



Human Resources

Partnering for Excellence

STRATEGIC PLAN 2014–2019



MISSION

We serve as a strategic partner by providing professional and organizational human resource solutions to the campus that attract, engage and develop employees.

A MESSAGE FROM LEADERSHIP



I am energized by the challenges ahead and the promising opportunities for innovation and collaboration across the campus. Human Resources has incorporated a progressive model of strategic partnerships with University departments and colleges, using technology as a vehicle for performing transactional work, without losing focus on the consultative leadership role Central HR provides to the campus.

Human Resources is a nimble team of professionals familiar with the dynamic environment of higher education. We have consulting competencies in a wide array of human resource functions, and we are responsive to workplace compliance requirements. We contribute to campus, system and legislative initiatives, including the administrative master plan, and the creation of more efficient and self-service solutions for staff and faculty.

The campus is operating with fewer resources, more demands and increasing pressure for greater effectiveness. We have worked across campus to prepare the workforce of the future and to assist with the resources and expertise needed to build stronger teams. In this endeavor, we also provide campus leaders a better understanding of the market so that competitive compensation studies inform their salary decisions. Today, thanks in part to our staff engagement surveys which have been conducted twice over the last five years, the campus is aware of the expectations and desires of more than 11,000 staff. Results were published and several groups have chartered their own improvement initiatives. We are thrilled to have this benchmark data to influence our efforts for services and programs and we look forward to future employee engagement survey results to continue building employee satisfaction.

After several campus groups campaigned for an employee wellness program, Human Resources creatively allocated existing funds to hire a Work-life Balance and Wellness Manager. Through collaborative efforts, the wellness program has implemented on-campus biometric screenings, smoking cessation resources to complement our tobacco-free campus policy, weight management and physical activity programming, and administration of the successful Farm-to-Work program which offers fresh, local produce to participating staff & faculty each week. In addition, we launched LifeCare, a work-life balance program that provides 24/7 expert referral services for employees needing assistance finding elder care and child care options, legal and financial assistance plus a robust employee discount program.

We have responded to the requests for a leadership growth program for our colleagues in order to prepare the next generation of leaders. Since the program's inception in 2008, 30 percent of program graduates have been promoted to new leadership roles. The McCombs School of Business and the Athletics Department replicated this curriculum and have experienced similar outcomes. Human Resources continues to improve and expand this program across the university.

When a campus administrative office outlined their new business strategy and shared their desire to align team structure with this strategy, our Organization Effectiveness team rolled up their sleeves. They analyzed the current and future work of that department and defined necessary competencies. A performance assessment tool, individualized development plans and talent selection tools were created. More than two years later, the office continues to use these tools which are considered a best practice among their peers. And recently, HR acquired Kenexa, a researched based competency model that is being integrated into Workday, the university's new Human Capital Management (HCM) system. It will help our constituents by giving them better assessment and development tools to use throughout the employment life cycle, from hire to performance management and professional growth.

Human Resources is dedicated to continued excellence at The University of Texas at Austin. As your strategic campus partner, we commit to providing competent and responsive services and programming, to innovate and collaborate, and to always act with integrity.

In partnership,

A handwritten signature in black ink that reads "Debra Kress".

Debra Kress

Associate Vice President for Human Resources

September, 2016

OUR COMMITMENTS

Human Resources provides innovative and strategic solutions to recruit, develop, reward and engage staff and faculty at the university. We are dedicated to the effectiveness of the university and our employees. As your strategic campus partner, we commit:

To be competent.

Demonstrate professional responsibility by being well-informed, capable and maintaining relevant expertise.

To be responsive.

Understand the needs and expectations of the university community and meet those needs through thoughtful, efficient and timely assistance.

To act with integrity.

Adhere to moral and ethical principles. Treat people with dignity and respect. Consider diverse points of view. Keep confidences and protect the privacy and confidentiality of employee information.

To innovate.

