

EMPLOYEE SERVICES

# IMPACT REPORT

GOING THE DISTANCE FOR CU



# Welcome to our Annual Impact Report

Even in challenging times, Employee Services is here for you

It may be an understatement to say it's been a challenging year. As COVID-19 changed fundamental aspects of everyday life, Employee Services has strived to be there for the University of Colorado's faculty, staff, students and their families.

In our second annual Impact Report, we'll show you the ways we're working to ensure you can take full advantage of CU's excellent benefits and services.

We'll detail how our department responded to the COVID-19 pandemic with you

in mind, highlight new and familiar programs, and talk to faculty and staff who used our services.

Bringing together Benefits, Payroll, Employee Learning and Development, Human Resources, Business Operations and HRIS and Communications, Employee Services works to deliver quality benefits coverage and retirement plans, accurate payroll, professional growth opportunities, human resources guidance and more.

Our staff regularly collaborates with all four

CU campuses and external partners to ensure we're meeting your needs.

If anything, this year has shown teamwork is a hallmark of CU's resilience and continued success. We value your dedicated work for CU, and we'll be here when you need us.

Sincerely,

**Felicity O'Herron**

*Associate Vice President of Employee Services & Chief Human Resources Officer for CU System Administration*

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- Opt. 3: Benefits
- Opt. 5: CU Careers

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University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

**EMPLOYEE SERVICES**

# How Employee Services responded to COVID-19

Staff worked to ensure vital services continued without interruption for CU

COVID-19 has transformed the ways we live, the ways we work and the ways the University of Colorado does business. Through this, Employee Services worked to ensure its services for CU faculty, staff and students continued without interruption and rolled out new offerings.

## Responding to your needs

In the second week of March, System Administration employees arrived at their offices with instructions to pack what they needed and head home to work until further notice. At the same time, Employee Services' eight departments, two on-site call centers and 80 employees, jumped into action with CU faculty, staff and students in mind.

The department's two call centers transitioned from fully on-site work to remote work in a matter of hours. The **Benefits and Payroll/HCM call center teams** quickly worked to set up remote

call centers, and continued to respond to faculty and staff questions, issues and requests.

The **Payroll** team collaborated with UIS to develop a remote system to ensure every employee was paid on time and accurately. The first all-remote pay cycle was processed during the third week of March.

When CU asked everyone to head home, many international employees and students only had homes abroad. **International Tax** faced uncommon challenges to support them. The three-person tax team developed a new workflow to study tax implications, helped international employees file U.S. taxes and supported campus International Student Services' offices.

In short order, the **International Tax, Benefits and Retirement teams** began offering Zoom consultation appointments to replace in-person sessions.

[See COVID, page 3](#)

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# Employee Services Expos

## Campus events highlight many CU perks, benefits and services



The Employee Services Expos, held on each University of Colorado campus from Oct. 7 – 22, 2019, brought together Employee Services, campus partners and service providers to help faculty and staff understand the range of CU’s benefits, services and perks.

Attendees met experts from 26 different groups, who answered questions on everything from their medical and retirement plans, earning a degree with the help of CU’s tuition benefit, campus transportation

options, gym memberships, banking and much more. TIAA delivered two talks focused on saving for retirement.

While employees sipped on coffee, hot chocolate and cider, they completed a scavenger hunt, visiting at least six expo booths for the chance to win one of five \$100 prizes, deposited right into their paycheck.

Registration and attendance increased 20% from last Employee Services Expos, with 1,031 faculty and staff members participating.

## COVID: 36,102 COVID safety courses taken as of Sept. 30

### Stressing safety

A group of CU System Administration leaders formed an Emergency Operations Committee, tasked with making recommendations concerning the pandemic, from determining and enacting safety protocols in System Administration buildings to developing resources on remote work, leave, wellness, benefits and more. The **Communications** team regularly shared decisions with staff as well as resources with the entire university.

As the System Administration building partially re-opened for critical tasks, **System Human**

**Resources** developed entry protocols in conjunction with the Emergency Operations Committee. This included digital daily health assessments for employees and visitors. To grab a pulse on employee well-being, surveys were sent to employees to discover how they felt about remote work.

All new employee onboarding activities were also moved to a virtual format, in partnership with UIS.

“We worked together with system leaders and followed guidance provided by CU Anschutz Medical Campus to determine what would be

best for System employees. I believe we were ready to tackle COVID-19 as we had been planning days prior to the shutdown,” said Tricia Strating, a project manager.

**Employee Learning and Development** worked with campus partners and CU Anschutz health professionals to develop six building entry and COVID-19 health safety courses for all four CU campuses, System Administration and individual campus departments. As of October 2020, 36,102 course completions were recorded. To offset the stressors of working

## COVID: Continued

from home, the team also curated course playlists and resources for employees.

