

---

**THE JOURNEY TO ACHIEVE OUR VISION**  
**UVA HR CULTURE GUIDE**

---

*2023 Edition*

---



# THE GUIDE FOR THE ROAD AHEAD

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.



# THE ROADMAP



4

**1**  
How to Use  
This Guide &  
Key Definitions



8

**2**  
Setting  
the Course



13

**3**  
Where Our  
Journey Began



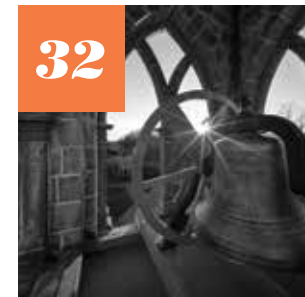
16

**4**  
WAYPOINT  
Strategic Pillars



25

**5**  
WAYPOINT  
Values



32

**6**  
WAYPOINT  
Including Everyone  
on the Journey



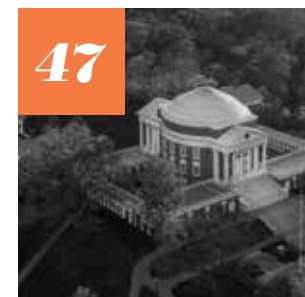
36

**7**  
WAYPOINT  
Leadership  
Principles



40

**8**  
Things to Know  
Before You Go



47

**9**  
Let the  
Journey Begin

# HOW TO USE THIS GUIDE & KEY DEFINITIONS



**1**  
How to Use This Guide  
& Key Definitions



**2**  
Setting the Course



**3**  
Where Our Journey Began



**4**  
WAYPOINT 1  
Strategic Pillars



**5**  
WAYPOINT 2  
Values



**6**  
WAYPOINT 3  
Including Everyone  
on the Journey



**7**  
WAYPOINT 4  
Leadership Principle



**8**  
Things to Know  
Before You Go



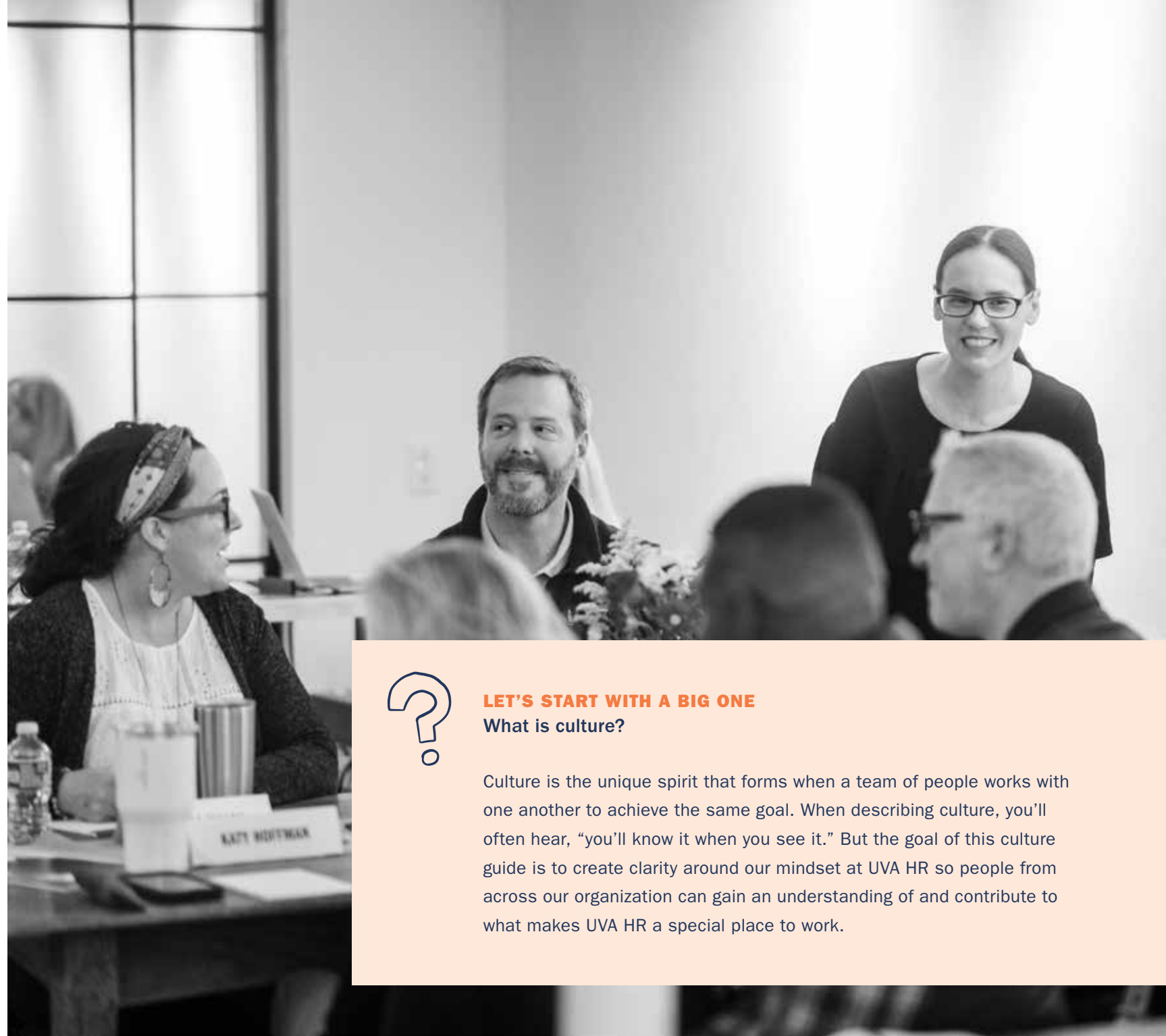
**9**  
Let the  
Journey Begin

# HOW TO USE THIS GUIDE

A guide leaves space for our culture to grow. If we knew every step of the way, we'd call it a manual. Instead, we've intentionally designed this to be an evolving piece that reflects the current state of our journey to achieve our vision as an organization.

***We encourage you to dive in and explore. This is not a journey that takes you from Point A to Point B. It will have twists and turns, and because of that, there is no singular way to complete it.***

This is a living document. Engage with it. Throughout, you'll find prompts to answer, links to follow, and subjects to explore. Everyone's path will be unique to them, we've provided the foundational components necessary to help you on your way.



## LET'S START WITH A BIG ONE

### What is culture?

Culture is the unique spirit that forms when a team of people works with one another to achieve the same goal. When describing culture, you'll often hear, "you'll know it when you see it." But the goal of this culture guide is to create clarity around our mindset at UVA HR so people from across our organization can gain an understanding of and contribute to what makes UVA HR a special place to work.