Develop solutions that benefit the client and the university. Adapt to a dynamic university environment while increasing efficiencies.

To collaborate.

Act in a manner that encourages teamwork. Build strong partnerships within the university community.

OUR PRIORITIES

Our strategic priorities and objectives represent our commitment to provide high-quality and efficient human resource solutions to an ever-changing campus environment.

1. Provide efficient and comprehensive consulting, programming and administrative services that utilize cross-functional processes and skills

- 1.1 Increase HR organizational capacity by creating cross-functional work to ensure depth of coverage for previously unique skills
- 1.2 Provide quality consulting, programming and services

2. Support and develop campus HR functions in order to reduce risk, improve departmental efficiencies, and improve the quality of transactions

- 2.1 Standardize HR related processes across the university
- 2.2 Provide HR functional training and use appropriate, efficient and sustainable delivery methods
- 2.3 Develop and provide HR self-service tools and technology

3. Build, acquire and improve HR information systems in order to reduce risk, improve departmental efficiencies, and provide quality systems

- 3.1 Identify campus HR information needs
- 3.2 Communicate and work with information technology partners and campus constituents to provide quality HR analytics and workforce information to meet campus strategic planning needs

4. Align and build HR programs and services with key performance indicators in order to provide the most effective solutions to the campus

- 4.1 Establish measures for reporting effectiveness
- 4.2 Establish measures to assist with organizational decision-making

5. Establish HR as a strategic partner with campus leadership and across the UT organization

- 5.1 Early and ongoing participation in university policy decisions
- 5.2 Early and ongoing participation in university strategic initiatives
- 5.3 Collaborate with campus constituents on all HR related programs, services and systems
- 5.4 Promote meaningful professional development for HR employees and the campus

6. HR will continue to provide assistance to the campus in diversity recruitment and support for diversity initiatives on campus

- 6.1 Support campus diversity initiatives
- 6.2 Provide assistance to campus in diversity recruitment

7. HR will continue to provide assistance to the campus in diversity recruitment and support for diversity initiatives on campus

- 7.1 Liaison for campus to meet federal and state veteran's recruitment initiatives
- 7.2 Develop a best practice diversity focus in our recruitment consulting

OUR TEAM

To best serve as a strategic partner across the campus, we have organized our talent into four units:

Compliance and Administrative Operations

Our administrative and compliance-related staff is lean and efficient. Most of the transactional human resources work has already been rerouted or eliminated through the use of technology. A call center serves as an entry point for employees, supervisors and managers to get answers to questions related to benefits, retirement, leave and staff applicant management.

To ensure the university complies with federal, state and University of Texas System laws and policies, this unit establishes best practices and processes for new employee orientation, onboarding compliance, pay plan management, records management, and workforce studies and reporting.

UTemps, our recruitment and placement services of temporary employees for the campus. We provide a valuable channel for sourcing administrative professionals and supplying a precious pool of technical professionals in fields ranging from IT to research assistants for short term assignments.

Organization Effectiveness

This group consults with campus partners on organization strategy, talent management, employee development and leadership development. This team uses organizational assessments to identify needs and organize a team of human resource professionals to offer customized, comprehensive solutions such as: strategic planning, process design, job and position design, compensation or classification changes, organizational restructuring, competency modeling, succession planning, and leadership development. Additionally, the group offers facilitation and consultation services around the topics of project management, change management, team effectiveness and leadership.

CareerSmart, a central online location where employees can find workplace skills training, supervisory training and compliance related training. Certificate programs offer a method for employees to manage their own professional and career growth. The team also administers other professional development resources such as Lynda.com.

Rewards

To attract and retain the best and brightest faculty and staff, this group maintains our competitive benefits and retirement package. Specialists consult with individuals on a variety of benefits, including employer paid and optional insurance plans and leaves of absence, which contributes to the overall well-being of employees and their covered dependents.

