The mission of the Human Resources unit is to recruit, retain and develop outstanding Staff and Student employees by promoting The University of Alabama as an employer of choice. While UA receives large numbers of applicants for most staff positions, finding applicants with unique or advanced skills has become an increasing challenge resulting in delays in filling positions. The increasing student population and rising cost of attending school has resulted in an increase in the number of students looking for employment in order to meet their financial demands. Over the last five years the unit has implemented a series of improvements to become more efficient and effective in the services that it provides. The assessment process captured in WEAVE over the last few years has afforded the Office of Human Resources an opportunity to initiate and implement numerous activities, programs and technological enhancements to better market the office, improve services and efficiency of operations, and fulfill our departmental mission of recruiting, retaining and developing staff and student employees for the University of Alabama. These improvements are the result of the use of technology, websites, networking, and promotional activities.

Specific examples of the improvements made to the Office of Human Resources in direct response to Assessment Outcomes include the following:

1) Implemented separate websites for Student and Staff employment allowing for individualization according to each process. Developed a central landing page jobs.ua.edu where applicants can access either the staff, faculty or student sites.

2) Re-branded both Staff and Student employment highlighting the "Top Reasons to work at UA". Developed/distributed unique marketing materials for both staff and student recruitment to promote use of the online jobsite. Collaborated with University Relations to produce 2 marketing videos - There's a place for you at The University of Alabama and The University of Alabama Benefits You.

3) Developed an online job submission form for off-campus employers, making it quick and simple for businesses to relay necessary information about job opportunities for students.

4) Increased participation in Career Fairs and student-centered activities and events to market staff and student job opportunities.

5) Developed the Help@Home program connecting faculty/staff with students looking for short-term employment in babysitting, housekeeping, pet sitting, house sitting, lawn care, or tutoring.

6) Increased the use of social media (Facebook, Twitter, Pinterest, LinkedIn) for staff and student employment in order to connect with applicants/students, providing timely information about employment opportunities and articles/information on professional development topics.

7) Contracted with LinkedIn to post staff job openings to reach a broader audience of applicants. Allows us to target groups with special skill sets and share job opportunities. Extends job postings to a network of sites representing diverse backgrounds.

8) Developed the Careers@UA website to provide information about Tuscaloosa and The University of Alabama to applicants who are unfamiliar with the area.

9) Executed a UA Staff Career Resource Fair to provide internal employees with information and resources to enhance personal and professional growth.

10) Established an internal minimum wage of $10.00 for all staff positions.

11) Redesigned the Human Resources website making it easier to navigate and locate information.

12) In the process of developing an onboarding program utilizing the new recruitment system to regularly communicate with new employee's throughout their first year of employment.

13) Implemented a new recruitment system that will provide analytics and the ability to generate reports based on current needs. With this system in place we now have the ability to track where applicants are linking to our jobsite so we can determine the most effective use of our resources. The system was implemented in April 2014 so the baseline for comparison is in process. We will adjust efforts to best support the objectives once comparative data is available.

Mission / Purpose

The mission of the Department of Human Resources at The University of Alabama is to support the faculty and staff in their pursuit of excellence in teaching, research and service.
Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcm 1: Professional Development Opportunities
Provide staff with opportunities for professional development to improve employee job skills, productivity and leadership capabilities.

Connected Document
2013-2014 Assessment Measures

Related Measures

M 1: Track Training Utilization
Track the utilization of learning and development opportunities offered.
Source of Evidence: Administrative measure - other
Target:
Increase in number of staff utilizing online learning resources. Increase in number of staff completing non-mandatory, non-management training course offerings. Increase in number of staff completing non-mandatory management training course offerings. Increase in number of staff completing non-mandatory instructor-led training course offerings.

Finding (2013-2014) - Target: Not Reported This Cycle
During the period August 1, 2012 through July 31, 2013, 330 individuals utilized online learning resources. During the period August 1, 2013 through June 26, 2014, 371 individuals utilized online learning resources. This reflects a 12.4% increase in individuals utilizing online learning resources.

During the period August 1, 2012 through June 26, 2013, 655 staff members completed non-mandatory management training courses. During the period August 1, 2013 through June 26, 2014, 761 staff members completed non-mandatory management training courses. This reflects a 16.2% increase in staff members completing non-mandatory management training.

Related Action Plans (by Established cycle, then alpha):
Expand online offerings
Established in Cycle: 2011-2012
Currently, technical skills training is available online to all staff employees funded by UA. Online training for soft skills...