**1**  
How to Use This Guide  
& Key Definitions



**2**  
Setting the Course



**3**  
Where Our Journey Began



**4**  
WAYPOINT 1  
Strategic Pillars



**5**  
WAYPOINT 2  
Values



**6**  
WAYPOINT 3  
Including Everyone  
on the Journey



**7**  
WAYPOINT 4  
Leadership Principle



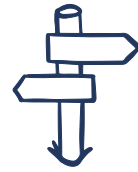
**8**  
Things to Know  
Before You Go



**9**  
Let the  
Journey Begin

# KEY DEFINITIONS

We've defined a few themed components you'll discover throughout this guide.



## WAYPOINTS

The foundational pillars and principles that inform our work



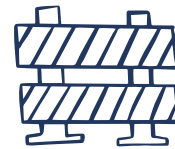
## LOCAL INTEL

Quotes from employees about their journey thus far



## EMPLOYEE STORIES

Illustrative real-life narratives demonstrating our triumphs, struggles, and everything in between



## ROADBLOCKS

Points of caution that can stand in the way of achieving our vision



## THINGS TO DO

Bulleted lists to offer actionable insights and expected behaviors



## FIELD NOTES

Editable sections for you to provide feedback and thoughts as you explore



## CULTURE CARDS

We've designed a series of weekly companion cards to help bring the themes within this guide to life in your everyday.

Click [here](#) to download our PDF version.

“*It is my hope and desire that the culture guide demonstrates what excellence looks like, how **each of us contributes each day in our own unique way,** and creates an understanding that it requires a strong culture to make our **HR group the best in the business.**”*

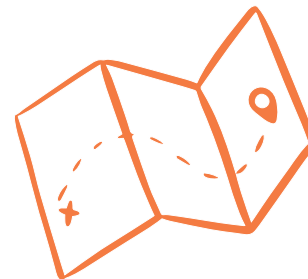
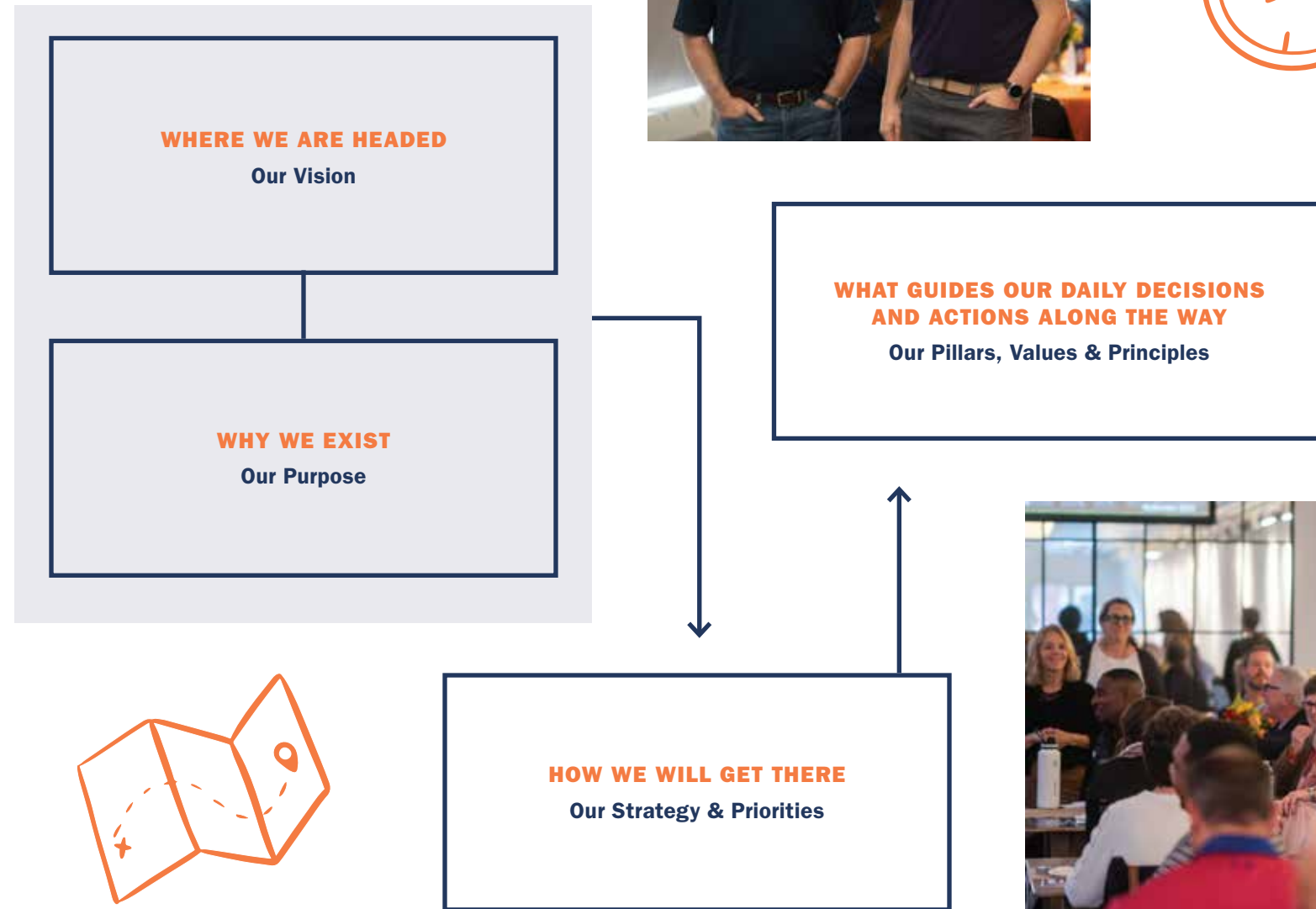
JOHN KOSKY





# SETTING THE COURSE

Achieving our goals and aspirations takes everyone understanding the where, why, what, and how of UVA HR and how they work together.



# OUR VISION

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



LOCAL INTEL

*“Having been around the area for almost three decades, I can assuredly say that **UVA HR impacts and inspires the entire UVA community...** there isn’t anything that happens at or around UVA that can’t be traced back to HR.”*

MICHAEL LATSKO

# OUR PURPOSE

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



LOCAL INTEL

*“As HR, our purpose includes supporting employees to excel, ensuring managers have what is needed, and partnering with our community to help local job seekers find employment. Many times, this means leading with our hearts, being responsive, and showing true warmth in times of need.”*

JENNIFER WEAVER

# OUR 2023 PRIORITIES

Our UVA HR priorities provide direction towards what is most important to accomplish in the year ahead. They also align the group and team goals across the entire UVA HR organization.