The **HRIS Team** created new leave codes to allow campus human resources professionals to accurately track new Families First Coronavirus Response Act (FFCRA) paid leave options for employees affected by COVID or caring for children.

### Readying Open Enrollment for social distancing

The university's annual Open Enrollment each April and May marks one of Employee Services' biggest projects, with planning beginning in October. Many activities were retooled to deliver information to faculty and staff.

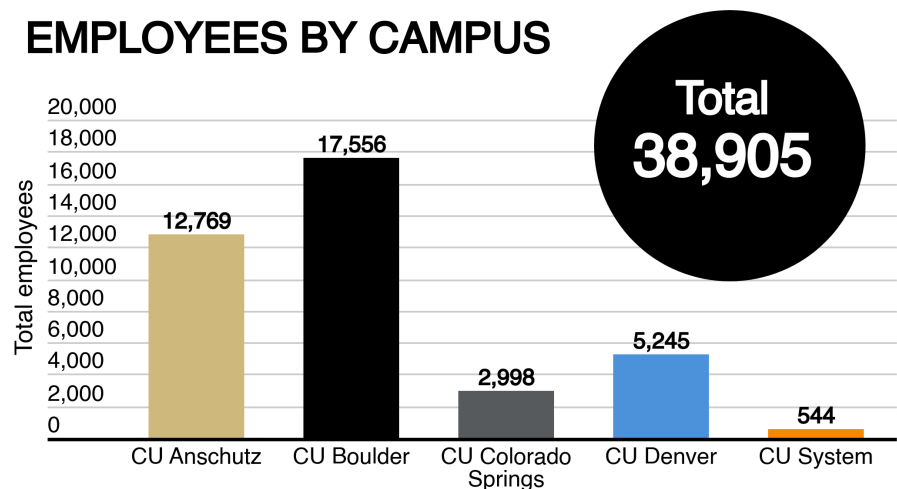
The Benefits team tackled its largest Open Enrollment period to date while being entirely remote, cross-training to provide employees with the best information possible. More than 2,900 benefits-related support tickets were completed, professionals answered 3,572 phone calls, and 9,535 employees enrolled.

The **Benefits Outreach** team created two interactive online courses, on CU Health Plans basics and an

## ABOUT CU'S WORKFORCE

The University of Colorado is the state's third-largest employer. CU's workforce plays a profound role in the lives of individuals, businesses and communities throughout Colorado, across the country and around the world. Regardless of their role, CU employees are all for Colorado.

### EMPLOYEES BY CAMPUS



upcoming plan year overview. The Benefits Outreach and Communications teams rolled out a virtual vendor fair to replace campus information sessions.

"We really feel that employees were able to get the same amount of information that they would have if our sessions were in person. We do miss meeting face-to-face with everyone, but we have done our best to help employees make informed decisions," said Deborah Lowe, benefits outreach program manager.

Lowe's team also created eight new employee benefits and pay orientation online courses.

### Working to serve you

Employee Services aims to provide exceptional customer service for every employee, every time. This article delivers a snapshot of Employee Services' work, which ultimately brought team members closer together, despite physical distance.

"Everyone in each department has become humanized out of this. We see into each other's homes every day and have realized that we are all human with our own personal struggles, which makes our accomplishments more commendable," said Sharon Bishop, assistant vice president of Payroll and Benefits.

## Skillsoft in action

### CU custom courses play an important role in CU's mission

CU custom courses, housed in Skillsoft, help CU campuses and departments meet their training needs, advance university goals, and, as shown in the examples below, may even help save lives. The Employee Learning and Development team's instructional designers partner with campus departments to develop CU-specific courses that have the potential to make a significant impact.

#### Skillsoft course: CU: CSI Resident Room Training

##### Sharon Durlak

*Lab Coordinator, Center for Surgical Innovation  
Anschutz Medical Campus*

This spring, the Center for Surgical Innovation (CSI) moved into a new, larger space in the Anschutz Medical Campus' Bioscience 3 building. A new surgical training suite gives residents the opportunity to practice

surgical skills and techniques on cadaveric tissue – a crucial component for their career development.

The training suite is designed to be available outside regular business hours, any time residents have free time to

book the room, said Sharon Durlak, lab coordinator for the CSI. "Residents have such odd hours," Durlak explained. "They work all hours of the day."

To facilitate training suite use, CSI worked with Employee Services instructional designer Kay Miller to develop a focused Skillsoft course. This curriculum introduces residents to the training suite and its equipment before an in-person orientation.

It plays a crucial role by making that learning space available at any hour, and by training residents to recognize and safely use the equipment.

