HR Strategic Design Initiative Objectives and Scope

Objectives	Scope
➢ Develop a thorough and fact-based understanding of the University's HR requirements	➢ All aspects of the HR service delivery model, for example:
➢ Design a future state service delivery model for satisfying the requirements	- What services are delivered? - How are they delivered?
➢ Develop a business case, road map, and year 1 plan for beginning to implement the future state	- How is HR resourced? - Where are the resources and how do they report?
➢ Engage and build agreement among key stakeholders on the vision and the plan	➢ All parts of the University
➢ Establish the structure for sustaining progress over the long run	- Academic Division - Health System/Medical Center

HR Strategic Design Initiative
Project Approach and Plan

UNIVERSITY *of* VIRGINIA

	December	January	February	March	April
Phase 1: Launch the project and develop the current state assessment ▶ Conduct project kickoff ▶ Review the existing current state, and determine what if any additional data gathering is required ▶ Identify and conduct interviews with a cross-section of university leaders ▶ Document the current state ▶ Document guiding principles for the future state service delivery model	➤➤➤				
Phase 2: Develop the future state service delivery model and begin to build consensus Use the data and insights gathered in the interviews to: ▶ Identify any immediate priorities ▶ Develop a university-wide HR strategy and service delivery model ▶ Design a university HR governance model and process ▶ Develop a high level business case, budget and road map ▶ Develop a game plan for reviewing and refining the vision and road map with stakeholders		➤➤			
Phase 3: Develop and gain agreement on a plan for moving forward ▶ Engage stakeholders to refine the vision and road map ▶ Refine the business case for change ▶ Develop an implementation road map ▶ Identify potential obstacles ▶ Conduct working meetings to refine the plan and build consensus ▶ Refine the plan and priorities for year 1				➤➤	
Governance Reviews (TBD; on or about)	★	★	★	★	★

HR Strategic Design Initiative
Project Governance

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.

Design Advisory Council

➢ With input from stakeholders, advise on design, strategy, and service principles
➢ Advocacy and communication

Stakeholders

Voice of the Community

to shape design strategy

and service principles

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