**Best Place to Work**

**UVA Health Staffing**

**Building Careers Across Groups**

**Improving HR from the Inside**

**Advancing Strategy**

# WHERE OUR JOURNEY BEGAN

1 How to Use This Guide & Key Definitions

2 Setting the Course

**3 Where Our Journey Began**

4 WAYPOINT 1 Strategic Pillars

5 WAYPOINT 2 Values

6 WAYPOINT 3 Including Everyone on the Journey

7 WAYPOINT 4 Leadership Principle

8 Things to Know Before You Go

9 Let the Journey Begin

You join a journey that's already traveled many miles in service of achieving our collective vision.

***The road hasn't been smooth, but we've always kept our eyes looking forward.***

And a significant part of the culture that defines our UVA HR team is recognizing that there will always be work to do, and we are all in this together.



# 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.

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.

# HUMAN RESOURCES JOURNEY



**PRE 2018  
WALKING IN PARALLEL**

Prior to 2018, HR was decentralized across the UVA community. This led to duplication of efforts, systems, and investment and limited innovation and collaboration.

**2020-2021  
WALKING TOGETHER**

With a successful integration of operations and systems, we needed to evolve our culture to help us reach our potential and operate as one team.

**A WAKE-UP CALL FROM OUR PEOPLE**

Despite the success of our integration, our team let us know all was not okay. A December 2019 survey revealed that 50% of employees would not recommend UVA HR as a place to work. So, we got to work.

**THIS LED TO**

- Defining the UVA HR Principles
- Launching with experiences for ELT, Leaders, and Employees
- Creating a culture strategy with a defined focus
- Amplifying our Diversity, Equity, and Inclusion efforts
- 2021 71% of employees said they would recommend UVA HR as a place to work (21% change from 2019)

**WHAT WE ACCOMPLISHED**

- HR teams came together (2018)
- Workday launched (2019)
- Opened new location (2019)
- Realized cost savings with centralization: \$17mm

**2018-2020  
JOINING PATHS**

Bringing together and integrating two practices was a big endeavor and the right thing to do. We created a plan and executed it.

**2021 & BEYOND  
HEADED TOWARDS THE FUTURE**

As we operate as aligned, strategic partners with the UVA community in support of their goals, we will remain people-focused, constantly innovating and staying at the forefront of our profession.

**THE FUTURE WE WILL HELP CREATE**

**FOR THE UVA COMMUNITY**

- A Good & Great University
- A World-Class Health System

**FOR UVA HR**

- Support UVA's hiring goals
- Create strong Charlottesville partnerships
- Build a leading employee experience
- Modernize Total Reward

**FOR HR PROFESSIONALS**

- A growth mindset to develop competencies across:
  - Strategic Thinking
  - Data & Analytics
  - Digital Integration
  - Employee Experience

**COVID RESPONSE**

UVA HR demonstrated our commitment, agility, and resolve during COVID. We shifted priorities, developed new processes, and provided much needed guidance during this unprecedented crisis.





# WAYPOINT STRATEGIC PILLARS

1 How to Use This Guide & Key Definitions

2 Setting the Course

3 Where Our Journey Began

**4 WAYPOINT 1 Strategic Pillars**

5 WAYPOINT 2 Values

6 WAYPOINT 3 Including Everyone on the Journey

7 WAYPOINT 4 Leadership Principle

8 Things to Know Before You Go

9 Let the Journey Begin



WAYPOINT

# STRATEGIC PILLARS

The six strategic pillars that define how we deliver on our vision and purpose.

**Mission-Driven**

**People-Focused**

**Strategic Approach**

**Leading Expertise**

**Exceptional Execution**

**Innovative Practices**



# 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.



### University of Virginia Mission

The University of Virginia is a public institution of higher learning guided by a founding vision of discovery, innovation, and development of the full potential of talented students from all walks of life. It serves the Commonwealth of Virginia, the nation, and the world by developing responsible citizen leaders and professionals; advancing, preserving, and disseminating knowledge; and providing world-class patient care.

### University of Virginia Health Mission

Transforming health and inspiring hope for all Virginians and beyond.



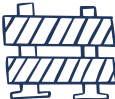
# Great and Good

### UVA 2030 Strategic Plan

Our aim is to be the best public university in 2030, and one of the very best in the world, whether public or private.

### UVA Health Strategic Plan

Extending UVA's Great and Good Strategic Plan, UVA Health's Strategic Plan codifies their core values and establishes a unifying vision to be the nation's leading public academic health system and best place to work by transforming patient care, research, education, and engagement with the diverse communities we serve.



### **ROADBLOCK**

Familiarize yourself with each institution's missions and goals to avoid pulling in opposite directions.

- Academia
- Research
- Healthcare



### **LOCAL INTEL**

**“We should strive not simply to be great, but also to be good, recognizing that in the not-too-distant future, it will likely be impossible for a university to be truly great if it is not also good.”**

