

UVA HR Culture Plan 2023



Bringing the UVA HR Foundations to Life through Culture Strategy

September 2023

Our Culture Journey

Evolving a culture may have a start date, but not an end date.
It is a never-ending journey. UVA HR's started in 2021
and, while significant progress has been made, we have a long way to go.



2022 Culture Activities to Carry Forward

Our year of committing to and embedding the UVA HR Foundations found success in a number of activations that we will carry forward into 2023.



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① John's Weekly Emails



In 2023—

- Incorporate weekly stories highlight the UVA HR Foundations
- Move messages from Friday to Monday to inspire the start of the week
- Shift from writing to voice recordings for efficiency, tone, and better connection

2022 Culture Activities to Carry Forward

Our year of committing to and embedding the UVA HR Foundations found success in a number of activations that we will carry forward into 2023.

② Quarterly Leadership Exp



In 2023—

- Continue to deepen their impact
- Create opportunities—e.g. LT volunteer experience—to bring people together and create a shared outcome

2022 Culture Activities to Carry Forward

Our year of committing to and embedding the UVA HR Foundations found success in a number of activations that we will carry forward into 2023.

3 Quarterly All-Hands Exp



In 2023—

- Continue to make them more meaningful and memorable
- Spend more time on table exercises to apply learning directly
- Better follow-up to continue to build new competencies

2022 Culture Activities to Carry Forward

Our year of committing to and embedding the UVA HR Foundations found success in a number of activations that we will carry forward into 2023.

4 Skip-Level Interviews



In 2023—

- Reenergize the approach and content
- Refresh the questions at regular intervals to directly connect to initiatives, events, and competency-building

2022 Culture Activities to Carry Forward

Our year of committing to and embedding the UVA HR Foundations found success in a number of activations that we will carry forward into 2023.

5

Employee Listening



In 2023—

- Continue current biannual approach with pulse surveys in between
- Bring single-question polls to Teams to gather data on sentiment, culture, and leadership

2023 Culture Plan

This document shares the goals, strategies, and tactics to further amplify the UVA HR Foundations in the mindset, behaviors, and work of every employee of UVA HR.

2023 Culture Goals

Our aspiration to Connect & Amplify the UVA HR Foundations in our everyday work lead us to establish four goals.

1

Act Together

From day one, the intent of our journey was to forge a common culture and identity. This goal remains as we look to **collaborate more, work in isolation less, and demonstrate we are one to the UVA community.**

2

Move It Forward

Remaining an innovative HR organization requires us to accelerate our efforts to make a greater impact. This goal focuses on **developing a bias towards action** even when the path may not be completely clear.

3

Recognize Good

Our Foundations are in practice all around us, yet we need to connect them to our everyday work with clarity and specificity. This goal is about **celebrating great work and recognizing the people doing it.**

4

Prioritize Culture

Building our culture is everyone's responsibility and requires an investment of time, effort, and energy. This goal is about **showing our commitment to culture through action and holding ourselves to that commitment.**

1

Act Together

From day one, the intent of our journey was to forge a common culture and identity. This goal remains as we look to collaborate more, work in isolation less, and demonstrate we are one to the UVA community.

KEY STRATEGIES

Developing personal and professional relationships across teams

Providing clarity into the new organizational structure, teams, and responsibilities

Rewarding the triumphs and sharing the challenges through storytelling

1

Act Together

KEY STRATEGIES

Developing personal and professional relationships across teams

KEY TACTICS

- Include relationship-building segments at each All-Hands
- Promote job shadowing at First Fridays
- Exciting new leader and new employee introductions
- Build honest dialogue competency at All-Hands

Providing clarity into the new organizational structure, teams, and responsibilities

KEY TACTICS

- Develop one-page overviews of each department, what they do, top five tasks, top five mis-directed requests
- Rotating First Friday department showcase

Rewarding the triumphs and sharing the challenges through storytelling

KEY TACTICS

- Highlight moments of collaboration and distill principles
- Highlight moments of misalignment and the cause (without blame)

2

Move It Forward

Remaining an innovative HR organization requires us to accelerate our efforts to make a greater impact. This goal focuses on developing a bias towards action even when the path may not be completely clear.

