



Human Resources Strategic Plan

2015-2020



THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

HUMAN RESOURCES



Human Resources for the Knoxville area at the University of Tennessee comprises seven departments which work together to provide services that support flourishing professional lives for our 9,000+ faculty and staff. It is our job to provide assistance to employees as they join the Volunteer family and throughout their tenure.

Our staff and faculty, as a group, are constantly changing, and with those variations come changing needs. In 2010, when UT Knoxville commenced its VolVision Strategic Plan, the campus articulated a goal of attracting and retaining stellar faculty and staff who will proudly represent our campus, embrace our vision, and exemplify our values. Human Resources has a key role, from telling the compelling Volunteer story to our applicants to making this campus an employer of choice for those who want a career marked by growth and opportunity.

To support our goal of attracting and retaining top academics and administrators, the Human Resources team commenced in 2015 its first strategic planning effort for the Knoxville area. This effort was guided by input from our constituents and campus leadership. This document, which comprises 10 goals that map to either a larger campus or System strategic initiative, is a result of many individuals' efforts to make Human Resources a stronger campus partner. It will be updated each year, and an evaluation of each year's accomplishments will be provided on a year-to-year basis.

We thank each person who assisted in the development of this plan, and are proud to present to you the University of Tennessee Knoxville area HR Strategic Plan.

Sincerely,

Linda Hendricks Harig
Vice Chancellor for Human Resources

Mary Lucal
Associate Vice Chancellor for Human Resources

System & Knox Area HR Senior Leadership Team

Ashlie Czyz, Executive Recruiter and Director of HR Services, System

Jon Gushen, Director of Benefits and Retirement, System

Linda Harig, Vice Chancellor of Human Resources

Mike Herbstritt, Executive Director of Recruitment and Employee Relations

Julie Hunt, Executive Director of Compensation and Records

Tarah Keeler, Compensation Manager

Mary Lucal, Associate Vice Chancellor of Human Resources

Alica Shamblin, Manager of Recruitment

Ron Tredway, Executive Director of Employee and Organizational Development, System

Connie Walden, Director of Records and Strategic Planning

Addressing Priorities

This Knox area Human Resources Strategic Plan identifies 10 HR priorities. These priorities were identified using input from key customers, including the chancellor, academic deans, vice chancellors, faculty, staff, our core users, and our own staff members. This plan supports VolVision (UT Knoxville's campus-wide strategic plan, begun in 2010 and recently updated in VolVision 2020), the University of Tennessee System Administration Strategic Plan (which establishes a system vision for 2012–2017), and the HR Statewide Strategic Plan (established in 2010 and updated annually).

HR Values, Mission, and Vision

Values

We value a commitment to excellence through:

Diversity: We encourage a professional staff that leverages differences in a continuous, fully engaged quest for improvement and innovation.

Innovation: We demonstrate proactive adaptability by delivering effective and efficient programs and services of the highest quality to meet the dynamic needs of the university.

Integrity: We conduct ourselves in an honest, ethical, and credible manner with an unwavering commitment to fairness and doing what is in the best interests of the university.

Open & Honest Communication: We encourage courteous, ethical, and proactive two-way communication.

Respect: We honor and preserve the individual dignity of everyone across all levels of the organization.

Teamwork: While ensuring the utmost confidentiality, we are committed to professionalism, accountability, and collaboration across all campuses to be successful in reaching our common goals.

Work-Life Balance: We recognize the value of balancing our individual personal and professional lives in order to maximize the overall performance of the organization.

Mission

We strengthen the University of Tennessee's human resources by providing support and leadership in a diverse, respectful, and welcoming environment where employees thrive in an innovative and meaningful community.

We share expertise in HR best practices to advance the university's strategic plan.

We create a dynamic and sustaining 21st century future workforce by bringing together and collaborating with the faculty and staff, administration, campuses, and institutes.

Vision

We realize our full potential by following best practices, leading change, partnering strategically, and using the full scale of our resources to deliver excellent programs and services.

2015-2020 Goals and Objectives

Goal 1: Supervisor Training

Provide additional tools for supervisors, including expanded offerings, new training delivery models and expanded assessment capability.

Objectives:

1. Initiate “core” supervisor training
2. Performance management annual “suggested” training
3. Supervisory training for academic units and coaches
4. Develop training programs linked to EOD training cascade
5. Develop marketing approach for Knox-area supervisor training
6. Enlist subject matter experts for content delivery

Maps to Performance Management/Professional Development in HR Statewide Strategic Plan

Maps to Strategic Priority 4 in VolVision

Maps to Goal 4 in the University of Tennessee Strategic Plan

Goal 2: HR Metrics and Technology

Assist departments with decision-making through provision of timely HR data and increased efficiency through improved HR technology.

Objectives:

1. Identify metrics for delivery to senior campus leadership
2. Enhance Taleo instructions for applicants on UT Knoxville Recruitment page
3. Automate Temporary Help Pool billing
4. Automate exit interviewing

Maps to HR Technology and Metrics in HR Statewide Strategic Plan

Maps to Strategic Priority 5 in VolVision

Maps to Goal 4 in the University of Tennessee Strategic Plan

Metrics:

*Percentage of staff and faculty turnover

*Turnover reasons by performance level

*Percentage of internal promotions

*Time to fill posted positions by position type

*Reasons top candidates turn down UT Knoxville job offers

Goal 3: Communications

Inform members of the campus about what HR offers, who its HR business partners are, and what they need to know through HR communication vehicles. Gather feedback from campus for continuing improvement.

