

FY 2019

# EMPLOYEE SERVICES IMPACT REPORT



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

**EMPLOYEE SERVICES**

# WELCOME TO OUR IMPACT REPORT

## See how Employee Services is working for you

[Employee Services](#) works to make the University of Colorado's workforce strong, healthy and secure through a wide range of services. In our first Impact Report, we hope to show you the ways we're working to have a positive impact on the lives of CU's faculty, staff, students and their families.

Made up of Benefits, Payroll, Employee Learning and Development, System Human Resources, Business Operations and Communications, Employee Services works to deliver quality benefits coverage and retirement plans, accurate payroll, leadership development, professional growth opportunities, human resources guidance and more.

This impact report provides an overview of major projects and accomplishments from the last fiscal year, including the implementation of a new paid parental leave policy, lowered retirement plan fees, new ways to educate employees about their benefits, software upgrades and much more.

As you look over this report, you'll see how CU provides generous benefits and excellent services to our dedicated workforce. Your efforts make CU a great university, and we strive to support you in the ways that matter.

Sincerely,

**Felicity O'Herron,**  
associate vice president  
of Employee Services  
and chief human  
resources officer  
for CU System  
Administration



## Contact Employee Services

**Mailing Address:**

Employee Services  
University of Colorado  
1800 Grant St., Suite 400  
Denver, CO 80203

**Interoffice Mail:** 400 UCA

**Email:** [EmployeeServices@cu.edu](mailto:EmployeeServices@cu.edu)

**Main Number:**

303-860-4200  
1-855-216-7740 (toll-free)

- Opt. 1: Employee Verification
- Opt. 2: Payroll and HCM
- Opt. 3: Benefits
- Opt. 4: Spanish/Español
- Opt. 5: CU Careers

**Website:** [www.cu.edu/es](http://www.cu.edu/es)



University of Colorado

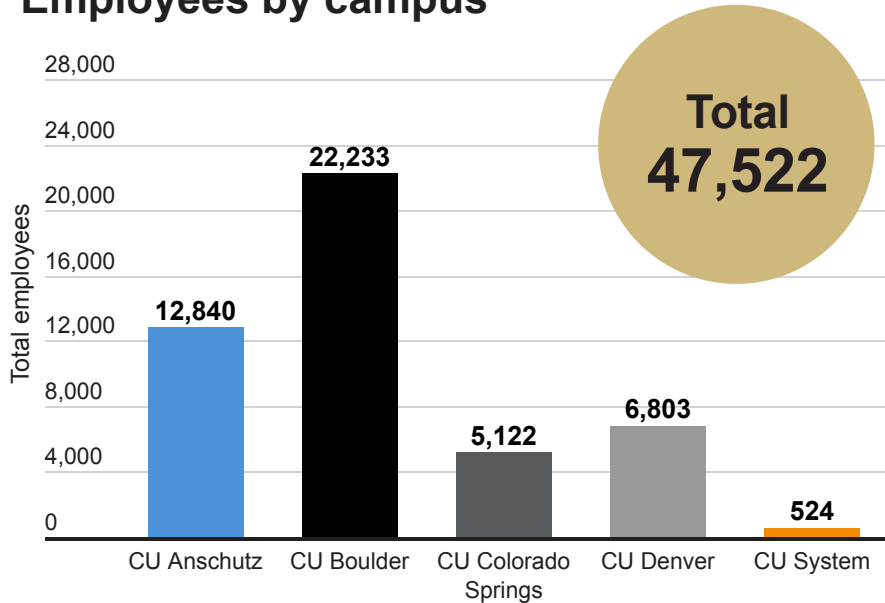
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

**EMPLOYEE SERVICES**

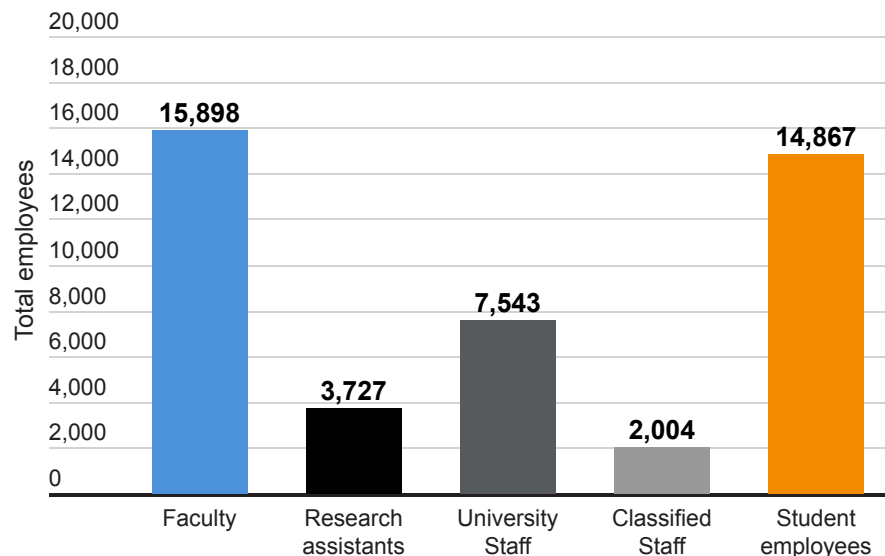
# About CU's workforce

The University of Colorado is the state's third-largest employer. The figures below represent a snapshot of CU's workforce on June 30, 2019.

## Employees by campus



## Employees by type



## Other CU Employees



Medical Residents: 1,375

Pre-Doctor Trainees: 662



Emeritus: 670



Temporary: 600

Working Retirees: 176

# CONTENTS

## Payroll

- Running payroll for CU, 4
- Everyone loves payday, 5
- Supporting CU's International community, 6-7

## Benefits & Wellness

- The total package, 8
- Covering CU employees and their families, 9-10
- Payroll & Benefits
- Orientations help new employees make the best decisions, 11
- First-year employee email campaign highlights scope, variety of CU's benefits, 11
- Financial advice, at a great price, 12
- Retirement plan fees lowered 19%, 12
- PERA expands participant options, 12
- Saving for retirement, 13
- Healthy, Wealthy and Wise, 14
- Benefits events educate, keep employees healthy, 14
- Bringing important talks to departments, 15
- New wellness programs, 16
- Promoting wellness for body and mind, 17
- Encouraging higher education, 18

## Professional Growth & Training

- LinkedIn Learning debuts, 19
- 34 faculty, staff complete Excellence in Leadership program, 19
- Delivering on-demand learning, 20

## Collaborative HR Services

- A bundle of joy for new families, 21
- Modernizing HCM, together, 22-23
- Recruiting new employees, 24

## Employee Services

- Data drives big decisions, 25
- Excel to CI process keeps data clean, updated, 25
- OnBase increases efficiency, 26
- Scope of Work brings outside expertise to CU, 26
- Looking forward, 27

# Running payroll for CU

The Employee Services Payroll department works to ensure all employees are paid correctly and on time. The team continually collaborates with and supports over 2,000 HCM users on CU campuses. The customer support center helps CU's employees and campus human resources professionals complete important payroll tasks.

## By the numbers: CU paychecks

Processing CU's payroll is no small task. Your paycheck is one of many issued by the Payroll department in tax year 2018.



**556,827**

paychecks issued

**49,563**

W-2s processed

**\$2.2 billion**

in gross wages

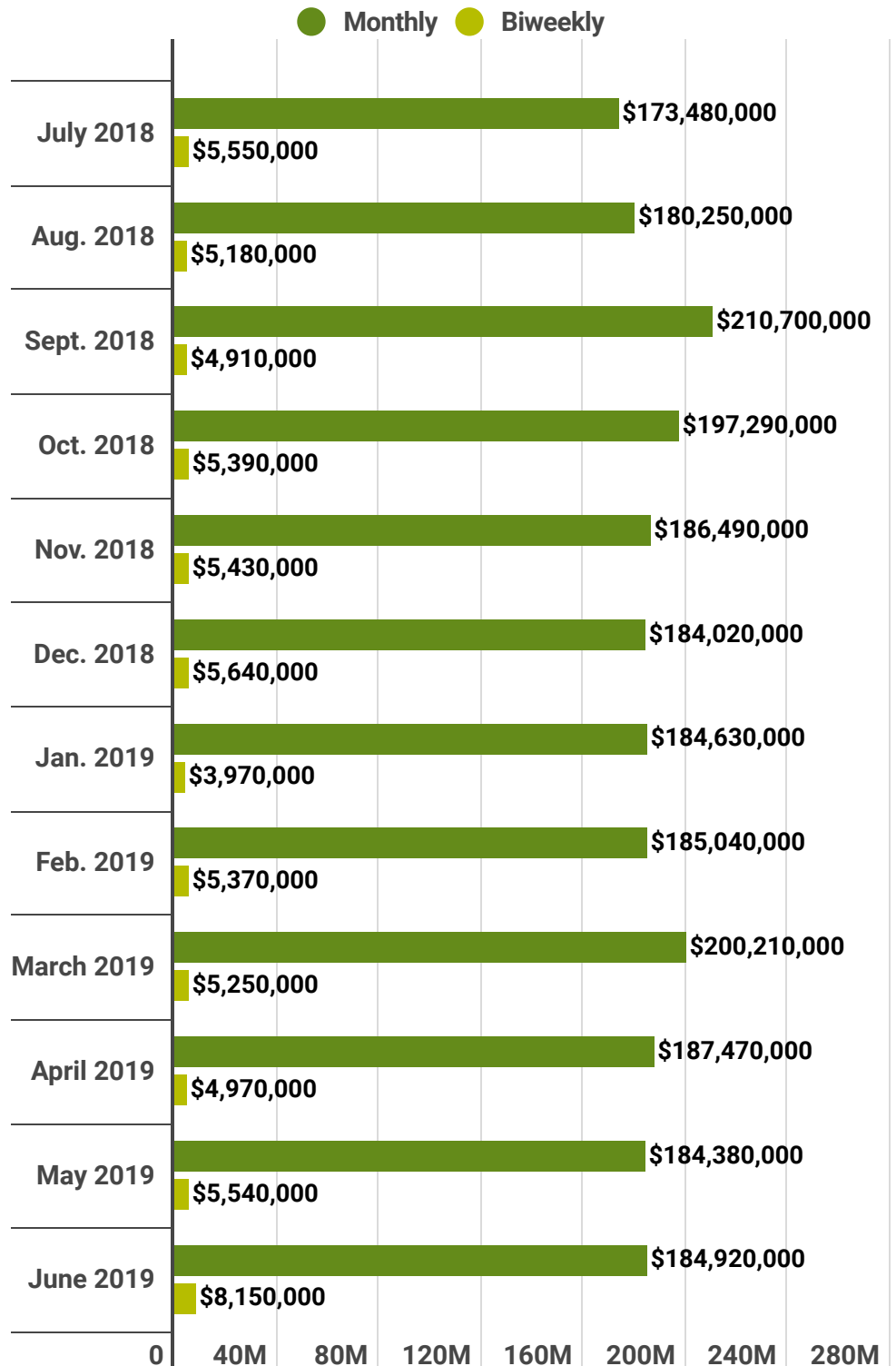
**\$1.5 billion**

in net wages

**\$472 million**

in taxes

## Total gross paychecks





# EVERYONE LOVES PAYDAY

See how Employee Services' 10-person team makes payday happen for CU faculty, staff and student employees

Thousands of CU employees submit timesheets every month. The 10-person [Employee Services Payroll team](#) works to support them and deliver accurate wages each payday.

Made up of specialists in faculty contracts, time and labor, taxation, garnishments, Department of Labor and IRS regulation, the Payroll team provides accurate paychecks by auditing employee data for tax compliance, running up to 51 queries for accuracy and helping campus human resources professionals and payroll liaisons to complete business transactions.