KEY STRATEGIES

Unearth and address barriers in mindset, decision-making, and execution

Provide guidance and tools for decision-making and meetings

Recognize people with a bias towards action decoupled from the outcome

2

Move It Forward

KEY STRATEGIES

Unearth and address barriers in mindset, decision-making, and execution

KEY TACTICS

- Demonstrate key follow-up/changes based on engagement survey
- Add rigor to 1:1s and skip levels with key questions
- Solve challenges through an HR Hack-at-thon

Provide guidance and tools for decision-making and meetings

KEY TACTICS

- Teach the Brené Brown 5C Framework for connecting strategy with tactics
- Teach proper meeting norms and develop “must have” list for meetings

Recognize people with a bias towards action decoupled from the outcome

KEY TACTICS

- HR Pillar Award around “Act Courageously”
- Team-based “Act Courageously” Award

3

Recognize Good

Our Foundations are in practice all around us, yet we need to connect them to our everyday work with clarity and specificity. This goal is about celebrating great work and recognizing the people doing it.

KEY STRATEGIES

**Create formal avenues for reward and recognition—
from the organization and
peer-to-peer**

**Develop storytelling
competency and create
methods for story-sharing**

3

Recognize Good

KEY STRATEGIES

Create formal avenues for reward and recognition—from the organization and peer-to-peer.

KEY TACTICS

- Launch reward-and-recognition program properly in January with a plan to follow-up and hold leaders accountable for using it consistently
- Develop easy peer-to-peer recognition that is seen by manager

Develop storytelling competency and create methods for story-sharing

KEY TACTICS

- Reinforce principles and follow-up on practices from the November All-Hands through team in-service
- Gather and share stories consistently
- Launch the Culture Guide website as a dynamic repository for UVA HR stories

4

Prioritize Culture

Building our culture is everyone's responsibility and requires an investment of time, effort, and energy. This goal is about showing our commitment to culture through action and holding ourselves to that commitment.

KEY STRATEGIES

Refresh (the path to) the Foundations with all of UVA HR employees

Teach new employees and new leaders the UVA HR Foundations

Instill and hold leaders accountable for role-modeling the culture

4

Prioritize Culture

KEY STRATEGIES

Refresh (the path to) the Foundations with all of UVA HR employees

KEY TACTICS

- Segment at February 2023 All-Hands sharing the path to the Foundations
- Demonstrate the connection among Strategy, UVA Principles, and Culture
- Launch the Culture Guide & Culture Cards with monthly team-meeting follow-ups

Teach new employees and new leaders the UVA HR Foundations

KEY TACTICS

- Refine the Foundations Launch Experience into a new onboarding module
- Refresh and relaunch the UVA HR buddy program for new hires
- Develop a leader onboarding program around the Foundations

Instill and hold leaders accountable for role-modeling the culture

KEY TACTICS

- Reinforce what it means to role-model at February Leadership Experience
- Create accountability with action planning template and process for follow-up related to the engagement survey, All-Hands, and leadership experiences

An Integrated Timeline—Categories

CONTENT

Communications, Stories, Videos, and Invitations

EXPERIENCES

Leadership, All-Hands, Volunteering

FORMAL PROGRAMS & ACTIVATIONS

Reward & Recognition, Onboarding, Development Plans

DEVELOPMENT ACTIVITIES

Strengths, DiSC, etc.

DEI

Monthly Activities

UVA HR Culture Activities Timeline—Q1

	January	February	March
Content	<ul style="list-style-type: none"> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Embedding our Foundations</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Building Connections</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT
Experiences		<ul style="list-style-type: none"> ● Leadership Experience—Leading an Unstoppable Culture ● All-Hands Experience—Connection Time ● ELT Strategy Session 	<ul style="list-style-type: none"> ● Employee Experience Session 3/31 ● ELT Strategy Session
Formal Programs & Activations	<ul style="list-style-type: none"> ● Launch Reward & Recognition Program 	<ul style="list-style-type: none"> ● HR Pillars Award program 	<ul style="list-style-type: none"> ● Leaders Update on Action Plans from Engagement Survey 3/24
Development Activities		<ul style="list-style-type: none"> ● Gallup Strengths ● DiSC Assessment Update ● McLean HR Leadership Academy pilot program 	<ul style="list-style-type: none"> ● Leadership & All-Hands Follow-up
DEI	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities

UVA HR Culture Activities Timeline—Q2

	April	May	June
Content	<ul style="list-style-type: none"> ● <i>Storytelling</i> ● Message, Teams, HR Roundup, ELT, SLT, FLT ● Share Key Changes Engagement Survey Action Plans ● Launch Stories on Culture Hub 	<ul style="list-style-type: none"> ● <i>Storytelling</i> ● Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Innovation</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT
Experiences	<ul style="list-style-type: none"> ● First Friday—Department Showcase (Solutions Center) ● ELT Strategy Session 	<ul style="list-style-type: none"> ● First Friday—Department Showcase (ACD TA Team) 	<ul style="list-style-type: none"> ● Employee Experience Session ● First Friday—Department Showcase (Talent Flex Team) ● ELT – SWD Strategy Session ● Leadership Experience—Storytelling with Data ● All-Hands Experience— Storytelling
Formal Programs & Activations	<ul style="list-style-type: none"> ● Launch Onboarding Program development ● Leader engagement survey request debrief and 90-Day action planning ● HR Pillar Awards 	<ul style="list-style-type: none"> ● HR Pillar Awards ● Full Engagement Survey ● HR Onboarding Design 	<ul style="list-style-type: none"> ● Leader 90-day action planing starts ● HR Pillar Awards Q1 winners ● ELT Skip Level Interviews kickoff ● HR Onboarding Design ● Launch HR Culture Hub site
Development Activities	<ul style="list-style-type: none"> ● Leadership & All-Hands Follow-up ● Black Swan 2.0 Negotiation, Persuasion and Influence ● Black Swan 1:1 leader coaching 	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● Black Swan 1:1 leader coaching 	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● Leadership & All-Hands Follow-up ● Black Swan 1:1 leader coaching
DEI	<ul style="list-style-type: none"> ● -Enslaved Memorial Tour. The HR DEI Committee and members of the HRBP are touring the Enslaved Memorial on UVA April 21st. 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities

UVA HR Culture Activities Timeline—Q3

	July	August	September
Content	<ul style="list-style-type: none"> ● <i>Storytelling</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Storytelling</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Influence</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT
Experiences		<ul style="list-style-type: none"> ● First Friday – Departmental Showcase (HR Strategy) ● 90% Survey Response Rate Celebration 	<ul style="list-style-type: none"> ● Employee Experience Session
Formal Programs & Activations	<ul style="list-style-type: none"> ● HR Pillar Awards Nominations ● HR Onboarding Initiative Discovery Process 	<ul style="list-style-type: none"> ● HR Pillar Awards Nomination ● HR Onboarding Initiative: Program Kickoff ● HRBP SWD Workshop 	<ul style="list-style-type: none"> ● HR Pillar Awards Nominations ● HR Onboarding Initiative: Design Phase ● New HR MS Teams Site Launch ● Foundations Pulse Survey Launch ● Skip Level Interviews - SLT
Development Activities	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● Leadership & All-Hands Follow-up ● Black Swan 1:1 Leader Coaching 	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● Gallup Strength Finders for Leaders ● Black Swan 1:1 Leader Coaching ● Elevate HR program 30 seats – Mclean & Company (selection) 	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● Elevate HR program – Mclean & Company ● SWD follow up applied lab 2-hour session ● SWD Leader 1:1 coaching and deck redesign
DEI	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities 	<ul style="list-style-type: none"> ● MOCHA/WOCHA experience for incoming undergraduate students. https://dei.virginia.edu/mocha-wocha 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities

UVA HR Culture Activities Timeline—Q4

	October	November	December
Content	<ul style="list-style-type: none"> ● <i>Next Generation HR</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Next Generation HR</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT 	<ul style="list-style-type: none"> ● <i>Next Generation HR</i> ● John Monday Message, Teams, HR Roundup, ELT, SLT, FLT
Experiences	<ul style="list-style-type: none"> ● First Friday – TBD 	<ul style="list-style-type: none"> ● First Friday - TBD ● HR Inaugural Dream Summit 	<ul style="list-style-type: none"> ● Employee Experience Session ● HR 2024 Strategic Planning Workshop - ELT
Formal Programs & Activations	<ul style="list-style-type: none"> ● HR Pillar Awards Nominations ● Skip Level Interviews – SLT ● HR Onboarding Initiative: Design Phase 	<ul style="list-style-type: none"> ● Pulse Survey Action Planning ● HR Pillar Awards Nominations ● Skip Level Interviews – SLT ● HR Onboarding Initiative: Design Phase 	<ul style="list-style-type: none"> ● HR Pillar Awards Nominations ● HR Onboarding Initiative: Phase 1 Deployment
Development Activities	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● Elevate HR Program – Mclean & Company ● Black Swan Group: Leader Coaching ● SWD Leader 1:1 Coaching and deck redesign 	<ul style="list-style-type: none"> ● McLean HR Leadership Academy pilot program ● HR Inaugural Dream Summit ● Elevate HR Program – Mclean & Company ● SWD Leader 1:1 Coaching and deck redesign 	<ul style="list-style-type: none"> ● Women in Leadership Program (w/Darden) ● McLean HR Leadership Academy pilot program ● Dream Summit Follow-up ● SWD Leader 1:1 Coaching and deck redesign ● Elevate HR Program – Mclean & Company
DEI	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities 	<ul style="list-style-type: none"> ● See DEI Page for announcements and activities

“Clarity affords focus.”