### **JAMES E. RYAN**

President, University of Virginia



# PEOPLE- FOCUSED

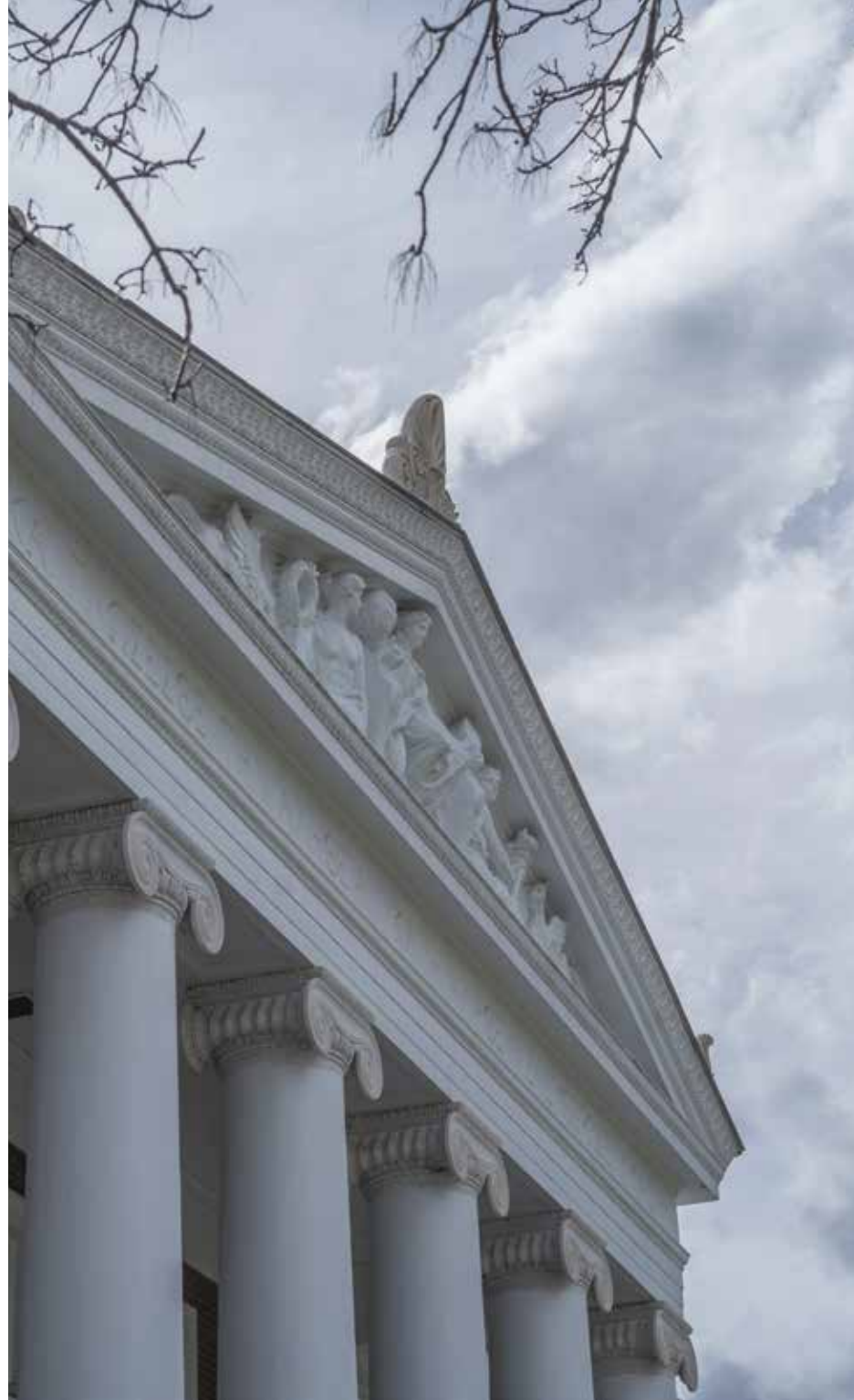
We make time for relationships and invest in the people behind every plan, project, and request. With a foundation of trust, respect, and understanding, we develop partnerships to advance the goals of all who we serve. And, we create an inclusive environment where everyone is welcome and every voice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



## ROADBLOCK

It's easy to retreat to your bubble and work in a vacuum. But it's the relationships we build today that will elevate our work tomorrow.

Read more on what we're doing to make UVA a welcoming place to work for all on page [34](#) and visit the [HR DEI homepage](#).



## LOCAL INTEL

“Every voice being heard is not only critical to thriving, but it's critical in keeping with the integrity of what we stand for.”

## BRIAN FORD

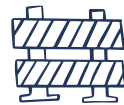


## FIELD NOTES

List three people you'd like to connect with in the next 30 days. Refer back to this list for the Connect category of the Culture Cards.

# 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, ensuring we address the most important challenges while thinking of the long-term impact.



## ROADBLOCK

The **first** answer that comes to mind is not necessarily the **best** answer. Be thoughtful with how you problem-solve and take a moment to consider how other partners and organizations may impact the solution.

## SHARE YOUR DEPARTMENT PRIORITIES

*List your department's priorities for the year to help illuminate the path ahead.*



# 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.



## ROADBLOCK

Share your knowledge instead of keeping it close. It encourages us to work together and avoid territorialism among our teams.



## LOCAL INTEL

*“It takes about 65 reps to master a skill. Look for every opportunity to be intentional about developing yourself.”*

JOHN KOSKY



## FIELD NOTES

What is one area of expertise you'd like to grow?



At UVA HR we are all committed to remaining at the top of our profession, and we support everyone in growing their knowledge and expertise through professional development opportunities.

# EXCEPTIONAL EXECUTION

At our core, we are responsible for more than 35,000 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.



## ROADBLOCK

Due to the scale of our institution, the earlier we can involve others in our decision-making, the more we can think ahead and avoid unintended complications.

**35,000+**

**Faculty, Staff & Workers, including...**

**3,800+**

Regular and Wage Faculty

**14,000+**

Academic Staff and Student Workers

**8,000+**

Medical Center Team Members

**10,000+**

Contract, Contingent, and Temporary Workers



## DID YOU KNOW?

In 2022, we hired 2,946 staff and team members.