The team constantly looks for new ways to simplify processes and better support employees. To do this, payroll collaborates with a large variety of CU teams. This teamwork has led to the successful completion of the following projects:

- Offering electronic faculty contract elections
- Implementing HCM upgrades
- Testing and migrating year-end tax updates, administering year-end processes, leave sweeps and leave certifications

**“The Payroll team’s goal is to deliver excellent service to every employee, every time.”**

— Sharon Bishop,  
assistant vice president  
of Payroll and Benefits

- Revising moving expense processes
- Managing the new positive pay process to enhance the security of paper checks
- Training employees through webinars, guides and presentations on CU campuses

Paying and supporting CU’s employees is a big job; the small but mighty Payroll team has what it takes to support them.



**1,668**

**On-demand checks issued**

On-demand checks are delivered when checks are lost, employees retire, employees given their final paycheck and for other reasons.



**23,410**

**HCM & Payroll support tickets closed**

The HCM customer support center closes a ticket each time it helped a CU employee or campus HR professional.



**51**

**Queries run by payroll to ensure accuracy**

For each monthly payroll, the team runs queries before, during and after processing to ensure accurate payroll and benefits billing.

# Supporting CU's international community

The International Tax Office ensures the university is in compliance with federal laws governing the taxation of nonresident individuals. The office is responsible for accurate withholding and reporting of payments issued to foreign individuals and entities through payroll, accounts payable and student finance. The team takes pride in contributing to CU's global collaboration and diversity principles and in providing exceptional customer service to CU's highly valued foreign students, scholars, visitors and vendors and the departments who partner with them.

## International Tax meetings

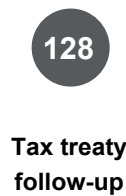
International tax specialists meet with CU's international students and employees to determine and document their U.S. tax residency status to help them understand their U.S. tax responsibilities, and ensure the university remains in compliance.

### 1,387 total meetings

- at CU Boulder: 1087
- at CU System: 295

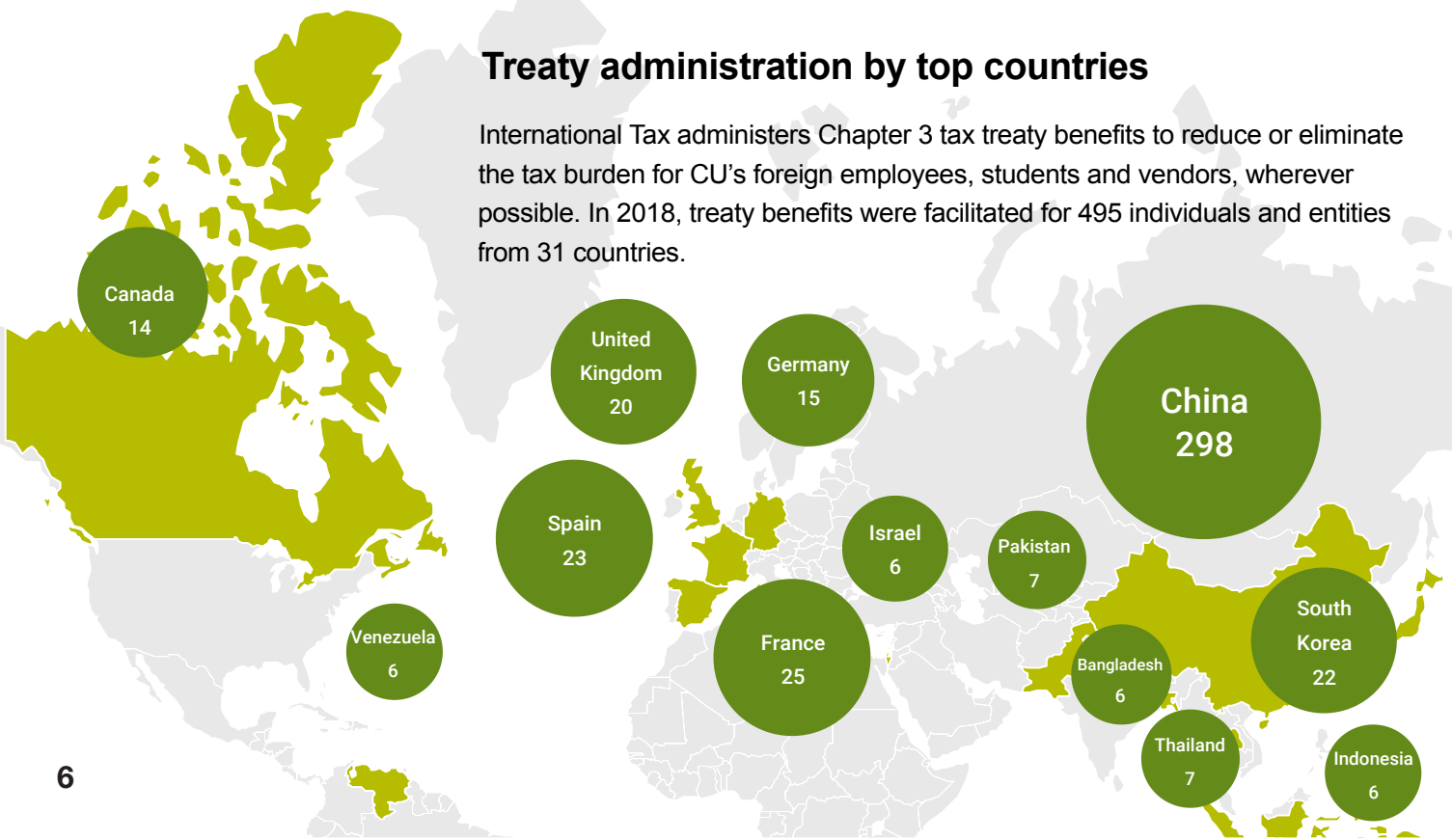


### Appointment types



## Treaty administration by top countries

International Tax administers Chapter 3 tax treaty benefits to reduce or eliminate the tax burden for CU's foreign employees, students and vendors, wherever possible. In 2018, treaty benefits were facilitated for 495 individuals and entities from 31 countries.

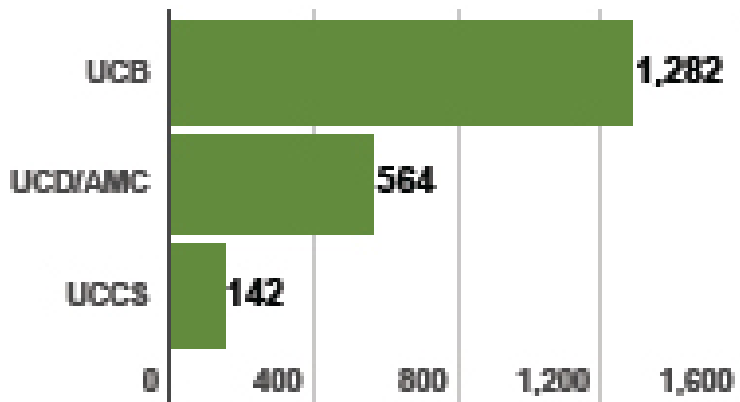




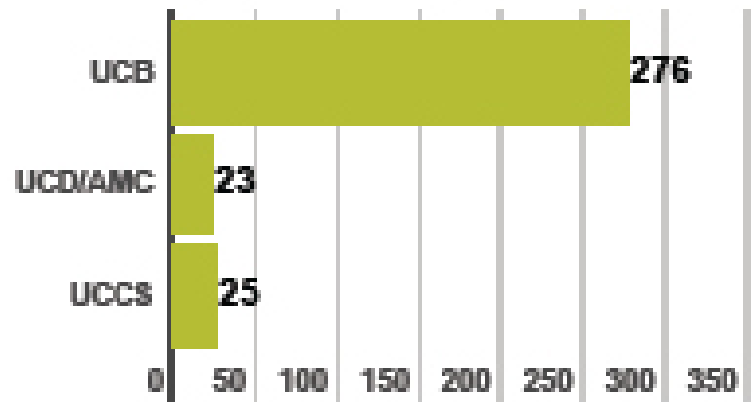
## International student finance reviews

Each semester, the International Tax team reviews non-resident student bursar accounts for non-qualified scholarships. Non-qualified scholarships may be taxable and must be reported on the 1042-S tax form.

Total accounts reviewed



Non-qualified scholarships identified



## By the numbers: 1042-S tax forms



\$7,482,607

Gross 1042-S reportable payments



1,083

1042-S forms issued

## Accounts payable payments

International Tax provides tax analysis and approval of payments issued to non-U.S. payees through CU Marketplace and a 'paper' OnBase process.



1,616

Total CU Marketplace approvals

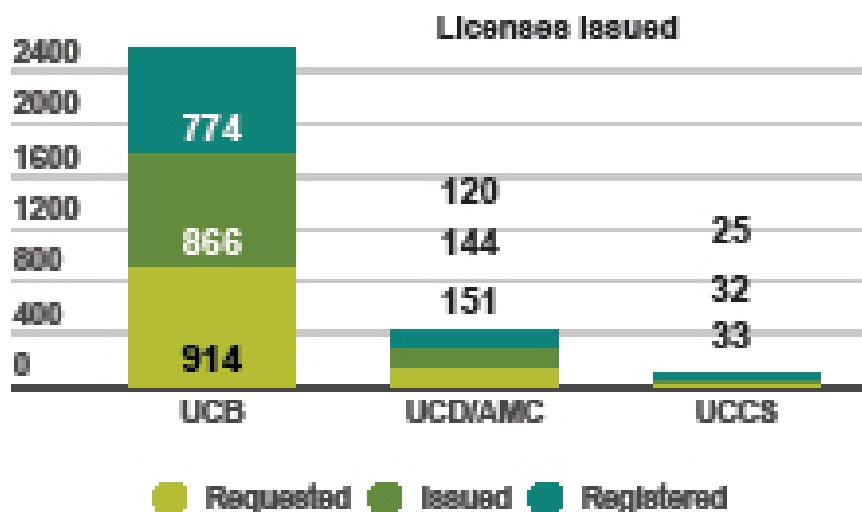


1,508

Paper process approvals

## Foreign National Tax Resource (FNTR) licenses issued

FNTR software provides a reliable knowledge base and nonresident alien tax preparation.



Survey responses

85%

% of survey respondents who completed federal tax returns using FNTR

75%

% of survey respondents satisfied or very satisfied with FNTR software

# THE TOTAL PACKAGE

## CU's benefits provide affordable care, varied options

With over 40,000 employees, the University of Colorado's workforce needs a diverse benefits package to meet different needs.

That's why CU offers a [comprehensive benefits package](#) with eight components: medical, dental, vision, pre-tax savings plans, tuition assistance, life insurance, disability insurance and retirement. This package is an important part of an employee's compensation, making up 30-40% of their total compensation. CU offers medical and dental plans with no monthly premiums for employee-only coverage, and life insurance policies for either no cost or for pennies on the dollar.

Most benefits eligible employees participate in either the University of Colorado 401(a) Mandatory Retirement Plan or Colorado PERA. In the CU 401(a) Plan, faculty and staff are immediately 100% vested in their contributions and the university's contributions. For every dollar invested in the plan, CU doubles the employee contribution – or \$2 for every \$1. For PERA participants, CU provides generous contributions toward retirement pensions. Three voluntary plans are available to all CU employees, so they can maximize their savings for the future.

The quality of benefits is one of the first questions

most prospective employees ask about a workplace. With CU's continuous efforts to increase employee satisfaction, our benefits act as a recruiting tool for top talent. Each position posted on CU Careers or CU Boulder Jobs provides an in-depth description of benefits available, helping fill positions with the right candidates. Because CU contributes 80-100% of monthly premiums, our package encourages many employees to stay longer.

As employees begin their university careers, Employee Services is one of the first departments they will meet through Payroll & Benefits Orientations. These orientations deliver information and resources they need to choose their benefits.

"It is satisfying to be able to see those who came from the private sector or small businesses be surprised at the richness of what's offered," said Deborah Lowe, a benefits outreach manager at Employee Services. "CU consistently tries to improve the customer experience and listens to what employees need."

