

Becoming Employer of Choice

University of Tennessee-Knoxville (UTK) Model

Continuum Stages

<i>Misalignment</i>	<i>Foundation Building</i>	<i>Supportive and Promising</i>	<i>EMPLOYER OF CHOICE</i>
<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

UTK Work Culture Initiatives and Goals

<i>Misalignment</i>	<i>Foundation Building</i>	<i>Supportive and Promising</i>	<i>EMPLOYER OF CHOICE</i>
<ul style="list-style-type: none"> Posting and hiring process unclear and cumbersome Pockets of high employee relations issues/turnover Staff have low morale and feel overwhelmed Managers and supervisors unengaged Poor communication Unclear & unknown policies Unclear performance standards Performance evaluation viewed as "paperwork" Inconsistent total reward system Lack of training & professional development completion Lack of career development ownership 	<ul style="list-style-type: none"> Revised hiring and onboarding processes Work Culture Survey conducted Supervisor training for all supervisors Healthy Campus Initiative kickoff UTK staff acknowledges access to professional development opportunities Redesigned performance mgt. system HR provides support for Employee Relations Committees (ERCs) Staff communication strengthened Supervisor core competencies identified ERCs utilized as a vehicle for enhanced employee engagement/communication Compensation philosophy, strategy & measures established & understood Unit-specific ER needs identified Policy & procedure training provided Employee Relations issues/turnover analyzed at a dept. level 	<ul style="list-style-type: none"> Recruiting process streamlined via Taleo implementation Supervisors utilize information from training sessions Employees and supervisors practice and value work/life balance All UTK staff complete 32 hours of professional development per year All UTK employees trained on how to use new performance review tool ERCs balance areas of concern feedback with sharing of achievements/best practice Job Evaluation & Compensation System redesigned Career ladders and professional development options clarified Targeted HR training in depts. of concern 	<ul style="list-style-type: none"> Reputation for high quality service Future focus with clear strategy for acquiring, developing and retaining human capital Enlightened leadership provides vision and direction along with being visible, open & accessible OD resources provide timely departmental interventions Highly effective communication Staff understands work contribution to UTK success High performance rewards linked to institutional performance Clear opportunities for growth & development provided through self-learning, mentoring, cross-training & career ladders Employee Relations Committees encouraging best practices Priority for health & well-being of staff by seeking ways to make their lives easier, less stressed Flexible compensation and benefits that have a high perceived value

UTK Progress

<i>Misalignment</i>	<i>Foundation Building</i>	<i>Supportive and Promising</i>	<i>EMPLOYER OF CHOICE</i>
	<ul style="list-style-type: none"> Workforce strategic plans being implemented consistently New Compensation Philosophy policy approved & being implemented Employer of Choice model for UTK Implemented CAB supervisor/\$8.50/hr. training for all Dept./College supervisors HR provides quarterly performance review progress and diversity reports to campus HR redesigned web page for access to information/highlight benefits and programs IRIS makes personal benefits statements and pay stubs available on-line Redesign of exempt hiring process Maintaining HR East-regional service center /call center HR 5-year Strategic Plan developed and being implemented Developed 2012 Compensation Guidelines Developed new PDQ cyclical review process with input from Chancellor & CBO HR creates FOR YOUR BENEFIT pieces mailed to EE homes twice a year regarding UT's benefits HR contracts with SkillSoft for 300+ e-learning classes for employee development 	<ul style="list-style-type: none"> Enhanced HR system:SAP(IRIS) Directors/Department Heads held accountable for every employees having a timely performance review each year Required pre-employment background checks for faculty and staff hires state-wide (1/1/11) Implementing \$8.50/hr new minimum starting pay rate for regular full- and part-time employees, effective 7/1/11 	<ul style="list-style-type: none"> 946-CARE program implemented Autumn Festival Chancellor's Award Banquet Send Roses Program

Others in process to be added when complete:

- Involvement in completion of state-wide total compensation (salary + benefits) assessment
- Development of career paths for all departments
- Development of competency-based and behavioral job descriptions for all jobs
- All HR policies updated and communicated
- Implementation of Healthy Campus initiative
- Development/implementation of UT's first compensation plan
- Implementation of state-wide employee engagement survey in the Fall of 2011 and every three years thereafter
- Expansion of UT's Leadership Institute; creation of Executive Leadership Institute
- Development/implementation of leader/manager/supervisor development cascade
- Involvement in redesign of performance management, including formal succession planning program
- Creation/implementation of President's awards
- Support for state-wide Executive Women's Conference
- Development of a Professional Learning Center
- Redesign of new employee orientation and onboarding