For full information, see the Details of Action Plans section of this report.

M 2: Track New Training Topics
Track the number of new online and instructor led training topics and events to meet the professional development needs of our staff.
Source of Evidence: Administrative measure - other
Target:
Increase in number of new professional development course offerings.

M 3: Track Training Communications
Track the number of direct marketing actions utilized in addition to email in order to increase and improve communications regarding learning and development opportunities.
Source of Evidence: Administrative measure - other
Target:
Implement marketing methods in addition to email. Increase number of direct marketing actions.

OthOtcm 2: Student Employment Opportunities
Provide students with programs and support to aid in their financial needs and professional development.

Connected Document
2013-2014 Assessment Measures

Related Measures

M 4: Track Posted Job Opportunities
HR will track the number of job opportunities publicized on the student employment website jobs.ua.edu for on- and off-campus employment. Focus will be directed to reaching out to off-campus employers encouraging them to post student employment opportunities on the website.
Source of Evidence: Administrative measure - other
Target:
Increase in number of job opportunities posted through the student employment website jobs.ua.edu.

Related Action Plans (by Established cycle, then alpha):
Increase number of student employment opportunities
Established in Cycle: 2012-2013
Due to the limitation of departmental budgets, on-campus student employment opportunities are limited. As student enrollment co...

For full information, see the Details of Action Plans section of this report.
M 5: Track Resources for Student Employee Development
HR will identify and track the materials and resources that contribute to the professional development of student employees.

Target:
Identify and develop resources and programs that contribute to the professional development of student employees.

Source of Evidence: Administrative measure - other

OthOtcn 3: Staff Recruitment and Retention
Develop leading practices in the recruitment and retention of outstanding staff promoting The University of Alabama as an employer of choice.

Connected Document
2013-2014 Assessment Measures

Related Measures

M 6: Focus Group - Develop Recruiting Solutions
Focus Group of HR Staff will be formed to develop proactive recruiting solutions for staff positions. Efforts will be tracked via minutes of meetings.

Target:
Demonstrate improvements to HR systems and procedures that position The University of Alabama as an employer of choice.

Source of Evidence: Administrative measure - other

M 7: Track Retention of First-Year Staff
Track and benchmark retention of first-year staff to determine if retention approaches are effective.

Target:
Identify and develop programs and services that contribute to the retention of faculty and staff. Track retention of 1st year staff employees.

Details of Action Plans for This Cycle (by Established cycle, then alpha)

Expand online offerings
Currently, technical skills training is available online to all staff employees funded by UA. Online training for soft skills and other areas are available through SkillPort but must be funded by the individual department by purchasing licenses. Under this scenario, future online course participation is dependent on continued financial commitments from individual departments. It is the goal of Human Resources Learning & Development to identify additional online training opportunities that may be offered at no expense.

9/25/2013 - A new eLearning Coordinator position was added in 2013 to increase the number of online training courses that can be created in-house.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Track Training Utilization | Outcome/Objective: Professional Development Opportunities

Projected Completion Date: 05/2014
Responsible Person/Group: Mary Nye - Human Resources Development

Increase number of student employment opportunities
Due to the limitation of departmental budgets, on-campus student employment opportunities are limited. As student enrollment continues to increase, we need to identify other means for student employment. Over the next assessment period, there will be increased marketing efforts to off-campus employers encouraging them to post their student employment opportunities on the jobs.ua.edu website. We will continue to develop the Help@Home program by offering other specialty job opportunities.

Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: Medium

Relationships (Measure | Outcome/Objective):
Measure: Track Posted Job Opportunities | Outcome/Objective: Student Employment Opportunities

Responsible Person/Group: Vaishali Patel/Amy Heatherly
Mission / Purpose

The mission of the Department of Human Resources at The University of Alabama is to support the faculty and staff in their pursuit of excellence in teaching, research and service.

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcm 1: Professional development opportunities

UA staff will increase their participation in HR sponsored professional development opportunities in 2012-2013.

Related Measures

M 1: Number of staff completing online course offerings

Number of staff completing non-mandatory online course offerings will increase by 20% from 2011-2012 to 2012-2013.

Source of Evidence: Administrative measure - other

Target:

During AY 2011-2012, 1132 courses were completed. A 20% increase would set the target at 1358 completed courses.

