

# **The University of Texas System Employee Advisory Council**

## **Compensation Committee**

### **Best Practice Document**

**2002 - 2003**

**(Revised September 2003)**

**By Employee Advisory Council Subcommittee  
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**Introduction and Overview**

The Employee Advisory Council (EAC) was created in 2001 to provide a forum for communicating ideas and information between employees, the Board of Regents, and the Executive Officers of U. T. System. Delegates meet quarterly to discuss employee concerns and to be briefed on new System initiatives. The EAC consists of four committees: Communication, Benefits, Policy and Compensation. From the Compensation Committee three sub-committees were created - Recruitment, Retention and Merit Administration - to conduct more in-depth research of components' recruitment, retention and merit practices.

Although the initial focus of the Compensation Committee was to look at staff compensation levels, total compensation, merit policies, job family titles, market reviews, legislative mandated increases and other compensation concerns, the committee quickly realized that the numerous differences among the components due to such factors as economic constraints, local economies, funding, and demographics limited this focus. The Committee also recognized that it had no control over legislative salary mandates and the subsequent economic effect on each component. The committee, therefore, determined that it would be more effective to focus on a System-wide best-practices program than to review salary administration policies, which should be left up to the individual components.

The best practice program would be a repository of model programs from all components. The initial topics would be obtained from an annual survey of all components. Then additional information would be requested detailing the programs and their outcomes from the appropriate component. These best practices would be compiled into a best practices document distributed annually for component use. The goal of this program would be to assist component institutions in gathering information so as not to "reinvent the wheel."

It would be the responsibility of the EAC Compensation Committee to update the information on an annual basis through an annual survey with follow-up questions directed to the compensation managers at each of the components.

We strongly believe that this sharing of good ideas can contribute to improving the quality of life for employees at all components and it can potentially identify areas that can be improved.

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**Recruitment**

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**Sub-Committee:** Recruitment

**Title of Program:** Employment Advertising on Richardson Cable News

**Contact Person (Phone & Email):** Vivian Rutledge, (972) 883-2128

**Component:** The University of Texas at Dallas

**Program Overview/Purpose:** Exposure to public about job availability

**Estimated Cost (Include Staff Hours):** None. Free service

**Measure of Success:** Unknown at this time. Tracking will take place in the near future.

**Adaptability of Program to Other Components:** High

**If a one time program would you repeat it?** N/A

**Additional Information:** The cable station scrolls the component name, address and the fact that UTD has job listings on their station several times a day. This is a community service provided to UTD.

**Completed By:** Vivian Rutledge

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**Compensation Sub-Committee**  
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**Recruitment**

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**Sub-Committee:** Recruitment

**Title of Program:** Customer Service – No Voice Mail

**Contact Person (Phone & Email):** Sally Stuart, (903) 877-7022, [Sally.stuart@uthct.edu](mailto:Sally.stuart@uthct.edu)

**Component:** The University of Texas Health Center at Tyler

**Program Overview/Purpose:** This program is designed to reduce applicant frustration that may be experienced during the hiring process and present the institution as a personal and caring place to work. When an applicant contacts the Employment Office during office hours, they always speak with a human being, not a machine.

**Estimated Cost:** This method of customer service does require a considerable amount of staff time to handle the phone calls. Sally estimates 20 hours per week of additional staff time.

**Measures of Success:** While there is no way to statistically measure the success of this program, applicants routinely indicate their appreciation for the caring attitude of the employment staff.

**Adaptability of Program to Other Components:** Adaptable to all components.

**If a one time program would you repeat it?**

**Additional Information:**

**Completed By:** Kevin Hawbaker

**The University of Texas System Employee Advisory Council**  
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**Recruitment**

**Sub-Committee:** Recruitment

**Title of Program:** 90 Day Satisfaction Survey

**Contact Person (Phone & Email):** Sally Stuart, (903) 877-7022, [sally.stuart@uthct.edu](mailto:sally.stuart@uthct.edu)

**Component:** The University of Texas Health Center at Tyler

**Program Overview/Purpose:** Ninety days after an applicant is hired, they are provided an opportunity to rate the application and orientation process of the Health Center via a written satisfaction survey. This feedback allows Human Resources to gather information to further improve the application/orientation process. The person completing the survey rates various areas on the application/orientation process on a scale of 1 to 5.

**Estimated Cost (Include Staff Hours):** This program requires about 5 to 10 hours per month for someone to get the surveys distributed, collected and recorded.

**Measures of Success:** Human Resources reviews the surveys on a regular basis and has found them to provide valuable information at an inexpensive cost. They take the survey results seriously. Sally indicated that they always rate between 4 and 5 on a scale of 1 to 5.

**Adaptability of Program to Other Components:** Adaptable to all components.

**If a one time program would you repeat it?**

**Additional Information:**

**Completed By:** Kevin Hawbaker

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**Sub-Committee:** Recruitment

**Title of Program:** Extended Office Hours – 7 a.m. to 5 p.m.

**Contact Person (Phone & Email):** Sally Stuart, (903) 877-7022, [sally.stuart@uthct.edu](mailto:sally.stuart@uthct.edu)

**Component:** The University of Texas Health Center at Tyler

**Program Overview/Purpose:** Provide greater opportunity for applicants to access the employment office. Internal applicants that work on the deep night shift are able to access employment personnel when they end their shifts at 7:00 a.m. If an external applicant currently works from 8 to 5, they are able to come by our employment office and conduct business before going to the current job. It all relates back to customer service.

**Measure of Success:** The extra hour in the morning is used by many applicants. They also receive many phone calls during this hour from applicants.

**Adaptability of Program to Other Components:** Adaptable to all components

**If a one time program would you repeat it?**

**Additional Information:**

**Completed By:** Kevin Hawbaker

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**Sub-Committee:** Recruitment

**Title of Program:** Activities for Children of Applicants

**Contact Person (Phone & Email):** Sally Stuart, (903) 877-7022, [sally.stuart@uthct.edu](mailto:sally.stuart@uthct.edu)

**Component:** The University of Texas Health Center at Tyler

**Program Overview/Purpose:** Many applicants bring small children with them when submitting applications for employment. The employment office provides activities for these children (coloring books, toys, candy, etc.) while their parents are conducting their business. This not only keeps the children occupied which allows the applicant process to be expedited, but it also conveys the idea that UT Health Center is a personal and caring institution that would be a good place to work.

**Estimated Cost (Include Staff Hours):** The only cost is for the toys, coloring books, etc. You can often find people who will donate these items.

**Measures of Success:**

**Adaptability of Program to Other Components:** Adaptable to all components

**If a one time program would you repeat it?**

**Additional Information:**

**Completed By:** Kevin Hawbaker

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**Sub-Committee:** Recruitment

**Title of Program:** Employee Referral Bonus Program

**Contact Person (Phone & Email):** Cindy Stanton  
(409) 772-0589  
[cwstanto@utmb.edu](mailto:cwstanto@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** The Employee Referral Bonus Program (ERBP) was developed to award the recruitment efforts of all UTMB employees. Any employee who successfully refers an applicant for a vacant clinical enterprise position can receive \$1,500 over two years for a designated hard-to-fill position, or \$250 after six months for all other positions (one time payout).

**Estimated Cost (Include Staff Hours):** Cost of bonuses paid out plus staff hours involved in administering the plan (approximately ten hours per month).

**Measures of Success:** Measured by number of positions filled through program and retention of these employees. As of May 1, 2003, 378 employees have been hired through this program since its inception on September 1, 2001 (about 32% of all new hires). The number of hires per month in fiscal year 2003 increased by 11% over fiscal year 2002. Approximately 46% of all employees hired through the employee referral bonus program are for hard-to-fill positions. Turnover on those hired through this program since its inception averages 12%, however turnover for fiscal year 2003 for this group was only 3.4% (overall turnover is running at 17%).

**Adaptability of Program to Other Components:** Very adaptable.

**If a one-time program would you repeat it?** N/A

**Additional Information:** List of hard-to-fill positions is reviewed by the Institutional Compensation committee every six months and modified if needed. Guidelines for this program, and the list of hard-to-fill jobs is posted in the Recruitment website at:  
<http://hr.utmb.edu/hrweb/erbp.htm>

**Completed By:** Cindy Stanton, Human Resources Leader

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**Sub-Committee:** Recruitment

**Title of Program:** Employee Referral Incentive Program

**Contact Person (Phone & Email):** Deborah Manning, Director of Employee Acquisition, [dmanning@mdanderson.org](mailto:dmanning@mdanderson.org)

**Component:** M.D. Anderson Cancer Center

**Program Overview/Purpose:** Encourage employees to refer candidates for employment at M.D. Anderson Cancer Center. Employees receive a cash referral incentive if they refer a candidate who is hired and remains employed at least 12 months. The employee receives the cash incentive upon the referral's successful completion of 12 months of employment. The referral amount varies depending on the job title. For example, secretarial positions may have \$100.00 referral incentive and specialty job titles may have \$500, \$1000 or \$2000 referral incentive. Employees are informed of the program and the dollar amounts for each job title on the M.D. Anderson Intranet.

**Estimated Cost (Include Staff Hours):** Extremely successful – the majority of referrals for nursing positions are through the Referral Incentive Program.

**Adaptability of Program to Other Components:** Very adaptable

**If a one time program would you repeat it?**

**Additional Information:**

**Completed By:** Shirley Zwinggi

**The University of Texas System Employee Advisory Council**  
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**Sub-Committee:** Recruitment

**Title of Program:** In-House Executive Search Firm

**Contact Person (Phone & Email):** Cindy Stanton  
(409) 772-0589  
[cwstanto@utmb.edu](mailto:cwstanto@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** Improve the quality of candidates for executive vacancies (A&P positions) at a reduced cost. Instead of using outside firms to recruit for their executive vacancies, they have two people on staff that performs these duties. These employees are on call 24 hours per day and they routinely work on weekends. They are responsible for a wide range of activities such as networking to find suitable candidates, preparing candidates for their interviews with UTMB committees, arranging hotel accommodations, helping them locate housing, schools, etc.

**Estimated Cost (Include Staff Hours):** There is no cost; on the contrary there are tremendous savings over the use of outside search firms. See the measures of success section for indication of savings.