With over 21,000 enrolled in medical and dental plans, more than 100 employees assisted each day and touch points on every campus and department, Employee Services is here for CU's workforce.

## DID YOU KNOW?

### Some medical, dental plans have a \$0 monthly premium

CU strives to keep care affordable. That's why CU offers a medical and a dental plan with a \$0 monthly premium for employee-only coverage.

CU Health Plan - High Deductible and CU Health Plan - Essential Dental provide coverage for employees at a price that can't be beat.

### Preventative care at no cost

The best way to defend against chronic disease and sickness is to take action before it hits. That's why all CU medical and dental plans provide fully-covered preventative care coverage. This means no deductible and no copay for preventative services, including well-baby and child screenings, adult wellness exams and certain vaccines.

### Dental services give members reasons to smile

Under CU's three dental plans, members and dependents receive four yearly cleanings — two regular oral cleanings and two periodontal cleanings.

Children age 12 and under receive 100% coverage on all oral services (excluding orthodontia) through Delta Dental's Right Start 4 Kids program.



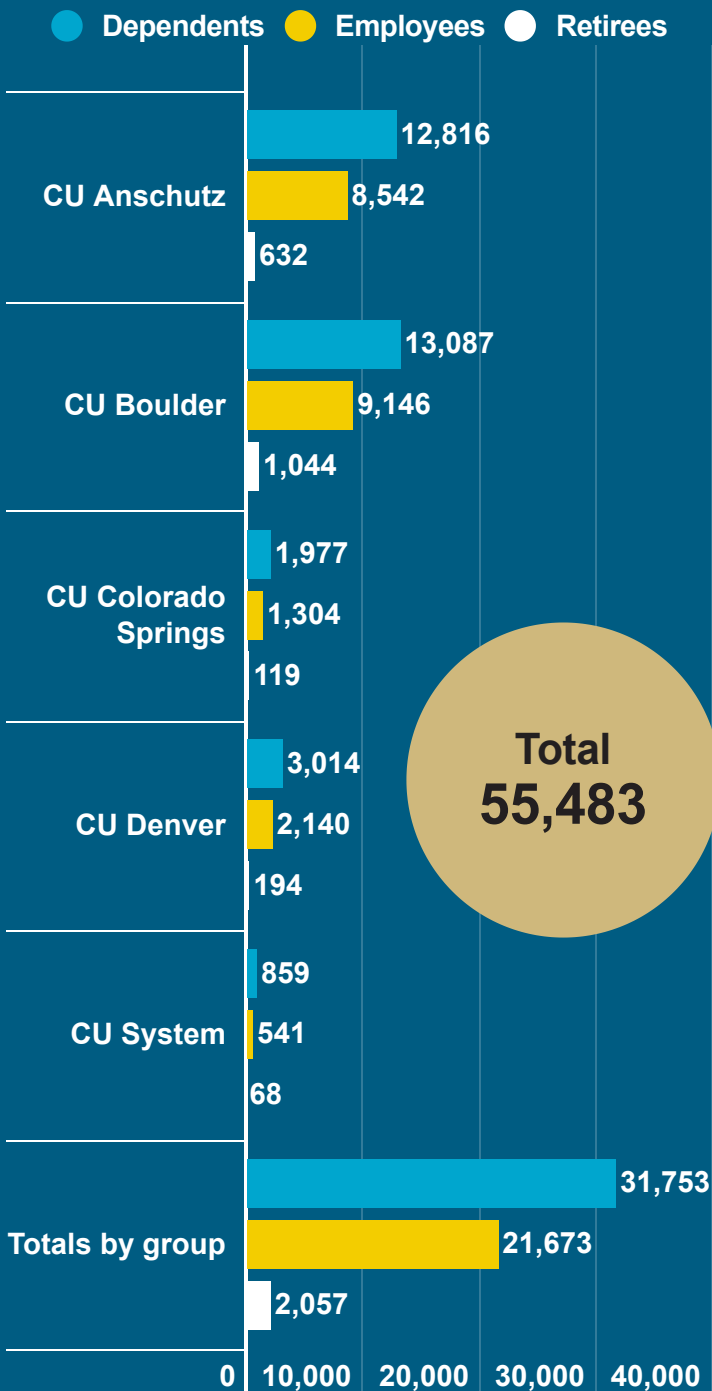


# Covering CU employees and their families

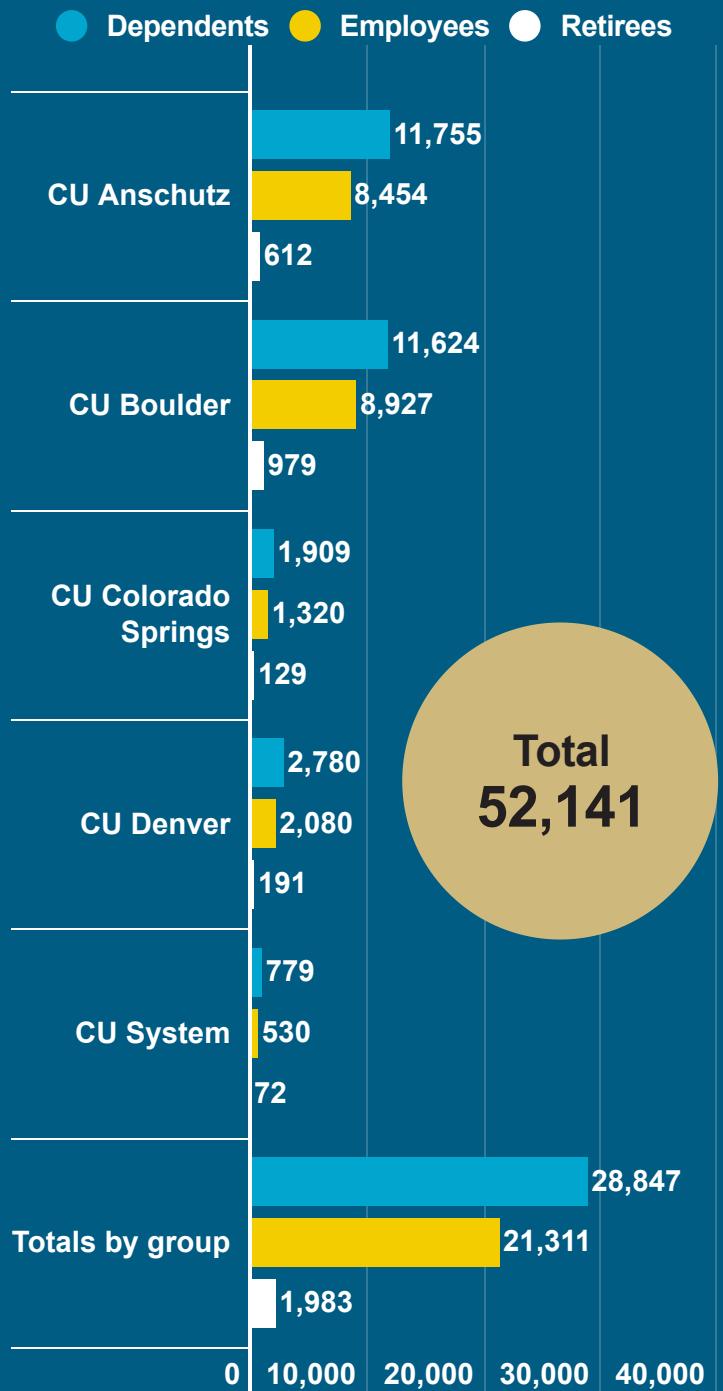
The University of Colorado's generous benefit package is an important part of the university's commitment to its workers and can equal 30-40% of an employee's total compensation. CU meets the needs of its workforce by offering four medical plans, three dental plans, a variety of disability and life insurance options.