Finding (2012-2013) - Target: Not Met

Summary of Results:

A pre-determined target goal reflecting a 20% increase from AY 2011-2012 to AY 2012-2013 was established. During AY 2011-2012, 1132 courses were completed. During AY 2012-2013, 955 courses were completed representing a 15.64% decrease in course completions,

Interpretations and Conclusions:

Marketing of course offerings decreased over the previous period which is believed to have contributed to the decline in utilization of the online system. An additional staff member has been added with a background in technology and eLearning. The new eLearning Coordinator is now responsible for marketing this system. A conference call has been held with SkillSoft (vendor) about marketing and communication ideas. The Coordinator, working with the Communication Specialist, will be developing a marketing plan to assist with continuing communications for the system. A 2 day onsite visit has been scheduled with Skillsoft representatives for October, 2013 in which sessions will be conducted for existing license holders in order to promote use.

Related Action Plans (by Established cycle, then alpha):

Expand online offerings

Established in Cycle: 2011-2012

Currently, technical skills training is available online to all staff employees funded by UA. Online training for soft skills...

For full information, see the Details of Action Plans section of this report.

M 2: Number of staff participating in management training

Number of staff participating in management training courses will increase by 10% from 2011-2012 to 2012-2013 as reported through Semtek class enrollment report.

Source of Evidence: Administrative measure - other

Target:

During AY 2011-2012, 611 staff members attended management training courses. A 10% increase would result in 672 staff members participating in training.

Finding (2012-2013) - Target: Met

Summary of Results:

A pre-determined target goal reflecting a 10% increase from AY 2011-2012 to AY 2012-2013 was established. During AY 2011-2012, 611 staff members attended management training courses. During AY 2012-2013, 693 staff attended training representing a 13.42% increase in participation.

Interpretations and Conclusions:
Increases in staff participation may have resulted from increased training offerings via webinar and other online opportunities. Instructor-led course training participants remained level from the previous year but numbers participating in the online courses increased.

Assessment results continue to indicate that there is a need for management training and that communications and direct marketing are doing a successful job of reaching the appropriate audience. Also, continued improvement in tracking and identifying appropriate participants for direct marketing has allowed for targeted invitations.

**OthOtcn 2: 403(b) retirement plan matching contributions**

Increase participation in the 403(b) voluntary retirement plan for match eligible employees.

**Related Measures**

**M 3: 403(b) eligible non-participating**

Number of eligible participants not contributing will decrease by 2%.

Source of Evidence: Administrative measure - other

**Target:**

During AY 2012, there were 2,852 match eligible employees participating in the 403b plan of which 923 or 32% were not contributing any amount. A 2% decrease in non-participants would result in 18 additional employees participating in a 403(b) plan.

**Finding (2012-2013) - Target: Met**

**Summary of Results:**

A pre-determined target goal reflecting a 2% decrease in non-participants was established. During AY 2011-2012, there were 2,852 match eligible employees participating in the 403(b) plan of which 923 or 32% were not contributing any amount. During AY 2012-2013, there was a change in eligible employees participating due to retirements and new hires. Based on July 2013 data, there were 2,890 match eligible employees participating in the 403(b) plan, of which 988 or 34% were not contributing any amount.

**Interpretations and Conclusions:**

Based on the July 2013 data, an individual email campaign was conducted to encourage non-participants to enroll in the 403(b) plan. This one week campaign resulted in 52 new participants in the plan. The communication included a reminder of the matching dollars UA would contribute based on the employee’s contribution percentage, and encouraged the individual to enroll.

We are retiring the associated Outcome for 2013-2014. Participation in 403(b) is very difficult to measure due to the large number of employees that leave and join the UA. We will replace the Outcome with one that we feel we can more accurately measure and one that complements the strategy direction of the department.

**M 4: 403(b) increase amount**

Number of participants contributing less than 5% will decrease by 3%. These participants are not receiving the full UA matching contribution.

Source of Evidence: Administrative measure - other

**Target:**

During AY 2012 there were 158 match-eligible participants contributing less than 5% to a 403(b) retirement plan. A 3% decrease would result in 5 additional participants contributing 5% or more or a total of 1776 participants contributing 5% or more to a 403(b) retirement plan and receiving the full UA matching contribution.