**Measures of Success:** There are two different ways that this program is measured for success: 1) Cost of Search – UTMB has determined that the average cost for recruiting and filling executive vacancies (including salary and all expenses for the in-house recruiter) is 11% of the new hire's salary. Contrast this with an average of 20% or more when using an outside search firm. 2) Surveys of the hiring department – the department for which the vacancy was filled completes a survey rating various categories of the hiring process on a scale of one to five with five being the best rating.

**Adaptability of Program to Other Components:** This may not be adaptable to smaller components in this form, but variations of this program may be.

**If a one-time program would you repeat it?**

**Additional Information:**

**Completed By:** Cindy Stanton, Human Resources Leader

**The University of Texas System Employee Advisory Council**  
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**Recruitment**

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**Sub-Committee:** Recruitment

**Title of Program:** Work-School Program

**Contact Person (Phone & Email):** Katie Winslade  
(409) 772-8265  
[kmwinsla@utmb.edu](mailto:kmwinsla@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** The purpose of the Work School Program is to provide an adequate workforce of health care professionals when there is a severe national shortage of competent and caring nurses and allied health professionals. The Work School Program provides UTMB employees with the education and training necessary to become the future nurses and health care professionals needed to meet the predicted workforce shortages over the next 20 years.

Tuition, books, and fees are paid directly to colleges for employees enrolled in academic prerequisites and associate degree programs in nursing and allied health. Stipends and release time from work are provided so that employees can work part time, attend school, and still maintain full pay and benefits. Employees agree to remain at UTMB after graduation for one to three years, depending on the number of courses for which they were paid.

**Estimated Cost (Include Staff Hours):** Average cost of \$7,500 per student is required.

**Measures of Success:** Some of the positive results achieved by our Work School Program are reduced turnover, reduced hiring costs, and reduced training expenses. Six hundred thirty five UTMB employees have graduated from the nursing program and 62% of these have been new nurses who would not have been able to enter the nursing profession without the assistance of the program. Thirty percent of UTMB's nurses are minority, which is higher than the Texas norm of 20.5%. Fourteen percent of UTMB nurses are male as compared to the Texas norm of 7%. Ninety five point six percent of the graduates have completed payback obligations to UTMB.

**Adaptability of Program to Other Components:** Highly adaptable. UTMB has received national funding to duplicate this program throughout Texas.

**If a one-time program would you repeat it?** N/A

**Additional Information:**

**Completed By:** Katie Winslade, Director of Workforce Development

**The University of Texas System Employee Advisory Council**  
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**Sub-Committee:** Recruitment

**Title of Program:** Highlighted Candidates Flyer

**Contact Person (Phone & Email):** Regina Jones, Human Resources Manager, (214) 648-9861, [Regina.Jones@UTSouthwestern.edu](mailto:Regina.Jones@UTSouthwestern.edu)

**Component:** The University of Texas Southwestern Medical Center at Dallas

**Program Overview/Purpose:** The Highlighted Candidates Flyer is sent electronically to hiring managers on a weekly basis. The objective is to allow hiring managers and supervisors that are not always listed as contacts on job postings to be able to review candidates. It is an extremely effective tool for circulating a variety of professional and degreed candidates. The flyer gives an extensive overview of a small number of candidates who are being featured for the week. Managers can request a candidate's employment information and resume for review.

**Estimated Cost (Include Staff Hours):** No additional cost.

**Measures of Success:** Very positive – candidates featured are being requested and considered for vacant positions. The flyer has only been in circulation for less than 60 days and there have already been 3 job offers and acceptances.

**Adaptability of Program to Other Components:** Extremely adaptable

**If a one time program would you repeat it?**

**Additional Information:**

**Completed By:** Shirley Zwinggi

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**The University of Texas Southwestern Medical Center at Dallas**  
**Office of Human Resources**  
**Placement Services**

**Highlighted Candidates – Week of September 3, 2002**

**Jane McKelvey** received a Bachelor of Arts degree in Sociology from Baylor University. She also earned a Master of Science degree in Social Work from The University of Texas at Arlington. Currently she is employed in a private practice as a Therapist providing psychotherapy for clients who have been clinically diagnosed with depression, emotional trauma, and other related problems. She formerly worked in the department of Psychiatry at UT Southwestern. In addition to UT Southwestern, Ms. McKelvey has worked for Children's Medical Center as a Social Worker for children with endocrine disorders. Ms. McKelvey is available for employment December 3, 2001.

**Edward Barrett** received his Bachelor of Science degree in Business Administration from Bloomsburg University. From 1998 to 2001, he was employed by US Oncology in various positions. He was most recently in the position of State Business Administrator at US Oncology. In this role, he was responsible for implementing and monitoring compliance of reimbursement standards, training staff to increase reimbursements, developing policies and procedures, and presenting monthly financial reports to Boards and supervising clinical operations. He was previously the Director of Accounts Receivable. He created reports for tracking outstanding accounts, reviewed and implemented faster claims filing processes, and monitored departmental budgets. Prior to this, he was employed as the Reimbursement Manager. Mr. Barrett is available immediately.

**Margaret Fullwood** has a Bachelor of Arts degree in Radio & Television from the University of North Texas. Currently she is the owner of Fast Forward Productions and works as a Communications Specialist. She is responsible for producing television segments for clients, writing press releases, developing marketing materials, negotiating contracts, and coordinating fund raising projects. She is also employed by Collin County Community College as an associate faculty member responsible for developing curriculum, selecting textbooks, creating classroom and individual projects, administering testing tools, assisting students with assignments, and reporting grades. She was previously employed by Janet Kafka & Associates as a Public Relations Special Events Manager. Ms. Fullwood is bilingual in Spanish and English and is available for employment immediately.

**Jennifer Evans** graduated from Louisiana State University with a Bachelor of Arts degree in Mass Communications with a concentration in Public Relations. She is currently employed with Mitsubishi Caterpillar Forklift America, Inc., as a Marketing Communications Specialist responsible for managing the creation and sales of two trade magazines, overseeing the promotional merchandise program, coordinating media relations, supervising trade shows, drafting press releases, and developing sales and promotional literature. Prior to that, she worked for VOLLMER Public Relations as a Corporate Marketing Specialist and Assistant Account Executive. She has also worked for the Louisiana Workers' Compensation Corporation as an Associate Communications Specialist responsible for all employee communications, developing and implementing an internal communications plan, and authoring, editing and designing promotional material for internal clients, and assisting with the development of the corporate media plan. Ms. Evans is available for employment with a two-week notice.

**Kristyn Childers** graduated from Texas Tech University with a Master of Arts degree in Educational Psychology and a Bachelor of Arts degree in Spanish with a Minor in Business from the University of Texas at Austin. She is currently employed with Ericsson Inc. with responsibility for designing and delivering training, overseeing new employee orientation, and developing and implementing a new performance management system. Prior to Ericsson, she worked for The University of Texas at Dallas as a Co-op Program Coordinator responsible helping students with internships, recruiting employers to participate in the co-op program, and instructing students on resume writing, job searching and interviewing workshops. She also worked at Texas Tech University as an Instructor in the Learning Skills Center. Ms. Childers is available for employment with a two-week notice.

**Kimberly Hetzel** has Bachelor of Fine Arts degree from the University of Texas at Arlington. From 1997 to 2001 she was employed by the Dallas Symphony Association in various roles. Her most recent role at the Dallas Symphony Association was as the Prospect Research Manager responsible for researching and obtaining information on potential donors, developing and maintaining the donor registry, and generating donor reports. Another one of her roles was as a Communications Associate, where she was responsible for creating and distributing a quarterly donor newsletter, generating ideas for donor solicitation letters, negotiating contracts with outside vendors, and editing any publications for distribution. Ms. Hetzel is available for employment immediately.

**Kathleen Flynn** has an MBA from the University of Baltimore. Since 1996, she has been the Chief Financial Officer for the University of Maryland Biotech Institute of Human Virology. She is responsible for developing and monitoring a \$20 million budget, hiring, training and supervising a staff of 6, reviewing the reconciliation of all accounts, implementing new policies and procedures, creating a business plan, converting and testing data conversions to updated software, and tracking expenditures for grant programs. She was previously employed by the University of Maryland School of Medicine as a Financial Specialist in the Dean's Office with responsibilities of answering questions regarding departmental budgets, processing year-end closing of accounts, estimating and tracking expenditures for grant funded projects, and resolving payroll discrepancies. Prior to this, she was employed by Transmode Consultants as a Senior Financial Analyst. Ms. Flynn is available for employment with a four-week notice.

**Greg Davidson** has a Master of Healthcare Administration degree from the City University of New York and a Bachelor of Business Administration degree in Business Journalism from Baylor University. Currently he is employed by Montefiore Medical Center as the Administrator for the Division of Pediatrics. He is responsible for budget preparation for the physicians and residents, credentialing staff, tracking grant expenditures, reviewing staff schedules for adequate clinical coverage, evaluating insurance billing revenues for clinic visits, and processing inpatient billing for direct physician payments. He was previously employed by Montefiore Medical Center as a Planner responsible for designing space allocations for a children's hospital, performing market analysis to determine profitability, assisting in writing policies and procedures for the implementation of the facility, creating a strategic plan for the children's hospital project, and reviewing the needs for services in the hospital. Mr. Davidson is available for employment with a four-week notice.

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**Recruitment**

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**Sub-Committee:** Recruitment

**Title of Program:** Partnership Between UTMB Recruitment and the WorkSource Career Centers

**Contact Person (Phone & Email):** Cindy Stanton  
(409) 772-0589  
[cwstanto@utmb.edu](mailto:cwstanto@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** UTMB and the WorkSource Career Center in Galveston were able to partner to improve overall hiring at UTMB and in Galveston County. In the wake of a labor shortage, recruiters needed to turn their attention to creating networks and pipelines that would provide qualified workers, now and in the future. In the past, recruiters were able to access a well-defined talent pool, but with that talent pool disappearing, the time spent working with unqualified candidates was becoming time consuming and very costly. The WorkSource was able to provide the resources needed to assist in finding qualified candidates and furthermore, assist those job seekers unable to qualify for employment at UTMB, receive training and/or find other employment in the community; in essence, they provided “one stop” shopping. For more on the partnership, visit our website at: <http://www.utmb.edu/impact/pdfarchive/2001/01OCT8.pdf> (pg. 5).