Beyond traditional benefits, the team brings tailored work-life balance solutions to campus. This includes everything from on-site access to licensed counselors through the Employee Assistance Program, access to work injury care through an Occupational Health Program, elder and child care referral services, an employee discount program, and a robust employee wellness program.

Strategic Workforce Solutions

This team provides expertise in performance management, employee relations, staffing and classification. Consultants work with both employees and managers. They are also engaged university-wide to develop compensation and classification strategies and management of the University's pay plan, lead policy development and projects, and participate in campus and system-wide committees.

OUR LANDSCAPE

Numbers give us clues and illustrate our evolving employee landscape. Several data points were studied and informed the strategic focus for Human Resources.

HEADCOUNT



11.2k
STAFF

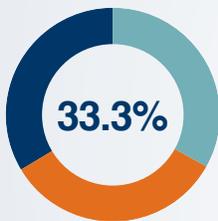


10.7k
STUDENTS



2.9k
FACULTY

Human Resources provides solutions and services to a stable population of over 14,000 faculty and staff and more than 10,000 student employees. **HR strives to provide this large, diverse campus community quality programming and efficient services.**



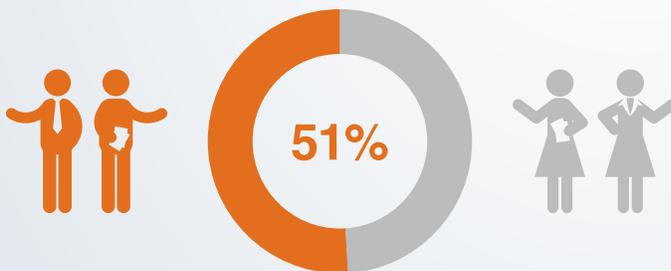
33.3% EDUCATION AND RESEARCH
33.3% BUSINESS AND ADMINISTRATIVE SUPPORT
33.3% OTHER SUPPORT FUNCTIONS

The university employs individuals in 24 of the 25 federal Standard Occupational Classifications – only certain military occupations are excluded.

*Data Sources: IQ Austin Headcount Cube (2006-2012)
Notes: Headcount data represents an average across the years for faculty and staff and a snapshot (March 1) of student employee headcounts.*

DEMOGRAPHICS - GENDER

UNIVERSITY OF TEXAS AT AUSTIN



Overall, the university's percentage of male and female employees **closely matches the Austin-Round Rock-San Marcos Metropolitan/Micropolitan area workforce proportion.**

*Data Sources: Reward Employee Data (2011-12), Census Bureau Austin/Round Rock CBSA (2011).
Note: The gender numbers include all faculty and staff, including part-time employees. The numbers do not include student employees.*

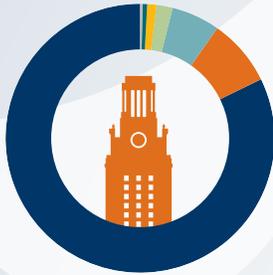
AUSTIN METROPOLITAN AREA



OUR LANDSCAPE (CONT.)

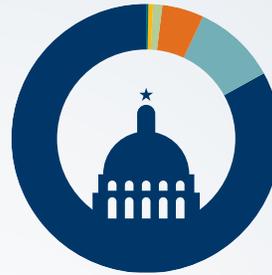
DEMOGRAPHICS - RACE

UNIVERSITY OF TEXAS AT AUSTIN



83%	WHITE ONLY
8%	ASIAN ONLY
6%	BLACK ONLY
2%	TWO OR MORE
1%	AMERICAN INDIAN ONLY
0.3%	PACIFIC ISLANDER ONLY
0.05%	UNKNOWN

AUSTIN METROPOLITAN AREA

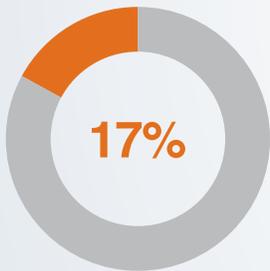


83%	WHITE ONLY
10%	BLACK ONLY
5%	ASIAN ONLY
1%	TWO OR MORE
0.7%	AMERICAN INDIAN ONLY
0.2%	PACIFIC ISLANDER ONLY

Data Sources: Reward Employee Data (2011-12), Census Bureau Austin/Round Rock CBSA (2011).