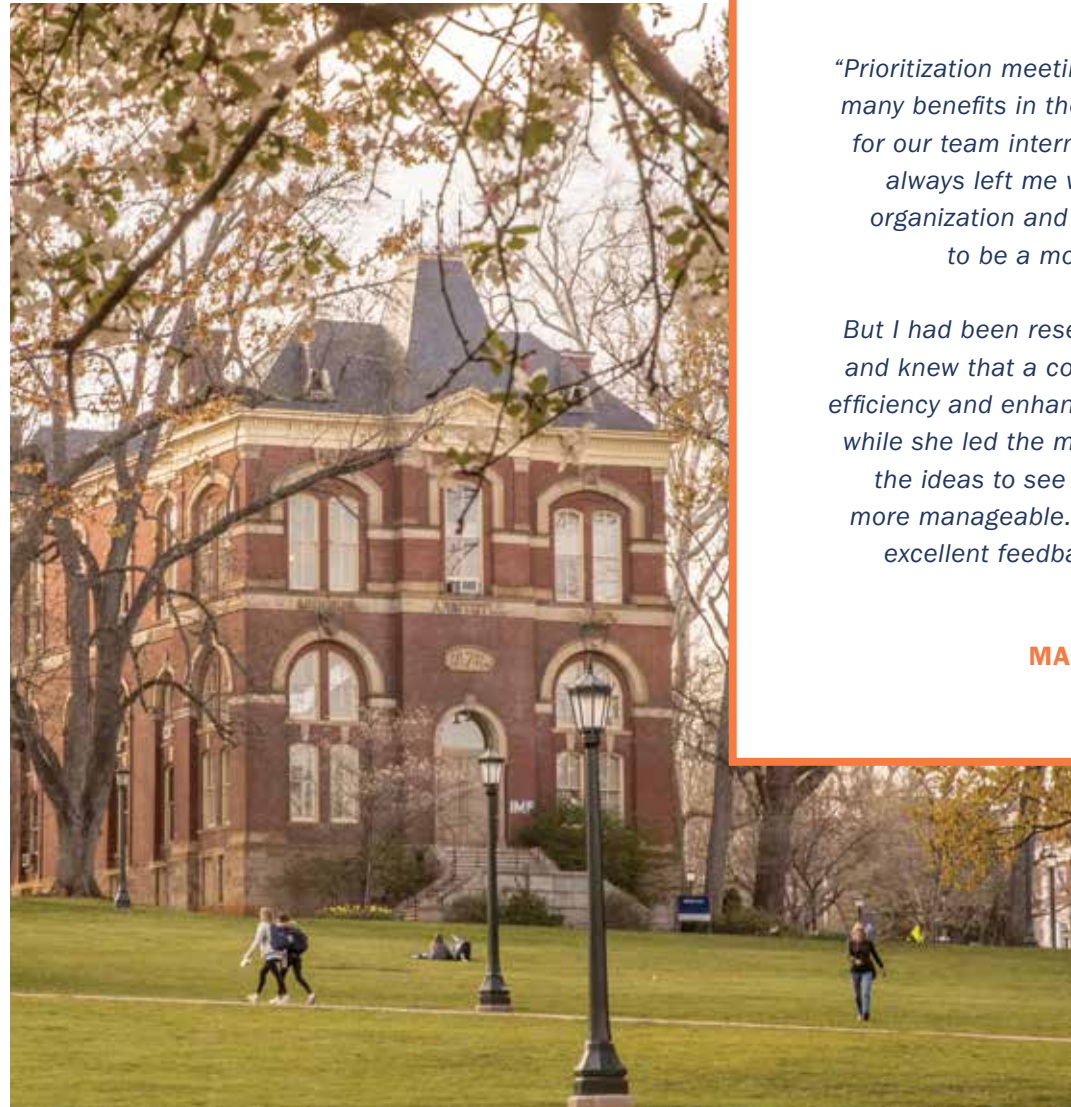
# INNOVATIVE PRACTICES

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.



## ROADBLOCK

The biggest impediment to innovation is a fear of failure. Take risks and always look for ways to improve how things are done.

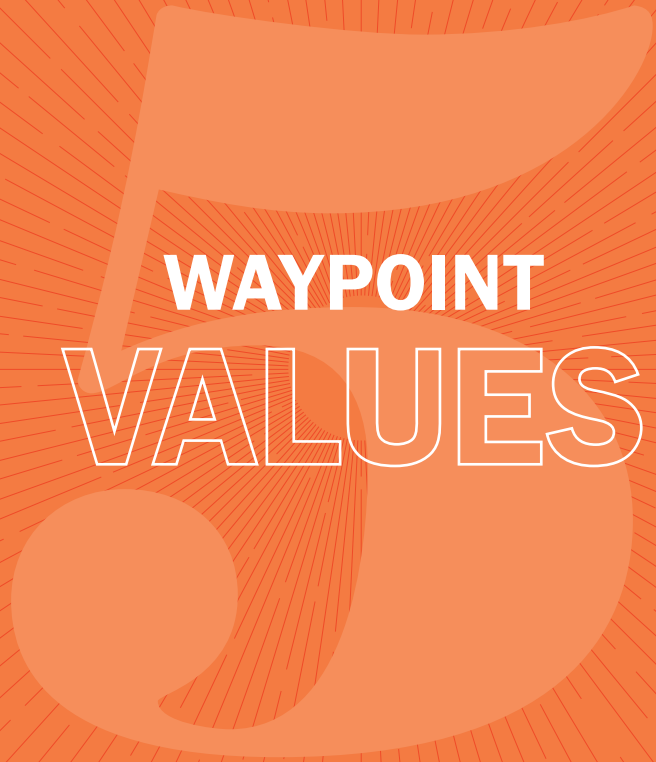


## EMPLOYEE STORY

*“Prioritization meetings are purposeful and provide many benefits in the way of direction and planning for our team internally. However, the discussions always left me wanting more in the form of organization and streamlining the information to be a more productive process.*

*But I had been researching new Workday features and knew that a couple of options would increase efficiency and enhance the process for my colleague while she led the meetings. I met with her to pitch the ideas to see if they would make her work more manageable. She was thrilled and provided excellent feedback on what worked for her.”*

**MAGGIE BREEDEN**



# WAYPOINT VALUES



**1**  
How to Use This Guide  
& Key Definitions



**2**  
Setting the Course



**3**  
Where Our Journey Began



**4**  
WAYPOINT 1  
Strategic Pillars



**5**  
WAYPOINT 2  
Values



**6**  
WAYPOINT 3  
Including Everyone  
on the Journey



**7**  
WAYPOINT 4  
Leadership Principle



**8**  
Things to Know  
Before You Go



**9**  
Let the  
Journey Begin



## WAYPOINT

# VALUES

Use these four values as guides for your everyday decisions and actions as we live into our purpose.

**Trust in People**

**Act Courageously**

**Get Creative**

**See It Through**

# TRUST IN PEOPLE

When we live this value...

## People feel heard, seen, understood, and supported.



### THINGS TO DO

- Treat people with respect and kindness
- Spend time with people and teams to learn from their perspectives and their work
- Share what we know, and work with others to achieve our goals
- Assume positive intent, listen without judgment, and question to understand



### FIRST FRIDAYS

On the first Friday of every month, we will meet in person at the office. Led by our FLT (Frontline Leadership Team), we will use these opportunities to spend time with one another, share insights, and gain a greater perspective on the work of our teams.

### FIELD NOTES



Write a two-sentence bio about yourself to share with the team.

What is something that people may not be aware you do at UVA?



**SHARE A STORY**

*Describe a time (50 words or less) when someone demonstrated the Trust in People Value in their everyday work.*



# ACT COURAGEOUSLY

When we live this value...

## We operate with integrity and elevate the work of everyone.



### THINGS TO DO

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



### ROADBLOCK

Delivering feedback in a constructive yet kind way can be a difficult skill to master.

### OUR APPROACH TO FEEDBACK

## The 4 A's

### GIVING FEEDBACK

#### Aim to Assist

Deliver feedback with positive intent, explaining how the feedback will help the individual and/or UVA HR.

#### Actionable

Frame your feedback around different behaviors they can use to improve, and focus on moving forward rather than dwelling on the past.

### RECEIVING FEEDBACK

#### Appreciate

It takes courage to deliver and receive feedback, listen carefully and maintain an open mind.

#### Accept or Discard

The decision to act upon feedback is entirely up to the recipient as long as the feedback is heard and honestly considered.

# GET CREATIVE

When we live this value...

## We find better ways to solve challenges and move our entire community forward.



### THINGS TO DO

- Be curious about our world, our community, and our profession
- Question the way things have always been done
- Work with others to make ideas, approaches, and solutions better
- Take informed risks and experiment, and support others who do the same

### FIELD NOTES



What is one problem you're struggling with, and how can you think about it in a new way?

# SEE IT THROUGH

When we live this value...