The WorkSource staff moved into shared offices with UTMB employees, and are now the UTMB front-line representatives to job seekers. Job seekers are screened for UTMB jobs and qualified job seekers are referred to UTMB jobs, while non-qualified job seekers are referred to the WorkSource for other services. This front-line screening allows recruiters to focus on finding candidates for more difficult searches, and less time attending to non-qualified job seekers.

**Estimated Cost (Include Staff Hours):** None. UTMB has received the full-time services of six WorkSource staff members, dedicated to UTMB, at no cost.

**Measures of Success:** The team of the WorkSource employees, and UTMB employees have specific goals that measure number of hires, quality of hires, and vacancy age.

**Adaptability of Program to Other Components:** Very adaptable.

**If a one-time program would you repeat it?** N/A

**Additional Information:** It is important that the WorkSource employees, dedicated to the team, are able to represent the institution in the same manner that a UTMB employee would represent the institution. In order to accomplish this, team building exercises and

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customer service training, provided by UTMB, was necessary for all participants, both the WorkSource and UTMB. This allowed for open dialogue and understanding of the UTMB culture; the WorkSource employees are regular attendees at all recruitment staff meetings. Some WorkSource employees were moved to other assignments if it was felt that they did not represent UTMB adequately. Having the right individuals in the right roles is crucial to success!

**Completed By:** Cindy Stanton, Human Resources Leader

**NOTE:**

**The WorkSource: A Brief Description**

"The WorkSource, the brand name for the regional workforce system, offers human resources services to businesses and residents in the 13-county Gulf Coast region of Southeast Texas, which includes the City of Houston (the fourth largest city in the USA) and the 13 surrounding counties which comprise the workforce for the Gulf Coast of Texas. The WorkSource brings people and jobs together to help make both more competitive in the global economy.

The WorkSource's board of directors, the Gulf Coast Workforce Board, and its corporate staff provide focus and direction for the regional workforce system. Together they plan, develop policies, set performance expectations, contract for service delivery, and evaluate results for all publicly funded workforce services in the region. The WorkSource operates with a franchiser/franchisee model, and contractors providing services do so within specifications set by the franchiser, The WorkSource.

Consistent with its dual customer base, The WorkSource incorporates two major components, employer services and resident services. The employer services division, with a central location in Houston and staff located throughout the region, is the system's marketing arm. It works directly with individual businesses and employer associations to offer a variety of human resources services. The resident services division, comprising the system's production arm, is a network of 24 full-service offices, 9 satellites and numerous education, training, and support service suppliers.

The Houston-Galveston Area Council (H-GAC) is the system's fiscal agent and corporate staff."

Kathy J. Shingleton, Ed.D., SPHR  
Chief Human Resources Officer  
Department of Human Resources  
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Galveston, TX 77555-0139

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**The University of Texas System Employee Advisory Council**  
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**Recruitment**

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**Sub-Committee:** Recruitment

**Title of Program:** Acquiring New Skills

**Contact Person (Phone & Email):** Katie Winslade  
(409) 772-8265  
[kmwinsla@utmb.edu](mailto:kmwinsla@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** The purpose of the Acquiring New Skills Program is to assist unemployed and under-employed residents of Section 8 housing to become employed or advance their positions in healthcare. We provide funds to support education, skills development, and specific job training as well as support for childcare, transportation, tutoring and supplies to individuals in the program.

Six organizations in Galveston work together. These include UTMB, the Galveston Housing Authority, the WorkSource, Galveston College, Shriners Hospital, the City of Galveston, and Sodexho. After completing the program, participants will be hired or promoted to healthcare positions by Galveston employers

**Estimated Cost (Include Staff Hours):** An investment of \$2,500 - \$4,500 per participant is required.

**Measures of Success:** Individuals will be trained and placed in positions that are necessary to develop the future healthcare workforce in Galveston. Over time we will see a reduction in turnover, as participants of this program will be more loyal to the organizations that trained them. This program was funded initially by a grant from the University Hospital Consortium. Recently, the President's Council has provided funding.

**Adaptability of Program to Other Components:** Highly adaptable for other organizations that have a high level of poverty in close proximity to their facility.

**If a one-time program would you repeat it?** Yes

**Additional Information:**

**Completed By:** Katie Winslade, Director of Workforce Development

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**Sub-Committee:** Recruitment

**Title of Program:** Building Bridges into the Future: Recruitment and Retention Strategies

**Contact Person (Phone & Email):** Debbie Conley, Director, Employee Relations  
(409) 772-8679  
[daconley@utmb.edu](mailto:daconley@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** UTMB has implemented an initiative composed of six individual, yet interlinking programs that will enhance our ability to recruit and retain nurses.

The programs implemented are as follows:

1. Student Pipeline Program-goal is to develop ongoing partnerships with area primary and secondary school systems in order to increase the pool of perspective nursing students. Activities include providing clinical sights for High School health occupations students, participating in school career fairs and the creation of a “Nurse Camp” for 11-14 year olds to be held in the summer of 2004.
2. Student Nurse Clinical Rotation Program – Creation of a warm welcoming environment for student nurses rotation in clinical area to provide a positive learning environment for students.
3. Professional Student Nurse “Bridges” Program – Students are paid for up to 24 hours per month and receive clinical exposure with a Care partner. Students are unit-based which provides excellent mentorship opportunities with unit-based staff.
4. Student Nurse Preceptor Program – Students complete 180 clinical hours in preceptorship program as a capstone course in their senior year. This initiative focuses on developing leadership skills that will continue to bridge the gap between education and practice.
5. Graduate Nurse Internship Program – Graduate nurses are assigned preceptors and clinical experiences to assist them in advancing from the graduate nurse role to the professional nurse role.
6. Post Baccalaureate Nurse Residence Program – One year program that offers new graduates the opportunity to transition to a competent professional nurse, develop effective decision making skills, strengthen commitment to nursing as a career and formulate an individual career development plan.

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**Estimated Cost (Include Staff Hours): \$200,000**

**Measures of Success:** Currently, 50 students are participating in “Bridges” Program and 45 graduates participated in the Post Baccalaureate Nurse Residence Program.

Additional benefits of these programs include the revitalizing of staff and development of excellence in the practice of nursing. Four of the nurse preceptors were recognized nationally for excellence in clinical practice this year.

**Adaptability of Program to Other Components:** Program could be implemented in any other medical component.

**If a one-time program would you repeat it?** N/A

**Additional Information:**

**Completed By:** Debbie Conley, Director, Employee Relations

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Work Life Program

**Contact Person (Phone & Email):** Sam Hester, (713) 500-3013,  
[Sam.Hester@uth.tmc.edu](mailto:Sam.Hester@uth.tmc.edu)

**Component:** The University of Texas Health Science Center – Houston

**Program Overview/Purpose:** This program promotes flexible practices, programs and a supportive culture to help ensure that the institution's missions are productively and humanely accomplished. This program includes:

- Childcare Services
- Elder Care
- Discounts on purchases from area merchants (car dealers, banks, child services, etc)
- Health and fitness programs
- Moving and relocation services
- Seminars on a variety of work/life related issues

**Estimated Cost (Include Staff Hours):** The annual budget for the Work Life Program is \$109,000.

**Measures of Success:** Reduced institutional turnover ratio, employee surveys – results are posted on the WLP website.

**Adaptability of Program to Other Components:**

**If a one time program would you repeat it?**

**Additional Information:** <http://worklife.uth.tmc.edu>

**Completed By:** Kevin Hawbaker

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Child Care Services

**Contact Person (Phone & Email):** Frances Berniger, (713) 500-8456,  
[fberniger@admin4.hsc.uth.tmc.edu](mailto:fberniger@admin4.hsc.uth.tmc.edu)

**Component:** The University of Texas Health Science Center – Houston

**Program Overview/Purpose:** Provide onsite childcare services for students, staff and faculty of Health Science Center at a reduced rate through their Child Development Center. Other enrichment opportunities such as dance, gymnastics, swimming and field trips are offered for an additional fee throughout the year.

**Estimated Cost (Include Staff Hours):** The cost to employees is \$635 per month for children over 18 months and \$660 per month up to 18 months of age. There is also a \$75 non-refundable registration fee.

**Measures of Success:**

**Adaptability of Program to Other Components:**

**If a one time program would you repeat it? .**

**Additional Information:** <http://ae.uth.tmc.edu/cdc/cdc.html> This program also provides childcare for non UT-H parents. Cost is \$660 per month over 18 months of age and \$685 up to 18 months of age.

Completed By: **Kevin Hawbaker**

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Telecommuting

**Contact Person (Phone & Email):** Anthony Ramirez, (210) 567-2590,  
[RamirezA@uthscsa.edu](mailto:RamirezA@uthscsa.edu)

**Component:** The University of Texas Health Science Center – San Antonio

**Program Overview/Purpose:** This program is designed to allow an employee to work from a remote location, such as a private home, instead of commuting to a designated headquarters. The objective is to improve overall productivity of the university as well as individual employee productivity, make optimal use of university facilities and equipment, reduce traffic and parking congestion, reduce energy consumption and encourage employee retention.

This program is for fulltime A&P and classified personnel. Their job duties must be adaptable to being performed from a remote location. The telecommuter must physically report to their headquarters on a regular schedule, usually once per week. There are other strict rules and evaluation policies for telecommuting employees.

**Estimated Cost (Include Staff Hours):**

**Measures of Success:**

**Adaptability of Program to Other Components:** This program may not be adaptable to all other components due to technical communication facilities and equipment that may be required. It may not be necessary for those components that are not located in the large metropolitan areas.

**If a one time program would you repeat it?**

**Additional Information:** Mr. Ramirez noted that participation in this program is the exception rather than the rule.

**Completed By:** Kevin Hawbaker

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Telecommuting/Flexible Time

**Contact Person (Phone & Email):** Kathy Shingleton  
(409) 772-2662  
[kjshingl@utmb.edu](mailto:kjshingl@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** The Telecommuting Program has been created at UTMB to address the employer and employee issues and restraints typically imposed by the on-site work location and on-site work hours. It allows employees to receive, complete, and send work assignments between workplace and remote location via electronic mail, phone calls, voice mail and fax. This alternative work situation provides a great deal of flexibility so employees are able to meet their personal needs. It provides UTMB with expanded hours of coverage and the ability to utilize human resources that may be otherwise unavailable in a traditional work environment. In addition, UTMB is being a good corporate citizen by supporting Texas' State Implementation Plan for compliance with the Federal Clean Air Act. Telecommuting re-focuses attention on work results rather than when, where and how work is performed.

