery model</td>
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<td>▶ Design a university HR governance model and process</td>
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<td>▶ Develop a high level business case, budget and road map</td>
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<td>▶ Develop a game plan for reviewing and refining the vision and road map with stakeholders</td>
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**Phase 3: Develop and gain agreement on a plan for moving forward**

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<td>▶ Engage stakeholders to refine the vision and road map</td>
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<td>▶ Refine the business case for change</td>
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<td>▶ Develop an implementation road map</td>
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<td>▶ Identify potential obstacles</td>
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<td>▶ Conduct working meetings to refine the plan and build consensus</td>
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<td>▶ Refine the plan and priorities for year 1</td>
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*Governance Reviews (TBD; on or about)*

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As UVa approaches its bicentennial, our mission is to transform HR to play a vital role in achieving the University’s goals and aspirations. This project will design the vision, strategy, and road map to make that transformation a reality.

**Stakeholders**
Voice of the Community to shape design strategy and service principles

**Design Advisory Council**
- With input from stakeholders, advise on design, strategy, and service principles
- Advocacy and communication

**Project Leadership**
- Manage project scope, resources, and timing
- Responsible for project deliverables
- Liaison among Organizational Excellence Leadership Council, Design Advisory Council, and Executive Sponsors

**Executive Sponsors**
- Provide strategy and direction
- Make key informed decisions and prioritizations
- Advocate for change
HR Strategic Design Initiative
Project Stakeholders and Leaders

- Representatives from Stakeholder Groups, for example:
  - Deans, VPs, Dept. Chairs, Provost Office, President’s Office, Non-school units, EOP, Exec Search Group, Fac. Senate, Staff Senate, Medical Center Employee Council, MAG, HR Directors/Professionals, OELC, Medical Center Management Group, other Medical Center constituencies, etc.

- Design Advisory Council
  - Chair, Allan Stam, Dean of the Batten School of Leadership & Public Policy
  - Kerry Abrams, Vice Provost for Faculty Affairs, Provost Office
  - Reba Camp, Administrator for the Environment of Care, Medical Center
  - George Cohen, Professor, School of Law
  - Janet Heinzmann, Departmental Chief Operating Officer, Department of Surgery, School of Medicine
  - Arlene Keeling, Chair, Acute & Specialty Care Department, School of Nursing
  - Christina Morell, Associate Vice President for Student Affairs
  - Dave Smith, Professor, College of Arts & Sciences
  - Don Sundgren, Chief Facilities Officer, Facilities Management
  - Justin Thompson, Associate Dean for Management and Planning, Curry School of Education
  - Steve Wasserman, Assistant Dean for Research, School of Medicine

- Project Leaders and Management
  - Morse Wilkenfeld, Ernst & Young
  - Susan Carkeek, Vice President and Chief Human Resource Officer
  - Sarah Collie, Assistant Vice President for Organizational Excellence
  - Andrew Mulcunry, Medical Center
  - Elizabeth Allan, Project Manager, University Human Resources
  - Lee Baszczewski, Director of Organizational Excellence
  - Krithika Sundar, Ernst & Young

- Executive Sponsors
  - John Simon, EVP/Provost
  - Pat Hogan, EVP/Chief Operating Officer
  - Rick Shannon, EVP for Health Affairs