

Becoming Employer of Choice Compensation Advisory Board Model

Continuum Stages

Misalignment	Foundation Building	Supportive and Promising	EMPLOYER OF CHOICE
<ul style="list-style-type: none"> Unclear organization values Policies tie managers' hands; controlling Results vs. rewards are unclear Supervisory management skills lacking High turnover; difficulty retaining top performers Labor costs controlled with no consideration of ROI 	<ul style="list-style-type: none"> Values clarified Workforce performance expectations clarified Contributors to success defined The need for managerial competence recognized Policies and system infrastructure aligned 	<ul style="list-style-type: none"> Work culture is an advantage HR strategies are clear Workforce qualifications and performance are regarded HR policies, programs and practices are recognized in the market Managers skilled, supportive and assist with career development Strategic investments in people viewed as positive ROI 	<ul style="list-style-type: none"> HR strategies leveraged in business decisions Full commitment and alignment to organization mission Staff members understand key business strategies; presence of a culture that excites and motivates Managers leverage staff member relationships and actively work to solve employee problems HR policies support the organization and intended culture

UT Work Culture Initiatives and Goals

Misalignment	Foundation Building	Supportive and Promising	EMPLOYER OF CHOICE
<ul style="list-style-type: none"> Highly structured, inflexible policies Managers and supervisors unengaged Inconsistent total reward system Unclear performance standards Poor communication 	<ul style="list-style-type: none"> Guiding Principles/Values established UT Value Proposition developed Work Culture Survey conducted Supervisor core competencies identified HR policies contemporized and aligned with Values Staff communication strengthened Compensation philosophy, strategy & measures established 	<ul style="list-style-type: none"> Key HR strategies established New Employee Orientation redesigned Job Evaluation & Compensation System redesigned Supervisors and managers trained in core HR skills and competencies Job Ladders and Career Development options clarified HR Info System installed 	<ul style="list-style-type: none"> Future focus with clear strategy for acquiring, developing and retaining human capital Enlightened leadership provides vision and direction along with being visible, open and accessible Priority for health and well-being of staff by seeking ways to make their lives easier, less stressed Generous opportunities for growth and development provided through self-learning, mentoring, cross-training and career ladders Staff understand how all work contributes to the success of the organization High performance expectations linked to institutional performance High level of communication Flexible compensation and benefits that have a high perceived value Superior reputation for high quality service

CAB Progress

Misalignment	Foundation Building	Supportive and Promising	EMPLOYER OF CHOICE
	<ul style="list-style-type: none"> Developed workforce strategic plans state-wide and for each entity (2009 and ongoing) New Compensation Philosophy policy approved (2010) Developed CAB Employer of Choice model and charged HROs with creating entity models (2010) Developed/Implemented supervisor training for employee communications regarding \$8.50/hr start pay rate for regular employees (2011) HR provides quarterly performance review progress and diversity reports to campuses/institutes (2010 and ongoing) HR redesigned web page for access to information and to highlight benefits and programs (2010) IRIS makes personal benefits statements and pay stubs available on-line (2011) HR 5-year Strategic Plan developed and being implemented (2010) Developed 2012 Compensation Guidelines Developed new PDQ cyclical review process with input from Chancellors, CBOs and HROs (2011) HR contracts with SkillSoft for more than 300 e-learning classes for employee development (2009) 	<ul style="list-style-type: none"> HR creates FOR YOUR BENEFIT pieces mailed to EE homes twice a year regarding UT's benefits (2010 and ongoing) Implemented \$8.50/hr new minimum starting pay rate for regular full- and part-time employees, effective 7/1/11 Revised performance review form and categories; trained supervisors statewide (2011) Redesign of exempt hiring process state-wide (2011) Implementation of applicant tracking system for staff (TALEO) (2012) Completion of state-wide total compensation (salary + benefits) assessment (2011) Development of entity-specific multi-year compensation plans (2012) Implementation of state-wide employee engagement survey (2011) 	<ul style="list-style-type: none"> Established HR regional service centers and state-wide call center (2010) Have effective HR system: SAP (IRIS) Campuses/Institutes held accountable that every employee has a performance review annually (2010) Required pre-employment background checks for faculty and staff hires state-wide (1/1/11) Each entity has Employer of Choice model (2011)

Others in process to be added when complete:

- Development of state-wide career paths (in progress)
- Development of competency-based and behavioral job descriptions for all jobs state-wide (in progress)
- All HR policies updated and communicated (in progress)
- Implementation of state-wide Healthy Campus initiative
- Expansion of UT's Leadership Institute; creation of Executive Leadership Institute
- Development of leader/manager/supervisor development cascade (in progress)
- Redesign and automation of performance management, including formal succession planning program (in progress)
- Creation of state-wide President's awards
- Development of a Professional Learning Center
- Redesign of new employee orientation and onboarding