Within Human Resources at UTMB, there are several telecommuting situations. The recruiters work from remote locations a few days each week and at varying times of day. This allows for them to contact potential employees and discuss UTMB opportunities with them after their normal work hours when the applicant is in a more private setting and able to talk. The recruiters are on-site a few days each week for meetings with their colleagues and customers. They have a common workspace they share to effectively utilize resources. The majority of their work is performed off-site and outside of the traditional 8-5 work schedule. We also have a telecommuting arrangement in the compensation analyst who telecommutes. The primary focus of that work is market analysis, special projects, research, and program maintenance. The compensation analyst conducts all work via electronic mail, phone and fax.

There are many other examples of telecommuting arrangements at UTMB in areas such as Information Services, Research Services, Facilities Operations, Education Cancer Center and University Advancement.

**Estimated Cost (Include Staff Hours):** Minimal – cost will vary based on how equipment and travel issues are handled.

**Measures of Success:** Some of the expected positive results achieved by using telecommuting are increased productivity, increased recruitment and retention efforts in the positions which offer a telecommuting arrangement, reduced travel/commuting time,

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reduced employee sick time taken, reduced amount of on-site office space and resources, and increased employee satisfaction.

**Adaptability of Program to Other Components:** Highly adaptable.

**If a one-time program would you repeat it?** N/A

**Additional Information:** A formal, written policy should be established. The policy must limit the program eligibility to exempt staff only and should include: eligibility criteria; approval process; equipment; pay, attendance and use of leave time; workers compensation; and risk management. In addition, a formal Telecommuting Agreement should be created that both the manager and employee sign. The Agreement should focus on issues specific to that particular telecommuting situation and should address: duration of agreement, work hours and location, equipment needs, reimbursement and work assignments and expectations. UTMB has a policy on telecommuting that addresses these issues. It is UTMB Handbook and Operating Procedures policy number 3.5.4 “Telecommuting (Alternate work site)” and is available or viewing via the UTMB web page noted below.

<http://www.utmb.edu/policy/ihop/search/03-05-04.pdf>

**Completed By:** Kathy Shingleton, Chief of Human Resources

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Telecommuting

**Contact Person (Phone & Email):** Bunny Davis, 512.499.4656, bdavis@utsystem.edu

**Component:** System Administration

**Program Overview/Purpose:** The Telecommuting Program providing eligible employees to work from home was implemented in the Spring 2002. Mandatory training for all supervisors at System Administration, regardless of whether they had employees who were to telecommute, was required. Any employee who had an interest in telecommuting could also attend special training classes for non-supervisors. Employees were required to attend training in order to telecommute. Classroom style training was conducted and an HR policy to support the program was concurrently implemented. The training was a cooperative effort between OHR and OIR, with the technical part of the training addressed by a Systems Analyst. Currently, Telecommuting Training for supervisors and employees is offered on-line.

There was a great deal of interest in the telecommuting program when it was implemented. So far, not many employees are telecommuting, but it is anticipated that the program will grow over time.

**Estimated Cost (Include Staff Hours):** May be some cost for computer equipment in home office. Staff time to develop training, write policy, and address other administrative details.

**Measure of Success:** The success of the program is measured by supervisors in determining productivity of employees who telecommute. Performance evaluations of employees who are telecommuting are required to be conducted every six months rather than annually. Long-term, we may assess success of the program through employee surveys, retention rates, etc.

**Adaptability of Program to Other Components:** Very adaptable.

**If a one time program would you repeat it?** N/A

**Additional Information:** Information about the System Administration Telecommuting is available at <http://www.utsystem.edu/ohr/telecommuting.htm> On-line training is available on the OHR website. For access to the training, please contact Bunny Davis in Human Resources.

**Completed By:** Bunny Davis

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Subsidized Transportation

**Contact Person (Phone & Mail):** Susan T. Smith, (409) 772-1031,  
[ssmith@UTMB.edu](mailto:ssmith@UTMB.edu)

**Component:** The University of Texas Medical Branch at Galveston

**Program Overview/Purpose:** The Subsidized Transportation program was started to provide free bus and trolley service and extended routes throughout the city of Galveston to employees, students and faculty. The first phase included free bus service to and from UTMB as well as throughout the city. The next phase will add trolley service to and from the central Galveston business district through the University campus.

Since the initiation of free bus service in January 2002, free parking is offered at an off-campus parking lot. Shuttle service by the city to the parking lot is provided at no cost. The usage of this transportation/parking has more than doubled in the past six months.

This program provides alternative transportation systems for the UTMB campus. Three specific areas are: 1) Provide means of travel to those people who would not otherwise have their own transportation to use. 2) meets the transportation needs for UTMB's patients. 3) Supports Texas' State Implementation Plan for compliance with the federal Clean Air Act – employees and students can leave their cars at home.

**Estimated Cost (Include Staff Hours):** \$200,000 per year is paid to the city of Galveston's Island Transit. Prior to UTMB's partnering agreement w/Galveston's Island Transit, UTMB ran a separate shuttle service which included leasing buses, employing staff and operating the service. The current arrangement allows UTMB to meet patients' transportation needs as well as expand the geographic area of service.

**Measure of Success:** Surveys are taken once a month for three days on the bus routes to determine the number of riders. The surveys show that ridership has been increasing.

**Adaptability of Program to Other Components:** It is feasible partnering arrangements could be agreed upon with city transportation departments at other component locations.

**If a one time program would you repeat it?** N/A

**Additional Information:** Information related to the bus and trolley routes can be found on the UTMB web page with links to the Galveston Island Transit web site for schedules. This same information is listed on the UTMB web page also.

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In addition, to enhance the transportation service, a UTMB transit information kiosk center is in the design stage that will provide city bus and trolley routes and schedules to employees and students.

**Completed By:** Susan T. Smith

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**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Employee Service Awards

**Contact Person (Phone & Email):** Anthony Ramirez, (210) 567-2590,  
[RamirezA@uthscsa.edu](mailto:RamirezA@uthscsa.edu)

**Component:** The University of Texas Health Science Center – San Antonio

**Program Overview/Purpose:** An annual program that recognizes and awards employees with presentations by each five-year period of service. Awards are limited to lapel pins, tie clasps, plaques, engraved certificates and other awards of similar nature. The longer the service, the nicer the award.

Beginning in 9/1/2002, they will be converting this to a monthly program instead of an annual program. It will involve a program in the auditorium where service awards will be presented to each employee whose five-year (or multiple thereof) anniversary occurred during the past month. The idea is to make the service award more visible and more immediate.

**Estimated Cost (Include Staff Hours):** Approximately \$13,000. They do not track staff hours for this service.

**Measures of Success:** No way to quantify the success of the program. Mr. Ramirez notes that he often sees employees wearing their pins around campus. Also, if they lose their pin they are quick to request a replacement.

**Adaptability of Program to Other Components:** Many of the other components are probably already doing a similar program.

**If a one time program would you repeat it?**

**Additional Information:** A copy of the UTHSC-SA policy regarding this program is attached.

**Completed By:** Kevin Hawbaker

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Employee Service Day

**Contact Person (Phone & Email):** Sheri McLaren  
(409) 772-7909  
[srmclare@utmb.edu](mailto:srmclare@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** A day of recognition for employees celebrating years of service anniversaries. These celebrations are held on a semi-annual basis. This is an institutional program that recognizes employees for their years of service as well as their excellent customer service to the university.

All employees are mailed invitations, a photographer visits their individual work areas and takes photos and they are all mailed a button and ribbon which says, “I’m Special” along with their years of service listed on it.

The day begins with a private breakfast for service pin recipients only. Honorees are served breakfast by a celebrity wait staff comprised of vice presidents, department directors and other leadership from the institution. Door prizes are given throughout this event.

A ceremony is held in the afternoon. All pin recipients receive their service pins at this time. The 30 year and above recipients are called forward during the ceremony and presented their gift and pin by the president. The ceremony includes feature videos on employees going above and beyond the call of duty as well as those who have been with the institution for over 40 years. Our in-house video department produces these videos.

A drawing is held during the ceremony for the GEM “Going the Extra Mile” Program where then names are drawn for winners to receive \$100 checks.

Approximately 2,400 employees are honored for years of service and 1,800 employees are honored for the GEM Program on an annual basis.

**Estimated Cost (Include Staff Hours):** The estimated annual cost is \$75,000. The cost of this program is very small for the number of employees who are impacted by this event.

**Measures of Success:** Based on employee survey responses to Houston Business Journal’s survey, UTMB was named one of the Top 3 “Best Places to Work” in the greater Houston area. UTMB’s internal employee satisfaction survey, You Count!, also

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increased in the Clinics from 61% in 2001 to 71% in the spring of 2003; and increased in Hospital Administration from 57% in 2001 to 67% in the spring of 2003.

**Adaptability of Program to Other Components:** This program could easily be adapted to other components.

**If a one-time program would you repeat it?** N/A

**Additional Information:** This day of celebration was developed by a focus group consisting of approximately 50 employees representing all areas of the campus. We created the most diverse group of individuals we could and asked them what they would like to see in this program.

One of the key success factors is employee participation in the event. The employee breakfast is the most popular event for both honorees and leadership.

**Completed By:** Sheri McLaren, Human Resources Consultant

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** STAR Awards

**Contact Person (Phone & Email):** Mike Jimenez, Human Resources (713) 500-3110  
[Michael.J.Jimenez@uth.tmc.edu](mailto:Michael.J.Jimenez@uth.tmc.edu)

**Component:** The University of Texas Health Science Center - Houston

**Program Overview/Purpose:** The annual STAR Awards luncheon honors employees with 5, 10, 15, 20, 25 and 30 years of service with UTHSC- Houston. A short program with remarks by the President and Chief Operating Officer, ending with the awarding of gifts for service.

**Estimated Cost (Include Staff Hours):** A catered lunch and gift are provided to all employees attending. The cost of the gift is dependant upon the years of service. HR develops the program, many volunteers staff and organize the event in coordination with HR.