UT Space Institute: Employer of Choice

MISALIGNMENT <i>Continuum</i>	FOUNDATION BUILDING <i>Stages</i>	SUPPORTIVE & PROMISING	EMPLOYER OF CHOICE	NOTES
<ul style="list-style-type: none"> • Outdated UTSI HR procedures. • Lack of opportunity for promotions and pay increases. • Low morale. • Unclear performance standards. • Inconsistency in handling matters related to faculty versus staff. • Unclear on the status of the future of UTSI. 	<ul style="list-style-type: none"> • Mission statement established. • Guiding principles/values defined. • HR procedures aligned with HR policy. • Supervisor core competencies identified. • Initiatives in place to help improve morale. • Structured professional development programs and opportunities for training readily available to employees. • Work culture survey conducted. 	<ul style="list-style-type: none"> • Key HR strategies established. • Employees trained on the job evaluation and compensation systems. • Job ladders and Career Development options clarified. • Workforce qualifications and performance are regarded. 	<ul style="list-style-type: none"> • HR strategies leveraged in business decisions. • 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. • Employees understand how all work contributes to the success of the organization. • Priority for health and wellness of employees. • Generous opportunities for employees to grow/advance. • High level of communication. • Superior reputation for high quality service. 	

Becoming an Employer of Choice

MISALIGNMENT	FOUNDATION BUILDING	SUPPORTIVE & PROMISING	EMPLOYER OF CHOICE
Continuum Stages			
Unclear organization values	Values clarified	Work culture is an advantage	HR strategies leveraged in business decisions
Policies tie managers' hands and are controlling	Workforce performance expectations clarified	HR strategies are clear	Full commitment and alignment to organization mission
Results vs. rewards are unclear	Contributors to success defined	Workforce qualifications and performance are regarded	Staff members understand key business strategies; presence of a culture that excites and motivates
Supervisory management skills lacking	The need for managerial competence recognized	HR policies, programs and practices are recognized in the market	Managers leverage staff member relationships and actively work to solve employee problems
High turnover and difficulty retaining top performers	Policies and system infrastructure aligned	Managers skilled, supportive and assist with career development	HR policies support the organization and intended culture
Labor costs controlled with no consideration of ROI		Strategic investments in people viewed as positive ROI	
UTC Work Culture Initiatives & Goals			
Policies and programs not clearly aligned with UTC Strategic Objectives nor well understood by employees and managers.	Strategic Plan for UTC established; initiatives, budget, and outcomes are evaluated relative to Strategic Plan.	Key HR strategies for UTC incorporated into evolving Employer of Choice Model, consistent with campus Strategic Plan and informed by EES and other sources of valid and relevant data.	HR systems and practices developed that promote culture of excellence in customer service, respect for diversity, responsible and responsive leadership, enabling campus to meet strategic objectives.
	Campus-specific HR procedures developed consistent with UT policy, in alignment with institutional values, understandable and accessible. (HR and campus Policy Review Committee working on this.)	Managers and department heads are trained in core HR skills and competencies. (Management Training Task Force working on this initiative.)	Managers are provided with communication tools and training that enable them to present significant information regarding HR issues directly to their subordinates.
	Employee Engagement Survey conducted with greater than 50% participation rate by faculty and staff.	Information from EES is employed to change policy, practices, programs in such a way that enhances Campus Climate and Culture consistent with UTC Value Proposition.	UTC has outstanding reputation for high quality service among students, parents, and community; enjoys high level of satisfaction for students, parents, faculty, staff and other share holders.
Students, parents, faculty and staff not universally satisfied with services provided.	Performance Excellence initiative piloted in FOIT using Balrige Award Criteria for improvement of Services and Processes.	Culture of excellent custom service, respect for diversity, and servant leadership developed and reinforced by training and professional development initiatives	UTC provides generous opportunities for growth and development provided through self-learning, mentoring, cross-training and career ladders
Lack of metrics to assess progress toward goals and enhance process improvement	Measures and methods for ongoing evaluation and improvement of HR services are developed, implemented, and continually reassessed.	HR metrics that relate to practical management issues are developed, maintained and made accessible to line managers. HR serves in role of supplying and interpreting data relevant to management decisions.	Future focus with clear strategy for acquiring, developing and retaining human capital.
Inconsistent Total Rewards System that does not effectively motivate or reward faculty and staff. Compensation not linked to performance.	UTC Value Proposition developed guided by Sibson Survey data, Compensation Consultants, EES data, acquisition/retention data, focus groups and other sources of information.	Develop short-term and long-term compensation strategies, using relevant data, sound analytical method, inclusive and transparent process. (UTC Compensation Planning Committee, Data Analysis Work Group, and other teams working on this.)	Total rewards system (compensation, benefits, and total value proposition) enables UTC to attract, retain and motivate exceptional talent and is perceived as fair, equitable, and reasonably competitive in relevant market.
University challenged to attract, retain, and develop talent needed to meet institutional objectives	Performance Reviews are completed annually for all regular faculty and staff; every staff member has Individual Development Plan to map personal training and development for the year.	Performance management systems developed and used in all levels of organizations, with managers held accountable for employee development and exceptional performance rewarded with equitable and effective merit pay.	Performance management system rewards excellence in individual and team performance in way that is perceived as equitable and reasonable by all shareholders.
Training programs not clearly aligned with organizational objectives or having measurable impact on employee competencies.	Training Advisory Group developed task forces to focus on development of critical competencies in areas of Leadership/Management, Customer Service, Business Processes and Diversity/Inclusion.	Applicant Tracking system and associated onboarding process enhances our ability to recruit best candidates and provide optimal new hire experience.	Campus-wide Active Living initiative developed and funded to involve broad intra-divisional partnerships to promote wellness of faculty and staff.