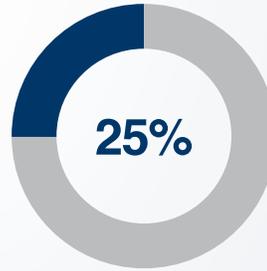
DEMOGRAPHICS - ETHNICITY

UNIVERSITY OF TEXAS AT AUSTIN



HISPANIC
NON-HISPANIC

AUSTIN METROPOLITAN AREA



HISPANIC
NON-HISPANIC

The Hispanic proportion of the UT workforce is less than the Austin-Round Rock-San Marcos Metropolitan/Micropolitan area workforce proportion.

Data Sources: Reward Employee Data (2011-12), Census Bureau Austin/Round Rock CBSA (2011).

OUR LANDSCAPE (CONT.)

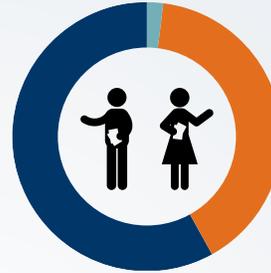
DEMOGRAPHICS - AGE

UNIVERSITY OF TEXAS AT AUSTIN STAFF



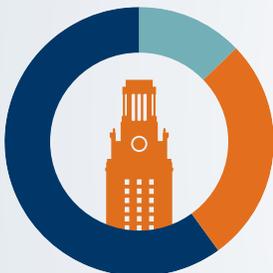
60% AGE 30-54
24% AGE 55 OR OLDER
16% AGE 29 OR YOUNGER

UNIVERSITY OF TEXAS AT AUSTIN FACULTY



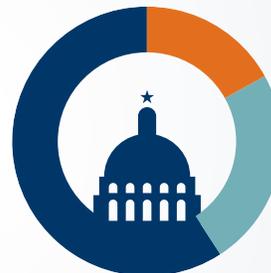
58% AGE 30-54
40% AGE 55 OR OLDER
2% AGE 29 OR YOUNGER

UNIVERSITY OF TEXAS AT AUSTIN FACULTY AND STAFF



60% AGE 30-54
27% AGE 55 OR OLDER
13% AGE 29 OR YOUNGER

AUSTIN METROPOLITAN AREA



60% AGE 30-54
24% AGE 29 OR YOUNGER
16% AGE 55 OR OLDER

Data Sources: Reward Employee Data (2011-12), Census Bureau Austin/Round Rock CBSA (2011).

Note: The race, ethnicity, and age numbers include all faculty and staff, including part-time employees. The numbers do not include student employees.

OUR LANDSCAPE (CONT.)

EDUCATION ATTAINMENT LEVELS

UT STAFF



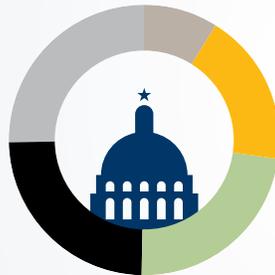
35%	BACHELORS
23%	HIGH SCHOOL
20%	MASTERS
12%	DOCTORAL
4%	ASSOCIATES DEGREE
3%	LESS THAN HIGH SCHOOL
2%	CERTIFICATE
1%	PROFESSIONAL DEGREE
0.3%	MEDICAL DEGREE

UT FACULTY



76%	DOCTORAL
14%	MASTERS
6%	PROFESSIONAL DEGREE
4%	OTHER

AUSTIN METROPOLITAN AREA



25%	ASSOCIATES DEGREE
24%	NOT AVAILABLE
23%	BACHELORS
18%	HIGH SCHOOL
9%	LESS THAN HIGH SCHOOL

The education level of the university workforce is higher than the Austin Metropolitan workforce as a whole.