**Measures of Success:** A very popular program, good attendance and shows unit pride within UTHSC - Houston

**Adaptability of Program to Other Components:** Easily adaptable

**If a one-time program would you repeat it?** On going program

**Additional Information:**

**Completed By:** Gillian Rittman

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Employee Appreciation Week/Service Awards

**Contact Person (Phone & Email):**

Joe Vorsas, director, Human Resources  
(903) 566-7294  
jvorsas@uttyler.edu

**Component:** The University of Texas at Tyler (UT Tyler)

**Program Overview/Purpose:** Employee Appreciation Week is held each spring, usually in March or April. The purpose is to bring employees together to meet and visit with one another outside the office. The University Staff Advisory Council (USAC) organizes the event each year. There are two activities scheduled in the afternoon each day on Monday through Thursday. All employees are allowed to choose two activities to participate in during the week. Some activities allow for teams to be formed competing against other teams or departments. Off-campus activities include, golf, Putt Putt golf, skating, laser tag, bowling, and for a non-athletic activity, a movie. On-campus activities include board games, volleyball, horseshoes, and ping pong. The week of fun and social activities end with an Employee Picnic and Employee Service Awards Ceremony on Friday. Invitations are extended to all University employees, retirees and their immediate family members. On Friday, if the employee has their office covered and with the approval of their supervisor, they are free to leave after 3:00 pm with their families.

**Estimated Cost (Include Staff Hours):** Budgeted, \$7,500

**Measures of Success:** Very successful

**Adaptability of Program to Other Components:** Yes, if funding permits

**If a one-time program would you repeat it?**

**Additional Information:** This year, 2002, was the 4<sup>th</sup> year for the EAW.  
<http://www.uttyler.edu/usac/>

**Completed By:** Deborah Herron, past chair, USAC, UT Tyler

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Employee of the Month

**Contact Person (Phone & Email):**

Joe Vorsas, director, Human Resources  
(903) 566-7294  
jvorsas@uttyler.edu

**Component:** The University of Texas at Tyler (UT Tyler)

**Program Overview/Purpose:** The UT Tyler Star Employee Award is designed to recognize staff members whose service to students, faculty and the university community goes beyond the ordinary. Recipients receive one month's use of a personalized parking space in a location of their choice, as well as a framed certificate. There is also a traveling trophy, which is presented to the star to display on their desk for one (1) month. Any UT Tyler employee, other than faculty, directors, and administrators may be nominated. Nomination may be submitted by anyone involved with UT Tyler. This includes all faculty, administrative employees, and other staff members. In addition, we also want to hear from students, parents, or others who have an occasion experienced great service from one of our staff

**Estimated Cost (Include Staff Hours):** Estimate: \$50.00 yearly.

**Measures of Success:** Highly successful

**Adaptability of Program to Other Components:** Yes

**If a one-time program would you repeat it?**

**Additional Information:** <http://www.uttyl.edu/usac/>

**Completed By:** Deborah Herron, past chair, USAC, UT Tyler

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** TEXAS Program – Terrific Employees Excel in Attendance Stewardship

**Contact Person (Phone & Email):** Sheri McLaren, (409) 772-7909,  
[srmclare@utmb.edu](mailto:srmclare@utmb.edu)

**Component:** The University of Texas Medical Branch at Galveston

**Program Overview/Purpose:** The Department of Human Resources and the President's Council are constantly striving to recognize and reward professionalism in our employees. The "TEXAS" Program was developed to reward classified employees for being excellent stewards of their sick leave.

**Quarterly Recognition:** If a classified employee uses no sick leave (scheduled or unscheduled) during a quarter, they are automatically entered into a drawing. Five employees are drawn to receive a \$1,000.00 check. The university pays the taxes on the awards.

**Annual Recognition:** If a classified employee uses no sick leave during the entire fiscal year, they are entered into an annual drawing. Five employees receive \$2,500 in U.S. Savings Bonds. The university pays the taxes on the awards.

**Estimated Cost (Include Staff Hours):** Estimated annual cost is \$45,000.

**Measures of Success:** A decrease in employee sick leave usage over the past year and a half. The numbers listed below are the number of employees who qualified for the TEXAS Program drawing by quarter. The program began in fiscal year 2001.

		<u>FY00</u>	<u>FY01</u>	<u>FY02</u>
Quarter I	Sept 1 – Dec 7	1383	1882	2233
Quarter II	Dec 8 – Mar 1	1935	2169	2083
Quarter III	Mar 2 – June 7	1607	1825	1926
Quarter IV	June 8 – August 30	2157	2568	

**Adaptability of Program to Other Components:** The TEXAS Program could easily be adapted to other components. The program is driven entirely by sick leave usage by the employees.

**If a one time program would you repeat it?** This is the second year for this program.

**Additional Information:**

**Completed By:** Sheri McLaren, HR Consultant

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** UTEP Star Award

**Contact Person (Phone & Mail):** Human Resources Services

**Component:** The University of Texas at El Paso

**Program Overview/Purpose:** In unusual circumstances, individuals go far beyond our very high expectations by responding quickly, energetically, and responsibly to unexpected challenges and opportunities. They devote extra time and their considerable talents to solving a particular problem or seizing a special opportunity. They are selfless in their dedication to UTEP and the students that we serve, and they step up to take responsibility for situations or circumstance that is not strictly within their job descriptions. They reflect the true spirit and character of this University. They are UTEP STARS, and we ask your help in identifying them.

**Estimated Cost (Include Staff Hours):** Varies. Some Stars have received \$50.00 gift certificates to the University Bookstore while others received UTEP tote bags.

**Measures of Success:** Increased employee retention of high performing employees. Recognition of work well done.

**Adaptability of Program to Other Components:** Very adaptable.

**If a one time program would you repeat it?** N/A

**Additional Information:** The recipient of the UTEP STAR will be featured in Horizons and the STAR AWARD website (<http://www.utep.edu/utepstar>), and receive an award presented at the Administrative Forum. In addition, annually one SUPER STAR will be selected from the UTEP STARS to receive a grand prize.

**Completed By:** Ofelia Aguilar Dominguez

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** GEM – Going the Extra Mile

**Contact Person (Phone & Email):** Sheri McLaren  
(409) 772-7909  
[srmclare@utmb.edu](mailto:srmclare@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** A peer-to-peer recognition program. This recognition program is designed for employees, students and volunteers to recognize each other for professional behavior and for “Going the Extra Mile” in their daily activities. This program reinforces the professionalism aspect of UTMB-Galveston.

Program Overview:

1. The primary goal is peer recognition for employees, students and volunteers. All employees, including those who work off-site, work part-time, work on a paid-by-letter basis, and others, are eligible.
2. When you observe an employee, student or volunteer modeling professionalism or Going the Extra Mile in daily activities.
3. Employees, students or volunteers who accumulate three GEM point cards may submit them for entry into a semi-annual drawing.
4. Ten employees names are drawn at each drawing. The winners receive a \$100 check. The university pays the taxes on the awards.

Additional promotion events are held throughout the year for the GEM Program.  
Examples are: Health Walk, Free Snow Cones, Free Ice Cream, Free Cookies

**Estimated Cost (Include Staff Hours):** The estimated annual cost is \$50,000 per year.

**Measures of Success:** Based on employee survey responses to Houston Business Journal’s survey, UTMB was named one of the Top 3 “Best Places to Work” in the greater Houston area. UTMB’s internal employee satisfaction survey, *You Count!*, also increased in the Clinics from 61% to 2001 to 71% in the spring of 2003; and increased in Hospital Administration from 57% to 2001 to 67% in the spring of 2003. The number of employees in the drawings has increased four times over the three years this program has been in existence.

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**Adaptability of Program to Other Components:** The GEM Program could easily be adapted to other components. The program is a low cost recognition program, which is driven by the employees of the institution.

**If a one-time program would you repeat it?** This is the second year for this program.

**Additional Information:** Managers and administrators typically sponsor recognition programs. We developed this program for staff to be able to recognize each other. To learn more about the GEM program: <http://www.utmb.edu/gen/>.

**Completed By:** Sheri McLaren, Human Resources Consultant

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** President's Award for Mentoring Women

**Contact Person (Phone & Email):**

Dr. Susan John (713) 704-1785 [susan.d.john@uth.tmc.edu](mailto:susan.d.john@uth.tmc.edu)  
Chair of the Committee for the Status of Women

**Component:** The University of Texas Health Science Center Houston

**Program Overview/Purpose:** This program awards one employee from each category Faculty, Administrative and Professional staff and classified staff for coaching, teaching, advising, supporting a woman to achieve her goals. The mentor may be male or female; the person nominating the mentor must be a woman.

**Estimated Cost (Include Staff Hours):**

Each award is for \$2,000 supported by CSW and the UTHSC- Houston Administration. The time to review and award the mentors is from volunteers.

**Measures of Success:** Program has been in existence since 1995 and has grown stronger each year.

**Adaptability of Program to Other Components:** Program is adaptable to other components

**If a one-time program would you repeat it?** On going program

**Additional Information:**

**Completed By:** Gillian Rittman

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  
**Retention**

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**Sub-Committee:** Retention

**Title of Program:** Distinguished Achievement Award

**Contact Person (Phone & Email):** President's Office

**Component:** The University of Texas at El Paso

**Program Overview/Purpose:** These awards recognize the achievements of our faculty and staff colleagues in the areas of teaching, research, and service to students and to the University.

**Estimated Cost (Include Staff Hours):** \$15,000

The following awards are presented annually:

- \*El Paso Energy Corporation Foundation Faculty Achievement Award for Teaching Excellence (1 award at \$3,000)
- \*Chancellor's Council Outstanding Teaching Award (1 Award at \$5,000)
- \*Teaching Excellence Award for Non-Tenure-Track and Part-Time Faculty (1 Award at \$1,000)
- \*El Paso Energy Corporation Foundation Faculty Achievement Award for Research (1 Award at \$3,000)
- \*Service to the University/Students Award (3 Awards at \$1,000)

**Measures of Success:** Increased employee retention of high performing employees. Increased self-worth and self-esteem of employee.

**Adaptability of Program to Other Components:** Very adaptable.

**If a one time program would you repeat it?** N/A

**Additional Information:** The President's Office shall be responsible for soliciting written nominations from the University community, including alumni. The call for nominations should be widely distributed in a variety of media outlets both on and off campus. Announcements will also be made in a variety of university councils, senates, etc. The Honors Council will be asked to encourage student honor societies and submit nominations.

