

HUMAN RESOURCES: Updated Strategic Plan – March 2014

The initial Human Resources' strategic plan was based on what we learned from UT's first workforce strategic plan. Workforce strategic planning provides the framework for the university's most important asset – its people. The purpose of the plan is to provide a clear picture of UT's workforce profile and to compare the results against future needs – ultimately providing recommendations and strategies for recruitment, employee development and retention. HR's priorities are clustered in five categories: compensation, HR technology and metrics, performance management and professional development, recruitment, and workforce strategic plan and work culture enhancement. Outlined below is a broad overview of an updated plan, effective March 2014.

COMPENSATION: a phased approach to address compensation issues, with a long-term plan including market and internal equity issues, pay for performance and incentive compensation. This work includes review/update of compensation policies and practices, development of career paths and assessment of internal development and promotion opportunities. Initiatives:

Complete Solution for Term Employees. Team of HR, finance and legal representatives are reviewing federal and state laws, including the recent Affordable Care Act and university policies in regard to term employees. Recommendations from this review will require changes in policy and a detailed communication's strategy will be included. This is a 2013 initiative.

New Raise Minimum Hiring Rate of Pay for Regular Employees. Effective, November 1, 2013, CAB recommended to the President to increase the minimum rate of pay for regular employees to \$9/hour effective January 1, 2014 (complete), and to \$9.50/hour effective June 30, 2014. Both of these incremental increases will be for regular full- and part-time employees. Recommendation approved effective January 2014. This will require a change in minimum rates on regular pay grades and a detailed communication's strategy. This is a 2014 initiative and requires funding, primarily at UTK.

New Support from Governor to Close Market Gaps. Effective, November 1, 2013, CAB recommended to the President to request assistance from the state in closing UT's market gaps. In 2011, the University of Tennessee contracted with Sibson Consulting to conduct a salary analysis of all salaries and benefits for the UT System. The study found that, in general, salaries for UT were below the market for both faculty and staff. As a result of the incremental funding provided by the State with the Governor's support for across-the-board increases, along with campus funding for merit/market/equity programs, funds were allocated in FY12 and FY13 to begin to close those gaps. As a result, limited progress has been made with a current total compensation gap of \$150,700,000 (was \$186,100,000). The UT Compensation Advisory Board recommends that an approach similar to that used for state workers be implemented to address the salary gap for UT employees. In order to achieve 80% of median market salaries, \$75 million in additional funding will be needed. We recommend requesting 2% of the University's payroll, which is \$14.0 million, which is consistent with prior allocations for other state governmental entities. This additional request will support 60% of all university employees. UT will still need to fund from other sources the other 40% (e.g. auxiliary funds, etc.). Campuses and institutes will maintain closing the gap as a priority to supplement the \$14.0 million pool and further close the gaps using other funds. As the economic position of the State of Tennessee improves in future years, additional funding by the state will be necessary to continue the positive momentum the university has established in closing the market gaps, which is a solid strategy for recruitment and retention of high quality, talented faculty and staff necessary to make UT competitive with other states. This is a 2014 and ongoing initiative and requires state funding.

New Refine UT Titling System to Match SOC Codes. Further review of the SOC codes will be conducted to bring the university job titles into alignment with industry standard. This effort will require adding new job titles, as well as reviewing generic job titles (coordinator, specialist, etc.) for possible changes. This is a 2014 initiative.

New 2016 Sibson Total Compensation (Pay + Benefits) Assessment Statewide. Best practice recommends a total compensation review at 3-to-5 year intervals. CAB is working on a recommendation that UT complete a 2nd

assessment in 2016, five years after the first assessment. This assessment will monitor market changes, track our progress and areas of concern. Comparisons will include the state, TBR, peer institutions of higher education and national/regional competitors selected by each UT entity. Jobs included in assessment need careful review/ comparison by HROs/CBOs based on lessons learned in 2011. This is a 2016 initiative and would require funding.

HR TECHNOLOGY AND METRICS: development of an HR technology plan to fully use IRIS (SAP) reporting and tracking capabilities. Integral to this plan will be the development of an HR dashboard to measure the health of the university. To establish HR metrics, national, regional and higher education benchmarks will be identified; baseline data will be established and HR will initially establish 4-5 key metrics to share with senior officers and trustees at least annually. HR staff must be trained on methodology, collecting and analyzing data and reporting results. Initiatives:

Development of HR Dashboard for President's Staff and Trustees. Dashboard to include 4-5 elements that describe the health of the university compared to national workforce benchmarks.