## We demonstrate ownership and achieve the results to which we commit.



### THINGS TO DO

- Take responsibility for outcomes, not just actions
- Maintain optimism and confidence in the face of challenge
- Willingly change course when stuck or presented with new information
- Accept when we fall short and work to figure out a better way



### EMPLOYEE STORY

*“When presented with a challenge, my initial reaction is to remain calm and focused on the goal. I assess the circumstances of the challenge, determine their potential impact, review my strategic plan, and ultimately find solutions by seeking advice from experts, collaborating with stakeholders, and reviewing policies, laws, or industry best practices.”*

**LESLIE PIERCE**





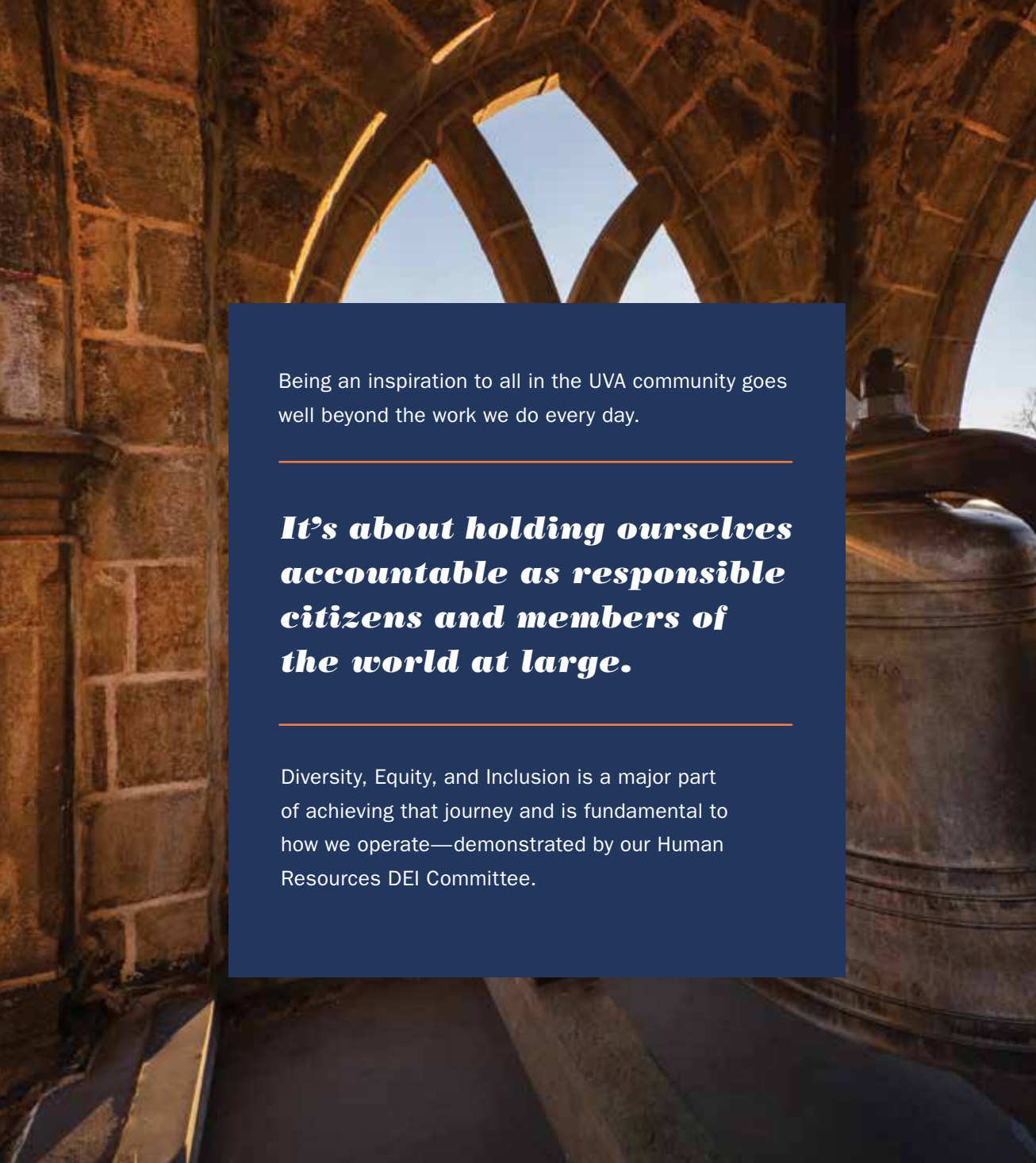


# WAYPOINT

# INCLUDE EVERYONE ON THE JOURNEY

**“In diversity, there is beauty  
and there is strength.”**

**MAYA ANGELOU**



Being an inspiration to all in the UVA community goes well beyond the work we do every day.

***It's about holding ourselves accountable as responsible citizens and members of the world at large.***

Diversity, Equity, and Inclusion is a major part of achieving that journey and is fundamental to how we operate—demonstrated by our Human Resources DEI Committee.

# MISSION

The Human Resources Diversity, Equity, and Inclusion Committee promotes awareness of and respect for diversity among UVA staff and faculty; advocates for inclusion and inclusive practices and policies; and ensures equity in human resources programs and processes.

## INCLUSIVE BEHAVIORS

We all have our role in ensuring that these principles are upheld. Below are a few highlighted behaviors to create a more inclusive environment.

- Hire from a wide variety of backgrounds
- Invite people to bring their full selves to work
- Listen to and consider all voices during meetings
- Speak up when people are being excluded
- Be conscious of biases

For DEI networking events, resources, and Listen & Learn recordings, [check out the HR DEI page.](#)



## LOCAL INTEL

**“Fundamentally at the core of advancing DEI, it is about taking action and changing the norms. Words don't mean much if we don't act.”**

JOHN KOSKY

**“Diversity is core to who we are and allows us to flourish with new ideas, perspectives, and innovation. Equity ensures that each person is given resources and opportunities to reach an equal outcome. Inclusiveness draws on each person’s collective strengths and perspectives and allows us to thrive.”**

**BRIAN FORD**

Co-Chair DEI Committee



# WAYPOINT LEADERSHIP

1 How to Use This Guide & Key Definitions

2 Setting the Course

3 Where Our Journey Began

4 WAYPOINT 1 Strategic Pillars

5 WAYPOINT 2 Values

6 WAYPOINT 3 Including Everyone on the Journey

7 WAYPOINT 4 Leadership Principle

8 Things to Know Before You Go

9 Let the Journey Begin



WAYPOINT

# LEADERSHIP PRINCIPLES

Wherever you are in your UVA HR career, it's important to align on our expectations for leaders. Here we highlight the leadership principles that you should expect from your leader and expect to follow as a leader.

