

HUMAN RESOURCES: Strategic Plan

The Human Resources strategic plan is based on what we learned from UT's first workforce strategic plan. Workforce strategic planning provides the framework for the university's most important asset – its people. The purpose of the plan is to provide a clear picture of UT's workforce profile and to compare the results against future needs – ultimately providing recommendations and strategies for recruitment, employee development and retention. HR's priorities are clustered in five categories: compensation, HR technology plan and metrics, performance management and professional development, recruitment, and workforce strategic plan and work culture enhancement.

COMPENSATION: a phased approach to address compensation issues, with a long-term plan including market and internal equity issues, pay for performance and incentive compensation. This work includes review/update of compensation policies and practices, development of career paths and assessment of internal development and promotion opportunities. Recommendations:

Complete ✓ **Reestablish Benefits Advisory Group.** With broad representation from audit, finance (including IRIS and payroll), legal and human resources, the group will focus on: broad communication of new benefits and changes to/or deletion of existing benefits, review of financial implications, fiduciary responsibilities for benefits and implementation of technology modifications as needed.

Complete ✓ **Establish a Compensation Advisory Board.** The board would be a diverse group of 8-10 individuals, representing statewide administration, faculty and staff. The purpose of this group will be to revise/update UT's compensation philosophy, policies and practices, to analyze and determine market position and internal equity and to recommend compensation strategies such as pay for performance, incentive compensation plans, retention plans and bonus programs. The group will also develop an Employer of Choice model for the university.

Accomplishments to Date: CAB Employer of Choice model; new Compensation Philosophy; approval for \$8.50/hour minimum for regular full- and part-time employees; completion of Sibson market assessment; revised and created new compensation policies.

Work in Progress: Work teams making recommendations for compensation, benefits and work culture improvement – based on Sibson survey results, Employer of Choice models and 2011 Employee Engagement Survey.

Develop Career Ladders. The statewide compensation team will develop the foundational pieces of a career ladder structure, which can be used in any discipline throughout the university. A first step will be an evaluation of current career ladder structures – what's working well and what can be improved or enhanced.

Work in Progress: CAB compensation team working on guidelines and recommended strategy for common jobs statewide.

Complete ✓ **Conduct Detailed Analysis of UT's Compensation Structure.** The statewide compensation team will conduct analysis of market relationships and internal equity issues. Comparisons will include the state, TBR, peer institutions of higher education and regional competitors.

Accomplishments to Date: Completed Sibson total compensation assessment; revised statewide PDQ cyclical review process; partnered with chancellors to draft 2012 and 2013 Compensation Guidelines; entity-specific multi-year compensation plans in progress; conducted and passed OFCCP hiring and equity review audits on three campuses in 2010.

Work in Progress: An important step will be to begin tracking critical information that is needed to determine UT's market position. The team will work with recruitment and employee relations to begin tracking and recording in SAP: (1) offers that are declined and why, and (2) exit interview information – why employees leave the university (when related to total compensation, should include counter offer amount, where, total benefits package, etc.).

- Complete** ✓ **Conduct Detailed Analysis of UT's Benefits.** The statewide benefits team will analyze UT's benefits programs compared to the state, TBR, peer institutions of higher education and regional competitors.
- An important step will be further analysis of the usage and value of UT tuition assistance programs: (1) comparison of this benefit to peer institutions of higher education and regional competitors, and (2) review of employees who utilize this benefit and the relationship to their performance rating and opportunities for advancement and promotion.
- Accomplishments to Date:** Developed/Implemented biannual benefits communication piece mailed to each employee's home – **FOR YOUR BENEFIT**; partnered with IRIS to enhance online personal benefits statement; so far have featured thirteen web features on benefits with employee stories.

