Department of Human Resources
FY 2009-2013
Strategic Plan
OUR MISSION

In partnership with the University of Arizona community, we attract and engage the world-class human capital required to produce world-class results.

OUR VISION

We will be the model of higher education human resources -- known for applying our expertise in human capital and culture.

The University of Arizona will be the model for engagement of people - a place of possibility and a destination for the world's best thinkers.

OUR ORGANIZATIONAL PHILOSOPHY

We serve The University of Arizona as advisors, consultants and organizational champions.

We believe managers are responsible and accountable for their decisions and provide information and resources to support them to make the right decision at the right time.

We believe employees are responsible for their own achievements and provide information and resources to help them reach their goals.

We believe in the power of ethical behavior, critical thinking and adherence to organizational standards. We believe explicit community expectations are preferable to policies, as good judgment is not easily codified.

We believe that an organization is most effective when:

- Leaders articulate a clear and compelling vision and model integrity, accountability, and innovative thinking.
- It employs high-quality, ethical and committed individuals.
- All of its members know what is expected of them.
- Diverse perspectives and experiences are sought and valued.
- Respectful behavior is expected at all levels.
- Its members are empowered to make decisions and take calculated risks.
- Flexibility is permitted wherever practical and in line with our organizational mission.
- Organizational leaders move quickly, but prudently, to address or remove individuals whose actions and performance are inconsistent with organizational needs and values.
1) Increase the UA employment value proposition -- Increase the perceived value of UA employment by strengthening affiliation rewards, career rewards, work rewards and competitive benefits and compensation programs.

2) Increase organizational effectiveness -- Streamline business systems and processes; increase manager & employee self sufficiency; and support data-informed decision making.

3) Build future capacity -- Bolster organizational identity; develop the architecture required to attract and engage our future workforce; and develop and acquire talent required to meet UA’s emerging needs.
I. Attract the outstanding talent required to reach top 10 public research university status

A. Develop an applicant portal to engage potential candidates.
B. Develop strategic, cost effective and high impact advertising resources to increase the depth and diversity of our applicant pools.
C. Develop sophisticated screening and assessment tools to support better hiring decisions.
D. Develop more nuanced compensation approaches for high impact and hard-to-fill positions.
E. Provide UA retirees with opportunities to continue to contribute to the UA’s mission.
F. Establish strong and mutually beneficial relationships with community organizations to support employment initiatives.

II. Build the University’s future capacity through development, engagement, and retention initiatives

A. Establish an innovative and centralized approach to welcoming new employees and establishing their connections to the University community.
B. In recognition of the strong correlation between quality leadership and employee engagement, expand leadership development efforts.
C. Prepare managers to identify high potential employees and groom them for expanded roles.
D. Develop comprehensive career development tools to prepare employees for new opportunities.
E. Conduct pulse interviews and exit surveys to assess the reasons talented people remain with and leave the UA community.

III. Enhance the University’s employee value proposition

A. Ensure that employees understand the breadth of their benefit options through comprehensive orientation and communication efforts.
B. Explore opportunities to enhance benefit offerings.
C. Partner with External Relations to enhance employees’ sense of UA affiliation.
D. Encourage managers to support flexible work options.
E. Secure resources to provide programs and services to the UA employees outside of Tucson.

IV. Continue to improve organizational effectiveness and efficiency

A. Explore feasibility of an in-house temporary employment service to minimize department costs.
B. Explore feasibility of supplemental compensation database to match UA employees with specialized skills with departments who need temporary technical assistance.
C. Streamline employment-related policies and protocols.
D. Create an HR Liaisons program to extend HR capacity within colleges and departments.

**FY 2013 PERFORMANCE TARGETS**

The University of Arizona 403(b) plan will be IRS compliant by 1/1/09.

The University’s two employment manuals will be merged, streamlined and easier to read.

Satisfaction with the UA’s new employment experience will increase by 25%.

Turnover rates for tenured and tenure track faculty will decline by 5%.

Turnover rates for classified staff and appointed personnel will decline by 15%.

75% of hiring managers who use new screening tools will report greater confidence in their ability to make wise hiring decisions.

The diversity of local applicant pools will increase by 25% and the diversity of national applicant pools will increase by 20%

403(b) enrollment will increase by 10%.

Flexible spending account enrollment (which reduces the UA’s required FICA payments) will increase by 10%.

100 college and department-based HR liaisons who can extend HR capacity will be identified, oriented and engaged.

Utilization of eldercare resources will increase by 20%.

80% of leadership development participants will rate programs as “effective” or “highly effective.”
Outstanding faculty and staff are essential for the University to achieve its aspirations. Because all of Human Resources’ goals focus on attracting, developing and engaging people, the department’s goals are aligned with each broader University goal.

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