UT MARTIN EMPLOYER OF CHOICE

UT Martin Work Culture Initiatives & Goals

MISALIGNMENT	FOUNDATION BUILDING	SUPPORTIVE & PROMISING	EMPLOYER OF CHOICE
Highly structured, inflexible policies	Guiding Principles/Values established	Key HR strategies are clear and effective	Clear focus and strategy for acquiring, developing and retaining human capital
Unclear organizational values	UT Value Proposition developed	An attitude of concern and care reinforced through training and other reinforcement initiatives	Vision and planning for upcoming generational change and succession planning
Turnover and employee satisfaction issues	Use the results of employee engagement surveys to determine what we are doing well and where we need to improve.	Share key HR strategies with managers and department heads	Satisfied faculty and staff with decreased turnover rates
Non-existing or outdated HR campus procedures	Campus-specific HR procedures developed consistent with UT policy and in alignment with institutional values	Performance management systems developed and used in all levels of UT Martin. Managers held accountable for employee development and exceptional performance rewarded	Managers with communication tools and training that enable them to present significant information regarding HR issues directly to their subordinates.
Problematic on-line applicant tracking system	Measures and methods for ongoing evaluation and improvement of HR services are developed, implemented, and continually reassessed.	On-line applicant tracking system and associated onboarding process. Self service benefits selection and enrollment while maintaining personal assistance	Satisfied employees from initial UTM contact to departure
MISALIGNMENT	FOUNDATION BUILDING	SUPPORTIVE & PROMISING	EMPLOYER OF CHOICE

Inconsistent total reward system	Performance Reviews are completed annually for all regular faculty and staff	Faculty and staff are supported in their efforts to increase job knowledge, personal education, skills and abilities for their current positions and for future promotional opportunities.	Total rewards system (compensation, benefits, and total value proposition) enables UT Martin to attract, retain and motivate exceptionally talented faculty and staff and is perceived as fair, equitable.
Controlled labor costs with no consideration of return on investment.	Review compensation policies and practices and develop improvements allowing for flexibility and modernization of practices	Strategic investments in people viewed as positive Return on Investment.	Organizational efficiency and productivity

**EMPLOYER OF CHOICE
THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER**

Presently, the University of Tennessee Health Science Center (UTHSC) is in the initial stages of initiating an Employer of Choice model. Our campus has a relatively new senior leadership team. Our current Chancellor has held the position for approximately one year. We have two (2) new Deans at the university, one within the Colleges of Medicine and the other in the College of Allied Health Sciences that began employment this past year. The Dean-College of Dentistry has been with the University for approximately 2 ½ years. In addition, the University is presently recruiting for 2 other Dean positions (College of Pharmacy and College of Nursing). Due to the fact that there have been transitions within the senior leadership, the timing is right to initiate this program. Our campus will have to clearly state its vision to all employees of the university and build trust with its employees by delivering what they have stated.