**Note:** Enrollment totals reflect the plan participation across the entirety of fiscal year 2019.

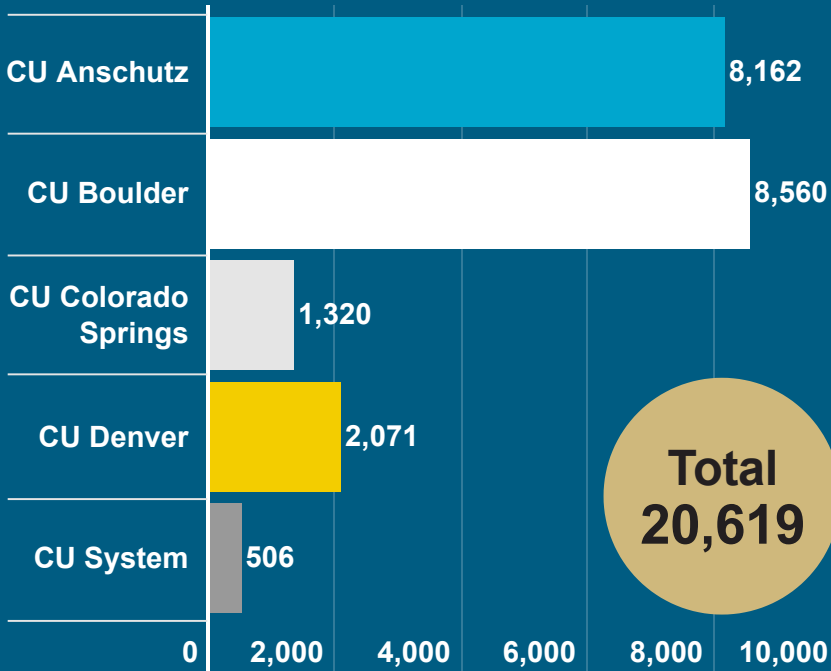
## Medical plan enrollments



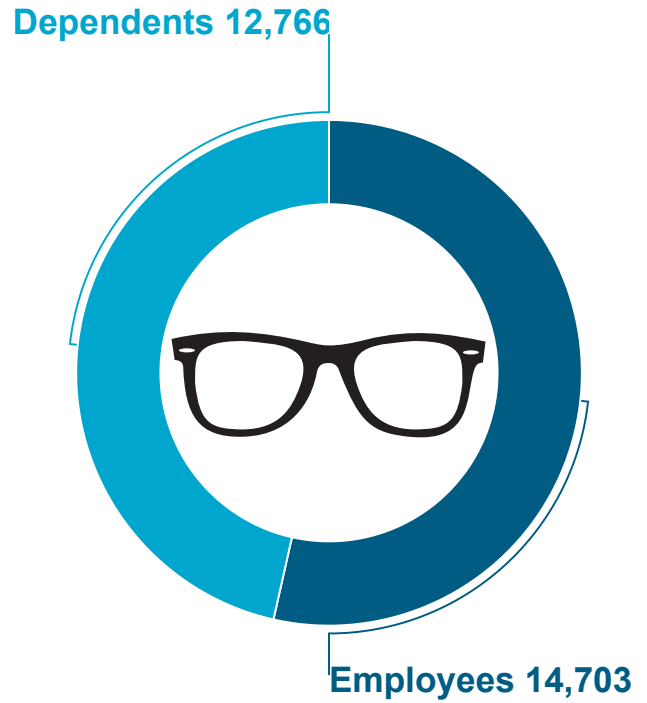
## Dental plan enrollments



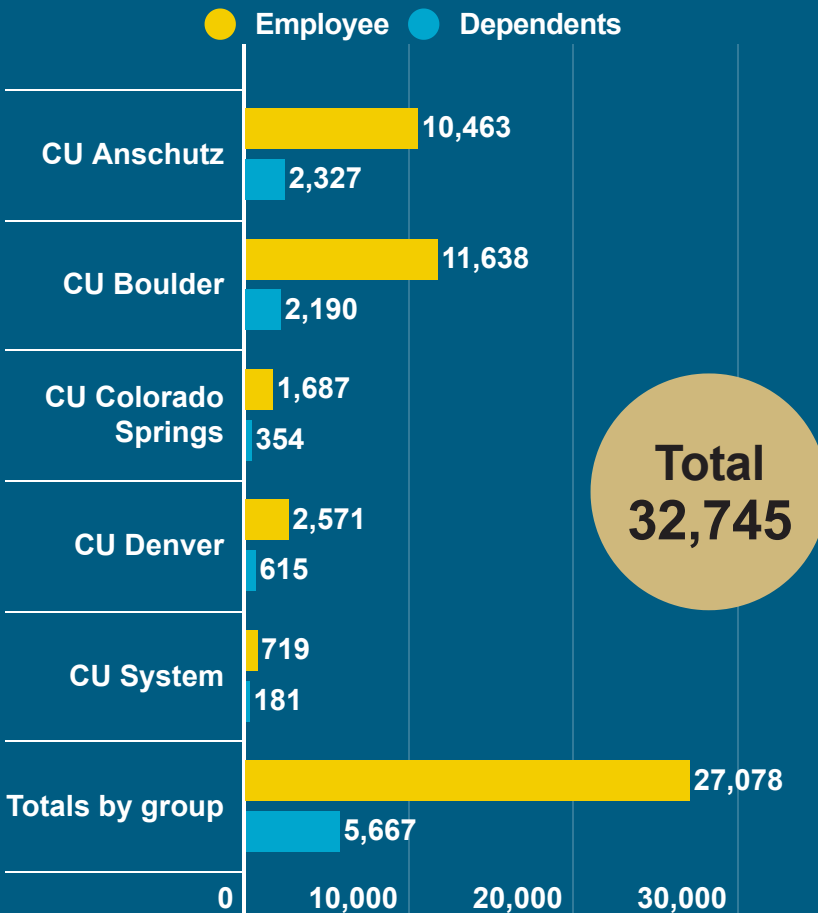
### Disability plan enrollments



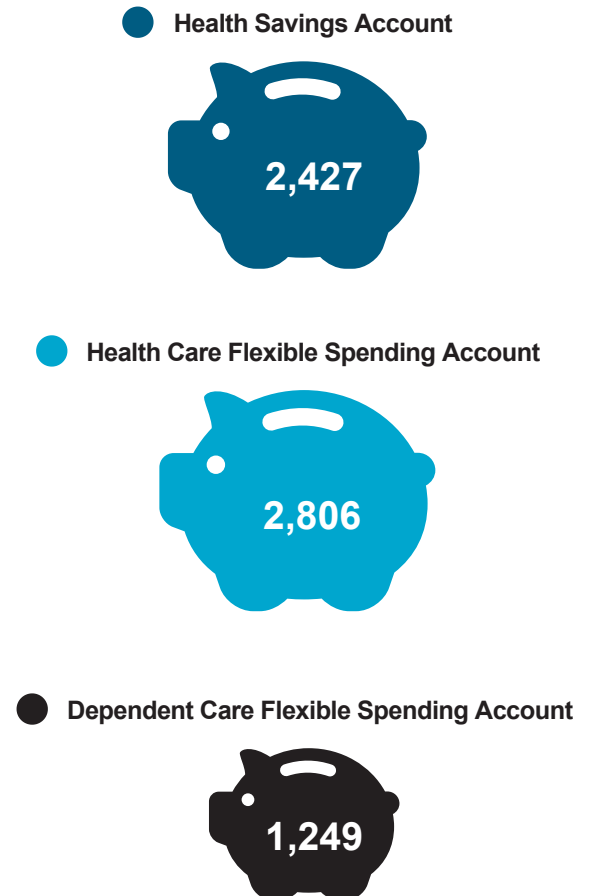
### Vision plan enrollments



### Life plan enrollments



### Savings and spending accounts





# Payroll and Benefits Orientations help new employees make the best decisions

Choosing and enrolling in new benefits plans can be overwhelming for new employees. That's why Employee Services offers [Payroll and Benefits Orientations \(PBOs\)](#). This year, 116 PBOs were held with 2,925 new employees in attendance.

During each session, benefits experts give new employees an in-depth look at their benefits options, helping them make the best choice for the needs of themselves and their families.

Topics include medical and dental plans, vision plans, life insurance, disability, tuition assistance and more.

Survey respondents have a lot of good things to say.

"This session was so informative! I was about to enroll into a different plan, prior to going to the seminar. The facilitator was thorough and allowed for questions and answers. Going through all the plan options gave me more clarity. Now I'll be making a better benefit choice for my situation," one attendee said.

## First-year email campaign highlights scope, variety of CU's benefits for newcomers

Starting a new job can be challenging, but understanding your benefits doesn't have to be. To help CU's new faculty and staff understand their benefits, Employee Services launched a New Employee email drip campaign in January 2019.

Sent to new employees over the course of their first year, this 11-email series covers benefits, perks and other services available to them. Topics include total compensation, mandatory and voluntary retirement plans, wellness programs, tuition assistance, health plans, professional growth opportunities and more.

"In a new employee's first month at CU, there's a lot to take in. You have 30 days to choose your benefits, and you're learning the ropes at your new job," said RyAnne Scott, assistant director of Communications and Outreach for Employee Services. "The new employee campaign provides concise, easy-to-understand overviews of all the benefits available to CU's workforce. Outside of the rush of new hire activity, it's a good primer to learn what we offer and take advantage of these services."

From January to June 2019, more than 40 messages were sent to over 1,300 new hires.

### FIRST-YEAR EMPLOYEE CAMPAIGN MESSAGES

- **Message 1:** Welcome to CU! and the Total Compensation Calculator
- **Message 2:** Retirement plan details
- **Message 3:** Wellness programs
- **Message 4:** Voluntary retirement plans
- **Message 5:** Tuition Assistance Benefit
- **Message 6:** No-cost preventative care included in CU Health Plans
- **Message 7:** Saving on medical, child or elder care costs with a Health Saving Account or Flexible Spending Accounts
- **Message 8:** Professional growth using Skillsoft and LinkedIn Learning
- **Message 9:** CU's Leave Policies
- **Message 10:** Life events
- **Message 11:** Happy Anniversary message with a recap of all services

## FINACIAL ADVICE, AT A GREAT PRICE

1,799 take advantage of no-cost financial consultations with TIAA

Meeting with a financial consultant can be expensive. CU employees don't have to worry about this because Employee Services and TIAA have collaborated to provide 1:1 consultations to them at no additional cost.

During a consultation, TIAA financial professionals can look at an employee's retirement account, college savings or other financial priorities. Whether an employee is unsure of estate planning issues or how to draw retirement income, TIAA can help.

"Employees realize that they can retire — many before they thought it would be possible. They love the one-on-one look at their accounts. A presentation can be too general, and clients have very personal situations that they want and need to discuss with us," said Julie Marshall, senior financial consultant at TIAA. "Employees leave our meetings excited to understand their plan better and with hope that they can retire when they want to."

## Retirement plan fees lowered 19%

This year, Employee Services negotiated lower fees for participants in the University of Colorado 401(a) Mandatory Retirement Plan and the 403(b) Voluntary Retirement Plan. As of Jan. 1, 2019, employees pay an annual plan servicing fee of just 0.057%, or 5.7 basis points, for their CU retirement plan. Fees were 0.07%, or 7 basis points. This means plan participants pay a 57-cent fee per \$1,000 invested rather than 70 cents. The Plan Servicing Fee pays for recordkeeping, personal investment consultations and other services.

According to Innovest's 2017 report, TIAA's average state universities' retirement plan fees and record keeping costs are 0.16% — meaning CU employees pay only 36% of the average fee.

## DID YOU KNOW?

Book a no-cost personal financial consultation on campuses, at a TIAA office or over the phone by visiting:

[www.tiaa.org/schedulenow](http://www.tiaa.org/schedulenow)

During the last fiscal year, 1,799 sessions were held with CU employees on campuses, at a TIAA office or over the phone. On average, 138 CU employees receive free financial advice each month — regardless of whether they are TIAA members.

Understanding finances can be tricky or confusing, but TIAA and Employee Services are here to help to make it more manageable.

## PERA expands participant options

PERA introduced new options for its retirement plans this year for some CU Classified Staff members: Defined Benefit (DB) or Defined Contribution (DC).

DB is the original PERA retirement plan, allowing participants to receive a monthly pension after retirement based on age, years-of-service and Highest Average Salary. The DC plan allows participants to own their retirement account and have more control over their finances in retirement.

If an employee became eligible for PERA or joined the university as PERA-eligible after Jan. 1, 2019, they may have the option between two plan types.

This change gives more options and flexibility for CU's PERA participants.

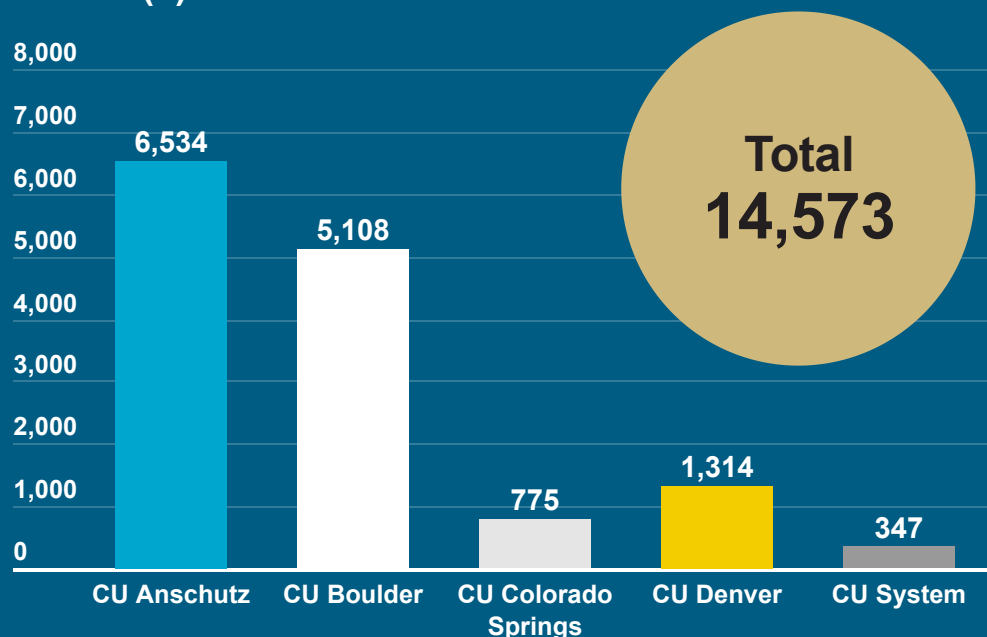


# Saving for retirement

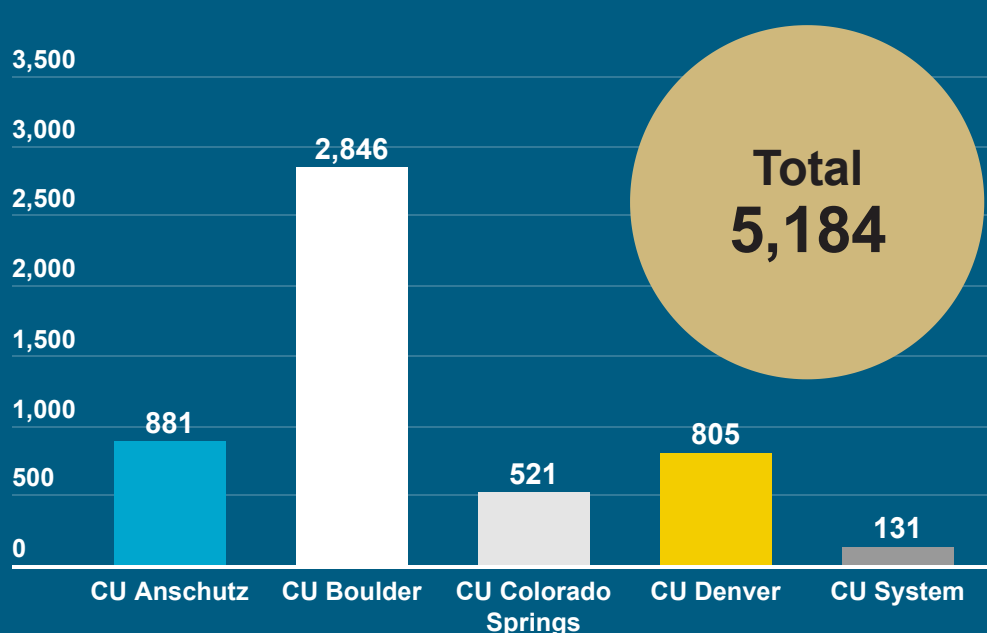
The University of Colorado helps its employees prepare for retirement with two mandatory retirement plans for eligible employees and three voluntary plans open to all employees. It's just one way CU sets employees on the road to a secure retirement.