**Finding (2012-2013) - Target: Met**

**Summary of Results:**

A pre-determined target goal reflecting a 3% decrease in the number of participants contributing less than 5% was established. During AY 2011-2012, there were 158 match-eligible participants contributing less than 5% to a 403(b) retirement plan. During AY 2012-2013, there was a change in eligible employees participating due to retirements and new hires. Based on July 2013 data, there were 164 match-eligible participants contributing less than 5% to a 403(b) retirement plan. There were 1,738 participants contributing 5% or more to a 403(b) retirement plan and receiving the full UA matching contribution.

**Interpretations and Conclusions:**

Based on the July 2013 data, an individual email campaign was conducted to encourage participants contributing less than 5% to increase their contributions to a minimum of 5% in the 403(b) plan. This one week campaign resulted in 10 participants increasing their contributions to 5%. The communication included a reminder that UA will match up to 5% and encouraged the employees to not leave this money on the table.

We are retiring the associated Outcome for 2013-2014. Participation in 403(b) is very difficult to measure due to the large number of employees that leave and join the UA. We will replace the Outcome with one that we feel we can more accurately measure and one that complements the strategy direction of the department.

**OthOtcn 3: Retirement planning and educational sessions**

Increase employee participation in retirement planning and educational sessions.

**Related Measures**

**M 5: Employees participating in retirement education and planning sessions**

Number of employees participating in retirement education and planning sessions will increase by 5%.

Source of Evidence: Administrative measure - other

**Target:**

In AY 2012, there were 611 participants who attended a retirement education and planning session. For AY
2013, additional retirement education and planning programs will be offered to employees. A 5% increase would result in 642 participants utilizing the retirement education and planning programs.

**Finding (2012-2013) - Target: Met**

**Summary of Results:**

A pre-determined target goal reflecting a 5% increase in participants attending a retirement education and planning session was established. During AY 2011-2012, there were 611 participants who attended a retirement education and planning session. For AY 2012-2013, there were 1,086 participants who attended a retirement education and/or planning session resulting in a 57% increase in participants.

**Interpretations and Conclusions:**

Increases in staff participation in retirement education and planning sessions may have resulted from several factors. Last year two financial education classes were added - Getting Started with Retirement Savings at UA and Basics of Investing. Both classes were offered in the Fall and Spring and were well attended. A concerted effort was made each month to remind employees that the retirement vendors were on campus each week and were available to meet one-on-one with employees. A monthly email communication was sent as a reminder. VALIC reported a significant increase in one-on-one sessions with employees. This is VALIC’s third year as a matching vendor. They have increased their presence on campus and have established more name recognition with employees.

We are retiring the associated Outcome for 2013-2014. We will replace the Outcome with one that we feel we can more accurately measure and one that complements the strategy direction of the department.

**M 6: Survey response “know more”**

75% of participants will indicate agreement with the statement “I know more than I did before the seminar.” on the Retirewise Survey.

**Source of Evidence:** Administrative measure - other

**Target:**

No established target.

**Finding (2012-2013) - Target: Met**

**Summary of Results:**

There were 19 participants in the Retirewise retirement planning course in AY 2012-2013. Of the 19 attendees, 19 indicated agreement with the statement “I know more that I did before the seminar.” This represents 100% agreement.

**Interpretations and Conclusions:**

The sessions are meeting the objective of educating employees on retirement planning.

We are retiring the associated Outcome for 2013-2014. Participation in 403(b) is very difficult to measure due to the large number of employees that leave and join the UA. We will replace the Outcome with one that we feel we can more accurately measure and one that complements the strategy direction of the department.

**M 7: Survey response “better understanding”**

75% of participants will indicate agreement with the statement “I have a better understanding of my benefits package and how they fit into the retirement planning process.” on the Retirewise Survey.

**Source of Evidence:** Administrative measure - other

**Target:**

No established target.

**Finding (2012-2013) - Target: Met**

**Summary of Results:**

There were 19 participants in the Retirewise retirement planning course in AY 2012-2013. Of the 19 attendees, 19 indicated agreement with the statement “I have a better understanding of my benefits package and how they fit into the retirement planning process.” This represents 100% agreement.

**Interpretations and Conclusions:**

The sessions are meeting the objective of educating employees on retirement planning and other benefits.

We are retiring the associated Outcome for 2013-2014. We will replace the Outcome with one that we feel we can more accurately measure and one that complements the strategy direction of the department.

**OthOtcn 4: Student employment opportunities**

Increase student and hiring manager usage of UA's jobs.ua.edu student assistant employment site.
**Related Measures**

**M 8: Number of unique student job opportunities posted**
Number of unique job opportunities posted through jobs.ua.edu will increase by 15% for AY 2013.