HR TECHNOLOGY PLAN AND METRICS: development of an HR technology plan to fully use IRIS (SAP) reporting and tracking capabilities. Integral to this plan will be the development of an HR dashboard to measure the health of the university. To establish HR metrics, national, regional and higher education benchmarks will be identified; baseline data will be established and HR will initially establish 4-5 key metrics to share with senior officers and trustees at least annually. HR staff must be trained on methodology, collecting and analyzing data and reporting results. Recommendations:

- Complete** ✓ **Enhance New HR Web Page Redesign.** Purpose is providing information employees need on HR web page, where it's accessible and easy to navigate. Components to complete: develop search capability (key word search from HR home page), develop manager's toolkit, add HR forms and complete site index.
- Accomplishments to Date:** featured six web series: *"The Grass Isn't Always Greener," "Make the Most of UT Benefits," "Statewide Employee Discounts," "Sick Leave Bank Testimonials," "Employee Engagement Survey," "New Applicant Tracking System," "Training Opportunities," "Healthy Initiatives," "For Your Benefit"* (including *"Retirement Made Simple," "Working Together" and "Starting Your Family"*), *"Speak Out for UT," "Learner-Focused Training," "Bringing the Family," and "Summer Family tips from UT Experts."* Developed toolkits for life changing events, preparing for retirement and preparing for a reduction-in-force – what do I do? Who do I call for assistance?

- Complete** ✓ **Develop HR Technology Plan.** HR will collaborate with IRIS and OIT teams to prioritize list, set timelines and establish resources. Examples of technology needs include: end-to-end integration with IRIS and new applicant tracking system, completion of e-Forms, enabling workflow to support managers for HR policies and procedures (EX: I-9 reminders, probationary period reminder, FMLA triggers and rehire eligibility), data collection of HR information such as exit interview data and why applicants decline offers, time-to-fill and cost-per-hire information for recruitment, development and tracking of workplace safety metrics, tracking of performance management information and automated survey tool to assess HR performance and effectiveness.
- Accomplishments to Date:** In 2010-11, implemented eVerify process and trained HR teams, research offices and business offices on process and requirements.
- Work in Progress:** Identifying employee-to-supervisor relationships in IRIS; integration of background check vendor (TrueScreen) with applicant tracking system (Taleo); developing acquisition and turnover reports.

- Complete** ✓ **Statewide Scanning of HR Records into IRIS.** The scanning will occur in three phases: (1) organization unit data, which will be attached to the PO10/Organizational Unit section of IRIS. Current files will be transferred from Nolij into IRIS. Future files will be scanned from desktop scanners and attached in IRIS, (2) position data (PDQ files, which will be attached to the PO13/Position section of IRIS). Current files will be transferred from Nolij into IRIS. Future files will be scanned from desktop scanners or sent to records management for scanning, and (3) personnel files, where a team was assembled to develop business processes and rules for scanning. Future needs will include ability for e-forms and correspondence to be automatically attached through workflow.

- Complete** ✓ **Development of Reports from Regional Service Centers.** Quarterly reports provided to president, chancellors and institute leads. The reports include activity, metrics, standards and performance feedback from the functional units within the east and west regional service centers. Examples of metrics included: call center (# of calls per campus/institute, % handled vs. transferred and categories of calls), benefits and retirement (# of life planning seminars and individual retirement coaching sessions), records

(#s of transactions processed and #/turnaround time processing for I-9s, background checks, employment verifications, court records checks and driver's license checks), compensation (# of salary recommendations and length of time to complete and participation in salary surveys), employee and organizational development (number of open enrollment sessions and attendees and specific/targeted training sessions), recruitment (time-to-fill stats for staff positions, recruitment and diversity efforts and # of executive recruitments handled), employee relations (#/types grievances, needs assessments conducted, targeted training or interventions and service awards), HR policy review and updates and new staff orientation standards and evaluation feedback.

Accomplishments to Date: Send Chancellors monthly performance review % completion reports (January through June); send quarterly diversity reports for faculty and staff, which show diversity of hiring, terminations and net results; send HR semi-annual regional service center reports.

Development of HR Dashboard for President's Staff and Trustees. Dashboard to include 4-5 elements that describe the health of the university compared to national workforce benchmarks. This is a 2013-14 initiative.

- An initiative for future development is a manager's dashboard, so that UT supervisors can see essential HR information on their desktop.