## CU mandatory retirement plans

### CU 401(a) enrollments



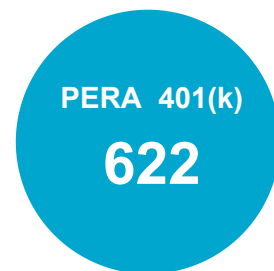
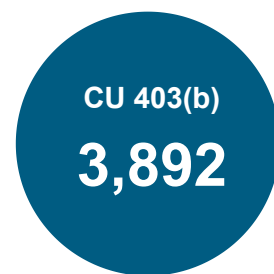
### PERA enrollments



## DID YOU KNOW?

The University of Colorado's matching contribution to the CU 401(a) was more than **\$145 million** in Fiscal Year 2018-19. Employees contribute 5% of their salary and the university contributes 10%. **That's \$2 for every \$1 that employees contribute.**

## Voluntary plan enrollments



# HEALTHY, WEALTHY AND WISE

## Supervisors invest in their teams with new speaker series

In the summer 2018, Employee Services debuted the [Healthy, Wealthy and Wise](#) program to help employees navigate, understand and take full advantage of CU's benefits offerings. Supervisors can request talks for their departments led by Employee Services, TIAA and PERA experts, which explain CU's benefits and retirement plans, along with financial strategies to meet personal goals. Employee Services also provides supervisors with online registration forms and marketing materials to spread the word.

More than 65 Healthy, Wealthy and Wise sessions were held from July 1, 2018 to June 30, 2019.

This program provides 23 talks including Basics of CU Health Plans, Creating Streams of Income: Maximizing CU Retirement Plans; Inside Money: Managing Income and Debt; PERA Fundamentals; and Tomorrow in Focus: Saving for your Ideal Retirement. Supervisors can also schedule a full day of personal 1:1 financial consultations for their offices.

Shala Massey, a Human Resources personnel coordinator at the Anschutz Medical Campus, requested the TIAA-hosted talk, "Inside Money: Managing Income and Debt," for her team.

"I personally found this workshop to be very beneficial," she said. "It was nice to have someone to explain how to focus on your money coming in as well as how to manage what's going out. The Employee Services team also made this super easy to schedule and announce to the department."

Massey went on to schedule four more Healthy, Wealthy and Wise sessions. Several employees shared her excitement for the upcoming sessions.

Out of 134 responses to a follow-up survey sent to all attendees, 98% rated the speaker's effectiveness and knowledge of the topic as 'very satisfied' or 'satisfied.' About 95% of participants found that the presentation they attended will help them make future financial and benefits decisions.

## Benefits events educate, keep employees healthy

Employee Services hosts a number of campus events for CU employees to better understand their benefits, meet face-to-face with professionals and stay healthy.

About 3,300 CU employees attended Flu Shot clinics in October 2018, and more than 1,796 attended Biometric Screenings in spring 2019.

Aimed toward employees within five years of retirement, Employee Services hosted Retirement Ready in November 2018 on all CU campuses to help employees stay on track to retirement. Employee Services, PERA, Medicare and Social Security representatives delivered talks, answered individual questions and provided essential resources to ease the transition to retirement to 611 CU attendees.

Before Open Enrollment began, benefits professionals visited campuses discussing the basics of CU Health

Plans and pre-tax savings options.

Over 450 employees registered to attend.

During Open Enrollment, carrier fairs were held to provide employees the chance to meet with plan carriers. More than 550 employees attended.

### DID YOU KNOW?

#### 327 CU employees retired

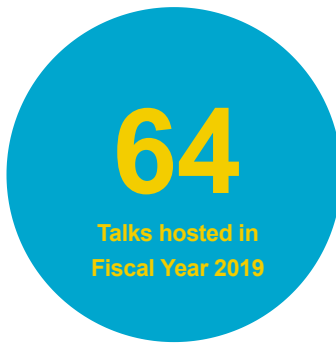
In fiscal year 2019, 327 CU employees retired from the university. CU guides employees within five years of retirement along their journey to the big day. This includes meeting with a benefits professional to outline retiree coverage options. More than 2,050 retirees are covered by CU medical plans.



# Bringing important talks to departments

Employee Services delivers high-quality benefits and financial talks through Healthy, Wealthy and Wise, which debuted in July 2018. Supervisors can request presentation topics, dates, times and locations to fit their team's needs that speakers from TIAA, PERA and Employee Services will deliver. It's information that will benefit CU faculty and staff for years to come.

## By the numbers: The program's first year



## Popular talk topics

**Basics of CU Health Plans**

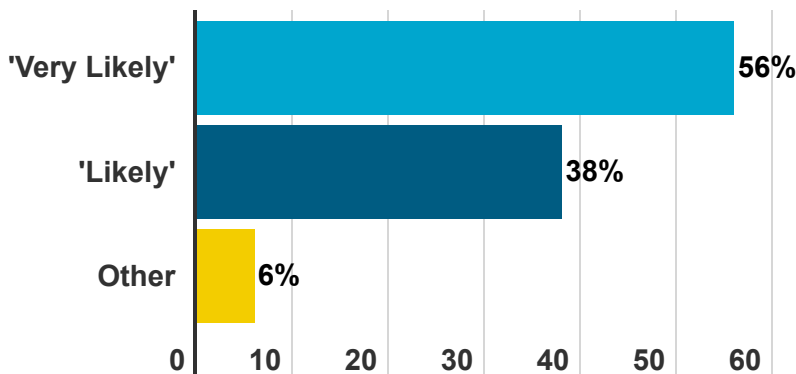
**Creating Streams of Income: Maximizing CU Retirement Plans**

**PERA Fundamentals and Tomorrow in Focus: Saving for your Ideal Retirement**

**Inside Money: Managing Income and Debt**

## What participants are saying

Survey participants who said they would attend another Healthy, Wealthy, Wise talk hosted by their department



95% of participants said their Healthy, Wealthy & Wise presentation would help them make future financial and benefits decisions



● Yes ● No



# NEW WELLNESS PROGRAMS

CU Health Plan introduced four wellness programs to promote the physical and mental health of CU's workforce

## Real Help Hotline

The [Real Help Hotline](#) provides all CU employees access to professional counselors, who can offer assistance finding wellness and behavioral health resources or immediate counseling over the phone.

Whether callers are experiencing a serious crisis or just need recommendations for when life gets too stressful, Real Help is here.

Due to the hotline's extensive footprint, counselors can assist callers with safety, emergency financial and legal resources. It's free, confidential and available 24/7 by calling (833) 533-CHAT (2428).

Any CU employee, regardless of health coverage, can receive assistance and referrals to the appropriate care.

"The Real Help Hotline is an initial step toward providing members of the CU community with integrated resources and access to multi-level mental health care," said Gena Trujillo, assistant vice president and operations officer at CU Health Plan Administration.

The best part: The CU Health Plan's hotline affiliation means counselors can direct health plan members to services and behavioral health providers covered by CU's health plans. Counselors can recommend CU Health Plan wellness programs that may help employees deal with situations including the Employee Assistance Programs (EAP), Move, Silver Sneakers and many others.

## Zipongo

[Zipongo](#) empowers employees to make better decisions about what to eat – at home and on the go. This program is available to primary CU Health Plan members. Up to four household members can join the program with a CU Health Plan member for group participation. Zipongo can be used from a desktop or smartphone, so members can stay on track at home,

---

**"The Real Help Hotline is an initial step toward providing members of the CU community with integrated resources and access to multi-level mental health care."**

— Gena Trujillo,  
assistant vice president and operations  
officer at CU Health Plan Administration

---

work or on the go. Whether they are looking for a healthy recipe or unsure what to order at a restaurant, Zipongo can help.

## Naturally Slim

Free for CU Health Plan members, [Naturally Slim](#) focuses on changing how participants eat, instead of what they eat. It has a greater focus on weight loss than Zipongo. This 10-week online course features support from a community of peers, with access to professional counselors and ongoing education one year.

## Ovia Health

[Ovia Health](#) offers a suite of apps to help families throughout each stage of pregnancy and early parenting. Whether a couple is trying to conceive, expecting a baby or parenting a new family member, Ovia has tools and resources to help get prepared during this stressful time.





# Promoting wellness for body and mind

Through its partnership with CU Health Plan, Employee Services offers many wellness programs and wellness discounts to enrolled CU faculty, staff and retirees. These services are provided to help eligible employees stay physically and mentally well. Plus, Real Help Hotline is available to all CU faculty, staff and student employees.

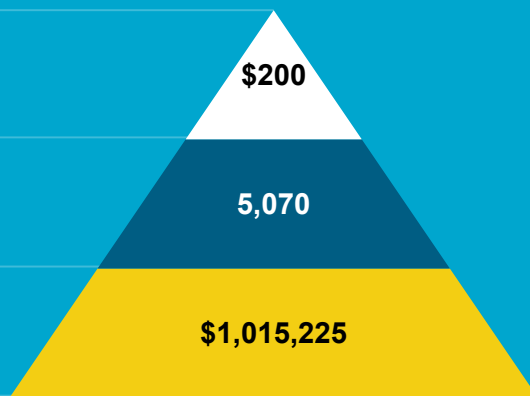
## Move

Move rewards eligible CU employees with \$25 for logging 30 minutes of exercise, 12 times in one month.

Average payout, per person

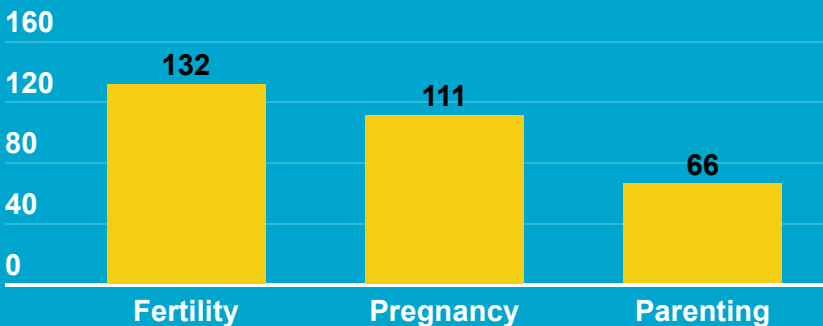
Individual employees rewarded

Total payouts



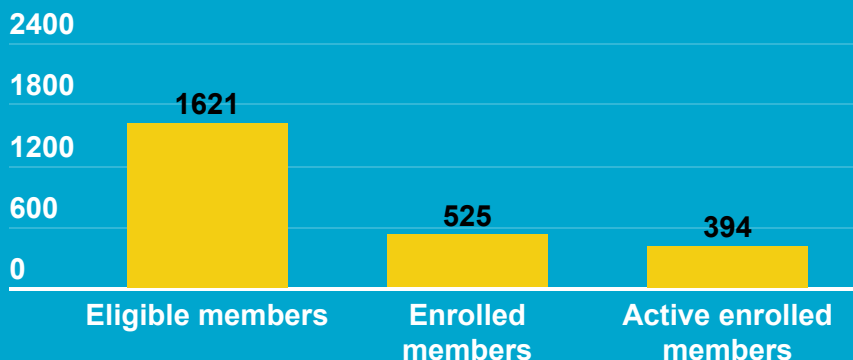
## Ovia

Ovia Health offers a suite of apps to help families throughout each stage of pregnancy and early parenting.