Source of Evidence: Administrative measure - other

**Target:**
During AY 2011-2012, there were 175 unique job postings resulting in 1308 student job opportunities. A 15% increase would result in 201 unique job postings.

**Finding (2012-2013) - Target: Met**

**Summary of Results:**
A pre-determined target goal reflecting a 15% increase in unique student job opportunities posted was established. During AY 2011-2012, 175 unique student job postings for 1308 student job opportunities were posted. During AY 2012-2013, 228 unique job postings for 1888 student job opportunities were posted reflecting a 30% increase in job postings and a 44% increase in actual student job opportunities.

**Interpretation and Conclusions:**
Student employment is an integral part of the educational and professional development of UA students. Additionally, student employees play an essential role in the daily workings of all UA departments. Growth in postings and job opportunities may have been attributed to increased participation in activities on campus that attract large numbers of students. There was concerted effort over the past year to contact hiring departments who hire students outside of the online system and educate them on the advantages of using the system for future employment opportunities. There has also been an increase in the number of off-campus employers who are now using the system to advertise their job openings. A new program has been introduced that helps to connect students looking for employment in specified specialties to faculty and staff needing assistance. Help@Home covers students who are available to work as baby sitters, lawn care, pet sitting and as tutors. Faculty and staff needing assistance in one of these areas can review the pool of students who are interested in the specific type of work. There are plans to add other speciality occupations.

As student enrollment continues to increase, student job opportunities are increasing as well. Efforts continue to identify groups, events and individuals to collaborate with to market the student employment site. Efforts have been increased to market the use of the system to off-campus employers.

**Related Action Plans (by Established cycle, then alpha):**

**Increase number of student employment opportunities**
Established in Cycle: 2012-2013
Due to the limitation of departmental budgets, on-campus student employment opportunities are limited. As student enrollment co...

For full information, see the Details of Action Plans section of this report.

**M 9: Number of unique hiring departments posting student jobs**
Number of unique hiring departments utilizing jobs.ua.edu will increase by 15% for AY 2013.

Source of Evidence: Administrative measure - other

**Target:**
During AY 2011-2012, 74 hiring departments utilized jobs.ua.edu to post student employment opportunities. A 15% increase would result in 85 hiring departments.

**Finding (2012-2013) - Target: Partially Met**

**Summary of Results:**
A pre-determined target goal reflecting a 15% increase in the number of unique hiring departments utilizing jobs.ua.edu to post student employment opportunities was established. During AY 2011-2012, 74 hiring departments utilized jobs.ua.edu to post student employment opportunities. During AY 2012-2013, 82 hiring departments utilized jobs.ua.edu to post student employment opportunities resulting in a 11% increase.

**Interpretation and Conclusions:**
While we did not make our goal for the number of unique hiring departments posting student jobs, we realize that we may have been a bit aggressive in setting the goal. The 2010-2011 goal was 10% of which extensive marketing achieved a growth of 54%. We feel the marketing efforts in the previous year caused a peak in on-campus student job postings. Departments have limited budgets causing the availability of on-campus job opportunities to level.

With greater marketing efforts focused on off-campus employers, we did increase the number of unique off-campus employers from 23 to 43 during AY 2012-2013 resulting in a 87% increase.

**Details of Action Plans for This Cycle (by Established cycle, then alpha)**

**Expand online offerings**
Currently, technical skills training is available online to all staff employees funded by UA. Online training for soft skills and other areas are available through SkillPort but must be funded by the individual department by purchasing licenses. Under this scenario, future online course participation is dependent on continued financial commitments from individual departments. It is the goal of Human Resources Development to identify additional online training opportunities that may be offered at no expense.

**Established in Cycle: 2011-2012**
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<td>Responsible Person/Group:</td>
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**Increase number of student employment opportunities**

Due to the limitation of departmental budgets, on-campus student employment opportunities are limited. As student enrollment continues to increase, we need to identify other means for student employment. Over the next assessment period, there will be increased marketing efforts to off-campus employers encouraging them to post their student employment opportunities on the jobs.ua.edu website. We will continue to develop the Help@Home program by offering other specialty job opportunities.

**Established in Cycle**: 2012-2013

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Mission / Purpose

The Mission of the Department of Human Resources is to provide quality leadership, services and programs that add value to the employees and customers of The University of Alabama and support the institutional goals of teaching, research and service.