- This will be merged into the President's strategic plan dashboard with proposed changes in 2014.

New Enhancement of all IRIS e-forms. Further development of e-forms including the personnel change, additional training credit and organizational unit forms and will allow increased efficiency for departments, human resources and payroll offices. The timing of this initiative is dependent on availability of the IRIS team. This is a 2015 initiative.

New Web Page Enhancements. Update CAB with picture of chair and comments (*complete*). Update DAC website with picture of chair and comments; update Equity and Diversity website; create BAG website. These are early 2014 initiatives.

New Complete Org Structure in IRIS (org-to-org relationship). While conceptually the University has always had an organizational structure, it has never been maintained consistently in an electronic format. This is a multi-phase project with the first phase being to verify and update the current org unit-to-org unit relationship. Completion of the first phase is an early 2014 initiative. After the initial phase is completed, the HR and Metrics Director will biannually send to each HRO a snapshot of his/her campus's/institute's org structure. The HRO is expected to review with the Chancellor and appropriate officers to provide updates. This will be an on-going process with the first review scheduled to begin in mid-2014.

New Complete Taleo Onboarding. Two-step initiative. The first step allows applicants to accept job offers electronically from the same site they used to apply for positions. This is an early 2014 initiative. The second step involves assisting the new employee in the new employee central sign-up/orientation process and is tied to the New Employee Orientation project. This is a 2015 initiative.

NOTE: see HR Technology plan for a detailed listing of technology needs in priority order.

PERFORMANCE MANAGEMENT/PROFESSIONAL DEVELOPMENT: begins with competency-based job descriptions with expected performance and behavioral outcomes. Managers must understand the differences between unsatisfactory, meeting and exceeding performance expectations. To establish pay-for-performance structure, there must be a consistent and objective methodology for evaluating performance. All employees should have an annual performance evaluation with goals for the new year and a professional development plan. High performers should be rewarded. Low performers should have performance improvement plans with a specified time period for improvement – with no improvement they should be removed from the position. Once the methodology is understood and consistency is achieved, the university can move to a pay-for-performance program. A solid performance management system is the foundation for incentive compensation and succession planning programs. Succession planning begins with definition of target performance and behaviors, assessment of bench strength, identification of future leadership needs and development of a plan to close the gap. Initiatives:

Develop Succession Planning Model and Plan for Implementation. Steps will include: benchmark performance management systems for best practice ideas; develop model for UT, which includes tools for assessing bench strength and incorporating development programs and advancement plans; develop training, implementation

tools and support team; pilot model and tool at statewide executive level (including opportunities for advancement across campuses/ institutes and with a focus on increasing diversity at senior levels); develop tool to track success and opportunities for improvement and develop evaluation methodology. This is a 2016 initiative.

Evaluate Concept of Women's Leadership Conference. Program for executive women (faculty and staff statewide) for professional development and networking opportunities. Program should tie into the succession planning strategy and initiative to increase diversity in senior leadership positions. Steps to include: benchmark other programs for best practice ideas and create statewide committee to develop this concept. This is a 2015 initiative.

Develop Model for Career Development Institute. Purpose of institute is to improve internal development and promotional opportunities for UT high performers. Job families targeted should align with organizational needs – areas where we are having difficulty finding required competencies or identifying diverse candidate pools. It will be important to align programs with opportunities – so successful program participants have an opportunity for advancement. Steps to include: benchmark other programs for best practice ideas and create statewide committee to develop this concept. This is a 2016 initiative.

New Automation of Performance Management Process. Work will begin in 2014 to automate the performance

management process. A statewide team will be appointed; best practices will be researched and the process will be designed. Once costs are approved in 2014 and organizational structure is in place, implementation of the process will begin. Expected date of completion is 2015.

Expansion of Leadership Institute. Working on proposal to expand UT's Leadership Institute. As a central part in leadership development and succession planning, the leadership institute plans to expand to an annual event beginning in 2016. Additional funding will be requested and presented for approval in 2015.

Complete Supervisor/Manager/Leader Training Cascade 2014-2017. The next portion to be implemented is HR 101 to provide opportunities for supervisors/managers/leaders to learn the basics of HR. Program will be implemented in Fall 2014. The Training Advisory Group, a statewide organization to advise and promote training, will begin planning the training cascade in January 2014-2017. This plan will implement one new training segment per year with completion of the cascade expected for 2017.