## Silver Sneakers

Silver Sneakers fitness programs are designed for retirees.



## Real Help Hotline

- 98 callers identified as working for CU
- Top concerns: "suicide ideation" & "anxiety concern"
- Most common end result: non-urgent referral

## Naturally Slim

735 People enrolled in program Average weight loss 5.8lbs

### Zipongo



1,740 People registered

### Biometric Screenings



1,796 People took part

### Flu shot clinics



3,300 CU employees took part in the clinics

### Omada



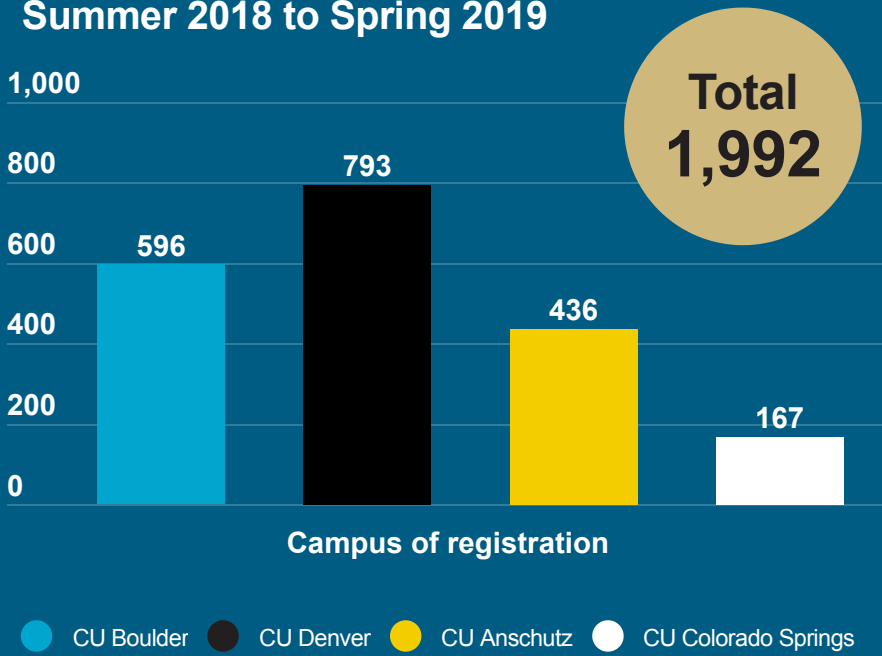
358 Participants in weight loss program



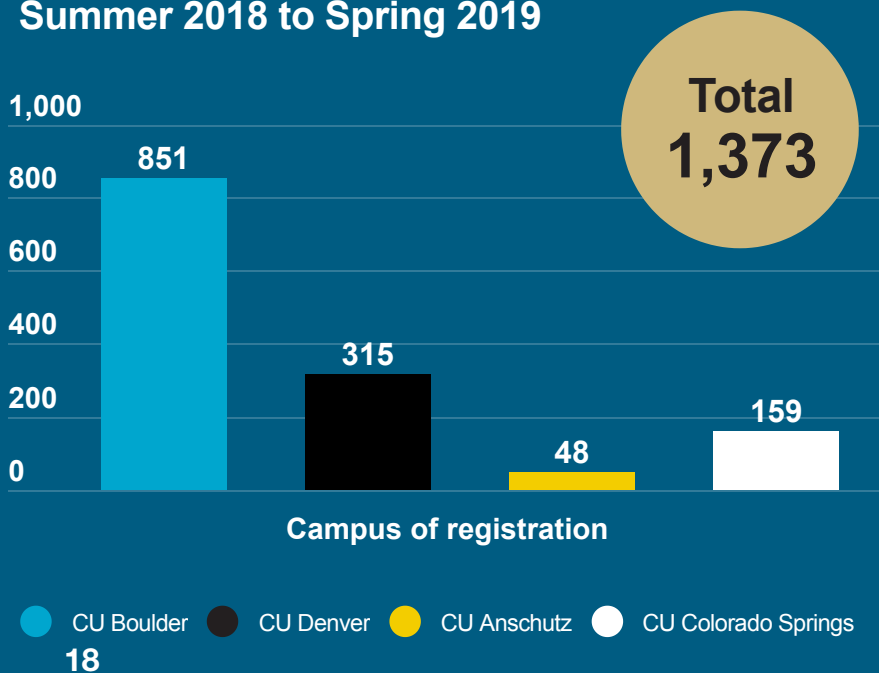
# Encouraging higher education

The University of Colorado's Tuition Assistance Benefit allows employees to take nine credit hours per academic year (fall to spring). Dependent children and spouses have two ways to save on tuition at the employee's campus of employment or another CU campus.

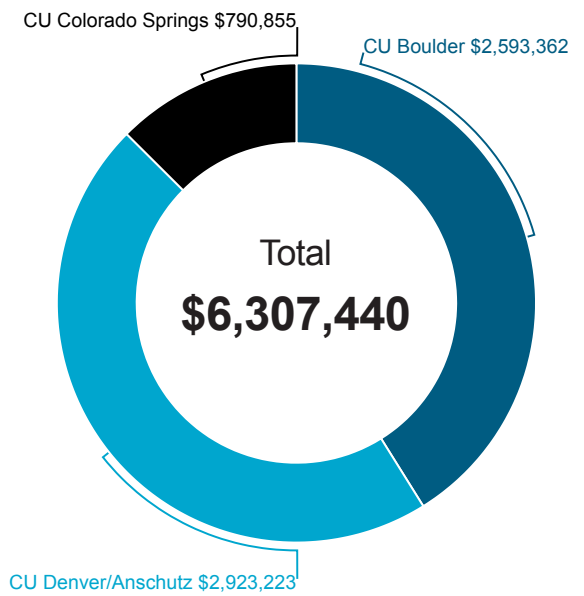
Total use by employees  
**Summer 2018 to Spring 2019**



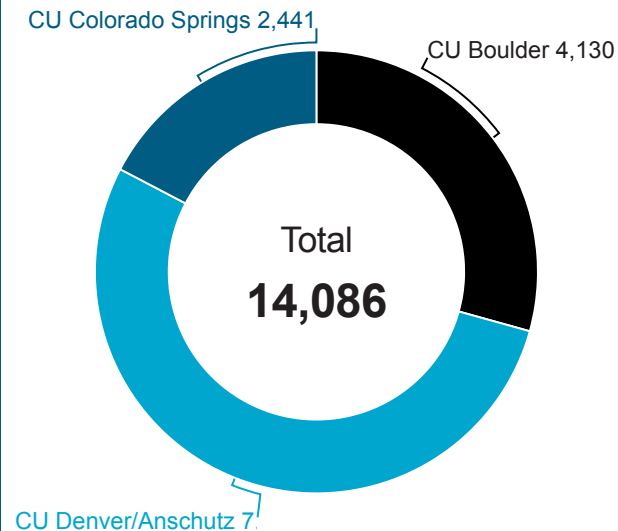
Total use by dependents  
**Summer 2018 to Spring 2019**



## Total tuition dollars waived



## Total credit hours taken by employees & dependents





# LINKEDIN LEARNING DEBUTS

## New training system available to all faculty, staff and students

The Employee Learning and Development group introduced [LinkedIn Learning](#) to all University of Colorado faculty, staff and students in September 2019.

LinkedIn Learning delivers a highly personalized learning experience, accessible through CU's employee and student portals. The platform combines Lynda.com content with insight-based recommendations that make learning more relevant and applicable.

Since January 2019, Employee Services has collaborated with LinkedIn, University Information Services, campus Human Resources offices, and IT offices to deliver LinkedIn Learning. Previously, Lynda.com's professional growth platform was available to CU employees and CU Boulder students. Now, employees and

**LinkedIn Learning's library contains over 13,000 courses with over 60 new courses released each week.**

students on all campuses can access LinkedIn Learning content.

Through LinkedIn Learning, employees and students have access to over 13,000 courses from industry-leading practitioners and expert instructors. LinkedIn Learning offers users on-demand courses to help them prepare for [professional certification exams and earn continuing education units \(CEUs\)](#). Courses can be accessed from any desktop or mobile device.

Users can connect their personal LinkedIn profile to LinkedIn Learning. Taking advantage of

this key feature lets users receive suggestions of courses and videos that are relevant to their job function, role, college major or industry trends.

After completing training in LinkedIn Learning, users can post badges and certifications they've earned on their LinkedIn profile. Connecting a personal professional account to CU's LinkedIn Learning is private. Co-workers and supervisors will not be able to see activity from a personal account.

On an interpersonal level, CU supervisors and instructors can share recommended courses, collections and learning paths that will benefit their employees and students.

LinkedIn Learning is providing the CU community with new ways to learn and grow, together.

## 34 faculty, staff complete Excellence in Leadership program

The [Excellence in Leadership program](#) is a university-wide program that provides faculty and staff in leadership roles the opportunity to become more effective leaders. The 2018-19 class included 34 members.

Participants gain knowledge and skills needed to fulfill CU's commitment to academic and administrative excellence:

- Developing skills to effectively envision, plan and implement

positive change

- Cultivating a collaborative, problem-solving community
- Sharpening knowledge, skills and practical insight to improve leader's efficacy in the higher education world
- Gaining awareness of the CU System and its opportunities
- Increasing understanding of university economics and realities of fundraising

Over 600 program alumni have

become eligible for the Excellence in Leadership Award. This award honors a program graduate who has shown exemplary leadership and impact on the university, local or global communities.

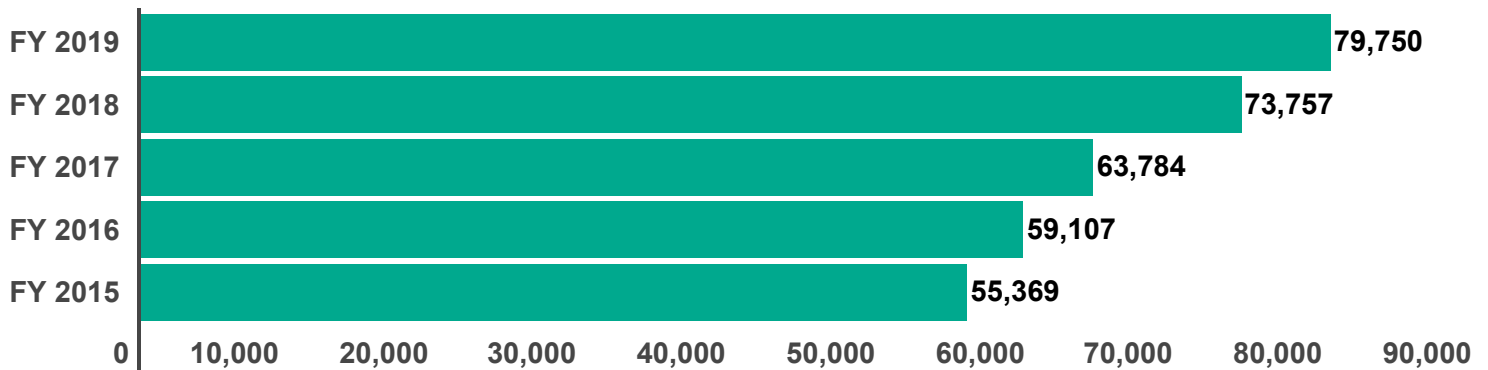
Each year, the award is presented at the Excellence in Leadership Luncheon. In 2018, the award was presented to Megan Bell, executive director of Community Learning and Development at University of Colorado Colorado Springs.



# Delivering on-demand learning

The Employee Learning and Development team manages several training systems for CU campuses, including Skillsoft and LinkedIn Learning, to help faculty and staff stay in compliance and grow their skills.

**Total Skillsoft completions by fiscal year**



**114**

**CU custom courses**

## DID YOU KNOW?

Between fiscal years 2010-2019, CU employees completed **462,642** CU custom courses.