— THOMAS LEONARD





UNIVERSITY
of
VIRGINIA

THE UVA HR FOUNDATIONS

The UVA HR FOUNDATIONS

UVA HR BRAND

who we are, where we're going

Doing Great Work

Expectations for what doing great work looks like for all in UVA HR

Values

What drives our decisions and actions as individuals and as an organization

Leadership Principles

The most important attributes to be a leader at UVA HR

UVA HR Brand

*Purpose, vision, and principles to align
communications and activities of the organization*

Our Story

We are the first organization at UVA that came together as a unified function on behalf of the UVA community so we can work more efficiently and effectively. As part of this work, we consolidated operations, redesigned our model for service, and implemented new technology to make us more effective and efficient. The outcome of these efforts is to provide better value to each organization, which now has a team of experts at their side ready for whatever challenges they may face.



Our Story

HR has always been about serving people, whether supporting faculty, staff, or team members to do their best in fulfilling the needs of their organization. People within UVA HR are helpers by nature, but in our modern approach to HR, helping isn't simply reactive task completion. To us, helping people means understanding the needs of people and organizations, anticipating challenges, and asking the right questions to unlock the potential of individuals and teams. A people-focused HR organization means we value the relationships we have, show genuine care for the people around us and those impacted by our decisions, and take care of ourselves so we can do the best job for all the people we serve.





OUR PURPOSE

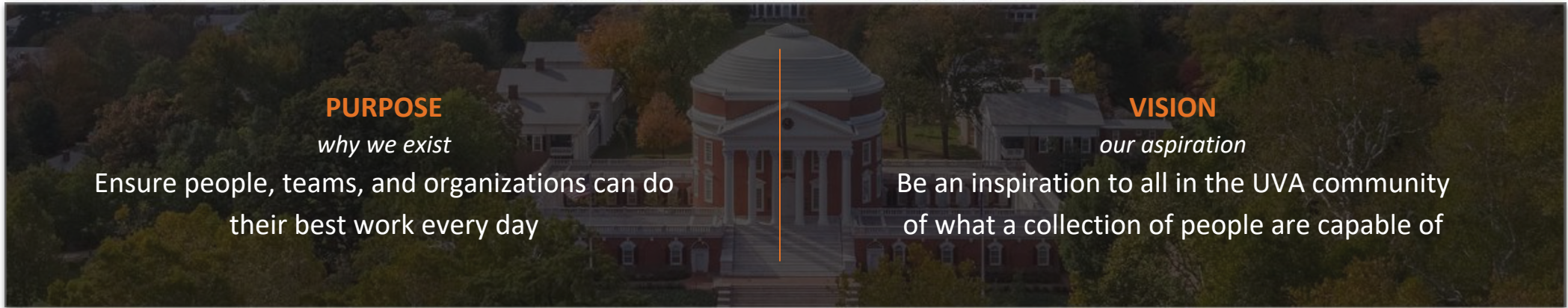
why we exist

Ensure people, teams, and organizations can do their best work every day

OUR VISION

our aspiration

Be an inspiration to all in the UVA community of what a collection of people are capable of



PURPOSE

why we exist

Ensure people, teams, and organizations can do their best work every day

VISION

our aspiration

Be an inspiration to all in the UVA community of what a collection of people are capable of

PILLARS

how we deliver on our purpose and vision

MISSION-DRIVEN

We are inspired by the mission of UVA and its institutions across academia, research, and healthcare. Our work serves the people and teams that shape young minds, make breakthrough discoveries, and restore people to health. We honor the UVA mission and support the goals of each organization through our dedication and effort.

PEOPLE-FOCUSED

We make time for relationships and invest in the people behind every plan, project and request. With a foundation of trust, respect, and understanding, we develop partnerships to advance the goals of all who we serve. And, we create an inclusive environment where everyone is welcome and every voice can be heard.

STRATEGIC APPROACH

We cultivate a deep understanding of our partners and organizations, their goals, and what they want to achieve. This allows us to develop the best options, not just the immediate ones, to ensure we address the most important challenges and think of the long-term impact.

LEADING EXPERTISE

We develop extensive knowledge in our areas of expertise and make it accessible to our employees and the UVA community. With our understanding of people, practices, and policies, we bring clarity and simplicity to the most complex challenges facing our customers.