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcm 1: Professional development opportunities

UA staff will increase their participation in HR sponsored professional development opportunities in 2011-2012.

Related Measures

M 1: Number of staff completing online course offerings

Number of staff completing online course offerings will increase by 20% from 2010-2011 to 2011-2012 as reported through the SkillSoft utilization report.

Source of Evidence: Administrative measure - other

Target:

During AY 2010-2011, 754 courses were completed. A 20% increase would set the target at 905 completed courses.

Finding (2011-2012) - Target: Met

A pre-determined target goal reflecting a 20% increase from AY 2010-2011 to AY 2011-2012 was established. During AY 2010-2011, 754 courses were completed. During AY 2011-2012, 1132 courses were completed representing a 50% increase in course completions.

Increases in course completion rates may be the result of targeted marketing for the IT Pro licenses as well as requiring SkillPort beginning Microsoft courses as prerequisite for instructor-led intermediate/advanced level courses.

Assessment results appear to indicate that staff interests in online training opportunities continue to increase. We have concentrated on course offerings through SkillPort to date, however, we anticipate that additional online opportunities will be added which should continue to increase participation.

Related Action Plans (by Established cycle, then alpha):

Expand online offerings

Established in Cycle: 2011-2012

Currently, technical skills training is available online to all staff employees funded by UA. Online training for soft skills...

For full information, see the Details of Action Plans section of this report.

M 2: Number of staff participating in management training

Number of staff participation in management training courses will increase by 10% from 2010-2011 to 2011-2012 as reported through Semtek class enrollment report.

Source of Evidence: Administrative measure - other

Target:

During AY 2010-2011, 446 staff members attended management training courses. A 10% increase would result in 491 staff members participating in training.

Finding (2011-2012) - Target: Met

A pre-determined target goal reflecting a 10% increase from AY 2010-2011 to AY 2011-2012 was established. During AY 2010-2011, 446 staff members attended management training courses. During AY 2011-2012, 611 staff attended training representing a 37% increase in participation.

Increases in staff participation may have resulted from increased marketing efforts with an emphasis on targeted email communications to new supervisors and managers. There was also an increase in the number of leadership development webinars offered.

Assessment results appear to indicate that there is a need for management training and that communications and direct marketing are doing a successful job of reaching the appropriate audience.

OthOtcm 2: Flexible spending accounts

Increase employee participation in UA flexible spending accounts.

Related Measures

M 3: FSA unique contributors AY2012 vs. AY2011

The increase in number of unique contributors AY2012 vs. AY2011 (goal- 5% increase).

Source of Evidence: Administrative measure - other
For AY 2011, 1208 employees enrolled in the HCFSA during open enrollment. A 5% increase would result in a target of 1269.

Finding (2011-2012) - Target: Met
A pre-determined target goal reflecting a 5% increase in unique contributors from AY2011 to AY2012 was established. For AY2011, 1208 employees enrolled in the Healthcare Flexible Spending Account during open enrollment. For AY2012, 1424 employees enrolled in the HCFSA during open enrollment representing a 17.9% increase in flexible spending account enrollees.

Growing participation continues to be a result of increased marketing of a change to a more simplified reimbursement system using debit cards eliminating “out of pocket” payments at the time of service.

Assessment results show that marketing and improvements in the HCFSA continue to draw new participants. However, current financial uncertainty and changes in legislation may hinder accurately predicting employee behavior as it relates to financial decisions including contributions to HCFSAs.

M 4: FSA individual contributor dollar totals AY2012 vs. AY2011
The increase in individual contributor dollar totals AY2012 vs. AY2011 (goal - 5% increase).

Source of Evidence: Administrative measure - other

Target:
For AY 2011, employees contributed $2,022,797 to the HCFSA plan during open enrollment. A 5% increase would result in employee contributions of $2,123,937.

Finding (2011-2012) - Target: Met
A pre-determined target goal reflecting a 5% increase in contributions to flexible spending accounts was established. For AY2011 employees pledged $2,022,797 to the Healthcare Flexible Spending Account plan during open enrollment. For AY2012, employees pledged $2,371,332 to the HCFSA plan during open enrollment representing a 17.23% increase in employee pledges.

Increases in contributions may be a result of upcoming changes in legislation that will cap contributions at $2,500 beginning in 2013. AY2012 was the last year to take advantage of significant tax savings allowing contributions up to $8,000. Increased communications on the upcoming changes may have also contributed to the increase in pledges.