Overall, Durlak said the process of working with Employee Services to develop the course was phenomenal, "Kay is really awesome about keeping their interest there, keeping it super streamlined."



**Surgical Laboratory at the  
Center for Surgical Innovation**

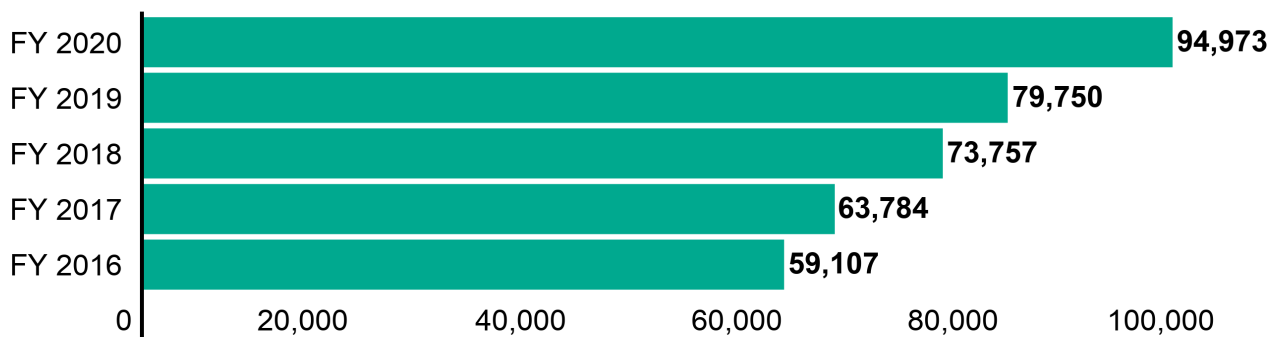


# LEVEL UP WITH SKILLSOFT

You may be familiar with Skillssoft as the home for CU's custom courses and compliance training. In a typical year, this training ensures that CU meets university, state and federal compliance reporting requirements.

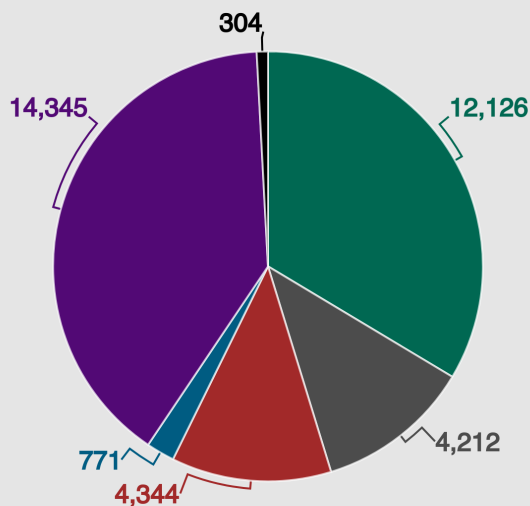
Skillssoft became a critical platform for developing and disseminating detailed, comprehensive compliance courses to ensure university employee and student safety as the COVID-19 pandemic necessitated monumental changes in day-to-day operations at each campus.

Total Skillssoft course completions by fiscal year



## COVID-19 course completions

- CU Boulder
- CU Denver
- UCCS
- CU System
- CU Anschutz
- COVID-19 Occupational Safety



## DID YOU KNOW?

Since Skillssoft's 2009 implementation, CU faculty, staff and students have completed more than **550,000** CU custom courses and **47,801** standard Skillssoft courses.

## Skillsoft course: CU: Sustainability

### Jarrett Smith

*Sustainability Manager – Facility Management*

*University of Colorado Denver & Anschutz Medical Campus*

The CU Boulder Athletic Department is nationally-recognized as one of the nation’s most environmentally-friendly college athletic programs.

In 2017, three CU athletic facilities were awarded Leadership in Energy and Environmental Design (LEED) Platinum status, and in 2019 they signed a commitment to the United Nations Sports for Climate Action Framework.

So it’s no surprise that CU prioritizes sustainability initiatives systemwide. Campus sustainability leaders recently put together the curriculum for a Skillsoft course with Employee Services instructional designer Angie Young, providing an introductory overview of what sustainability is and how each of the campuses implement sustainable practices.

Jarrett Smith is the

sustainability manager for CU Denver and the Anschutz Medical Campus. For him, the course is a way to introduce and highlight some of CU’s sustainability efforts while generating curiosity and conversation.

“We wanted to make sure that people understood how multifaceted sustainability was,” Smith said. “It wasn’t just recycling. It’s not just energy efficiency. It’s not just renewable energy. It’s all those things plus many, many other things. It’s a very large umbrella.”