EXCEPTIONAL EXECUTION

At our core, we are responsible for 30,000 people contributing to world-class institutions and our community. Enabled by leading technology, data and insights, and clear processes, we reliably deliver the range of services required across the employee lifecycle.

INNOVATIVE PRACTICES

We strive to bring incremental improvements and transformational approaches to all we do. Challenges are opportunities for learning, collaboration, and creativity to deliver the best outcomes for the people within our community.

VALUES

what guides our decisions and actions

TRUST IN PEOPLE

When we live this value, people feel heard, seen, understood, and supported.

We do this by:

- Treating people with respect and kindness
- Spending time with people and teams to learn from their perspectives and their work
- Sharing what we know, and working with others to achieve our goals
- Assuming positive intent, listening without judgement, and questioning to understand

GET CREATIVE

When we live this value, we find better ways to solve challenges and move our entire community forward.

We do this by:

- Being curious about our world, our community, and our profession
- Questioning the way things have always been done
- Working with others to make ideas, approaches, and solutions better
- Taking informed risks and experimenting, and supporting others who do the same

ACT COURAGEOUSLY

When we live this value, we operate with integrity and elevate the work of everyone.

We do this by:

- Standing up for what's right when it is difficult
- Speaking up when we have something important to say and encouraging others to do the same
- Giving feedback directly to the person or group with candor and kindness
- Taking initiative to move forward, even when we are outside of our comfort zone

SEE IT THROUGH

When we live this value, we demonstrate ownership and achieve the results to which we commit.

We do this by:

- Taking responsibility for outcomes, not just actions
- Maintaining optimism and confidence in the face of challenge
- Willingly changing course when stuck or presented with new information
- Accepting when we fall short and working to figure out a better way



DOING GREAT WORK

All great work starts with a foundation of **integrity** in ourselves, what we deliver, and how we communicate. This is coupled with **respect** for those we work with as demonstrated by **listening and appreciating** their perspective, regardless of how it may differ from ours.

From the outset, we **clarify our goals**, align on **expectations** of outcomes, and communicate a reasonable timeline. **Prioritization is important**. It's hard to have four #1 priorities. So we agree with our leaders on what's most important, not what's seemingly most urgent, and rally our resources to support those objectives.

Facts, evidence, and data drive our approach and decisions, but we remember the people represented behind the numbers. And when we make decisions, we always consider the context of the situation as well as the **impact** on people and groups outside of our own in HR and UVA.

We **communicate with clarity**. While we are mindful of the impact of our words, we deliver feedback directly and appropriately—**clear is kind**. As a unified HR team, we don't compete within our team and are **aligned with decisions**, even if we don't necessarily agree with them.

Accountability is personal. We hold ourselves to **high standards** in our work and expect the same from our colleagues. **Quality** is not sacrificed for expediency. Yet, perfection should not impede **progress**.

Our work requires **the good work of many** to produce results for those we serve. We offer a **safe environment** to learn and try new things and **assume positive intent** from those around us. **Operational excellence** is a part of who we are.

Gratitude is expressed for exceptional tasks, and also for the everyday ones that are vital to our work. And our belief in the importance of people means we **leave room for laughs** along the way.

When we work in this way, we create an environment of **trust**, a culture of **high-performance**, and **joy** that comes from contributing to a noble purpose alongside great people every day.

GREAT LEADERS...

SET THE EXAMPLE

- Live the UVA HR Foundations in everyday actions, especially when it's hard
- Hold themselves to the highest standard in all situations
- Act as one HR team by saying "we", supporting colleagues and assuming responsibility
- Positively challenge the status quo to inspire improvement and innovation

OWN THE OUTCOME

- Deliver on agreed upon goals
- Use data, evidence, and leading practices to set strategy and direction
- Align on expectations and approach, and help the team prioritize
- Leverage strengths, empower individuals, and coach to deliver results

KNOW THEIR STUFF

- Connect decisions to the goals of UVA HR and the mission of UVA
- Seek learning opportunities to stay at the leading edge of their areas of expertise
- Share their expertise and know when to ask for help
- Understand their partners' work to make informed recommendations

SUPPORT & DEVELOP PEOPLE

- Get to know people on a personal level
- Inspire people and connect their work to the impact it makes
- Create an environment where everyone feels included and valued
- Develop individuals through coaching and exposure to new work

COMMUNICATE CLEARLY

- Share what they can, when they can, if they can
- Give context around decisions and have the ability to say, "I don't know"
- Provide visibility into their team's work and learn about the work of the other HR teams
- Listen first, and share their perspective in the moment