

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.