Data Sources: Reward Employee Data (2011-12), Census Bureau Austin/Round Rock CBSA (2011).

Note: The education attainment numbers include all faculty and staff, including part-time employees. The numbers do not include student employees. The data for the University of Texas education attainment levels is self-disclosed information and only represent the highest self-disclosed degree by employees.

ENGAGEMENT



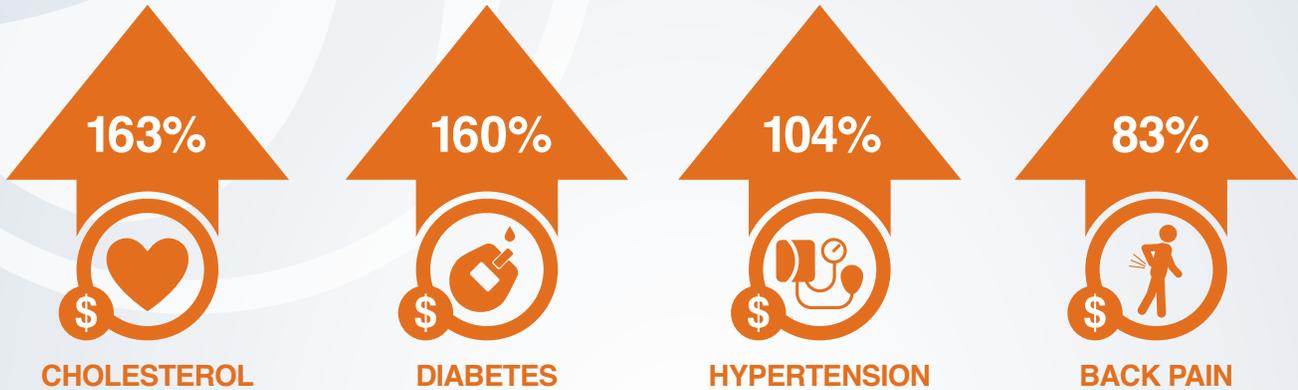
Forty percent of staff at The University of Texas at Austin responded to the first-ever employee engagement survey in March of 2012. The survey assessed essential and fundamental aspects of how the organization functions, the climate, potential barriers to improvement, and internal organizational strengths. On a scale of 0 to 500, the university scored 372 overall. Average scores for the survey typically fall between 325 and 375. **The university plans to continue efforts to excel in this assessment.** Surveys are anticipated to recur every two years beginning in 2014.

Data Source: Employee Engagement Report (2012).

