

# Human Resources Strategic Plan

*2019-2021*



THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE

HUMAN RESOURCES



## Addressing Priorities

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On February 21, 2019, the Knox Area Human Resource team met to kick off our 2019 Strategic Plan. Tomi Rogers, HR/Operations Manager of Institute for Public Service facilitated our work. At this session, the HR group identified eight priorities. We will continue to work on these eight priorities and update our plan as UTK begins its strategic visioning process early in 2020.



## **HR Values, Mission, and Vision**

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### **Values**

We value excellence and inclusion by building relationships with respect, integrity, accountability, and care.

### **Mission**

We provide professional HR services for our community through leadership and collaborative consultation to enhance personal and professional experiences.

### **Vision**

We are innovative, collaborative and caring HR professionals who responsively engage our community and strategic partners. We lead, empower, and support a journey of growth and success.

**Go Vols!**

## 2019-2021 Goals and Objectives

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### Goal 1: Demonstrating Expertise

Offer our knowledge to our customers.

*Objectives:*

1. Increased presence and relationships throughout the campus community\*
2. Reinforce the business partner model\*
3. Increased attendance at customer departmental meetings
4. Support faculty during new employee orientation\*
5. Establish a leadership onboarding program for all new leaders
6. Market coaching services\*
7. Launch Learning & Organizational Development Unit\*
8. Establish HR Coaching Referral System\*
9. Establish new leader cohort group

### Goal 2: Intentional Marketing

Increased presence on campus.

*Objectives:*

1. Actively recruit top talent using social media, advertising and presence on search committees
2. Increase UT HR Brand externally

### Goal 3: Metrics

Create metrics to assist UTK departments

*Objectives:*

1. HR Dashboard
2. HR Annual Report\*
3. Internal HR Reporting for improved processes
4. Enhance Exit Interview survey tool
3. FAQ's on HR Website\*

### Goal 4: Process Improvement

Demonstrate commitment to continuous improvement

*Objectives:*

1. Implement process improvements in all HR areas
  - Background Checks
  - Referrals

\* Completed

- Temporary Help Pool
  - New Employee Orientation
  - HR Templates
2. Retool HR Roadshow\*

### **Goal 5: Enhanced Community Outreach**

Build partnerships through interaction with campus and community

*Objectives:*

1. Create new HR content classes/workshops\*
2. Continue engagement with veteran's organization in addition to other groups\*
3. Opportunities for volunteer-based activities

### **Goal 6: Employee Engagement**

Create a positive employee experience

*Objectives:*

1. Implement innovative rewards/recognition program
2. Develop & implement work life practices and programs
3. Develop sounding boards
4. Innovation in Professional Development

### **Goal 7: Internal Development**

To increase the knowledge of HR staff

*Objectives:*

1. HR Speaker at staff meetings to utilize faculty expertise for development\*
2. Enhance internal communications\*
3. Increase conference participation and presentation to share our work and connect with other higher ed HR experts\*

### **Goal 8: Diversity**

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

*Objectives:*

1. Dual Career hiring program
2. UT Inclusive Leadership Academy\*
3. Training in the Intercultural Development Inventory\*
4. Intergenerational Dialogue Panel for LGBTQ+ Community\*

\* Completed

## 2019 Goals Accomplished

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### Demonstrating Expertise:

- Launched Learning & Organizational Development Unit - February 2019
- Community Day of Practice - June 27, 2019
- Established and marketed Coaching Practices and Referral System on HR Website
- Increased presence in campus community:
  1. Involvement with UT Veteran's Resource Center
- Established Business Partner Model - January 2019
- Continued Faculty Only Orientation - August 2019
- UConnect - May 2019

### Intentional Marketing:

- Increased community participation
  1. HR Staff are invited to other units staff meetings for cross training
  2. Increased departmental group activities i.e. tailgate social

### Metrics:

- Delivered HR Annual Report - 2018/2019
- Added FAQ's to HR website - December 2019

### Process Improvement:

- Retooled HR Roadshow - Fall 2019
- Created a background check process improvement team - December 2019

### Enhanced Community Outreach:

- Created HR based classes & workshops
  1. The Change Center: Mock Interviews, Resume Writing and Employer Expectations
- Established partnership with Career Services
- Recruitment Team engaged with East Tennessee Military Affairs Council (includes over 100 veteran organizations)
- Participated in the Urban League's Shoes for School Event - August 2019
- Austin East High School Food Drive - November 2019
- Visit to Morgan County prison - April 2019

## **2019 Goals Accomplished - continued**

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### **Employee Engagement:**

### **Internal Development:**

- Internal gatherings periodically to strengthen bonding of HR staff
- Invited faculty speaker to HR meeting-Nancy Scott, Haslam College of Business
- Increased conference participation and presentation opportunities:
  1. 15 HR staff attended CUPA Annual Join TN/KY HR Conference
  2. Endeavor Summit - September 2019
  3. Partnership for Impact: Outreach Conference - October 2019
  4. Presented at Inaugural Threat Assessment Summit for SEC - July 2019

### **Diversity & Inclusion:**

- UT Inclusive Leadership Academy (UTILA) - Fall 2019
- Training in the Intercultural Development Inventory - June 2019
- Intergenerational Dialogue Panel for LGBTQ + Community - October 2019

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