## Most popular in Skillsoft



### Top 10 CU custom courses

1. Discrimination and Sexual Misconduct (CU Boulder & System)
2. Bloodborne Pathogens
3. Information Security
4. Discrimination and Sexual Misconduct (CU Denver)
5. Chemical Waste Management
6. Fiscal Code of Ethics
7. HIPAA Regulations
8. FERPA
9. Regulated Medical Waste
10. Procurement Purchasing



### Top 5 Skillsoft videos

1. S.M.A.R.T. Goals
2. Keys to Performance Management
3. Achieve Goals with If-Then Plans
4. Light The Fire: Leveraging Appraisals for Maximum Performance
5. Break Down Big Goals



### Top 5 Skillsoft books

1. What Got You Here Won't Get You There: How Successful People Become Even More Successful
2. Perfect Phrases for Setting Performance Goals
3. Mindfulness at Work
4. Quantifying the User Experience
5. Goal Setting: How to Create an Action Plan and Achieve Your Goals



# A BUNDLE OF JOY FOR NEW FAMILIES

## Employee Services, CU campuses deliver new paid parental leave policy in response to requests from faculty, staff councils

Each University of Colorado campus introduced a new paid parental leave policy on July 1, 2018, thanks to a collaboration between Employee Services, campus Human Resources offices, and CU's Staff and Faculty Councils. CU's parental leave policy was revised to guarantee eligible employees from UCCS, CU Denver | Anschutz Medical Campus and CU System four weeks of paid leave and CU Boulder employees six weeks of paid leave upon the birth, adoption or foster placement of a child.

Talks for an updated paid parental leave policy began in 2016. It was supported by Anschutz Medical Campus faculty research, which examined CU employees' needs and how policies could better serve them and their families.

To move the project forward, Employee Services worked extensively with CU campuses, campus leadership and benefits carriers in the following ways:

- Estimating cost changes for chief financial officers
- Writing amendments to CU's short term disability benefit
- Making additions to My Leave and payroll to support leave changes
- Collaborating with campus Human Resources offices to cohesively implement the benefit
- Working with each campus to communicate an overall message and creating presentations for campus Human Resources offices

"Supporting our employees and preparing the university for the needs of the current and future workforce is a priority," said Felicity O'Herron, chief human resources officer and associate vice president of Employee Services.

"Paid parental leave is something our employees identified as a benefit needed to support themselves as they grow their families. The work and collaboration that went into this policy change shows CU's commitment to our people."

### Paid parental leave Usage for fiscal year 2019



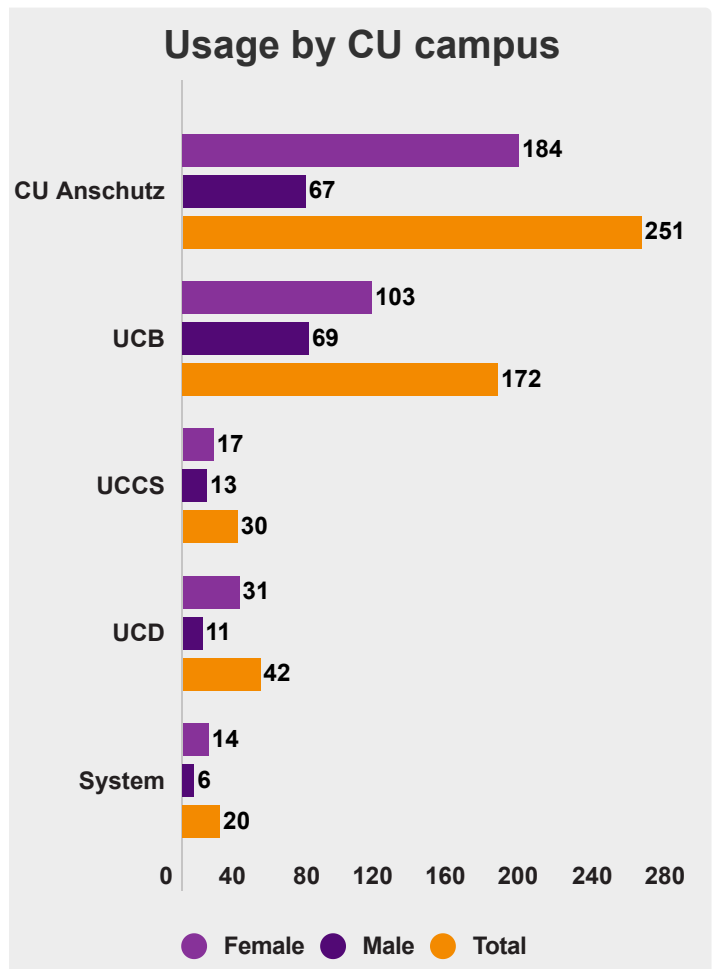
**515**

Number of new mothers (349) and fathers (166) who used CU's paid parental leave policy in its first year



**96,160**

Additional hours new parents at CU spent with their new children, thanks to this policy



# MODERNIZING HCM, TOGETHER

## Successful HCM upgrade results from collaboration between Employee Services, UIS and campuses

More than 2,000 University of Colorado employees across all campuses use the Human Capital Management system (HCM) to manage many human resources-related tasks. To keep the university running smoothly and efficiently, Employee Services and its partners have continually improved HCM since 2015.

During the most recent system upgrade, which debuted in December 2018, University Information Services (UIS), Employee Services and CU campuses collaborated to deliver responsive and modernized HCM pages for many tasks.

To accomplish this, they worked together early and often to identify user pain points, needs, wants and ways to improve the system.

“It was critical that each department worked efficiently together,” said Sharon Bishop, assistant vice president of Payroll and Benefits for Employee Services. “I’m thrilled that I got to work with these professionals throughout the project.”

Bob Sudo, director of HR IT Services for UIS, shared Bishop’s sentiments, saying, “Through collaboration, hard work, countless hours and dedication, a solution was developed that not only met, but also exceeded, expectations. The upgrades were seamless because of the commitment of everyone involved.”

**Cross-campus team:** Made up of 33 subject matter experts from the campuses and system office, this team supported early involvement in design and testing processes, prioritized business process changes and presented recommendations to the HCM Steering Committee.

**HCM Project Steering Committee:** Held regular meetings with chief human resources officers and chief information officers, deliberated and signed off

on business process changes presented by the cross-campus team.

**Project and change managers:** Worked with the cross-campus team, reported to executives and the Steering Committee, collected data and gauged users’ feelings about the project’s direction before, during and after go-live.

**Quality Assurance team:** Helped to write test scripts, conducted system integration testing (SIT), collected testing results, and tracked metrics for user acceptance testing (UAT) and SIT.

Campus users were included in SIT testing, which helped to identify system issues earlier and prevented last-minute system fixes. In total, 1,575 UAT test cases were created.

**Employee Services teams:** Held 38 training sessions and created 53 learning resources related to the upgrade. Communication efforts encompassed the entirety of the project, and the HCM Support team fielded user questions before and after go-live.

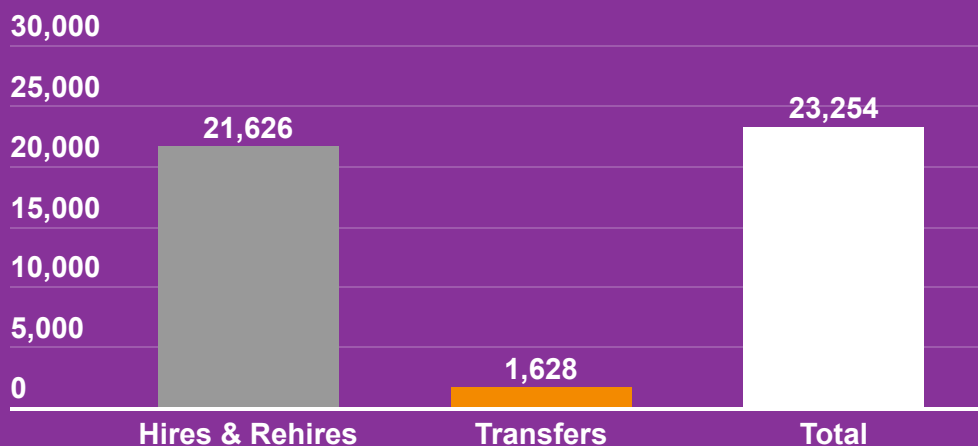
**Human Resources Services Management team:** This team was formed after the HCM upgrade and is made up of key decision makers from the cross campus team. The team is comprised of HR leaders from UIS, ES and each of the campuses. They will discuss HCM-related issues, changes or enhancements going forward, discuss prioritization and work toward implementation, if possible.

Thanks to the hard work and collaboration of many teams, HCM will continue to keep the university running smoothly and efficiently for years to come.



# HCM upgrade results

## Number of HCM transactions since go-live



## Time savings for users

Total minutes saved: 179,520  
That's 2,992 hours!

Minutes saved on Hires/Rehires:  
173,008

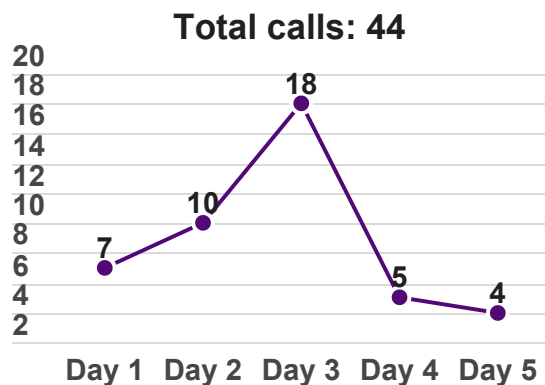
Minutes saved on Transfers: 6,512

## Time saved per transaction

Hires & Rehires: 8 minutes

Transfers: 4 minutes

## Number of support calls during week after go-live



## Support call topics

- Data entry
- Pop-up blocker
- Navigation
- Known rehire issues

## HCM webinars, training prepare users

Employee Services provides regular training to CU employees who use HCM in their day-to-day work.

**Webinars:** These sessions focused on a wide range of HCM and payroll topics: Time, leave processing and audits, general ledger, faculty contracts, best hiring practices and more.

Last year, 223 employees attended.

### Structured labs and campus-specific training:

This year, 144 employees registered for five structured labs covering payroll expense transfer (PET) basics on all campuses.

Campus-specific training for HR/GL, finance and payroll was held at CU Colorado Springs.

## DID YOU KNOW?

HCM Community blog articles tallied up **22,807** unique views in fiscal year 2019.

## HCM Campus Calls provide updates, demonstrations and insights

The biweekly HCM Campus Call provides users the most recent system information and updates.

During the call, Employee Services teams discuss employee learning resources; benefits, payroll and contract updates; time and leave; project and blog highlights; and HCM feature focus.

In 2019, 380 callers participated in the calls.