Complete New Accountabilities and Standardization for Staff Performance Management Process. Policy has been updated with following for staff performance review process: standardize review period (calendar year) with reviews due January – March; alternate review forms may be utilized as long as overall rating categories are the same and includes numerical evaluation of 5-25; when multiple reviewers, must come to agreement on overall score; rating of 9 or below is considered unsatisfactory; staff with overall rating of 9 or below are not eligible for ATB increases; staff on written warning, final written warning, suspension without pay or who received disciplinary demotion in the 12 months preceding the ATB are not eligible for increase unless disciplinary action has been resolved; approval by HRO and campus/institute leaders is required to provide or to withhold ATB increase outside of these guidelines; performance reviews require combined signatures of employee, supervisor and supervisor's supervisor except for exceptions included in policy, staff who receive unsatisfactory overall score require a performance improvement plan. Completed January 2014.

RECRUITMENT: this work includes the redesign and improvement of the recruitment and hiring procedures statewide, introduction of an executive recruitment program and initiation of statewide marketing and branding. This project does not end with recruitment, but will also include the redesign of new employee orientation and the onboarding process. Initiatives:

Develop Recruitment Strategy and Branding Program. Steps will include: brainstorm with stakeholders the attributes of effective recruiting; develop brand with public relations and marketing team; enhance recruiting at high schools, community colleges and professional organizations across the state (with a focus on needed competencies and diversity); determine positions that need recruitment support initially (based on time-to-fill,

inability to find specific competencies and lack of diversity – tailor program to HR staff resource availability) and develop annual recruitment plan for positions selected for support. Consider creation of statewide diversity recruiter. This is a 2015 initiative.

Redesign New Employee Orientation and Onboarding Process. Steps include: evaluate current program; receive feedback from participants; benchmark best practices; collaborate with public relations and other areas (parking, IDs, etc.); engage senior leaders in new design; design improved orientation experience focused on welcome and “high touch” event; determine what can be done before orientation event, what can be automated and how to streamline; redesign and select pilot campus for implementation; modify and improve new plan, based on feedback; rollout statewide providing training, tools and support and continuously evaluate for improvement (receive feedback from participants and ensure senior leaders are engaged in process). This is a 2014-15 initiative.

- Another next step would be the design and training on how to provide department orientation (to include coach/mentor, feedback loops, etc.) This is a 2015 initiative.
- After new employee orientation redesign and implementation, a next step would be the design of an orientation for senior leaders (onboarding process, support and tools). This is a 2016 initiative.

New Interface Between Taleo and IRIS for Transfer of New Hires. One of the last initiatives of the on-line hiring process is creating a process and interface that allows the data of the successful applicant that is stored in Taleo to be transferred directly to IRIS without having to manually re-enter the information. Because of the complexity of programming, this is a late 2015/early 2016 initiative.

New Taleo for Faculty Recruitment. Received approval from Chancellors to launch entity-specific work teams to evaluate Taleo, to review current process – what works well and needs improvement and to determine needs going forward. Ron Tredway and Michael Alston are co-leading this effort. Should have process decisions by end of 2014 and targeting full implementation by mid-2015 or earlier.

New Require Background Checks for Temporary Employees Statewide. Since these employees still interact with our employees, students and visitors, it is important to include them in this pre-employment requirement. Some of our campuses/institutes already run background checks on temporary employees. CAB should make recommendation that we do this statewide in 2014.

WORKFORCE STRATEGIC PLAN AND WORK CULTURE ENHANCEMENT: the completion of UT’s first workforce strategic plan was one of HR’s top priorities. The plan includes system-wide analysis, as well as campus and institute specific plans that align with overall university objectives. It is a four-step process: current state, future state (out at least five years), gap analysis and HR strategy development and recommendations. Elements analyzed include: workforce demographics, total compensation review, recruitment, unemployment statistics, internal promotions and opportunities for advancement, professional development, termination trending and retirement trending and eligibility. Initiatives:

Develop Recommendation for President’s Awards. Each campus/institute will have one award winner each year. The winner would be recognized by the president at statewide award ceremony, as well as recognized on their campus/institute. Next steps include: seek approval for award and develop recommendation for president, determine award criteria, determine who will make selections, determine what winners will receive (monetary award?) and what will happen at statewide ceremony, as well as at campus/institute of award winner, determine when awards will begin and work with public relations to develop communications process (web-based?). This is a 2014 initiative.