Increasing contribution dollars will become increasingly more difficult in AY2013 and beyond due to the changing legislation.

Related Action Plans (by Established cycle, then alpha):
Marketing strategy
Established in Cycle: 2011-2012
The maximum allowable contribution to the HCFSA in 2012 is $8,000. Beginning in 2013, the contribution will be capped at $2,500...

For full information, see the Details of Action Plans section of this report.

OthOtcm 3: Retirement planning educational sessions
Increase employee participation in retirement planning educational sessions.

Related Measures

M 5: Employees participating in TIAA and VALIC sessions
Number of employees participating in TIAA and VALIC one-on-one retirement sessions will increase by 25% as reported by TIAA and VALIC consultant reports.

Source of Evidence: Administrative measure - other

Target:
For AY 2011, there were 620 one-on-one sessions held. A 25% increase would result in 775 one-on-one sessions being conducted.

Finding (2011-2012) - Target: Not Met
For AY2011, there were 620 one-on-one retirement sessions. For AY2012, there have been 611 one-on-one retirement sessions representing a 1.47% decrease in number of sessions.

NOTE: Due to the July 15th plan submission date, data had to be submitted from the vendors by July 10. Therefore, sessions scheduled after July 10 are not captured in the AY2012 numbers.

We believe that there are several contributors to the decrease in individuals participating in one-on-one sessions. First, both TIAA-CREF and VALIC experienced turnover in retirement counselors which affected their availability. Second, UA offered multiple retirement savings education programs including Retirewise, Asset Allocation and Rebalancing, and Creating an Income Stream in Retirement. This increase in educational programs communicated similar information that individuals would receive in a one-on-one session, thus decreasing the need for the individualized counseling. Lastly, over 1/3 of the 403(b) participants participated in one-on-one retirement counseling sessions in AY2012. There were approximately the same number participating in sessions the previous year. Based on this trend, we believe that current participation in one-on-one counseling sessions indicates the threshold and likely will not increase but remain steady in the future.

M 6: Survey response “know more”
75% of participants will indicate agreement with the statement “I know more than I did before the seminar.” on the Retirewise Survey.

Source of Evidence: Administrative measure - other
Target:
No established target.

Finding (2011-2012) - Target: Met
There were 38 participants in the Retirewise retirement planning course in AY2012. Of the 38 attendees, 38 indicated agreement with the statement "I know more than I did before the seminar." This represents 100% agreement.

Assessment results indicate that employees are in need of more educational information on retirement topics and the sessions were successful in providing useful information.

M 7: Survey response "better understanding"
75% of participants will indicate agreement with the statement "I have a better understanding of my benefits package and how they fit into the retirement planning process." on the Retirewise Survey.

Source of Evidence: Administrative measure - other

Target:
No established target.

Finding (2011-2012) - Target: Met
There were 38 participants in the Retirewise retirement planning course in AY2012. Of the 38 attendees, 36 indicated agreement with the statement "I have a better understanding of my benefits package and how they fit into the retirement planning process." This represents 95% agreement.

Assessment results indicate that employees need additional information on their benefits and retirement and that these sessions were successful in providing information that contributed to more thorough knowledge.

OthOtcm 4: Student employment opportunities
Increase student and hiring manager usage of UA's jobs.ua.edu student assistant employment site.

Related Measures

M 8: Number of unique student job opportunities posted
Number of unique job opportunities posted through jobs.ua.edu will increase by 15% from 2010-2011 to 2011-2012 academic years.

Source of Evidence: Administrative measure - other

Target:
During AY 2010-2011, there were 123 unique job postings resulting in 921 student job opportunities. A 15% increase would result in 142 unique job postings.

Finding (2011-2012) - Target: Met
A pre-determined target goal reflecting a 15% increase in unique student job opportunities posted was established. During AY 2010-2011, 123 unique student job postings for 921 student job opportunities were posted. During AY 2011-2012, 175 unique job postings for 1308 student job opportunities were posted reflecting a 42% increase in job postings and a 42% increase in actual student job opportunities.

Student employment is an integral part of the educational and professional development of UA students. Additionally, student employees play an essential role in the daily workings of all UA departments. Growth in postings and job opportunities may have been attributed to increased participation in activities on campus that attract large numbers of students. There was concerted effort over the past year to contact hiring departments who hire students outside of the online system and educate them on the advantages of using the system for future employment opportunities. There has also been a slight increase in the number of off-campus employers who are now using the system to advertise their job openings. As student enrollment continues to increase, student job opportunities are increasing as well.