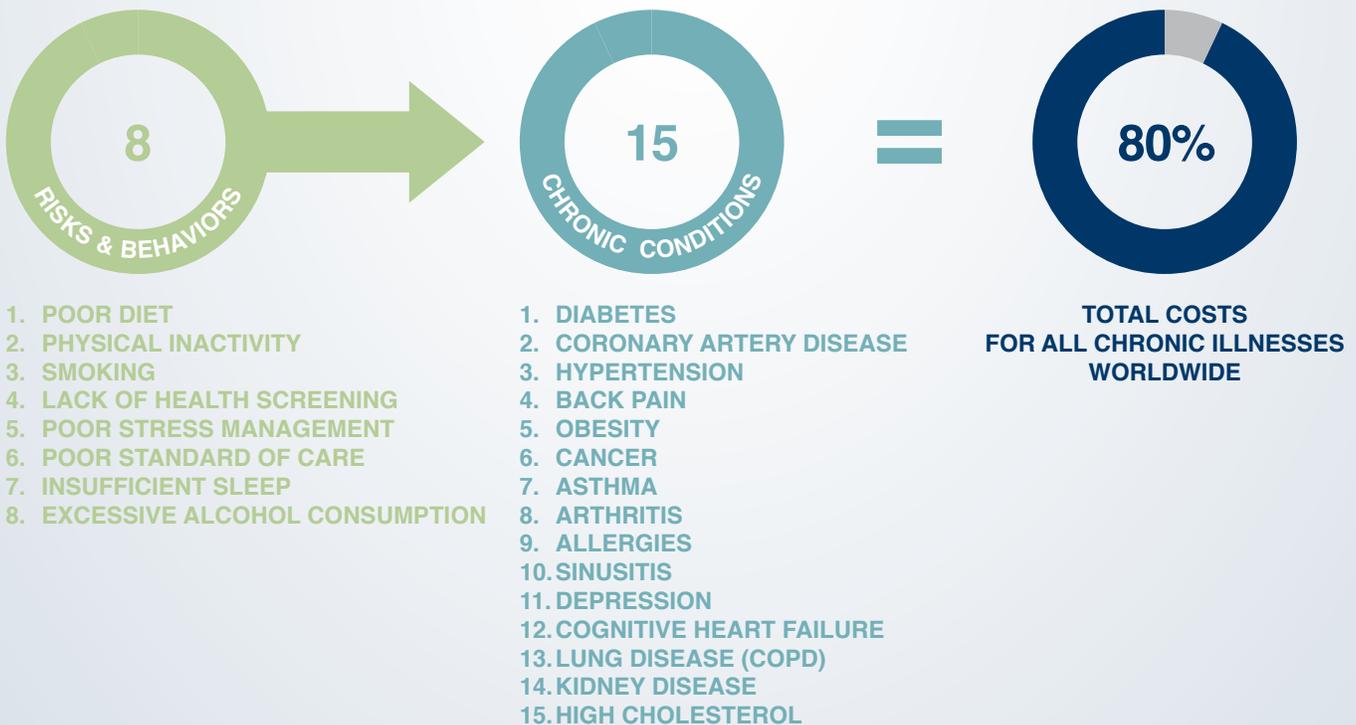
OUR LANDSCAPE (CONT.)

WELLNESS

Based on UT Select medical insurance claims data, the top health risks for the university are diabetes, hypertension, high cholesterol and poor back health. From 2005-2009, the annual % **increase in UT Select medical costs** for these top 4 health risks increased significantly. In addition to our increasing health risks, our top health conditions by cost include musculoskeletal disorders, cancers and circulatory disorders such as heart disease. The university's health risks and costs correlate with trends seen globally among other employer groups.



According to the 2010 World Economic Forum, since 2006, employer costs for health care have risen 40%, while employee costs (out-of-paycheck and out-of-pocket) have risen 82%. Eight risks and behaviors drive 15 chronic conditions accounting for 80% of total healthcare costs worldwide.

