



## PREEMINENCE THROUGH PEOPLE

pre-em-i-nence  
 prē'emānəns/  
*noun*  
 1.the fact of surpassing all others; superiority.



## Assessment Mini-Conference

The Intersection Between Assessment and Marketing

### **Assessment and Research's key strategies moving forward:**

Streamlining (processes, planning)

Developing competencies (learning outcomes, staff assessment)

Building (and leveraging) Student Affairs data warehouse



## Assessment Mini-Conference

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The Intersection Between Assessment and Marketing

**Similarly, UFHR has put in place a strategic commitment built on:**

Current State

Future State

Priorities to Get There

What Do the Data Tell Us?



## The Decade Ahead

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**As we look to the decade ahead,** our program must be designed to support **UF's aspiration** to be a premier university that the state, nation, and world look to for leadership



## HR's Purpose

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To strengthen UF's preeminence and support a culture of faculty and staff engagement through human resources and talent management strategies and programs



## Guiding Principles

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Our role must be about  
**preeminence through people**

**Drive results**

**Promote inclusiveness**

**Be agile, forward-thinking, and bold**

**Model excellence**



## Long-term Goal #1

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### **Help bring strong talent to UF**

We will help bring the strongest talent to UF via best practices and strategies in employment branding, sourcing and recruiting, and technology and will improve the overall experience of candidates, new hires, and the hiring authorities

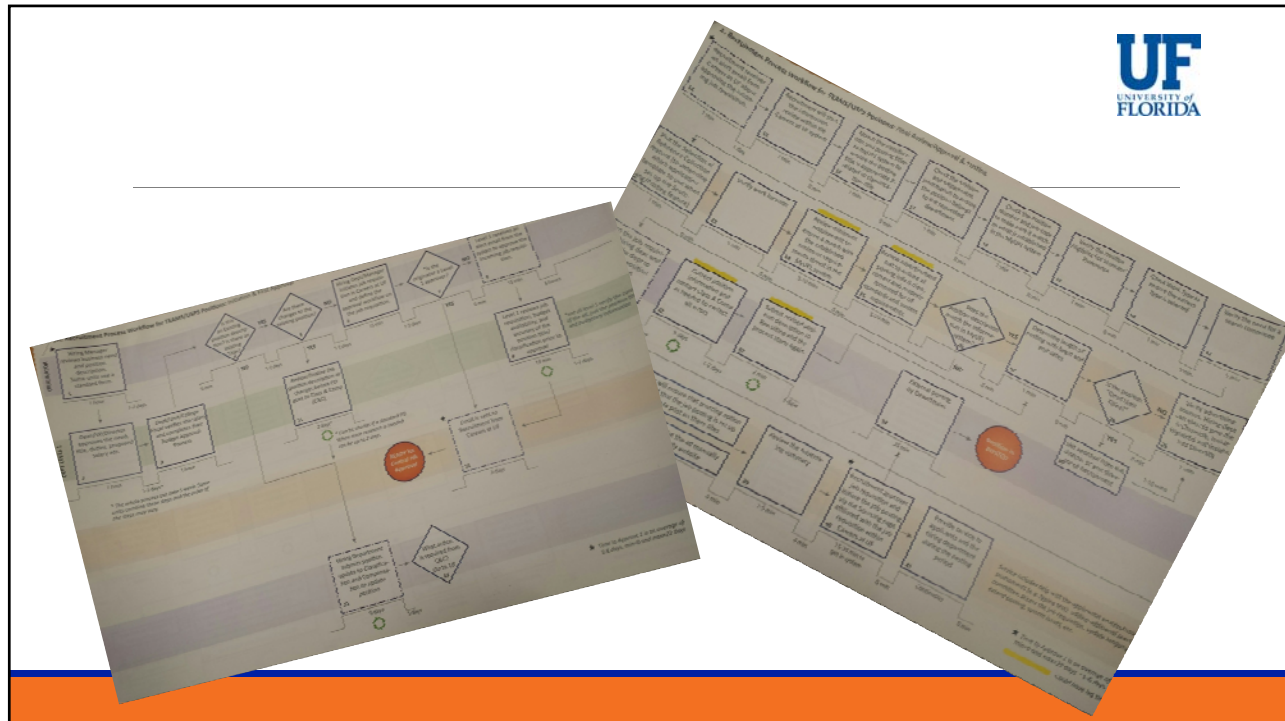


## Short-term Priorities

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Design targeted **onboarding** approaches to help position new hires—both faculty and staff—for success, including those transitioning to management roles as well as international employees:

- Completed process mapping
- Onboarding resources
- Service Innovation group



## Faculty 500

### *Talent Branding*

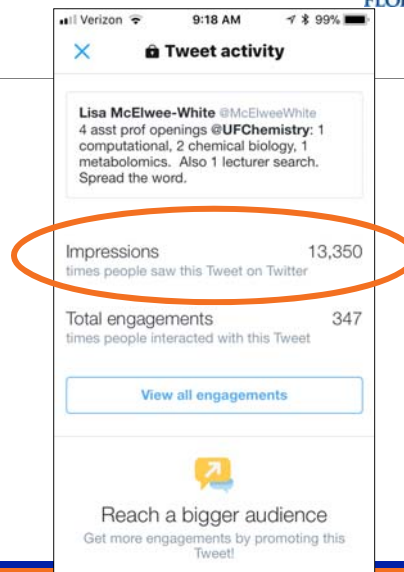
- **Find Yourself Here**

- Recruitment printed piece with customizable templates for departments
- National profile – Investing in employer profiles on appropriate national websites
- Central website: [faculty500.hr.ufl.edu](http://faculty500.hr.ufl.edu)

## Attract.

### *Social Recruiting*

- **Social media** – Establish an active presence using Twitter, Facebook, and LinkedIn (generally and for specific postings)
- Added social media experience to UFHR



## Identify.

### *Scouting and Sourcing*

- **Strategic Talent Group** – Established an in-house search group within UFHR that will source for specific positions
- **Interfolio** – Launching faculty tool on August 20
  - Enhanced tracking and reporting



## Hire.

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- **Total Compensation** – Provide resources for departments and prospective employees on total value of salary and benefits
  - Launched Alex in August 2017 to more effectively explain benefits, including retirement options
  - More than 20,000 visits
- **Relocation and Moving Guide** – In partnership with UF Procurement



## Hire.

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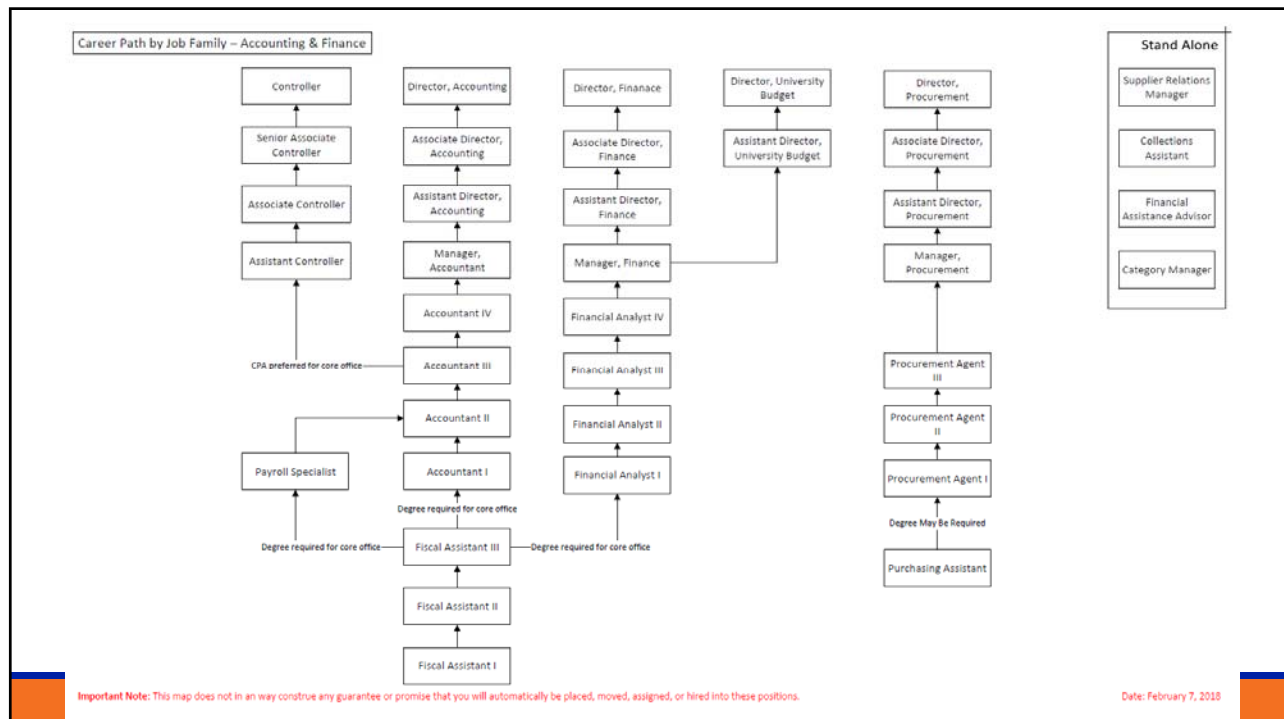
- **Letter of Offer** (DocuSign)
- **Cohorts** for New Hires – Encourage formation of professional and personal networks by establishing programming that appeals to incoming faculty and professionals
- **Dual Career** Task Force