Implement Statewide Healthy Campus Program. Launch a health and wellness website that will allow employees to obtain UT wellness-related information and activities relative to their location. Stay involved with the Governor’s *Working for a Healthier Tennessee* initiative by appointing a Site Champion for each UT campus. Make progress toward and apply for receiving *CEO Cancer Gold Standard™* accreditation, which includes achieving goals within five focus areas: (1) tobacco use, (2) nutrition, (3) physical activity, (4) prevention, screening and early detection, and (5) access to quality treatment and clinical trials. To help outline this process, an American Cancer Society (ACS) representative met with HROs at fall retreat in 2014 to discuss program requirements since the ACS is an accredited organization and provides several resources for each focus area. HROs to determine next steps for statewide implementation and develop project plan in collaboration with employee relations’ councils and faculty

councils. Launch a statewide wellness challenge to promote initiative and involve employees. Statewide project plan to be presented to president's staff for approval and required funding in 2014. CAB Work Culture Improvement Team and CAB Benefits Team develop the initiative in 2014 and ongoing. The governor's plan can be found at <http://news.tn.gov/node/11148>. The Tennessee site champions are found at <http://www.tnsitechampions.com/>.

New **Create Exit Interview Process.** A statewide team will be established to recommend, and later implement, an exit interview process. This will be a multi-year effort, led by Mike Herbstritt in UTK ER. This statewide team will survey current practices around the state, conduct best practice research (Top 25/SEC/industry) and make recommendations. Ideally recommendations will include how to make this process electronic so that critical data can be captured and trends reported. This is a 2014 initiative.

New **Implement 2014 Statewide Employee Engagement Survey.** Appoint/reappoint statewide teams that will lead work culture improvement initiatives in spring 2014. Promote survey throughout system during spring/summer/fall 2014. Determine communication needs for each campus/institute. Conduct survey and provide results to campuses as they desire. Follow up with teams. Determine timing of next survey (2017). Communicate regularly survey results and improvements.

COMPLETED

COMPENSATION

2010: Establish a Compensation Advisory Board. The board would be a diverse group of 8-10 individuals, representing statewide administration, faculty and staff. The purpose of this group will be to revise/update UT's compensation philosophy, policies and practices, to analyze and determine market position and internal equity and to recommend compensation strategies such as pay for performance, incentive compensation plans, retention plans and bonus programs. The group will also develop an Employer of Choice model for the university and recommended revised compensation policies.

2010: Reestablish Benefits Advisory Group. With broad representation from audit, finance (including IRIS and payroll), legal and human resources, the group will focus on: broad communication of new benefits and changes to/or deletion of existing benefits, review of financial implications, fiduciary responsibilities for benefits and implementation of technology modifications as needed.

2011: Conduct Detailed Analysis of UT's Compensation Structure. The statewide compensation team will conduct analysis of market relationships and internal equity issues. Comparisons will include the state, TBR, peer institutions of higher education and regional competitors. Completed Sibson total compensation assessment; revised statewide PDQ cyclical review process; partnered with chancellors to draft 2012 Compensation Guidelines; entity-specific multi-year compensation plans in progress; conducted and passed OFCCP hiring and equity review audits on three campuses in 2010.

2011: Conduct Detailed Analysis of UT's Benefits. The statewide benefits team will analyze UT's benefits programs compared to the state, TBR, peer institutions of higher education and regional competitors. Completed Sibson total compensation (pay + benefits) assessment; established benefits work team on CAB; launched statewide wellness program; developed/implemented biannual benefits communication piece mailed to each employee's home – **FOR YOUR BENEFIT**; featured benefits updates and employee testimonials on HR website; partnered with IRIS to enhance online personal benefits statement.

2012-13: Develop Career Ladders. The statewide compensation team will develop the foundational pieces of a career ladder structure, which can be used in any discipline throughout the university. A first step will be an evaluation of current career ladder structures – what's working well and what can be improved or enhanced.

HR TECHNOLOGY PLAN AND METRICS

2010: Enhance New HR Web Page Redesign. Purpose is providing information employees need on HR web page, where it's accessible and easy to navigate. Components to complete: develop search capability (key word search from HR home page), develop manager's toolkit, add HR forms and complete site index. Developed toolkits for life changing events, preparing for retirement and preparing for a reduction-in-force – what do I do? Who do I call for assistance?