**Completed By:** Ofelia Aguilar Dominguez

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Employee Suggestion Program

**Contact Person (Phone & Email):** Wendy Wiechens, Director Administrative Services  
(409) 747-1224 [wdwieche@utmb.edu](mailto:wdwieche@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** Employees are recognized and rewarded for submitting suggestions that enhance the environment in the Hospital and Clinics. Employees are encouraged to submit suggestions that impact such areas as cost reduction, revenue enhancement, relations between patients and hospital/clinic, and employee satisfaction.

Any UTMB employee that submits a suggestion will receive a GEM (Going the Extra Mile) card as a token of appreciation for their time and effort. Suggestions that are implemented earn a certificate worth \$35 toward goods or services at a variety of locations on campus for the author. The certificate can be used for such things as parking, merchandise in UTMB Bookstore, Field House membership, or “Money Bucks” for dining in the cafeteria.

Two annual “grand prizes” are chosen from the suggestions implemented the preceding year. The single suggestion judged to have the greatest effect and/or most significant positive impact on the UTMB clinical environment earns the idea author(s) a \$1500 dollar award. A second award, worth \$1000, is open to the authors of all implemented ideas through a drawing that takes place in December.

**Estimated Cost (Include Staff Hours):** \$9,000

**Measures of Success:** More than 500 suggestions have been submitted and more than 30 of those suggestions are currently being implemented. This year’s grand prize winner is an on-line “swap shop” that allows departments to exchange unused equipment or supplies with other departments thus saving time and money for the department.

The most important benefit from this program has been the increased communication with staff. Employee satisfaction scores have increased in both the hospital and clinics this last year.

**Adaptability of Program to Other Components:** Program could be implemented in any component.

**If a one-time program would you repeat it?** N/A

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Compensation Sub-Committee  
Best Practice**

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**Additional Information:**

**Completed By:** Debbie Conley, Director, Employee Relations

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Values in Professionalism

**Contact Person (Phone & Email):** Mary Broom  
(409) 772-7929  
[mbroom@utmb.edu](mailto:mbroom@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** A 4-hour interactive course activity, including video presentations, action planning, facilitation, a self-assessment, and feedback. A program that will provide a structure to ensure that all employees improve professional behaviors. This structure will ensure living the UTMB Core Values, use Employee Satisfaction data in defining actions to be taken to improve results of future surveys, provide a self-assessment for professionalism and emotional intelligence, and help all employees establish a personal commitment and action plan to improve behaviors, thus creating accountability for professional behaviors.

**Estimated Cost (Include Staff Hours):** The calculated cost on a class size of 25 is \$145.00 per participant including room, refreshments, supplies, materials, preparation and participant labor costs for their time away from work.

**Measures of Success:** Based on employee survey responses to Houston Business Journal's survey, UTMB was named one of the Top 3 "Best Places to Work" in the greater Houston area. UTMB's internal employee satisfaction survey, You Count!, also increased in the Clinics from 61% in 2001 to 71% in the spring of 2003; and increased in Hospital Administration from 57% in 2001 to 67% in the spring of 2003.

**Adaptability of Program to Other Components:** This is the first follow-up program to the Principles of Service program. This initiative is addressing professionalism and holding those attending accountable for commitments made during this class. Professionalism is one of the major foundational beliefs of the University. These foundations are also addressed in the leadership series and new employee orientation, both on-going initiatives at the university.

**If a one-time program would you repeat it?** N/A

**Additional Information:** Follow up to the one-half day program includes, each participant making a personal commitment (verbal and written) to ensure accountability to outcomes made during the session. Feedback sessions between employee and coach to discuss self-assessment and coach assessment tool information, which will help in defining and action plan for accountability outcomes.

**The University of Texas System Employee Advisory Council  
Compensation Sub-Committee  
Best Practice**

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**Completed By:** Mary Broom, Human Resources Consultant

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Staff Development

**Title of Program:** Principles of Service

**Contact Person (Phone & Email):** Trisha Wooten, 409-772-5918, [twooten@utmb.edu](mailto:twooten@utmb.edu)

**Component:** The University of Texas Medical Branch at Galveston

**Program Overview/Purpose:** The Principles of Service Program is an 8-hour interactive course with activities, video presentations, action planning, facilitation, a self-assessment and feedback. It supports the core purpose, core values and vision of The University of Texas Medical Branch at Galveston. It is an institutional initiative, which focuses on three service principles: Professionalism, Teamwork and Improvement. The commitment to the program assists in reaching the goal and ideal of seeing the institution apart from other health care providers in the marketplace.

**Estimated Cost (Include Staff Hours):** The estimated cost based on a class size of 30 is \$235.57 per participant including room, supplies, preparation and their labor costs for time away from work.

**Measures of Success:** Each participant in the program completes feedback forms, Institutional Trust Surveys are completed and scores compiled during each class and each participant captures Most Powerful Concepts. The data from each of these has been compiled and maintained in a database format. Increased institutional employee satisfaction, trust and retention.

**Adaptability of Program to Other Components:** In support of the University's basic foundational beliefs, being followed up by a program titled Values in Professionalism, referenced throughout New Employee Orientation programs as well as leadership programs facilitated by Organizational Development, Training and Recognition staff.

**If a one time program would you repeat it?** N/A

**Additional Information:** An Organizational Development, Training and Recognition Consultant with portions of each class being presented by a member of our President's Council and an administrative staff member facilitates this program. These groups participate as facilitators because of the tremendous institutional support and commitment of the program. The presence of these Administrative individuals adds tremendous value to the program. The program has taken place over a 3+ year time period and all employees of the University are encouraged to attend. To date over 10,500 employees have participated in the course. Read more about POS at: <http://hrdev.utmb.edu/odt&r/pos/>.

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  
**Retention**

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**Sub-Committee:** Retention

**Title of Program:** Leadership Development Program

**Contact Person (Phone & Email):**

Joe Vorsas, director, Human Resources  
(903) 566-7294  
jvorsas@uttyler.edu

**Component:** The University of Texas at Tyler

**Program Overview/Purpose:** The program is not offered by The University of Texas at Tyler. The university uses the Leadership Program presented by Tyler Chamber of Commerce. Program limited to 25-30 people, only two from each business allowed for each program session.

**Estimated Cost (Include Staff Hours):** \$500.00 each person. University does not fund for employees. Employee either has approval from his department's budget authority that the department will pay for the program or employee pays for the program his/herself.

**Measures of Success:** Those that have taken the program have found the program very successful.

**Adaptability of Program to Other Components:**

**If a one-time program would you repeat it?**

**Additional Information:**

**Completed By:** Deborah Herron, past chair, USAC, UT Tyler

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Leadership Development

**Contact Person (Phone & Email):** Sharyn Wrinkle, (903) 877-7745,  
[sharyn.wrinkle@uthct.edu](mailto:sharyn.wrinkle@uthct.edu)

**Component:** The University of Texas Health Center – Tyler

**Program Overview/Purpose:** This is an informal training program for department directors and administrative officers on a variety of leadership related topics. A different topic is presented each quarter. It is presented on two separate occasions during the quarter at noon. Lunch is provided. Most presenters are from various areas of the Health Center, although outside presenters are occasionally utilized. Some of the past topics include:

- “How to Give and Receive Criticism”
- “Coaching”
- “Leading Through Diversity”
- “Conflict Resolution”

**Estimated Cost (Include Staff Hours):** There is no cost to the employee for this program. Cost for lunches is approximately \$200 per quarter. Staff hours to organize the program are usually about 5 hours.

**Measures of Success:** This program gives management an opportunity to get together in an informal setting and discuss leadership related issues. It is well attended by management.

**Adaptability of Program to Other Components:** Highly adaptable for other organizations that have a high level of poverty in close proximity to their facility.

**If a one time program would you repeat it?** This program would probably be adaptable to all components.

**Additional Information:**

**Completed By:** Kevin Hawbaker

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  
**Retention**

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**Sub-Committee:** Retention

**Title of Program:** Leadership Development Program

**Contact Person (Phone & Email):** Alison Alton  
(409) 772-7905  
[ahalton@utmb.edu](mailto:ahalton@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** A three-tiered program targeted at different leadership levels within the organization. The three tiers include Emerging Leader (six four-hour modules held weekly), Supervisor Certification (11 four-hour modules held weekly), and Manager Certification (seven four-hour modules held weekly). All modules are based on adult learning principles and are thus interactive including self-assessment, individual and group exercises, video presentations, action planning, and feedback. A formal graduation is held at the end of each program for those who fulfill the course requirements.

**Manager Certification Program**

*Audience: People who are leading other leaders*

- Session 1: Leadership Style Assessment and Situational Leadership
- Session 2: A Leader's Role in Change Management
- Session 3: Bridging Cultural Differences
- Session 4: Launching and Refueling High Performance Teams
- Session 5: Achieving Life Balance for You and Your Employees
- Session 6: Mentoring, Coaching, and Succession Planning
- Session 7: Case Study Presentations, Feedback, Graduation

**Supervisor Certification Program**

*Audience: Front-line supervisors and those new to supervision*

- Session 1: Supervising with Style
- Session 2: The Solution to Problem Solving
- Session 3: Planning for Performance and Evaluation
- Session 4: Maintaining Effective Performance Through Coaching
- Session 5: Managing Multiple Priorities
- Session 6: Disciplinary Action and Documentation
- Session 7: Conflict Management
- Session 8: Giving Recognition
- Session 9: Legal Aspects of Supervision

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Session 10: Interviewing and Selection

Session 11: An Inside-Out Approach to Supervision

Emerging Leader Program

*Audience: Employees showing leadership potential and who are being groomed for a leadership role*

Session 1: The Leader in Each of Us

Session 2: Communication Skills and Valuing Differences

Session 3: Giving and Receiving Effective Feedback and Managing Conflict

Session 4: Team Development

Session 5: Building Trust

Session 6: Emotional Intelligence and Goal Setting/Graduation

**Estimated Cost (Include Staff Hours):** The estimated cost per participant based on a class size of 30 including room, supplies and facilitator preparation is:

Manager Certification Program      \$425

Supervisor Certification Program      \$825

Emerging Leader Program      \$500

**Measures of Success:**

**Training Agreement:** Prior to class, all participants receive support for their attendance and homework/project time by signing a Training Agreement with their immediate supervisor. The graduation rate for each program is no less than 90%.