Objectives:

1. Utilize assessment tools (Qualtrix) at every opportunity
2. Increase opportunities to “tell our story” by establishing “HR Connection,” a TN Today news outlet that is HR-specific.
3. Increase communication opportunities within academic side; attend Faculty Senate and department head meetings
4. Develop an HR brand/logo to brand all HR documents, images, etc.
5. Develop manager toolkits to be housed on redesigned website
6. Develop marketing collateral for HR to include an informational brochure
7. Renew campus ties via an open house when HR team moves to the Student Services Building

Maps to Strategic Priority 4 in VolVision

Goal 4: HR Staff Development

Deliver excellent onboarding and training for all new HR staff, provide career development opportunities for existing staff, and create succession planning in each HR unit.

Objectives:

1. Ensure that each team member is onboarded properly, with an organized and thorough training calendar
2. Identify cross-training needs and develop plan to complete in all areas
3. Increase and promote staff development opportunities
4. Establish clear succession plans in each unit

Maps to Performance Management/Professional Development in HR Statewide Strategic Plan

Maps to Strategic Priority 4 in VolVision

Maps to Goal 4 in the University of Tennessee Strategic Plan

Goal 5: Academic Support

Increase visibility of academic HR support including marketing, outreach, and partnership.

Objectives:

1. Provide additional support around faculty compensation

2. Provide more and improved HR support to academic side of campus
3. Provide department heads with more training and support
4. Increase executive recruitment support

Maps to Strategic Priorities 3 and 4 in VolVision

Maps to Goal 1 in the University of Tennessee Strategic Plan

Goal 6: Redesign

Update and revise HR programs so that they are aligned with current campus needs.

Objectives:

1. Redesign annual performance review tool
2. Redesign new employee orientation
3. Redesign UT Knoxville HR website
4. Design a departmental onboarding process
5. Redesign PDQ tool/process
6. Automate Temporary Help Pool billing process
7. Create retention strategies

Maps to Performance Management/Professional Development and HR Technology and Metrics in HR Statewide Strategic Plan

Maps to Strategic Priorities 4 and 5 in VolVision

Maps to Goal 4 in the University of Tennessee Strategic Plan

Goal 7: Recruitment

Facilitate the hiring of diverse faculty and staff through proactive, timely, and client-centered practices.

Objectives:

1. Increase executive recruiting capabilities
2. Support transition of faculty hiring to Taleo system
3. Identify gaps in recruiting process between HR and OED
4. Increase awareness/education regarding faculty and staff background checks and credit checks where appropriate
5. Develop hiring toolkits for managers
6. Promote the Temporary Help Pool

7. Enhance campus communication around Taleo
8. Increase training opportunities
9. Communicate recruitment expertise to our customers
10. Expand communication mechanisms for hiring managers

Maps to Recruitment in HR Statewide Strategic Plan

Maps to Strategic Priority 1 in VolVision

Goal 8: Compensation

Increase consultative capabilities, providing compensation partnership to Knox area.

Objectives:

1. Improve PDQ process, including tool, process, information, and consultative approach
2. Assist in identifying market gaps for faculty and staff and provide data to senior leadership.
3. Provide, with Employee Relations, educational support around “Pay for Performance” and provide consultation, where requested, around pay gap strategies.

Maps to Compensation in HR Statewide Strategic Plan

Maps to Strategic Priority 4 in VolVision

Maps to Goal 4 in the University of Tennessee Strategic Plan

Goal 9: Diversity

Support diversity as a system and campus value through such activities as hiring, professional development and engagement.

Objectives:

1. STRIDE training for Non-Exempt Employee hiring managers
2. Enhance pools for non-exempt hiring and engage hiring managers around need
3. Partner with Provost’s Office to create training programs that target needs of diverse populations

Maps to Strategic Priority 6 in VolVision

Maps to Goal 1 in the University of Tennessee Strategic Plan

2016 Goals Accomplished

HR Metrics and Technology

- Identified six to eight HR metrics for Chancellor Cheek

Academic Support

- Redesigned department head training offerings
- Broadened outreach to faculty departments to share HR service information

Accountability

- Strengthened relationship with campus senior leadership

Image

- Quarterly UT Knoxville-area news articles in TN Today
- Call Center marketing to all staff/faculty groups
- HR Comes to Campus! open house

Redesign

- Website
- New employee orientation

Recruitment

- Background check support and education
- Created new Temporary Help Pool referral program
- Created hiring manager listserv
- Delivered Taleo training for users and enhanced applicant experiences UT Knoxville-area applicants

Compensation

- Provided data on faculty/staff gaps by national and peer markets
- Provided consultative compensation support to campus clients

2017 Goals

Supervisor Training

- Initiate “core” supervisory training

HR Metrics and Technology

- Automate Temporary Help Pool billing process
- Redesign and automate exit interview process
- Automate check-out process

Communication

- Develop manager toolkits to be housed on redesigned website
- Develop marketing collateral for HR, to include an informational brochure

HR Staff Development

- Succession planning, particularly around key technologies
- Intra-HR recognition program
- Senior staff develop model for mentoring early-career HR staff

Academic Support

- Develop HR101 for New Chairs/ Department Heads
- Provide enhanced support to faculty around performance management, including new workshop

Redesign

- Annual performance review tool/process
- Enhance investigative capabilities
- Design a departmental onboarding process and one-hour workshop

Recruitment

- Close gaps between Recruitment and OED in recruitment process

Compensation

- Re-evaluate PDQ tool and process
- Update/revise job descriptions/job families

Diversity

- STRIDE training for nonexempt employee hiring managers
- Increase diversity of pools for non-exempt hiring and engage hiring managers around need
- Partner with Office of the Provost to create training programs that target needs of diverse populations

Human Resources
The University of Tennessee, Knoxville

105 Student Services Building

Knoxville, Tennessee 37996-0213

Phone: 865-946-8847

Fax: 865-974-8372

hr@utk.edu