2010: Develop HR Technology Plan. HR will collaborate with IRIS and OIT teams to prioritize list, set timelines and establish resources. Examples of technology needs include: end-to-end integration with IRIS and new applicant tracking system, completion of e-Forms, enabling workflow to support managers for HR policies and procedures (EX: I-9 reminders, probationary period reminder, FMLA triggers and rehire eligibility), data collection of HR information such as exit interview data and why applicants decline offers, time-to-fill and cost-per-hire information for recruitment, development and tracking of workplace safety metrics, tracking of performance management information and automated survey tool to assess HR performance and effectiveness. In 2010-11, implemented eVerify process and trained HR teams, research offices and business offices on process and requirements.

2011: Statewide Scanning of HR Records into IRIS. The scanning will occur in three phases: (1) organization unit data, which will be attached to the PO10/Organizational Unit section of IRIS. Current files will be transferred from Nolij into IRIS. Future files will be scanned from desktop scanners and attached in IRIS, (2) position data (PDQ files, which will be attached

to the PO13/Position section of IRIS). Current files will be transferred from Nolij into IRIS. Future files will be scanned from desktop scanners or sent to records management for scanning, and (3) personnel files, where a team will be assembled to develop business processes and rules for scanning. Current personnel records will be scanned in next 18 months, so campuses/institutes can use stimulus funding. Future needs will include ability for e-forms and correspondence to be automatically attached through workflow.

2011: Development of Reports from Regional Service Centers. Quarterly reports will be provided to president, chancellors and institute leads. The reports will include activity, metrics, standards and performance feedback from the functional units within the east and west regional service centers. Examples of metrics that will be included: call center (# of calls per campus/institute, % handled vs. transferred and categories of calls), benefits and retirement (# of life planning seminars and individual retirement coaching sessions), records (#s of transactions processed and #/turnaround time processing for I-9s, background checks, employment verifications, court records checks and driver's license checks), compensation (# of salary recommendations and length of time to complete and participation in salary surveys), employee and organizational development (number of open enrollment sessions and attendees and specific/targeted training sessions), recruitment (time-to-fill stats for staff positions, recruitment and diversity efforts and # of executive recruitments handled), employee relations (#/types grievances, needs assessments conducted, targeted training or interventions and service awards), HR policy review and updates and new staff orientation standards and evaluation feedback. Send Chancellors monthly performance review % completion reports (January through June); send quarterly diversity reports for faculty and staff, which show diversity of hiring, terminations and net results.

PERFORMANCE MANAGEMENT/PROFESSIONAL DEVELOPMENT

2011: Continue Leadership Institute. Continue program in 2011 and enhance current structure with pre- and post-engagement activities. Conduct on-campus leadership development workshops on off years. Work with institute faculty to benchmark other programs for best practice ideas. Program should tie into succession planning strategy and initiative to increase diversity in senior leadership positions.

2011 – 13: Define Performance Management and Develop Plan for Implementation. Steps will include: benchmark performance management systems for best practice ideas; write competency-based job descriptions, with performance and behavioral expectations incorporated, as well as required training and compliance tied to position; develop performance management process and tools (at least annual performance evaluations with clear distinction between needs improvement, meets and exceeds; tool/ process for performance improvement (sets expectations within defined period of time) and professional development plan); develop career progression structure by functional areas, including both career paths, as well as individual progression (from dependent to contributing independently to mentoring to leading); develop onboarding process (with assigned coach) and probationary feedback for new employees; determine how to track performance in SAP (with workflow reminders); develop three methods of training: face-to-face, videoconferencing and webinars – to be incorporated into plan; pilot program in one area; distribute training to campuses/institutes and develop evaluation methodology. In 2011, revised performance evaluation form and provided training statewide to supervisors; developed varied opportunities to deliver learning including video conferencing, web-based training and web streaming. Renegotiated the SkillsSoft contract, which provides more than 300 e-learning modules at no cost to departments. In 2012, implemented 360° feedback process/forms (supervisor and peer review).

RECRUITMENT

2010: Analyze Temporary Staffing and Recommend Improvements. Analyze why in-house temporary staffing spend has decreased over last three years and external temporary staffing spend has increased. Provide training on benefits of contingency staffing in difficult budget years and develop program to enhance services while reducing costs.