**Facilitator Evaluations:** Participants evaluate each session based on facilitation and how strongly the class met the objectives.

**Course Evaluation:** Written evaluations of the overall course content and applicability are obtained and focus groups are conducted to assess any need for change. This has allowed for restructuring and reformatting to best meet current needs.

**Class Projects:** Depending on the course, projects are graded informally in class or formally through written feedback. Graduates announce their project topic at the closing ceremony and explain its relevance to UTMB's objectives and the course content. A list of graduation projects is being compiled as a reference for future participants and as needs arise within the organization. The implementation rate across programs is high, leading to high work unit and organizational performance through simplification, elimination, addition, or refinement of processes.

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**Compensation Sub-Committee**  
**Best Practice**

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**Data:** Evaluation data is compiled and maintained in a database format. Class enrollment has been full since the inception of the Supervisor Certification Program in 1999.

**Testimonials:** Each course has received numerous testimonials from participants, their supervisors, and key executives who present certificates at the graduation ceremony.

**Employee Satisfaction:** Based on employee survey responses to Houston Business Journal's survey, UTMB was named one of the Top 3 "Best Places to Work" in the greater Houston area. UTMB's internal employee satisfaction survey, *You Count!*, also increased in the Clinics from 61% to 2001 to 71% in the spring of 2003; and increased in Hospital Administration from 57% in 2001 to 67% in the spring of 2003.

**Adaptability of Program to Other Components:** The Leadership Development is an outcome of input from focus groups and data obtained during an Executive Leadership Workshop conducted with the top 600 personnel at UTMB. This workshop, entitled Principles of Service, is in place to promote the mission, vision, and values of the organization, the expected behaviors and research support for building emotional intelligence throughout leadership groups. Executive and Faculty Development Programs are in development to supplement the existing three courses. Participants may benefit from one or more of the programs, and have registered based on the topics and their perceived benefit to their work processes and staff. Topics are consistent with our vision strategies and with promoting the core values of the institution (Service, Community, Innovation, Education and Diversity).

**If a one-time program would you repeat it?** In order to accommodate our outlying clinic personnel, we have modified the program to deliver it succinctly and intensively. Despite the tremendous amount of content delivered in a short timeframe, the success rate is equivalent based on Level 2 Course Evaluation. We will continue to modify and meet the needs of the customer to reach complex audiences within UTMB's structure.

**Additional Information:** For more specific information, you may contact the current program coordinators as follows:

Manager Certification: Alison Alton or Bob Scott

Supervisor Certification: Darren Matthews or Alison Alton

Emerging Leader: Darren Mathews or LaDona Landry

**Completed By:** Alison Alton, Human Resources Consultant

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Hospital Executive Leadership Development Series

**Contact Person (Phone & Email):** Bob Scott  
(409) 772-7937  
[brscott@utmb.edu](mailto:brscott@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** A 44-hour set of interactive courses delivered over a six-month period, which included video presentations, action planning, facilitation, self-assessments/feedback and a Birkman profile and debrief.

This was a series of programs developed from a customer needs assessment aimed at improving the inter-personal skills of the Hospital and Clinical executive and assistant directors. The program also provided the opportunity for this key core of individuals to use what they learned and facilitate it into their departments.

**Estimated Cost (Include Staff Hours):** The calculated cost on a class size of 60 is \$51,000 per day including facility, refreshments, supplies, materials, preparation and participant labor costs for their time away from work.

**Measures of Success:** Based on employee survey responses to Houston Business Journal's survey, UTMB was named one of the Top 3 "Best Places to Work" in the greater Houston area. UTMB's internal employee satisfaction survey, *You Count!*, also increased in the Clinics from 61% in 2001 to 71% in the spring of 2003; and increased in Hospital Administration from 57% in 2001 to 67% in the spring of 2003.

**Adaptability of Program to Other Components:** This program could be adapted to any UT System Health Component who wants to increase the personal effectiveness of their executive leadership and insure the profitability of their health care initiative.

**If a one-time program would you repeat it?** N/A

**Additional Information:** The cost of their program will vary in direct proportion to the salaries of the participants. As a rule, this Administrative and Professional class of employee has a higher compensation rate. It should be noted that the skills and opportunities offered in the series would have been considerably more expensive to acquire had this class of employee traveled to off site conferences offering the same experiences.

**Completed By:** Bob Scott, Consultant, Organizational Development, Human Resources

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  
**Retention**

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**Sub-Committee:** Retention

**Title of Program:** Employee Scholarships

**Contact Person (Phone & Email):**

Joe Vorsas, director, Human Resources  
(903) 566-7294  
jvorsas@uttyler.edu

**Component:** The University of Texas at Tyler (UT Tyler)

**Program Overview/Purpose:** As a career development program, The University of Texas at Tyler offers scholarships that include tuition and fees for full-time employees who desire to enroll and take classes at The University of Texas at Tyler. Scholarships are limited to six credit hours per semester for courses taken at The University of Texas at Tyler or three credit hours per semester for courses taken at another college. Scholarships are awarded at the beginning of the semester for The University of Texas at Tyler courses. A supervisor may allow an employee to spend a portion of an employee's workday in class. The supervisor's decision depends on circumstances in the department (e.g., the ability to cover for an employee while he or she is in class). Circumstances may require that the employee make-up the working time spent in class. Generally, an employee should not plan to take more than one course during the working hours. Employees desiring to take courses at The University of Texas at Tyler must apply for admission in the Admissions Office.

**Estimated Cost (Include Staff Hours):** Cost of course and fees

**Measures of Success:** Very successful

**Adaptability of Program to Other Components:** Yes

**If a one-time program would you repeat it?**

**Additional Information:** <http://www.uttyler.edu/ohr/>

**Completed By:** Deborah Herron, past chair, USAC, UT Tyler

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Tuition Fee Waiver Program

**Contact Person (Phone & Email):** Andrew Peña, Director, Human Resources Services, (915) 747-5202, [ampena@utep.edu](mailto:ampena@utep.edu).

**Component:** The University of Texas at El Paso

**Program Overview/Purpose:** This is a program offering a waiver of required fees for full-time employees enrolled in credit courses on campus. Required fees for any semester to be waived are as follows: Designated Tuition, Student Service Fee, Library Fee, Union Fee, International Education Fee, Recreation Fee, Registration Fee, Technology Fee, and Health Center Fee.

**Estimated Cost (Include Staff Hours):** This data was not available at the time this was being completed. This data will follow at a later date.

**Measures of Success:** Staff is able to obtain an education.

**Adaptability of Program to Other Components:** This is dependent on whether other components want to waive the above fees.

**If a one time program would you repeat it?** N/A

**Additional Information:** Employees must meet the following eligibility requirements: must be enrolled full-time (40 hours per week); must have completed one continuous year of full-time employment before the beginning of the semester of enrollment; must be enrolled in credit courses at UTEP; must be pursuing an undergraduate or graduate degree.

**Completed By:** Ofelia Aguilar Dominguez, (915) 747-8630

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** President's Staff Scholarships

**Contact Person (Phone & Mail):** Sandra Gonzalez, Scholarships Manager, (915) 747-8845, sandrakg@utep.edu.

**Component:** The University of Texas at El Paso

**Program Overview/Purpose:** These scholarships pay UTEP tuition and fees for up to six credit hours per semester for one year. Classified staff members are eligible to apply. The scholarship committee prefers to award at least one scholarship each year to a first-time college student.

**Estimated Cost (Include Staff Hours):**

02-03 \$299 per semester for 6 credit hours - \$576 a year

There were 6 recipients

Total for 02-03 \$3,456.00 in scholarship dollars

Staff hours are difficult to measure because some staff take classes during their lunch hours, before/after work hours.

**Measures of Success:** Staff completes their degrees and hopefully stays with the university and move up in position which the university benefits.

**Adaptability of Program to Other Components:** Funds for this program are provided from two endowments to which the President provides funds.

**If a one time program would repeat it?** N/A

**Additional Information:** Because this scholarship runs in conjunction with the fee waiver, staff does not have to pay anything.

**Completed By:** Ofelia Aguilar Dominguez, (915) 747-8630

# The University of Texas System Employee Advisory Council

## Compensation Sub-Committee

### Best Practice

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#### Retention

**Sub-Committee:** Retention

**Title of Program:** Staff Council Book Scholarships

**Contact Person (Phone & Email):** Ofelia Aguilar Dominguez, Staff Council Past Chair, (915) 747-8630, [odominguez@utep.edu](mailto:odominguez@utep.edu)

**Component:** The University of Texas at El Paso

**Program Overview/Purpose:** These scholarships pay up to \$200.00 worth of books for staff that are taking classes. These scholarships are for a whole year. Recipients are issued a book card (debit card) that is to be used at the University Book Store to purchase books. Recipients must provide a copy of the award letter and copy of class schedule.

**Estimated Cost (Include Staff Hours)** This is dependent on the availability of funds that usually depend on funds raised by Staff Council during the year. Staff Council sponsors an annual Valentine's Day Balloon Bouquet Fund Raiser, (\$10.00 + \$2.00 for campus delivery).

01-02 & 02-03 five book scholarships were given each year.

**Measures of Success:** Gives staff a sense of assistance

**Adaptability of Program to Other Components:** Other components can adapt these to their campuses by maybe having their Staff Councils raise funds for this purpose.

**If a one time program would you repeat it?** N/A

**Additional Information:** The recipients are selected from the pool that is left over from the President's Staff Scholarship. In the future Staff Council plans to have an application for SC Book Scholarships. By doing this more staff members besides classified can apply. In addition, the University Book Store bills Staff Council, at cost, the total for the book cards each recipient used. This is billed at the end of each semester.

**Completed by:** Ofelia Aguilar Dominguez, (915) 747-8630

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Scholarships for Children of Classified Employees

**Contact Person (Phone & Email):** Sherry Dunn (713) 500-5505  
[Sherry.P.Dunn@uth.tmc.edu](mailto:Sherry.P.Dunn@uth.tmc.edu)

**Component:** The University of Texas Health Science Center-Houston

**Program Overview/Purpose:** To provide scholarships to children of classified employees.

**Estimated Cost (Include Staff Hours):** Scholarship awards (this year approx. \$1,400.00) are given to graduating high school students who are children of classified employees – the monies raised for this are from donations, raffles, and other fundraisers. A committee collates, reviews and awards the scholarships – estimate 40 hours – most of this is on a volunteer basis.