The goals that UTHSC shall begin to focus on are:

- Recruitment and Retention
- Providing employees with opportunity for development and career opportunities
- Rewarding employees for their performance

One of the areas that will be of focus is the Recruitment and Retention of employees at UTHSC. As we are in the heart of the medical center, there is strong competition from neighboring hospitals and other colleges/universities within the city. Talking points for the Recruitment/Retention include:

- Assisting departments in the creation of an accurate Position Description Questionnaire (PDQ) for their area,
- Making sure that departments know the steps in the employment process (this, of course, will change with the implementation of the Electronic Application Process)
- Providing assistance to department when interviews begin (offer interview questions that they may want to use, what information the departments should look for in an application)
- Making sure (as much as possible) that the right person is hired for the position.

Once a selection has been made and an individual is hired for a position, a focus on development and career opportunities should then be established. The amount of time and money spent on filling a position is costly and strong effort should be placed on then developing and providing opportunity for growth within UTHSC. Our Human Resources Office is fortunate that we will soon have an additional employee with Training. This will result in two (2) employees that reside in Training. Efforts are currently underway to establish a Training Advisory Group (TAG) for our campus. There are approximately 15 individuals from different areas of campus that have been asked to participate. We are hopeful that this representation of employees will provide further assistance in the development of training for our campus.

Career Opportunities is of utmost importance for the employees on our campus. Efforts have been made (thus far) in the following areas:

- Posting each position that is currently being recruited for as “UT EMPLOYEES ONLY.” This provides employees of the university time and opportunity to apply for those positions that are “open.”
- Offering classes for those employees that do not have a high school diploma or G.E.D.
- Offering classes for those employees that are able to participate in the Certified Administrative Professional certification

Rewarding employees for their performance (i.e. Employee Performance Evaluations) is terribly important to the UTHSC Campus. We are currently at 88.3% of completed Performance Evaluations for 2010. With what is being proposed from the President’s Office accurate evaluations for each employee is paramount for this initiative to occur. Training will also have to continue to be provided. Employees are concerned about competitive pay but they are also looking for other benefits as well. These benefits could include wellness programs, educational assistance, employer matching programs, work schedules).

It is understood that the areas mentioned in this document may change and are fluid. The Employer of Choice Model will be presented to the senior leadership of the campus and then vetted through the organization. Understanding that communication is one of the strong components of this model is essential.

UTIA Employer of Choice Model

MISALIGNMENT	FOUNDATION BUILDING	SUPPORTIVE & PROMISING	EMPLOYER OF CHOICE
C O N T I N U U M S T A G E S			
<ul style="list-style-type: none"> • Unclear organization values • Policies tie managers' hands and are controlling • Results vs. rewards are unclear • Supervisory management skills lacking • High turnover and 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; a culture that excites and motivates • Managers leverage staff member relationships and actively work to solve employee problems • HR policies support the organization & intended culture
U T I A W O R K C U L T U R E I N I T I A T I V E S & G O A L S			
<ul style="list-style-type: none"> • Highly structured, inflexible policies; slow/cumbersome disciplinary process • Managers and supervisors unengaged (disciplinary issues, mutual respect) • Inconsistent total reward system • Inconsistent application of performance appraisal standards • Poor communication (unwritten HR rules not communicated between and across units/campus) • Faculty sometimes operate autonomously outside of HR policy • High variability in staff ownership of responsibilities • Individual goals not mapped to org success / employee compensation • UTIA Units operate as separate silos too often • Need mechanism to influence state benefits needs, options, enrollments, etc. • Flow of HR documents (untrained staff, workflow, e-forms) • Compensation/compression issues • Challenges in recruiting and retaining strong & collegial performers • Website development and maintenance • Barriers for employment of foreign nationals (need to coordinate HR/CIE) • Diversity in faculty and staff is not at desired levels • Contract workers disconnected from mission and culture of UT; improve pride in work, importance, etc. (i.e. custodial staff) 	<ul style="list-style-type: none"> • Establish Guiding Principles/Values • UT Value Proposition developed • Work Culture Survey conducted • Supervisor core competencies identified • HR policies contemporized and aligned with Values • Staff/Unit/UTIA communication strengthened; need way to identify where HR paperwork is in approval path (email notices, etc.) • Compensation philosophy, strategy & measures established • Priority for health and well-being of staff by seeking ways to make their lives easier, less stressed • Training/development is strategic, trackable & tied to job titles, goals, performance, compensation & career path • Re-evaluate UTIA HR staffing needs and IT needs • Place strong performers who want to work (solid, satisfying career path, creative and challenged, fairly evaluated, well compensated, onboarding process, professional growth and training) • Expedite removal of poor performers • Recruit and retain highly qualified minorities and other under-represented groups • Available HR Metrics developed or more fully utilized at institute level • Clear career ladders/paths and incentives for staff 	<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 • Employee self-service • Retention for strong performers (solid, satisfying career path, creative and challenged, fairly evaluated, well compensated, onboarding process, professional growth and training) • Survey data collected and analyzed • Annual UTIA salary regression analysis • Expand existing diversity programs 	<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 • Generous opportunities for growth and development provided through organized training, self-learning, mentoring, and career ladders • Staff understand how all work contributes to the success of the organization • High performance expectations linked to institutional performance • Flexible compensation and benefits that have a high perceived value • Superior reputation for high quality service • Strong faculty incentive program • Employees refer to UTIA as "family" reflecting a positive work environment.

