



# Human Resources

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Partnering for Excellence

STRATEGIC PLAN 2014–2019



# MISSION

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

# 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 effective 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. Modernize 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 collaborate with information technology partners and stakeholders 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 Influence and contribute to university policy decisions
  - 5.2 Influence and contribute to 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. Build, improve and maintain programming that continues to contribute to an inclusive campus culture**
  - 6.1 Influence a campus culture that embraces varied backgrounds and experiences through respectful and open dialog and sharing of varied viewpoints and opinions
  - 6.2 Liaison for campus to meet federal and state veteran's recruitment initiatives
  - 6.3 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

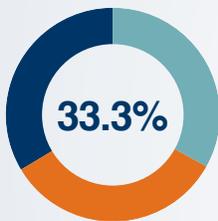


**10.7k**  
STUDENTS



**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.**



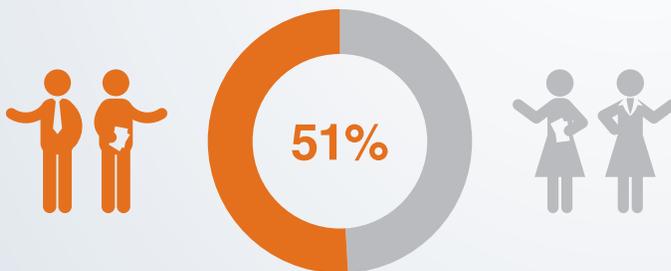
33.3% EDUCATION AND RESEARCH  
33.3% BUSINESS AND ADMINISTRATIVE SUPPORT  
33.3% OTHER SUPPORT FUNCTIONS

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.*

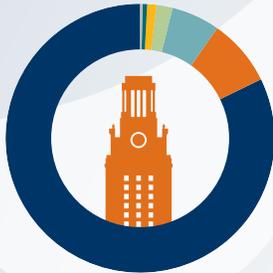
### AUSTIN METROPOLITAN AREA



# OUR LANDSCAPE (CONT.)

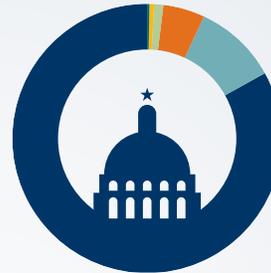
## DEMOGRAPHICS - RACE

### 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

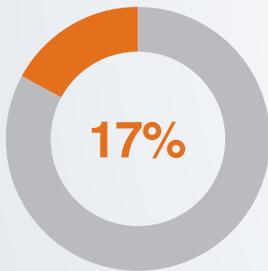


83%	WHITE ONLY
10%	BLACK ONLY
5%	ASIAN ONLY
1%	TWO OR MORE
0.7%	AMERICAN INDIAN ONLY
0.2%	PACIFIC ISLANDER ONLY

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

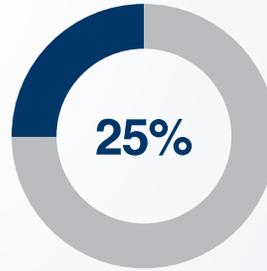
## DEMOGRAPHICS - ETHNICITY

### 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.)

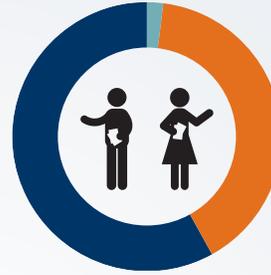
## DEMOGRAPHICS - AGE

### UNIVERSITY OF TEXAS AT AUSTIN STAFF



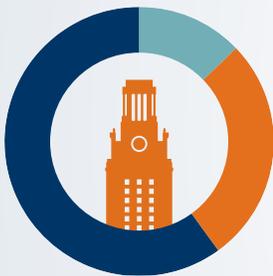
60% AGE 30-54  
24% AGE 55 OR OLDER  
16% AGE 29 OR YOUNGER

### UNIVERSITY OF TEXAS AT AUSTIN FACULTY



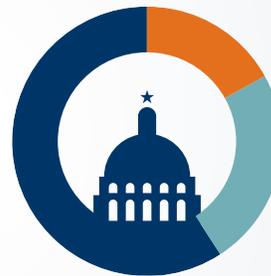
58% AGE 30-54  
40% AGE 55 OR OLDER  
2% AGE 29 OR YOUNGER

### 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



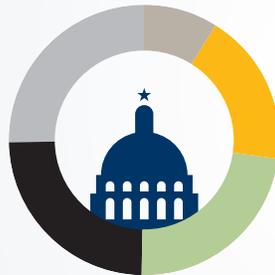
35%	BACHELORS
23%	HIGH SCHOOL
20%	MASTERS
12%	DOCTORAL
4%	ASSOCIATES DEGREE
3%	LESS THAN HIGH SCHOOL
2%	CERTIFICATE
1%	PROFESSIONAL DEGREE
0.3%	MEDICAL DEGREE