Set the Example

Know Their Stuff

Communicate Clearly

Own the Outcome

Support & Develop People

# WHAT IT MEANS TO BE A LEADER

## 1

### SET THE EXAMPLE

- Live the UVA HR Principles 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

## 2

### 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

## 3

### 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

## 4

### 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

## 5

### 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



***“ We have to lift the words off the page and build our muscle memory in trying new things and stepping out of our comfort zone. When we fully embrace a growth mindset, you will be amazed about what our collective group can accomplish. ”***

**JOHN KOSKY**



# THINGS TO KNOW BEFORE YOU GO



**1**  
How to Use This Guide  
& Key Definitions



**2**  
Setting the Course



**3**  
Where Our Journey Began



**4**  
WAYPOINT 1  
Strategic Pillars



**5**  
WAYPOINT 2  
Values



**6**  
WAYPOINT 3  
Including Everyone  
on the Journey



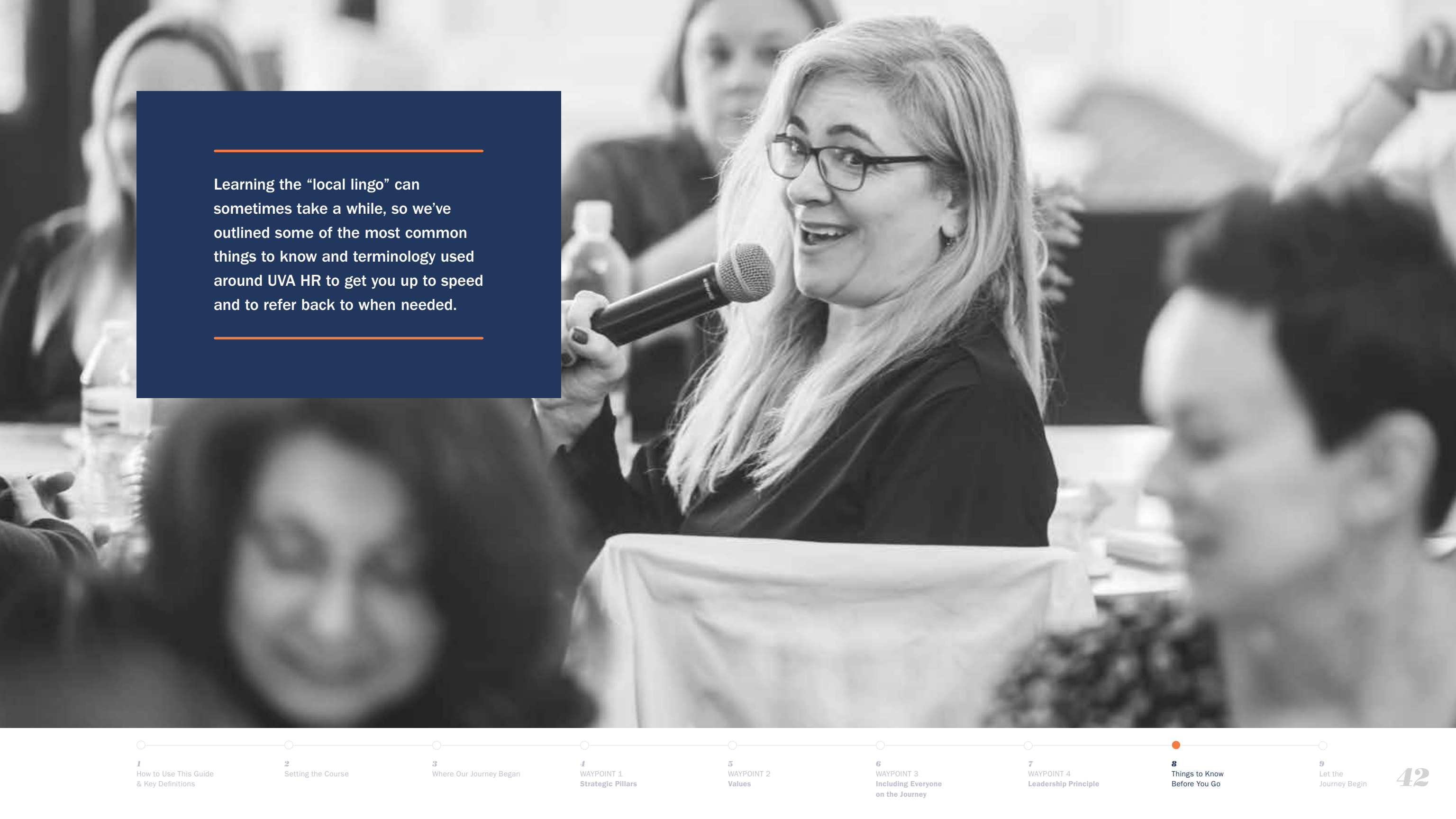
**7**  
WAYPOINT 4  
Leadership Principle



**8**  
Things to Know  
Before You Go



**9**  
Let the  
Journey Begin



Learning the “local lingo” can sometimes take a while, so we’ve outlined some of the most common things to know and terminology used around UVA HR to get you up to speed and to refer back to when needed.

# HOW WE'RE STRUCTURED

Refer to this chart for a high-level overview of how UVA HR is organized.



# HOW WE SAY THINGS

While this list may not be exhaustive, we've highlighted a selection of commonly used phrases and terms to refer to as you begin your UVA HR journey.

## COMMON ACRONYMS

- BOV** ..... Board of Visitors
- COE** ..... Center of Excellence
- EIB** ..... Enterprise Interface Builder (Workday)
- ER** ..... Employee Relations
- ERG** ..... Employee Resource Groups
- FDM**..... Foundation Data Model (Finance Term)
- FEAP**..... Faculty and Employee Assistance Program
- FLSA** ..... Fair Labor Student Act
- FOIA Request** .... Freedom of Information Act - i.e., the state requesting access to emails
- FSA** ..... Flexible Spending Account
- HRBP** ..... Human Resource Business Partner
- HRSC** ..... Human Resource Solution Center
- HSA** ..... Health Saving Account
- LTD** ..... Long-Term Disability
- OD** ..... Organizational Development
- OE** ..... Open Enrollment
- OIB** ..... Old Ivy Building - HR physical location
- ORP** ..... Optional Retirement Plan
- PAP** ..... Pipelines and Pathways
- PRS** ..... Professional Research Staff
- SME**..... Subject Matter Expert
- STD**..... Short-Term Disability
- TA**..... Talent Acquisition
- TR**..... Total Rewards
- UBI** ..... University Business Intelligence
- UPG** ..... University Physicians Group
- VRS** ..... Virginia Retirement System

## UVA COMMUNITY

The UVA Community is composed of all staff, faculty, professional research staff, students, alumni, fans, retirees, parents, dependents and family members, donors, on-site vendors, and those with a direct link to the University that come together for a shared purpose.

## ON GROUNDS

Those schools, units, and UVA organizations in close proximity to the Academical Village.

## OUR LEADERSHIP TEAMS

- ELT** ..... **Executive Leadership Team**  
Includes our CHRO John Kosky and his direct reports:
- AVP of Service and Experience
  - AVP of Talent
  - Chief of Staff
  - Chief HR Health System
  - Senior Director of Change Management
  - Special Assistant to the CHRO
- SLT** ..... **Senior Leadership Team**  
Includes Senior Director and Director level roles reporting to ELT members
- FLT** ..... **Frontline Leadership Team**  
Includes Managers and Supervisors reporting to SLT members.