PERFORMANCE MANAGEMENT/PROFESSIONAL DEVELOPMENT: begins with competency-based job descriptions with expected performance and behavioral outcomes. Managers must understand the differences between unsatisfactory, meeting and exceeding performance expectations. To establish pay-for-performance structure, there must be a consistent and objective methodology for evaluating performance. All employees should have an annual performance evaluation with goals for the next year. High performers should be rewarded. Low performers should have performance improvement plans with a specified time period for improvement – with no improvement they should be removed from the position. Once the methodology is understood and consistency is achieved, the university can move to a pay-for-performance program. A solid performance management system is the foundation for incentive compensation and succession planning programs. Succession planning begins with definition of target performance and behaviors, assessment of bench strength, identification of future leadership needs and development of a plan to close the gaps. Recommendations:

- Complete** ✓ **Define Performance Management and Develop Plan for Implementation.** Benchmarked performance management systems for best practice ideas; wrote competency-based job descriptions, with performance and behavioral expectations incorporated, as well as required training and compliance tied to position; developed performance management process and tools (at least annual performance evaluations with clear distinction between needs improvement, meets and exceeds; tool/ process for performance improvement (sets expectations within defined period of time) and goals for the next year; developed career progression structure by functional areas, including both career paths, as well as individual progression (from dependent to contributing independently to mentoring to leading); developed onboarding process (with assigned coach) and probationary feedback for new employees; determined how to track performance in SAP (with workflow reminders); developed three methods of training: face-to-face, videoconferencing and webinars – to be incorporated into plan; pilot program in one area; distributed training to campuses/institutes and developed evaluation methodology.
- Accomplishments to Date:** In 2012, revised performance evaluation form and provided training statewide to supervisors; developed varied opportunities to deliver learning including video conferencing, web-based training and web streaming. The Statewide Training Advisory Committee is further developing strategies. Statewide design team completed 360° feedback process/forms (supervisor and peer review) for 2012.
- Work in Progress:** Team will be recommending a system and process for automating the entire performance management process.

Develop Succession Planning Model and Plan for Implementation. Steps will include: benchmark performance management systems for best practice ideas; develop model for UT, which includes tools for assessing bench strength and incorporating development programs and advancement plans; develop training, implementation tools and support team; pilot model and tool at statewide executive level (including opportunities for advancement across campuses/institutes and with a focus on increasing diversity at senior levels); develop tool to track success and opportunities for improvement and develop evaluation methodology. This is a 2014-15 initiative.

Complete

- ✓ **Continue Leadership Institute.** Continue program in 2011 and enhance current structure with pre- and post-engagement activities. Conduct on-campus leadership development workshops on off years. Work with institute faculty to benchmark other programs for best practice ideas. Program should tie into succession planning strategy and initiative to increase diversity in senior leadership positions.

Work in Progress: Finished proposal to expand Leadership Institute; proposal and timeline for leader/ manager/supervisor development cascade ready to be presented to senior leaders for consideration.

Evaluate Concept of Women's Leadership Conference. Program for executive women (faculty and staff statewide) for professional development and networking opportunities. Program should tie into succession planning strategy and initiative to increase diversity in senior leadership positions. Steps to include: benchmark other programs for best practice ideas and create statewide committee to develop this concept. This is a 2014 initiative.

Develop Model for Career Development Institute. Purpose of institute is to improve internal development and promotional opportunities for UT high performers. Job families targeted should align with organizational needs – areas where we are having difficulty finding required competencies or identifying diverse candidate pools. It will be important to align programs with opportunities – so successful program participants have an opportunity for advancement. Steps to include: benchmark other programs for best practice ideas and create statewide committee to develop this concept. This is a 2014 initiative.

RECRUITMENT: includes two short-term technology improvements: on-line application and development of search capability for on-line job list. This work includes the redesign and improvement of the recruitment and hiring procedures statewide, introduction of an executive recruitment program and initiation of statewide marketing and branding. This project does not end with recruitment, but will also include the redesign of new employee orientation and the onboarding process. Recommendations:

Develop Recruitment Strategy and Branding Program. Steps will include: brainstorm with stakeholders the attributes of effective recruiting; develop brand with public relations and marketing team; begin recruiting at high schools, community colleges and professional organizations across the state (with a focus on needed competencies and diversity); determine positions that need recruitment support initially (based on time-to-fill, inability to find specific competencies and lack of diversity – tailor program to HR staff resource availability) and develop annual recruitment plan for positions selected for support. This is a 2013-14 initiative.