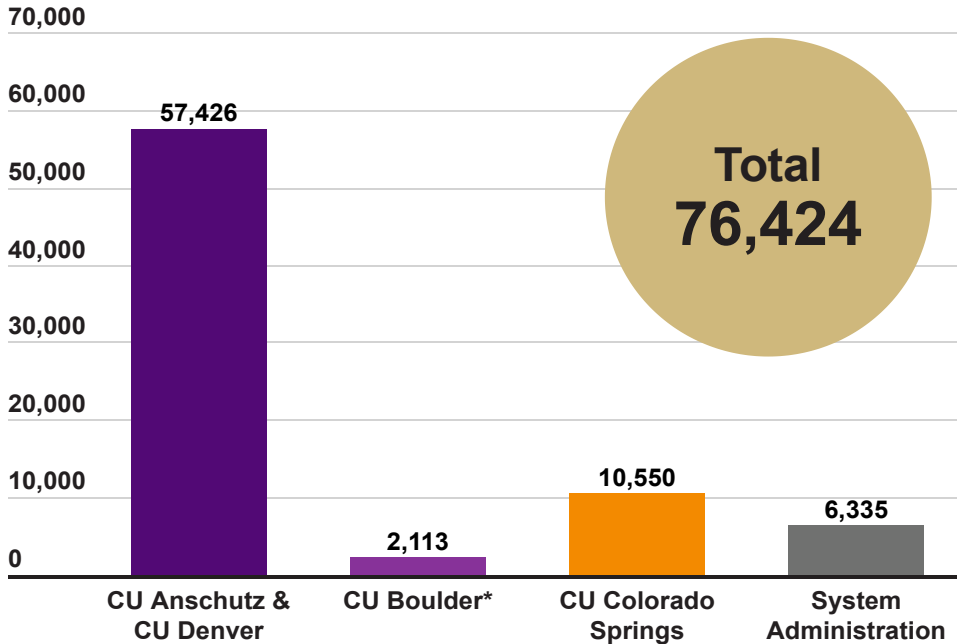




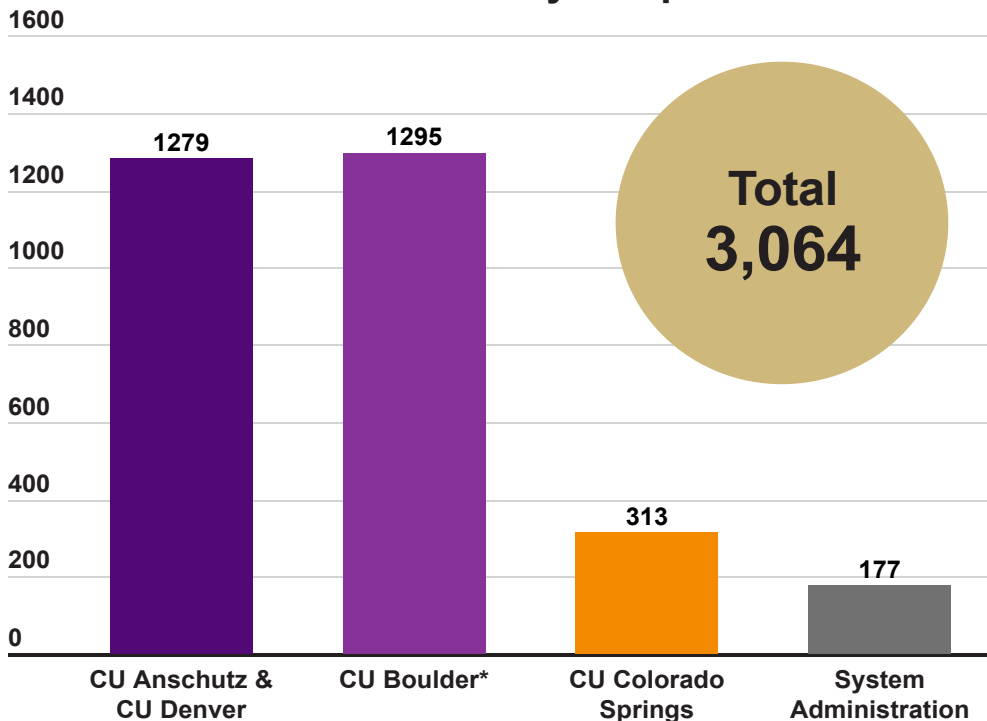
# Recruiting new employees

The CU Careers recruitment tool and website play an integral role in recruiting new faculty, university staff, classified staff, student and temporary employees to the University of Colorado's four campuses and System Administration.

**Total applicants by campus**



**Total hires by campus**



## By the numbers: CU Careers



**404,926**

Total unique visits to CU Careers website



**50,000**

Total HireVues completed

HireVue is a video interviewing platform used to screen candidates



**2,923**

Total SkillSurveys completed

SkillSurvey is an online, automated reference checking software



**12,688**

Total I-9s completed to verify identity and U.S. employment verification



**12,585**

Total background checks completed

\*CU Boulder primarily uses CU Boulder Jobs for recruiting purposes. This number reflects CU Careers usage.



# DATA DRIVES BIG DECISIONS

## Employee Services' data team makes a big impact on the University of Colorado by providing insights to make decisions

Employee Services and other University of Colorado departments rely on numbers, statistics and data to make informed decisions, solve problems and streamline processes. The Employee Services data team helps make this possible.

The data team provides support for the Human Capital Management (HCM) system, data and reporting requests and distribution of accurate information. The team uses reporting and visualization software to create tools to support the operational needs of university departments, as well as respond to requests from the IRS and U.S. Census Bureau.

Their recent projects include PeopleSoft Update Manager (PUM) applications, year-end Affordable Care Act and tax updates, an IRS audit, leave sweeps,

bonus pay analysis, years of service and merit increases.

The team played a big part in last year's introduction of the new Paid Parental Leave policy by analyzing dependent data in HCM to determine the number of annual births among CU's employee population.

Data, in combination with average weekly salaries, helped the team estimate the financial impact of the benefit. Over the course of 2019, additional data analysis ensured consistency with the original estimates.

Without insights and institutional knowledge provided by the data team, it would be much harder to make informed decisions, solve problems and improve processes.

## Excel to CI process keeps data clean, updated

At times, data needs to be updated or corrected in the Human Capital Management system (HCM).

When this occurs, departments contact Employee Services to update the information. Rather than correcting each row manually, Excel to Component Interface (CI) is used.

The interface uploads data from Microsoft Excel into PeopleSoft databases. Each source workbook contains worksheets and Excel Visual Basic code modules to execute the business logic for each transaction. This process allows up to 65,000 Excel rows to be imported directly into HCM, automatically updating all associated records. Excel to CI has been used to clean and update the following HCM data:

- **Person of Interest (POI) and personal data:** Social Security Numbers, ethnic groups and other personal information
- **Job data:** Compensation rates, benefits eligibility and job status updates

**More than 80,593 items were updated using Excel to CI in FY19.**

- **Position information:** Job codes, reporting and position status changes
  - **Affordable Care Act (ACA):** Monthly measurements and Form 1095-C updates
- During fiscal year 2019, a minimum of 80,593 rows were loaded or updated using the tool.

This interface has streamlined the data correction process, saved the University of Colorado time and money, prevented HCM users from completing a large number of individual transactions, and produced data in the system.

# OnBase increases efficiency, collaboration between Employee Services and CU campuses

When an employee completes a Tuition Assistance Benefit application or enrolls in university-offered benefits, what happens after submission? These forms are processed and stored within OnBase, a Hyland Software product designed to manage information, processes and cases in one secure location.

Employee Services began implementing OnBase in 2007 to digitize hundreds of paper forms and faxes sent daily to its offices.

This digital program was first used to archive employee forms, as the university is legally required to keep files for a certain amount of time. Its use has expanded to digital workflows for daily department processes.

OnBase allows Employee Services staff members to be more responsive and customer-focused.

This means more human resources are freed up to supporting CU and its employees, increase process efficiencies and decrease the possibilities of human error when completing forms.

“We are always working on improving the process and employee experience on both sides with the tools available on OnBase,” said Kimberly Wendelin, records manager with Employee Services.

When it comes to collaboration, automatic processes are not the first thing that comes to mind. However, OnBase enables Employee Services to work with multiple departments across all four campuses. In 2017, the rest of the university began using OnBase.

Today, there are 36 certified department administrators across all campuses who work directly with Employee Services each week.

The biggest collaboration centered on the Tuition Assistance Benefit application. Previously, a paper application was processed between multiple departments. Now, completed applications are submitted through the employee portal, information is pulled through OnBase to ensure its accuracy, then routed to many CU departments for approvals. Employees get an alert as their application moves through each step in the process. This innovation involved the UCCS Bursar’s office, CU Boulder Bursar’s office, CU Denver Registrar’s and Bursar’s offices, and the University Information Services’ portal and Document Management teams.

Collaboration has also extended to other universities. Colorado School of Mines recently began using OnBase last fiscal year. Employee Services and University Information Services has been helping them to transition into this software. In August 2018, a Higher Ed symposium for OnBase and Perceptive was hosted at CU Boulder.

The department’s overall carbon footprint has decreased, thanks to OnBase. In fiscal year 2018, Employee Services spent \$2,000 just on paper for printing alone. In fiscal year 2019, this cost was reduced to \$1,400 with the introduction of more online forms.

## Scope of Work brings outside expertise to CU

To get important work done, the University of Colorado uses the expertise of not only our own employees, but those of contractors and individuals who are not employed by CU.

Known as the Scope of Work process, Employee Services reviews requests for independent contractors to ensure compliance with related IRS guidelines.

Once reviews are complete, contractors and

individuals perform work such as painting murals, conducting workshops, DJing for events and drawing illustrations for classes or educational materials.

Throughout 2019, 2,051 requests have been approved and processed: 12 at System Administration, 551 at the Anschutz Medical Campus, 937 at CU Boulder, 188 at CU Colorado Springs and 363 at CU Denver.

# LOOKING FORWARD

## Future projects help CU to continue providing excellent service, generous benefits to our dedicated workforce

The projects we've outlined in this report may be complete, but that doesn't mean we've stopped working on behalf of the University of Colorado's faculty, staff and students.

Now that you've seen how our teams have spent the last fiscal year making a positive impact on the lives of our faculty, staff, students and their families, we want to give you a sneak peek into some of the projects we're working to roll out this fiscal year:

- **Voluntary retirement plan expansion:** Employee Services is currently in the process of introducing a ROTH after-tax voluntary retirement plan option to the CU 403(b) Voluntary Retirement Plan. This will give employees another way to save money for their retirement.
- **The CU Advantage:** Employee Services will soon offer a one-stop website for perks,

discounts, benefits and services exclusively available to CU faculty and staff.

- **Software upgrades:** Software updates will modernize benefits events in the employee portal, such as Open Enrollment, new hires and more. They will give employees a friendly mobile experience, streamlined interface and interactive visual information.
- **Digitizing forms:** More digital forms will be added to OnBase and the employee portal as a way to simplify form completion, making it more accessible and quicker.

Through our past and future projects, Employee Services will continue helping CU provide excellent service and generous benefits to our dedicated workforce. We strive to make the University of Colorado a great place to work.

## Employee Services staff

Employee Services could not accomplish all it does without our dedicated staff, who are fundamental to delivering services to CU's workforce.

James Alexander  
William Armstrong  
Jacqueline Bannister  
Rachelle Beauplan  
Tristan Bender  
Sharon Bishop  
Jen Bosma  
Peter Bowers  
Shelly Brown  
Roberta Calderaro  
Jim Carrington  
Alicia Dandeneau  
Nate Dietrich  
Kylee Downes  
Carolyn Donadio  
Karen Dreiling  
Megan Drysdale  
Kelli Elmlade  
Ashley Eschler  
Diana Feagins

Makaio Fraizer  
Ashley Frakes  
Scott Frey  
Erica Fukuhara  
Joyce Gamboa  
Kyle Gibson  
Stacy Gomez  
Sara Hart  
Bryan Hartle  
Kelsi Hartman  
Katie Holloman  
Christina Honne  
Tracy Hooker  
Jean Howe  
Melissa Kent  
Satpal Khalsa  
Sarah Koslowski  
Nora Krajah  
Kayle Lingo  
Justin Loiselle

Deborah Lowe  
Janet Lowe  
Anne Marcovecchio  
Betsy Maguire  
Michelle Martinez  
Thomas Martinez  
Catherine McCoy  
Kim McGregor  
Teresa Meier  
Annie Melzer  
Kay Miller  
Adriana Moreno  
Artan Mustafai  
Josh Navarro  
Erika Nelson  
Beth Oelke  
Felicity O'Herron  
Carolyn Proctor  
Ashleigh Prout  
Sambridhi Pandey

Jenny Rattana  
Brittney Sandoval  
Heather Savino  
RyAnne Scott  
Sarah Settle  
Stephanie Sheldon  
Laura Siedzick  
Ryan Snyder  
David Sprouse  
Tricia Strating  
Shannon Sunderland  
Wilson Vargas  
Martia Veith  
Kimberly Wendelin  
Diane Wiederspahn  
Mary Williams  
Angie Young  
Kendra Zafiratos