**Measures of Success:** Applicant pool has grown each year and in general receives very favorable reviews from the staff.

**Adaptability of Program to Other Components:** Would be easily adaptable to any component

**If a one-time program would you repeat it?** On going program

**Additional Information:**

**Completed By:** Gillian Rittman

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Scholarship for Dependent Children for UT Tyler Employees

**Contact Person (Phone & Email):**

Joe Vorsas, director, Human Resources  
(903) 566-7294  
jvorsas@uttyler.edu

**Component:** The University of Texas at Tyler (UT Tyler)

**Program Overview/Purpose:** The University of Texas at Tyler Scholarship for dependent children of employees is available for the children of full-time (100% appointment) UT Tyler employees and children of retirees who meet the admission criteria and want to attend classes at The University of Texas at Tyler on a full-time basis. The scholarship covers all tuition and fees for regularly enrolled students. The maximum award for each child of a UT Tyler employee is 12 semesters.

**Estimated Cost (Include Staff Hours):** Tuition and fees

**Measures of Success:** N/A, Fall 2002, first semester to offer dependent children scholarships; no cost analysis available at this time.

**Adaptability of Program to Other Components:** Yes

**If a one-time program would you repeat it?**

**Additional Information:** For more information and guidelines, see  
[www.uttyler.edu/news/2002/may20/story1.html](http://www.uttyler.edu/news/2002/may20/story1.html)

**Completed By:** Deborah Herron, past chair, USAC, UT Tyler

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  

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**Retention**

**Sub-Committee:** Retention

**Title of Program:** Job Family Review

**Contact Person (Phone & Email):** John Moore, (512) 471-5361

**Component:** The University of Texas at Austin

**Program Overview/Purpose:** The purpose of such reviews is to make sure that job descriptions are accurate and the pay rates for the work described are competitive with the market values for that work. In addition, such a review may identify that new, distinct jobs and related pay ranges have been created. These reviews are done on an as needed basis.

**Estimated Cost (Include Staff Hours):** The goal is incorporate this process into the regular operation of the entire compensation staff. This activity is not stand-alone or time limited. To enable it there was an initial purchase of Compensation software at a cost of \$65,000.

**Measures of Success:** The ability to generate compensation based reports and market price jobs quickly. This information provides timely data upon which to base decisions, thus providing customers valuable service.

**Adaptability of Program to Other Components:** Everything could be done by other components.

**If a one-time program would you repeat it?** N/A

**Additional Information:**

**Completed By:** John R. Moore, Ph. D., Assistant Director of Human Resource Services

**The University of Texas System Employee Advisory Council**  
**Compensation Sub-Committee**  
**Best Practice**  
**Retention**

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**Sub-Committee:** Retention

**Title of Program:** Market-Based Compensation Program

**Contact Person (Phone & Email):** Gena Davis  
(409) 772-8694  
[gldavis@utmb.edu](mailto:gldavis@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** Regardless of funding provided by the State legislature and other funding challenges that face UTMB, the institution's leadership has chosen to remain competitive in the markets in which UTMB recruits. To do this, UTMB conducts a formal, detailed market analysis of all classified and A&P job groups each year. This annual process started in September 1992 with the implementation of the classified compensation program.

The steps involved in the market analysis process are as follows:

- Review all job descriptions and collect relevant salary market data (markets vary based on position type, i.e., healthcare market for nursing and allied health positions, “all industry” market for accounting, audit, and human resources positions, national market for A&P).
- Statistically analyze market data with the support of linear regression analysis, by market group.
- Analyze internal pay relationships by market group – comparison of current midpoints to actual salaries.
- Analyze market data and internal pay relationships – comparison of market data to midpoints and current actual salaries, including total cash where appropriate.
- Determine appropriate changes needed to maintain the target market position. (Note: the pay program philosophy, objects and overall target competitive position must be established during program development and adhered to throughout each market analysis process.)
- Assess under minimum adjustment costs of the new proposed ranges for each market group.

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- After the appropriate approvals are received, the information is communicated to all appropriate individuals and agencies. Changes are then made during the following fiscal year.

**Estimated Cost (Include Staff Hours):** For the program development and implementation, approximately one year of compensation staff time is needed. The number of staff members needed will vary based on the size of the component. For the on-going annual market analysis, one FTE is needed to manage the salary survey process and one to three FTE's are needed for the data analysis process for a three-month period. Salary expenses associated with the program will vary based on the institution's current and target market positions.

**Measures of Success:** Since the inception of our market-based compensation program, we have improved our ability to recruit and retain top talent (including "hard-to-fill" positions in healthcare positions) through competitive salary structures. Overall employee satisfaction of base salary competitiveness continues to increase from 37% favorable in FY02 to 43% favorable in FY03. Turnover rates measure the effectiveness of retention programs, which include the market-based midpoints of our salary ranges.

**Adaptability of Program to Other Components:** Highly adaptable.

**If a one-time program would you repeat it?** N/A

**Additional Information:** Strong, visible support from senior leadership is needed for the program to succeed. Training for all leaders, as well as clear salary administration guidelines and supporting materials are critical.

**Completed By:** Gena Davis, Director of Compensation, Human Resources

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**Merit Administration**

**Sub-Committee:** Merit/Bonus Plans

**Title of Program:** Merit Pay Plans

**Contact Person (Phone & Email):**

**Component:** Compiled based on the 12 component responses

**Program Overview/Purpose:** A discretionary financial recognition of an employee who has demonstrated increased productivity, improved efficiency and/or exceptional quality of work performed above and beyond that, which would be considered standard performance of duties and to include additional duties temporarily assigned to a position.

**Estimated Cost (Include Staff Hours):** A percentage of the payroll budget.

**Measures of Success:** Increased employee retention of high performing employees.

**Adaptability of Program to Other Components:** Very adaptable.

**If a one time program would you repeat it?** N/A

**Additional Information:** A formal, written merit policy should be established and adhered to. The policy should address eligibility criteria, limits, funding, guidelines for awarding, and approval process. Additionally, appropriate definitions should be included to distinguish between merit and cost of living adjustments.

**Completed By:** Kimberly Hagara

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**Merit Administration**

**Sub-Committee: Merit Administration**

**Title of Program:** Achievement Award Program (AAP)

**Contact Person (Phone & Email):** Michael Jimenez, Associate Vice President, Human Resources, (713) 500-3110, [Michael.J.Jimenez@uth.tmc.edu](mailto:Michael.J.Jimenez@uth.tmc.edu)

**Component:** The University of Texas Health Science Center - Houston

**Program Overview/Purpose:** The purpose of the AAP is to provide an incentive, in the form of a one-time payment, to eligible employees for attaining measurable group goals, above and beyond normal job duties, that support the university's mission and objectives. An AAP is prospective in nature and is based on meeting specific future criteria; it is not a bonus for past performance.

**Estimated Cost (Include Staff Hours):** Funding provided by the operating unit and cannot be from state or federal funds. Employees are eligible to receive total awards not to exceed the greater of \$5,000 or 15% of their base salary in a fiscal year from all AAPs in which they participate.

**Measures of Success:** Not provided.

**Adaptability of Program to Other Components:** Yes, UTMB and MD Anderson have similar programs.

**If a one time program would you repeat it?** N/A

**Additional Information:** The AAP must be reviewed and evaluated at least annually by the head of the operating unit to ensure the program's goals are achieved and to determine whether the program will be changed or continued. Each operating unit is responsible for maintaining the AAP form(s) and supporting documentation.

The President reserves the right to change or terminate an AAP at any time. Eligible employees will be notified of any changes to the AAP.

**Completed By:** Kimberly Hagara

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**Sub-Committee:** Merit Administration

**Title of Program:** Staff Incentive Plan: Tying Strategy to Performance Outcomes

**Contact Person (Phone & Email):** Debbie Conley  
(409) 772-8679  
[daconley@utmb.edu](mailto:daconley@utmb.edu)

**Component:** University of Texas Medical Branch, Galveston

**Program Overview/Purpose:** Staff Incentive Plans were implemented at three management levels in the hospital and clinics to provide leadership with compensation and rewards for performance that contributes to the success of UTMB. The intent is to attract and retain qualified employees, promote teamwork, increase employee satisfaction, and reinforce the provision of quality healthcare, scholarly teaching, and innovative research.

The Staff Incentive Plan (SIP) for Executive Leadership focused on the following:

1. Prudent Financial Management
2. Creation of a Caring Environment
3. Development of Strategic Partnerships
4. Promoting Institutional Excellence

The SIP for Hospital and Clinics Department Heads focused on:

1. Improving Employee Satisfaction
2. Improving Patient Satisfaction
3. Increasing Blood Donations by Employees
4. Achieving Financial Targets

The SIP for Nurse Managers included:

1. Reducing Agency Expenses
2. Reducing RN turnover in Nursing Services
3. Improving Patient Satisfaction
4. Improving Employee Satisfaction
5. Reducing Unscheduled Leave

**Estimated Cost (Include Staff Hours):** \$904,450 if all three plans payout at maximum amount

**Measures of Success:** Based on employee survey responses to Houston Business Journal's Survey, UTMB was named one of the Top 3 "Best Places to Work" in the greater Houston area. UTMB's internal employee satisfaction survey, You Count!, also

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increased in the Clinics from 61% in 2001 to 71% in the spring of 2003, and increased in Hospital Administration from 57% in 2001 to 67% in the spring of 2003.

Final results for other measures will not be complete until August 31, 2003. However several other positive outcomes have already been noted. All department heads have developed action plans and communicate regularly with their employees to achieve goals. In addition, there has been an increased emphasis on new programs designed to improve employee and patient satisfaction.

The greatest benefit to UTMB has been the synergy and teamwork during the year that has been generated by these incentive plans.

**Adaptability of Program to Other Components:** Program could be implemented in any component.

**If a one-time program would you repeat it?** N/A

**Additional Information:**

**Completed By:** Debbie Conley, Director, Employee Relations.