- Complete** ✓ **Enhance/Improve Recruitment Process For Staff.** Focus of redesign is so applicant tracking system will support all campuses/institutes and to enhance diversity results. Steps to include: process flow current procedures to determine what's working and what's not; determine what elements must be consistent to share applicant tracking system and what can be campus/institute-specific; incorporate senior leader feedback into design of new process (focus on outcomes, not on approvals and control); collaborate with equity and diversity and legal on redesign; test support for new process with key customers statewide, recruitment team and requirements of applicant tracking system; incorporate new design, including process flow and work flow, in "must haves" on criteria matrix for applicant tracking system; process flow new/improved process; determine method of customer engagement/ support and provide training for campuses/institutes for new process.

Accomplishments to Date: In 2011, implemented required background checks for faculty and staff hires statewide.

- Complete** ✓ **Receive Approval, Develop RFP and Select/Implement Applicant Tracking System.** Outcome is one applicant tracking system for statewide use to include: end-to-end integration with SAP, enhanced and automated applicant process, process workflow, real-time and integrated job posting and automated applicant and manager communications. Steps to include: provide final cost estimate, including UT internal expenses; receive approval to proceed from president and campus/institute leads; meet with teams for first phase of studying the preferred applicant tracking process (partner with IRIS); benchmark applicant tracking systems implemented in universities; develop criteria matrix for selection; determine selection process and committee; develop/initiate RFP; select top vendors and invite for on-site presentations; make decision and receive approval for purchase (CFO and legal input on contract and terms) and implement new system with training provided by vendor.

Accomplishments to Date: Implemented Taleo applicant tracking system for staff on January 18, 2012.

Work in Progress: Ready to review Taleo for faculty hiring in 2013, with agreement, full statewide implementation in 2014.

- Complete** ✓ **Analyze Temporary Staffing and Recommend Improvements.** Analyze why in-house temporary staffing spend has decreased over last three years and external temporary staffing spend has increased. Provide training on benefits of contingency staffing in difficult budget years and develop program to enhance services while reducing costs.
- A future consideration will be expansion of in-house temporary services through regional service centers to all campuses/institutes.

Accomplishments to Date: Explored ROI on external temporary staffing on-site program, with negotiated contracts statewide. Evaluate efficiencies and potential cost savings. At this time, UT does not have enough spend to make on-site external vendors worthwhile.

- Complete** ✓ **Evaluate Executive Recruitment Spend and Determine Strategies to Increase Efficiencies and Reduce Costs.** Determined positions which can be recruited in-house (Hendricks to train recruitment team on executive recruitment and sourcing); marketed HR's expertise to current process through inclusion on search committees, enhanced web tools to support hiring managers and search committees and reduced external search firm spend (sourcing only contracts); trained appropriate staff in executive recruiting and analyzed current process for selection of external search firm. Even though we must RFP contracts, determine external agencies based on experience, effectiveness and cost. HR to maintain feedback log of external search firm results for future reference.

Redesign New Employee Orientation and Onboarding Process. Steps include: evaluate current program; receive feedback from participants; benchmark best practices; collaborate with public relations and other areas (parking, IDs, etc.); engage senior leaders in new design; design improved orientation experience focused on welcome and "high touch" event; determine what can be done before orientation event, what can be automated and how to streamline; redesign and select pilot campus for implementation; modify and improve new plan, based on feedback; roll-out statewide providing training, tools and support and continuously evaluate for improvement (receive feedback from participants and ensure senior leaders are engaged in process). This is a 2013-14 initiative.

- After new employee orientation redesign and implementation, a next step would be the design of an orientation for senior leaders (onboarding process, support and tools).
- Another next step would be the design and training on how to provide department orientation (to include coach/mentor, feedback loops, etc.)