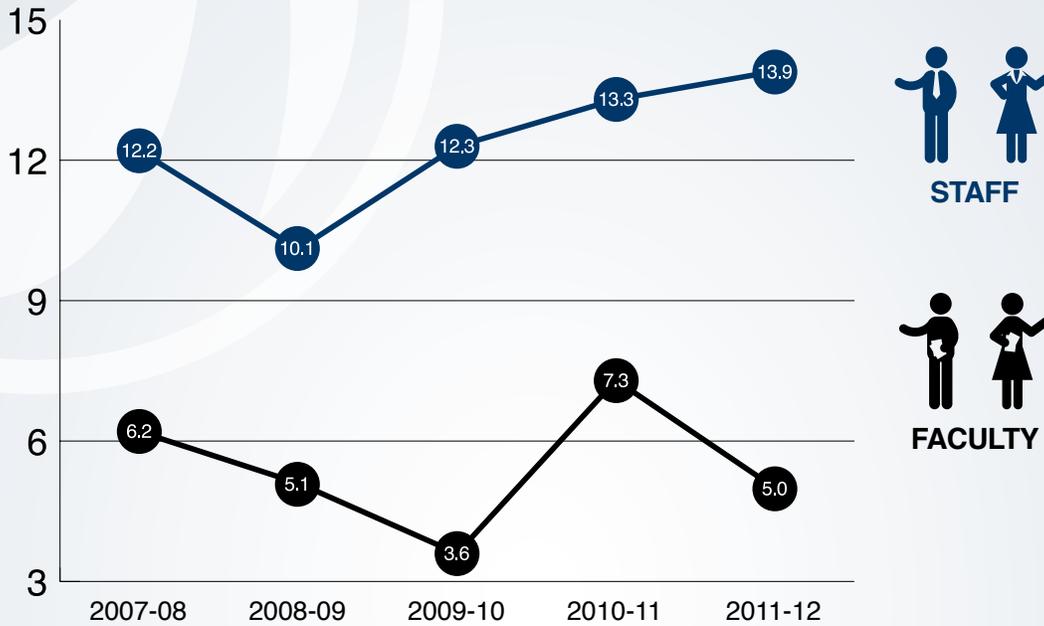


Data Sources: UT Select Medical Insurance Claims (2005-2009), World Economic Forum (2010).

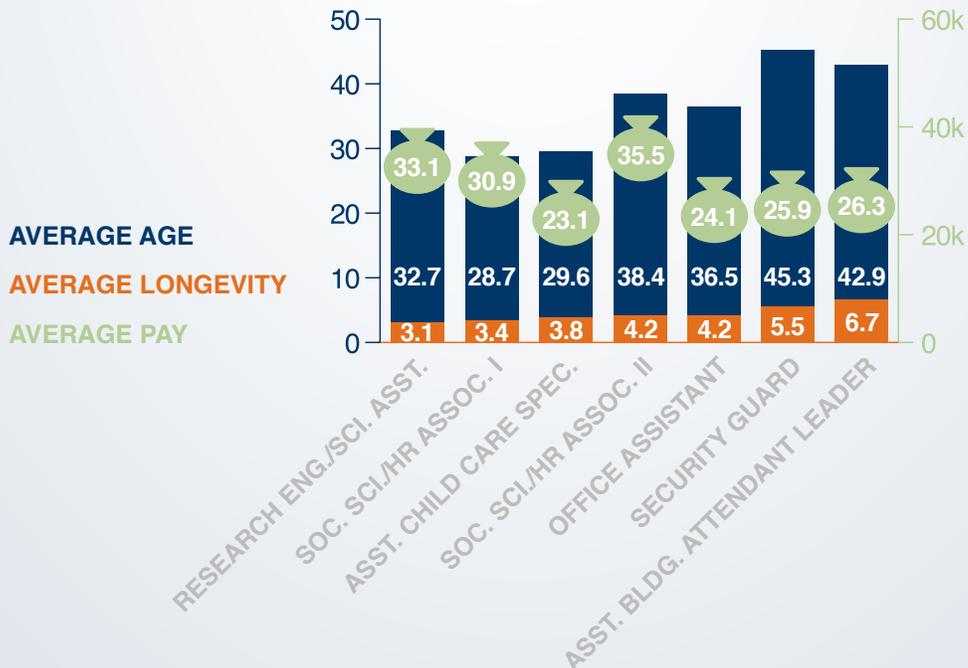
OUR LANDSCAPE (CONT.)

TURNOVER

OVERALL TURNOVER (%) FROM 2007-08 TO 2011-12



CHARACTERISTICS OF JOBS WITH MOST TURNOVER FROM 2007-08 TO 2011-12



Data Sources: IQ Austin Headcount Cube, Appointment Reports (2006-2012), State Auditor Reports (2008-2012), Reward Employee Data (2011-2012), Reason Code Reports (2006-2009), Separations Reports (2009-2012), Census Bureau Austin/Round Rock CBSA (2011). Notes: Headcount data represents an average across the years for faculty and staff and a snapshot (March 1) of student employee headcounts.