Becoming Employer of Choice

INSTITUTE FOR PUBLIC SERVICE 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

IPS Work Culture Initiatives and Goals

Misalignment	Foundation Building	Supportive and Promising	EMPLOYER OF CHOICE
<ul style="list-style-type: none"> Making managers and supervisors more responsive Staff asked to do more with less and feeling of being overwhelmed Inconsistent total reward system Unclear performance standards and guidelines Opportunities to improve communication Unclear and unknown policies 	<ul style="list-style-type: none"> Appropriate training for all supervisors Healthy campus initiative IPS staff acknowledges access to professional development opportunities Redesign performance management system IPS provides support for Employee Relations Committees (ERC, ERAB) Staff communication strengthened Compensation philosophy, strategy & measures established ERC utilized as a vehicle for enhanced employee engagement/communication Policy and procedure training provided 	<ul style="list-style-type: none"> Supervisors utilize information from training sessions Employees and supervisors practice and value work/life balance IPS staff required to complete 32 hours of professional development annually IPS employees trained in how to use the performance management materials ERC's balance areas of concern feedback with sharing of achievements/best practices Job evaluation and compensation system being re-evaluated Target HR training with the IPS agencies periodically 	<ul style="list-style-type: none"> 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 Highly effective communication Flexible compensation and benefits that have a high perceived value Superior reputation for high quality service ERC's encouraging best practices

IPS Progress

Misalignment	Foundation Building	Supportive and Promising	EMPLOYER OF CHOICE
	<ul style="list-style-type: none"> New Compensation Philosophy policy explained to employees and keeps employees current on the CAB progress Developed IPS Employer of Choice model Developed/Implemented supervisor training on performance appraisal system IPS has a blog page for communicating with employees IRIS makes personal benefits statements and pay stubs available on-line IPS has Strategic Plan developed and being implemented IPS publishes The Exchange newsletter monthly for employees, advisory boards, and other associations and partners Developed and implemented a baseline diversity survey for employees IPS utilizes SkillSoft for more than 300 e-learning classes for employee development and customer offered courses Supervisor satisfaction survey completed in the fall of each year 	<ul style="list-style-type: none"> Implementation of TALEO for recruiting employees Leaders held accountable that every employees has a performance review Required pre-employment background checks for staff hires state-wide (1/1/11) Model for rewarding employees with target market salaries and performance rewards Utilizes brown-bag meetings in IPS offices for employees to meet with management Hold agency meetings twice a year to keep employees current Developed formal mentoring program for Leadership Academy Developing/implementing "Pat on the Back" program to recognize employees for good work 	<ul style="list-style-type: none"> Implementation of Leadership Academy in 2010 with first graduation in 2012 IPS annual meeting and awards presentation IPS strategic plan and agency strategic plans integrated into employee annual work plans Baldrige criteria for performance improvement implemented HR/Diversity strategy team involved in decision making related to HR issues

Others in process to be added when complete:

- Participating in the Healthy Initiatives program for system
- Participating in the Performance Management redesign
- Participating in the Policy review committee
- Participation in the state-wide employee engagement survey in the fall of 2011 and every three years thereafter
- Participation in the UT Leadership Institute
- Implementation of the customer survey for 2012 and to be done every two years