WORKFORCE STRATEGIC PLAN AND WORK CULTURE ENHANCEMENT: the completion of UT's first workforce strategic plan is one of HR's top priorities. The plan will include system-wide analysis, as well as campus and institute specific plans that align with overall university objectives. It is a four-step process: current state, future state (out at least five years), gap analysis and HR strategy development and recommendations. Elements analyzed include: workforce demographics, total compensation review, recruitment, unemployment statistics, internal promotions and opportunities for advancement, professional development, termination trending and retirement trending and eligibility. Recommendations:

- Complete** ✓ **Completion and Communication of UT's First Statewide Workforce Strategic Plan.** Presented final report to president's staff and determined communications cascade throughout university; further developed recommendations with detailed project plans (including appropriate approvals and timelines); monitored progress; determined how often plan will be updated (annual review/validation) and determined how/when to present executive summary to the Trustees.

Work in Progress: An important next step is the further development of campus/institute plans. Next steps include: HROs to further develop data by breaking EEO category information into units, departments and other slices that help analyze entity-specific trending; meet with campus/institute senior leaders to develop step 2: future workforce needs (aligned with entity strategic plan and related staffing needs); develop campus/institute-specific recommendations and initiatives that are not covered by the statewide recommendations; campuses/institutes to determine how often plan

will be updated (annual review/validation) and HROs meet with campus/institute leadership team to present findings/recommendations and to develop communications cascade for entity.

Complete ✓ **Implement HR Redesign, Go Live Date of January 4, 2010.** Implemented staffing changes, effective 1/1/10; developed plan/transitioned staff into space for regional service centers (offices, furniture, equipment, phones and technology needs); trained service center staff on service standards and HR values, mission and vision; began function-specific training and development of tools (call center, recruiters, etc.); held kick-off meeting – ½ day for each functional team; functional units begin process flow redesign and develop metrics for quarterly reports; functional teams finalize/enhance HR web pages; established meeting structure and began meetings for ALT (biweekly), OPS (monthly) and functional work teams (weekly or to be decided by ALT lead); opened searches for competency gaps that we have money to fill and begin recruitment process (effective 1/4/10); process title and related changes in IRIS for service center teams and finalized budget/moved funds for service centers.

Accomplishments to Date: HR call center implemented. Two Regional Service Centers established. Established HR policy committee -- statewide committee which meets to revise old policies and develop new policies as needed, review/update all HR policies and provide guidelines, FAQs, tools and materials for manager's toolkit on the web. Representation to include: audit, legal, IRIS, payroll and HR. Six policies passed so far and communicated.

Develop Recommendation for President's Awards. Each campus/institute will have one award winner each year. The winner would be recognized by president at statewide award ceremony, as well as recognized on their campus/institute. Next steps include: seek approval for award and develop recommendation for president, determine award criteria, determine who will make selections, determine what winners will receive (monetary award?) and what will happen at statewide ceremony, as well as at campus/institute of award winner, determine when awards will begin and work with public relations to develop communications process (web-based?). This is a 2013-14 initiative.

Complete ✓ **Develop RFP for Employee Satisfaction Survey.** Recommendation of third-party vendor. Recommended full implementation statewide every three years (by third party) with spot checks and work culture improvement teams in intervening years (by UT HR team). Next steps included: determine cost per campus/institute and get approval for funding from chancellors and institute leads – first survey fall 2011, so we can use stimulus dollars; at HRO retreat, developed process and guidelines for spot checks and improvement teams and developed/implemented RFP and determined selection criteria and team.

Accomplishments to Date: ModernThink administered statewide Employee Engagement Survey in late Fall, 2011. Open Forums were held at each campus/institute to share results in March – May, 2012. Each campus/institute has work culture improvement teams making recommendations. Next statewide survey in Fall, 2014.

Implement Statewide Healthy Campus Program. Begin with American Cancer Society (ACS) Gold Certification, which includes five steps: (1) tobacco use, (2) diet and nutrition, (3) physical activity, (4) screening and early detection, and (5) access to quality treatment and clinical trials. As a next step, an ACS representative will meet with HROs at fall retreat to discuss program requirements. HROs to determine next steps for statewide implementation and develop project plan in collaboration with employee relations' councils and faculty councils. Statewide project plan to be presented to president's staff for approval and required funding. This is a 2013-14 initiative.

Work in Progress: CAB Work Culture Improvement Team developing the initiative.