### 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



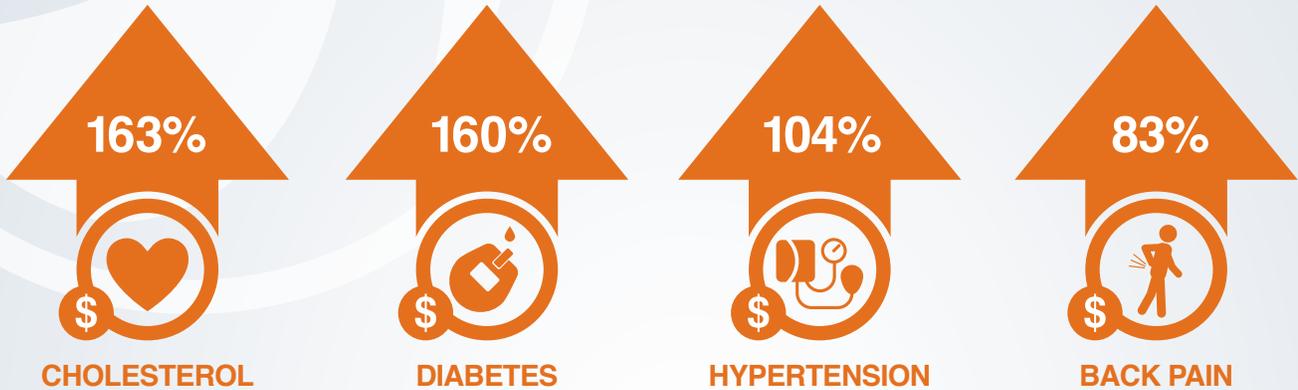
Forty percent of staff at The University of Texas at Austin responded to the first-ever employee engagement survey in March of 2012. The survey assessed essential and fundamental aspects of how the organization functions, the climate, potential barriers to improvement, and internal organizational strengths. 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).*

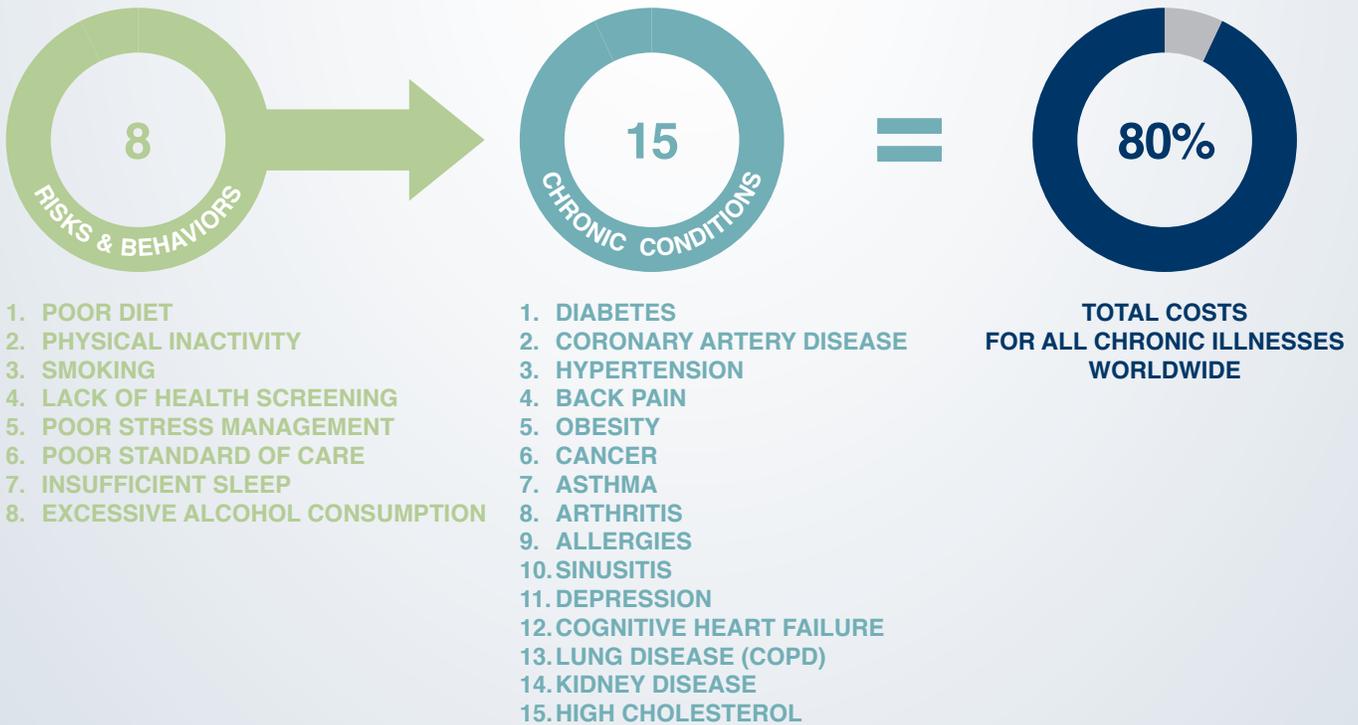
# OUR LANDSCAPE (CONT.)