# HOW WE COMMUNICATE

Beyond the typical methods of communication like email and face-to-face interaction, here are a few more methods we use at UVA HR and how we like to use them.

## MICROSOFT TEAMS

- The Foundations Teams channel is our go-to resource. There, you'll find weekly updates, special interest groups, and tools and resources to support your HR journey.
- We use the Teams chat function to communicate with colleagues on quick response questions and/or comments.

## ALL HANDS EXPERIENCES

- Held quarterly, our All Hands Experiences are held in person with a Zoom capability for our non-local employees. They offer a great opportunity to connect with your colleagues and is a time when key HR updates are shared along with developmental opportunities.

# HOW WE WORK

Every team has their own nuances to meeting cadence and expectations, but here are a few UVA HR-wide guidelines for how we get great work done.

## MEETING TIPS & GUIDELINES

- Monthly 1:1s with leaders should be a place for honest, two-way communication.
- Prereads are highly recommended for team/group meetings.
- Use email for updates so team meetings can leave time for discussion and strategic planning.
- Try to share any specific asks you have for the group in advance of the meeting.
- Begin internal meetings with “structured unstructured time.” Spend the first five or so minutes catching up and connecting with each other.

## OUR APPROACH TO HYBRID WORK

At UVA HR, flexibility is fundamental to how we operate—creating the conditions for people to do their best work. Our hybrid approach ensures flexibility for roles where that is possible and endeavors to offer everyone autonomy over their own working environment to suit their unique needs. The expectation is that you remain aware and attentive to the ever-changing requirements of your role and team. Specific individual and team arrangements are set by team leaders with input from their employees.

As an organization, we continue to value in-person work and gatherings for the benefits it brings to relationships, our culture, and the impact of work. We will continue to create in-person experiences when it makes sense and reevaluate our approach to hybrid work as UVA HR evolves.



# LET THE JOURNEY BEGIN

1 How to Use This Guide & Key Definitions

2 Setting the Course

3 Where Our Journey Began

4 WAYPOINT 1 Strategic Pillars

5 WAYPOINT 2 Values

6 WAYPOINT 3 Including Everyone on the Journey

7 WAYPOINT 4 Leadership Principle

8 Things to Know Before You Go

9 Let the Journey Begin

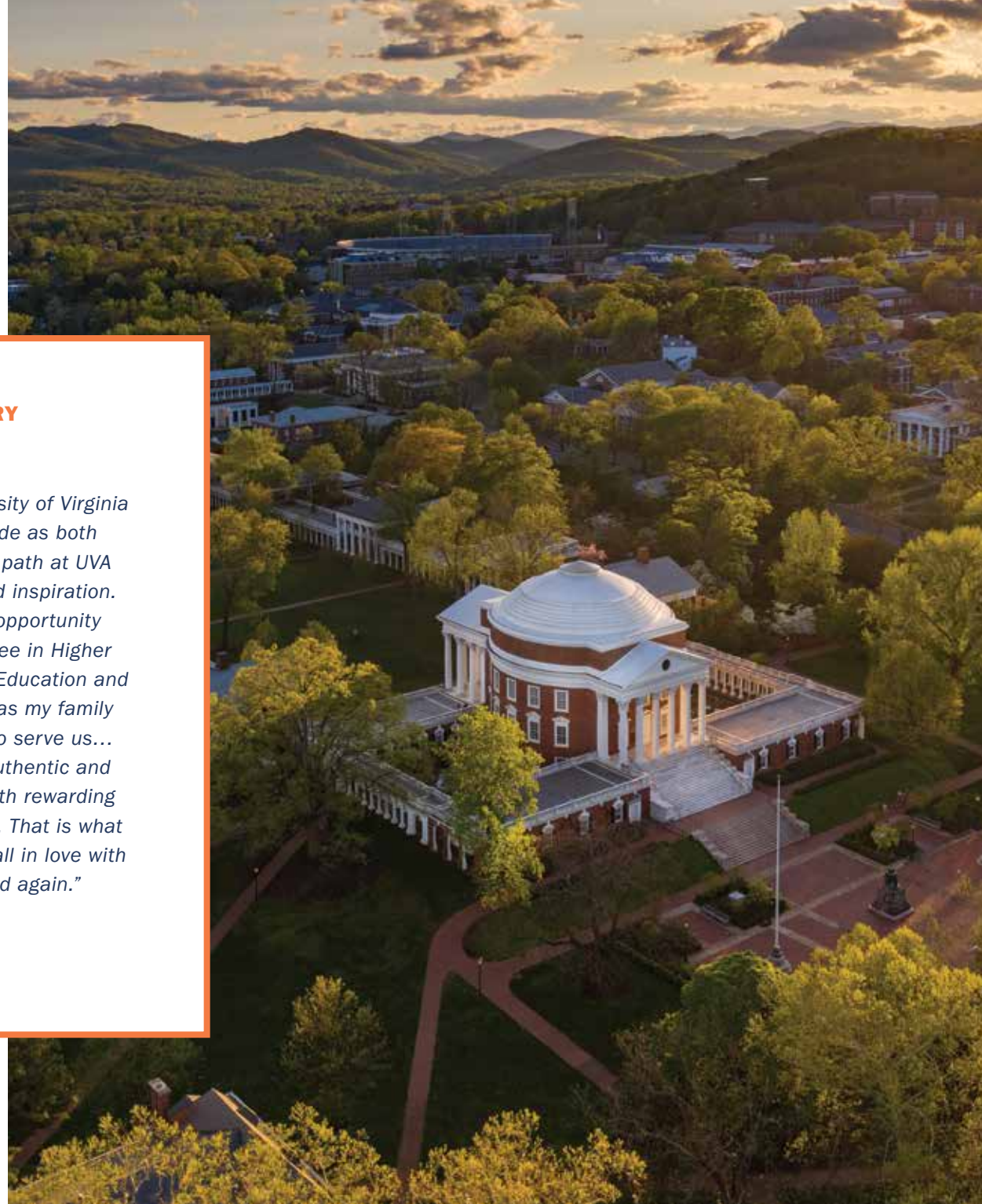




### EMPLOYEE STORY

*“I have been part of the University of Virginia community for over a decade as both employee and student... my path at UVA has been one of support and inspiration. I was given the space and opportunity to complete a master’s degree in Higher Education from the School of Education and Human Development... and as my family and I grew, UVA expanded to serve us... I have found that I can be authentic and curious, and it will be met with rewarding experiences and connections. That is what UVA means to me and why I fall in love with this community again and again.”*

**JENN BARI**



### FIELD NOTES



What was your “I love UVA HR” moment?

