Goals and Objectives

Objectives

- Understand the HR transformation story at the University of Virginia
- Articulate the steps needed to support the case for change in higher education...once the case has already been made
- Consider the operational demands and how to meet them during a time of rapid change
- Get insight into challenges faced during complex HR transformation

Goals

- Gain insight into change management and HR transformation work
- Get ideas for managing people and getting work done
- Share ideas and best practices
Poll Question

Are you engaged in an “HR Transformation”

a) Yes
b) No
Poll Question

Are you engaged in significant change in HR?

a) Yes
b) No
Poll Question

When dealing with changes, what’s the most challenging?

a) Decision making and support
b) Managing operations while implementing change
c) Retaining key team members
d) Competing priorities with HR and at your college/university
About the HR Transformation
A Complex Project

Functional Transformation
- 3 Entities – Academic Institution, Hospital, Health Foundation
- 3 Leadership Structures
- 3 Cultures
- 3 HR Organizations

Technical Transformation
- 3 Systems – Oracle, PeopleSoft, UltiPro
- 1 Cloud-based System – Workday

Process Transformation
- Lean approach to streamlining, creating standard work for all
Where We Are, In Year #4 (of 5+)

Functional Transformation
- Organization in place, hiring completed
  - HR Business Partners embedded
  - Communities of Expertise formed
  - HR Solution Center active
- Delivering services with current systems, emerging processes

Technical Transformation
- Testing underway
- Workday go-live January 1, 2019!

Process Transformation
- Ongoing...iterative...evolving with testing, user engagement, resistance, dialogue
Lessons Learned to Date

• Organizational alignment is hard
  o Different cultures and leadership styles and approaches continue to surprise and pose risks
• The workforce is complex
  o Even with job and salary guarantees, emotions can run high in a period of uncertainty
  o Shifting to new/different roles requires training/coaching/support/time
• Don’t underestimate retention risks
• Who gets the work done as people move around?
• Space, the final frontier! Where will people sit?
• Decision support; preventing the higher ed “retreat” to status quo
Key Role: HR Business Partner
Sharing Lessons and Best Practices

What lessons have you learned in making changes to HR in your school?

What’s your best practice for leading change in higher ed HR?
QUESTIONS?

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Please complete the online evaluation form for this session.
CUPA-HR will e-mail session evaluations to you.
Thank You!

HR Transformation at UVA — A Case Study, in Progress

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