## Short-term Priorities

Create **clear career paths for staff** that align with organizational needs, enhance recruitment efforts, and clarify advancement opportunities

- Phase one of career frameworks now at <http://hr.ufl.edu/learnandgrow/career-path/>
- Phase two is expected to include crossover career paths (between job families) as well as tools to support career progression – to create a framework, rather than a path







## Goal #2

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### **Strategic compensation**

We will design and implement a fair and competitive compensation strategy—adopting a long-term view—to help attract, retain and reward high-performing faculty and staff at all levels that leverages an appropriate intersection of merit, market, and internal equity

## **Compensation and Benefits Review**

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### **Sibson Consulting**

- **Total Rewards Philosophy** focused primarily on staff, defining UF's approach to rewards including compensation, benefits, and the appropriate comparison markets
- **External Benchmarking of Indirect Financial and Non-Financial Rewards** applicable to all faculty and staff
- **Faculty Compensation Education** presenting broad practices and emerging trends in faculty compensation across higher education landscape
- **Staff Compensation Assessment and Salary Structure Design** including benchmarking roughly one-third of the staff roles, a review of job family groupings, development of pay ranges and guidelines, and recommendations for difficult to fill roles

# Compensation and Benefits Review

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- **On-site stakeholder interviews were facilitated on April 8 and 9**
- **Participants included the following:**
  - UFHR Leadership Team
  - Dave Parrot, Vice President for Student Affairs
  - Cammy Abernathy, Dean & Professor, College of Engineering
  - David Richardson, Dean & Professor, College of Liberal Arts and Sciences
  - Laura Huntley, Associate Vice President, Health Affairs
  - Mike McKee, Vice President & CFO
  - Charlie Lane, Senior Vice President & COO
  - Elias Eldayrie, Vice President & CIO
  - Curtis Reynolds, Vice President, Business Affairs
  - Angel Kwolek-Folland, Associate Provost & Professor, Provost's Office
  - Mary Anne Morgan, Director of Human Resources, IFAS
  - George Kolb, Assistant Vice President, University Budget Office
  - UFHR Liaisons Group – Subset of college HR representatives

# Compensation and Benefits Review

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- **During the stakeholder interviews, Sibson solicited information about:**
  - UF's Culture
  - Working Environment
  - Student Experience
  - Strategic Goals and Initiatives
  - Challenges and Obstacles
  - Why Employees Choose to Work at UF
  - Markets for Talent
  - Turnover

# Compensation and Benefits Review



- Employee Value Proposition (EVP)
- “At its most basic, an EVP represents everything of value an employer provides to its employees– pay, benefits, training, career development opportunities and so on –and then it is ‘marketed’ to the workforce.”<sup>1</sup>
- Five Key EVP Categories
  - Opportunity
  - Rewards
  - Work
  - People
  - Organization

1. SAMMER, JOANNE (2018, MARCH 29) FINDING AN EFFECTIVE VALUE PROPOSITION. RETRIEVED FROM [HTTPS://WWW.SHRM.ORG/RESOURCESANDTOOLS/HR\\_TOPICS/BENEFITS/EMPLOYEE-VALUE-PROPOSITION.ASPX](https://www.shrm.org/resourcesandtools/hr-topics/benefits/employee-value-proposition.aspx)

# Compensation and Benefits Review



- Common themes from the stakeholder interviews
  - Many individuals choose to work for UF because they identify with the university on a personal level
    - For example: athletics, patient care, research, developing students
  - Many individuals choose to work UF because of the benefits offered
  - UF is the largest employer in the Gainesville community
  - Individuals are attracted to the university due to career and development opportunities
  - Perception that staff are not paid competitively to other markets
  - Concern about the unpredictability of salary increases
  - Desire for systems to reward and recognize performance

# Compensation and Benefits Review

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- **Next Steps**
  - **Compensation Philosophy:** Sibson is working through key findings to begin drafting the compensation philosophy
  - **Benefits Assessment:** Sibson is working with the Benefits and Compensation team to benchmark UF's benefits offerings
  - **Comparison Market Development:** Identify comparison markets for staff compensation