- A future consideration will be expansion of in-house temporary services through regional service centers to all campuses/institutes.

2010: Evaluate Executive Recruitment Spend and Determine Strategies to Increase Efficiencies and Reduce Costs. Steps include: determine positions which can be recruited in-house (Hendricks to train recruitment team on executive recruitment and sourcing); market HR's expertise to current process through inclusion on search committees, enhanced web tools to support hiring managers and search committees and reduced external search firm spend (sourcing only contracts); train appropriate staff in executive recruiting and analyze current process for selection of external search firm. Even though we must RFP contracts, determine external agencies based on experience, effectiveness and cost. HR to maintain feedback log of external search firm results for future reference.

2010: Receive Approval, Develop RFP and Select/Implement Applicant Tracking System. Outcome is one applicant tracking system for statewide use to include: end-to-end integration with SAP, enhanced and automated applicant process, process workflow, real-time and integrated job posting and automated applicant and manager communications. Steps to include: provide final cost estimate, including UT internal expenses; receive approval to proceed from president and campus/institute leads; meet with teams for first phase of studying the preferred applicant tracking process (partner with IRIS); benchmark applicant tracking systems implemented in universities; develop criteria matrix for selection; determine selection process and committee; develop/initiate RFP; select top vendors and invite for on-site presentations; make decision and receive approval for purchase (CFO and legal input on contract and terms) and implement new system with training provided by vendor. Implemented Taleo applicant tracking system for staff on January 18, 2012.

2011-12: Enhance/Improve Recruitment Process For Staff. Focus of redesign is so applicant tracking system will support all campuses/institutes and to enhance diversity results. Steps to include: process flow current procedures to determine what's working and what's not; determine what elements must be consistent to share applicant tracking system and what can be campus/institute-specific; incorporate senior leader feedback into design of new process (focus on outcomes, not on approvals and control); collaborate with equity and diversity and legal on redesign; test support for new process with key customers statewide, recruitment team and requirements of applicant tracking system; incorporate new design, including process flow and work flow, in "must haves" on criteria matrix for applicant tracking system; process flow new/improved process; determine method of customer engagement/ support and provide training for campuses/institutes for new process. In 2011, implemented required background checks for faculty and staff hires statewide.

WORKFORCE STRATEGIC PLAN AND WORK CULTURE ENHANCEMENT

2010: Completion and Communication of UT's First Statewide Workforce Strategic Plan. Next steps include: complete executive summary and introductory chapter; put report in final draft with final review by Jolene Clark for statistical reliability, Meredith LeCroy for readability and visual impact and Janice Hodge for accuracy and readability; present final report to president's staff and determine communications cascade throughout university; further develop recommendations with detailed project plans (including appropriate approvals and timelines); monitor progress; determine how often plan will be updated (annual review/validation) and determine how/when to present executive summary to the Trustees.

2010: Implement HR Redesign, Go Live Date of January 4, 2010. Next steps include: implement staffing changes, effective 1/1/10; develop plan/transition staff into space for regional service centers (offices, furniture, equipment, phones and technology needs); train service center staff on service standards and HR values, mission and vision; begin function-specific training and development of tools (call center, recruiters, etc.); hold kick-off meeting – ½ day for each functional team; functional units begin process flow redesign and develop metrics for quarterly reports; functional teams finalize/enhance HR web pages; establish meeting structure and begin meetings for ALT (biweekly), OPS (monthly) and functional work teams (weekly or to be decided by ALT lead); open searches for competency gaps that we have money to fill and begin recruitment process (effective 1/4/10); process title and related changes in IRIS for service center teams and finalize budget/move funds for service centers. HR call center implemented. Established HR policy committee -- statewide committee which meets to revise old policies and develop new policies as needed, review/update all HR policies and provide guidelines, FAQs, tools and materials for manager's toolkit on the web.

2011: Develop RFP for Employee Satisfaction Survey. Recommendation of third-party vendor. Recommend full implementation statewide every three years (by third party) with spot checks and work culture improvement teams in intervening years (by UT HR team). Next steps include: determine cost per campus/institute and get approval for funding from chancellors and institute leads – first survey fall 2011, so we can use stimulus dollars; at HRO retreat, develop process and guidelines for spot checks and improvement teams and develop/implement RFP and determine selection criteria and team. ModernThink administered statewide Employee Engagement Survey in late Fall, 2011. Open Forums were held at each campus/institute to share results in March – May, 2012.