## 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.

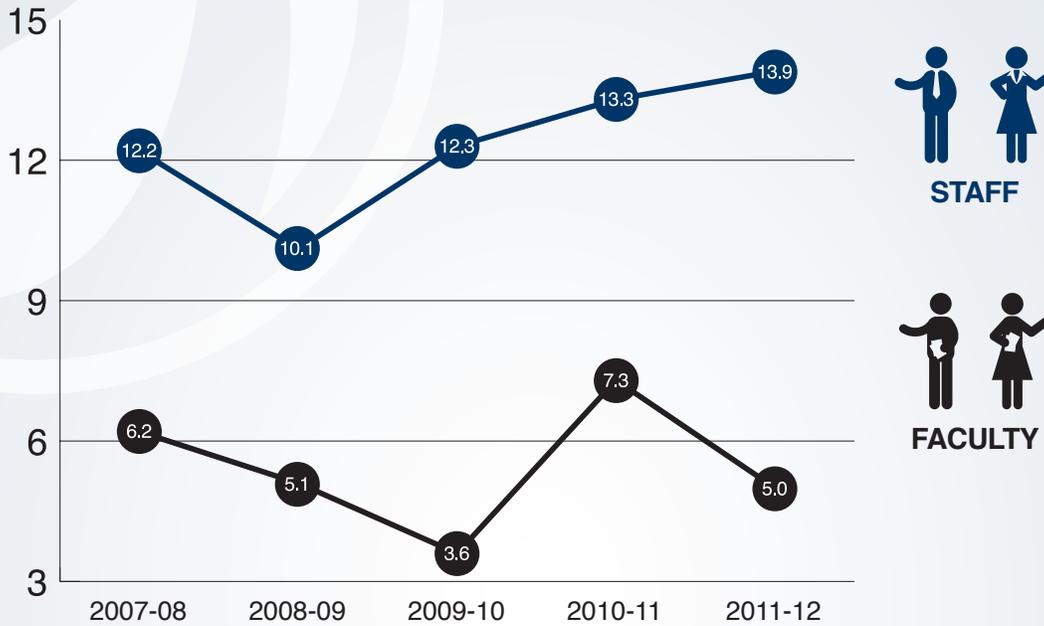


Data Sources: UT Select Medical Insurance Claims (2005-2009), World Economic Forum (2010).

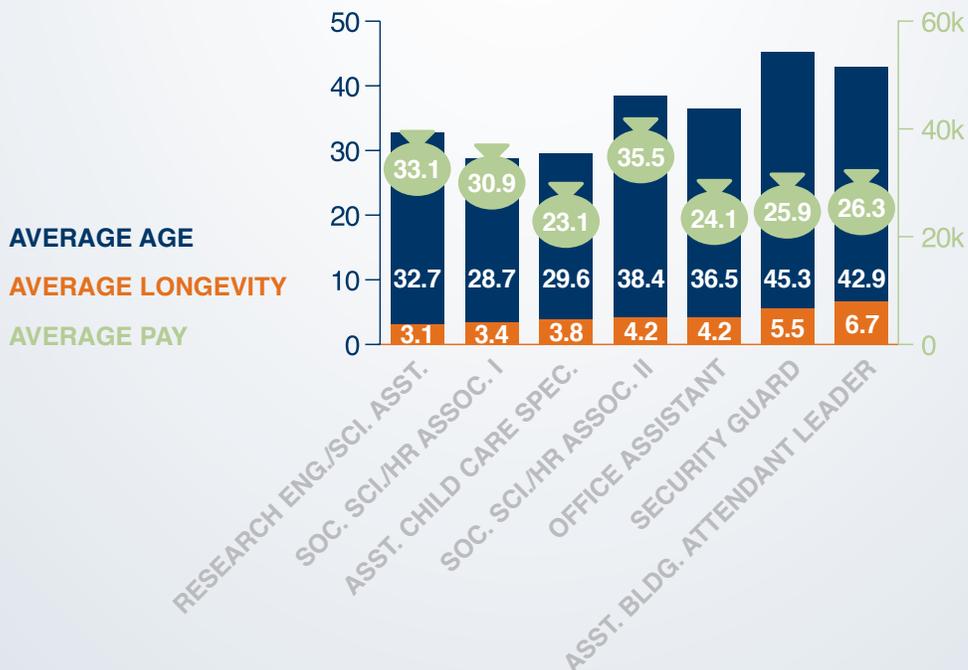
# OUR LANDSCAPE (CONT.)

## 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.