Efforts continue to identify groups, events and individuals to collaborate with to market the student employment site. Additional discussion is being given to the use of the system for off-campus job opportunities.

M 9: Number of unique hiring departments posting student jobs
Number of unique hiring departments utilizing jobs.ua.edu will increase by 10% from 2010-2011 to 2011-2012 academic years.

Source of Evidence: Administrative measure - other

Target:
During AY 2010-2011, 48 hiring departments utilized jobs.ua.edu to post student employment opportunities. A 10% increase would result in 53 hiring departments.

Finding (2011-2012) - Target: Met
A pre-determined target goal reflecting a 10% increase in the number of unique hiring departments utilizing jobs.ua.edu to post student employment opportunities was established. During AY 2010-2011, 48 hiring departments utilized jobs.ua.edu to post student employment opportunities. During AY 2011-2012, 74 hiring departments utilized jobs.ua.edu to post student employment opportunities resulting in a 54% increase.

Growth in unique hiring departments may be attributed to the personal contact and marketing of the advantages of using the online system.

Assessment results indicate that hiring departments are becoming more aware of the online job posting system. A significant number of these are repeat users which indicates they had a successful experience with previous postings.
### Expand online offerings

Currently, technical skills training is available online to all staff employees funded by UA. Online training for soft skills and other areas are available through SkillPort but must be funded by the individual department by purchasing licenses. Under this scenario, future online course participation is dependent on continued financial commitments from individual departments. It is the goal of Human Resources Development to identify additional online training opportunities that may be offered at no expense.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High  

**Relationships (Measure | Outcome/Objective):**  
- **Measure:** Number of staff completing online course offerings  
- **Outcome/Objective:** Professional development opportunities  

**Projected Completion Date:** 01/2013  
**Responsible Person/Group:** Mary Nye - Human Resources Development

### Marketing strategy

The maximum allowable contribution to the HCFSA in 2012 is $8,000. Beginning in 2013, the contribution will be capped at $2,500. This decrease will directly impact future contribution amounts, ultimately impacting future goals based on dollar contributions. As a result, much of the growth to contribution amounts in the future will require targeting marketing efforts towards individuals who fail to utilize or underutilize this benefit.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High  

**Relationships (Measure | Outcome/Objective):**  
- **Measure:** FSA individual contributor dollar totals AY2012 vs. AY2011  
- **Outcome/Objective:** Flexible spending accounts  

**Responsible Person/Group:** David Bertanzetti
## Timetable: What/When Assessment Measures will be Administered for Each Expected Outcome

<table>
<thead>
<tr>
<th>Month</th>
<th>Outcome #1 (UA staff will increase their participation in HR sponsored professional development opportunities in 2012-2013.)</th>
<th>Outcome #4 (Increase student and hiring manager usage of UA’s jobs.ua.edu student assistant employment site.)</th>
<th>Outcome #5 (Develop leading practices in the recruitment and retention of outstanding staff promoting The University of Alabama as an employer of choice.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>August</td>
<td>People Admin report with number of unique job postings and position applicant totals for 2012.</td>
<td>Identify and survey 1st year new employee turnover via Banner.</td>
<td></td>
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<tr>
<td>September</td>
<td></td>
<td>Identify and survey 1st year new employee turnover via Banner.</td>
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<tr>
<td>October</td>
<td>SEMtek class enrollment report, SkillSoft and ManageElite online course utilization reports.</td>
<td>Identify and survey 1st year new employee turnover via Banner.</td>
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<tr>
<td>November</td>
<td></td>
<td>Identify and survey 1st year new employee turnover via Banner.</td>
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<tr>
<td>December</td>
<td></td>
<td>Identify and survey 1st year new employee turnover via Banner.</td>
<td></td>
</tr>
<tr>
<td>Month</td>
<td>Activity Description</td>
<td>Notes</td>
<td></td>
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<tr>
<td>January</td>
<td>SEMtek class enrollment report, SkillSoft and ManageElite online course utilization reports.</td>
<td>Assess current systems and identify areas for improvement. Identify and survey 1st year new employee turnover via Banner.</td>
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<tr>
<td>February</td>
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<td>Identify and survey 1st year new employee turnover via Banner.</td>
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<tr>
<td>March</td>
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<tr>
<td>April</td>
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