## Short-term Priorities

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Design a long-term **compensation strategy** for faculty and staff working from a **“total rewards”** perspective

- Modernize UF's **leave program** to be more responsive to faculty and staff needs
  - Kicked off a process review of FMLA
- Simplify **benefits** and improve associated communications





## Goal #3

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### **Performance management**

We will support UF's efforts toward preeminence through an aligned and contemporary approach to performance management—one that is agile and bold, focused on fostering high performance



## Short-term Priorities

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Align **performance program** with best practices including:

- Alternatives to **performance review** process
- Focus groups, employee/managers surveys



## Short-term Priorities

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Align **performance program** with best practices including:

- Alternatives to **performance review** process
  - Focus groups, employee/managers surveys

Supervisors (721 responses):

- 32% Moderately/27% slightly effective
- 33% Somewhat satisfied/30% somewhat dissatisfied
- Appraisals once a year seen by many as the right timing
- Comments suggest an understanding that feedback needs to be more frequent



## Short-term Priorities

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Employees (2682 responses):

- 40% Moderately effective (although 20% thought not effective at all)
- 33% reported that their supervisors do not give them feedback outside of the appraisal process (21% said weekly/biweekly)
- Comments suggest that appraisals can be seen as negative or empty experiences or “a joke”
- Supervisory evaluations/360s
- Management training
- Wide variation in views about the link between pay and evaluations



## Short-term Priorities

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Identify and prioritize desired knowledge, skills, and behavior via **strong competency models** for staff

- Success at Work project



## Success At Work

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### **Purpose:**

To identify the 10-15 top Knowledge, Skills and Behaviors that contribute to an employee's success given a particular role

Will be used to create a framework to support more effective recruiting, evaluation, compensation, training, and retention tools



## Success At Work

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### 2017

- Surveyed Human Resources job family as an initial pilot population
- Received feedback from both participants and stakeholders on how to make the survey better for the user and receive more accurate data
- In total we surveyed 22 titles with 97 incumbents, and the average response rate was 82%



## Success At Work

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### 2018

- Beginning in January, began to use revamped survey and started to survey the largest job family: Office and Business Admin
- The surveys take approximately 5 minutes to complete
- Year to date we have surveyed 1,526 employees in 21 job titles
  - 40% response rate
- We are currently surveying 8 titles every two weeks
  - We will finish all of the job families by the end of 2018





## Goal #4

### Leadership capabilities

We will improve leadership capabilities throughout the organization so that great leadership becomes synonymous with UF and its high-performing faculty, staff, and teams



## Short-term Priorities

**Identify managers** on campus as a foundation for development plans and resources.

Build on the UF management/leadership competency model to develop scaffolding to **support the new manager at UF** as part of the onboarding effort (also in support of Goal #1)

- Thrive@UF curriculum – 14-course program
  - [www.hr.ufl.edu/thrive](http://www.hr.ufl.edu/thrive)
- 222 completions of the new Thrive courses by UF employees
  - Avoid Multitasking: Find Your Focus, Flow, and Finish Line
  - Embracing the Growth Mindset
  - Transforming Conflict
  - Conversations for a Culture of Inclusion
  - Developing your Emotional Intelligence for Workplace Effectiveness
  - Six program completions (all 14 courses) in the six months since the program launched
- Inclusive leadership launched – part of new Gators Together programming
  - <http://hr.ufl.edu/learnandgrow/courses-registration/gators-together/>





## Goal #5

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### **Inclusion**

We will work to ensure faculty and staff contribute in a way that recognizes and respects the needs of others in the community. Our guideposts will be mutual respect, transparent and interactive communication, and a positive and inclusive climate and culture



## Short-term Priorities

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Implement **action items** to influence our workplace practices, interactions, and general environment based on the results of the **UF Faculty and Staff Climate Survey**

- Chief Diversity Officer, Campus Liaisons, Senior Advisory Board
- Gators Together curriculum – individual, leader, department
  
- **Wellness and WorkLife**
  - Healthy Gators survey and data



## Goal #6

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### **Risk aware, not risk averse**

We will shift from risk averse to risk aware to protect against and mitigate any potential damage in key HR-related areas—strategic, operational, compliance, and financial—and will take swift action when risks are realized



## Goal #7

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### **Service excellence**

We will ensure HR service throughout campus is characterized by excellence – with emphasis on responsiveness, clear and prompt communication, and respect