Smith stressed how varied each campus’s sustainability initiatives are – some may assume that everything happening at CU Boulder is happening systemwide.

However, each campus has its own setting and its own constraints that dictate the most effective methods and programs.

Overall, Smith hopes staff and students across the CU system will take the course, feel empowered to ask questions and suggest changes that can further the university’s sustainability goals.



**New Auraria Campus Bike Storage Under Construction**





## **Skillsoft course: CU: UCH-Obstetric Hemorrhage Management Module**

### **Andrea Elmore**

*Clinical Nurse Educator  
University of Colorado Hospital  
University of Colorado Denver  
& Anschutz Medical Campus*

Andrea Elmore, a clinical nurse educator, and her team developed a course for in-patient obstetrics nurses at the University of Colorado Hospital, focused on identifying and treating hemorrhage in pregnant and recently delivered patients – one of the most common causes of maternal mortality.

The United States has the [highest maternal mortality rate](#) of any industrialized nation, and that mortality rate has been climbing steadily for the last 30 years, according to the [Centers for Disease Control](#).

After developing the



course for the obstetrics nurses, Elmore teamed with Employee Services instructional designers to build the same curriculum in Skillsoft, so it could be shared with any university-associated providers, including obstetricians, family care physicians and residents.

The course includes training required by the [Joint Commission](#), but Elmore and her team wanted to ensure the curriculum was tailored to the facility and the unique chain of responsibility within the hospital. “We tried to build this in a way that it’s a case study-based format,” Elmore says, “So it goes through a case and then they have to use some resources that we actually have available on the unit to guide their care decisions.”

The team is now assembling a training curriculum to address hypertension in pregnant patients and will continue its collaboration with Employee Services instructional designers.

**“ We wanted to make sure that people understood how multifaceted sustainability was. It’s a very large umbrella.**

*- Jarrett Smith*

# LinkedIn Learning's on-demand learning opportunities key for professional growth

In September 2019, the University of Colorado introduced LinkedIn Learning access for all faculty, staff and students.

LinkedIn Learning delivers a highly personalized online learning experience with more than 13,000 courses from industry-leading experts and instructors, accessible through CU's employee and student campus portals.

In 2020, 7,632 CU staff and students have logged into their LinkedIn Learning account, with 4,374 people viewing content.

Users spent on average 95 minutes catching up on the

latest professional trends.

As COVID-19 forced many to work at home, employees looked to LinkedIn Learning to adjust to the new normal. Popular courses this year included Productivity Tips, Microsoft Teams Essential Training, Leading at a Distance and Communicating with Confidence.

With reduced person-to-person contact and restricted university budgets, more supervisors began incorporating more LinkedIn Learning courses into performance plans.

Courses can even help users prepare for professional

certification exams, such as Project Management and Human Resources certifications.

Employee Learning and Development, in collaboration with LinkedIn, hosted three webinars to help CU users get the most out of this service.

This platform is one way that Employee Services supports President Kennedy's strategic initiative toward more digital education tools.

LinkedIn Learning continues to provide the CU community with new ways to learn and grow professionally, whether in the office or connecting remotely.

## DID YOU KNOW?

The University of Colorado can only see certain data when you connect your personal LinkedIn profile to CU's LinkedIn Learning platform. This includes all learning activity and profile information such as your name, work title and photo. In CU's LinkedIn Learning platform, administrators cannot see any job search activity, connections or private messages.

Learn more about [LinkedIn Learning privacy](#).



# WEBINARS ON LINKEDIN LEARNING

Employee Services, in collaboration with LinkedIn, hosted three webinar series to help CU students, staff and faculty become familiar with LinkedIn Learning courses and LinkedIn networking.

## ROCK YOUR PROFILE

This interactive learning experience shared best practices, tips and insights to build an all-star LinkedIn profile that tells a professional story and represents a personal brand.

[WATCH THE WEBINAR](#)

ATTENDED  
**642**



## LEARNING LINKUP

This workshop detailed how LinkedIn Learning can be used in conjunction with LinkedIn to help define a career path and build a professional network.

[WATCH THE WEBINAR](#)

ATTENDED  
**441**

## CREATING & SHARING COLLECTIONS

This webinar detailed how to create and share collections of LinkedIn Learning courses, professional certification exam prep resources and continuing education units (CEUs).

[WATCH THE WEBINAR](#)

ATTENDED  
**71**



## DID YOU KNOW?

Two Excellence in Leadership Program alumni were recognized with the Excellence in Leadership award in November 2019 for their contributions to CU: **Regina Kilkenny**, chief of staff at CU Denver, and **Kelly Fox**, former executive vice chancellor and chief operating officer at CU Boulder.

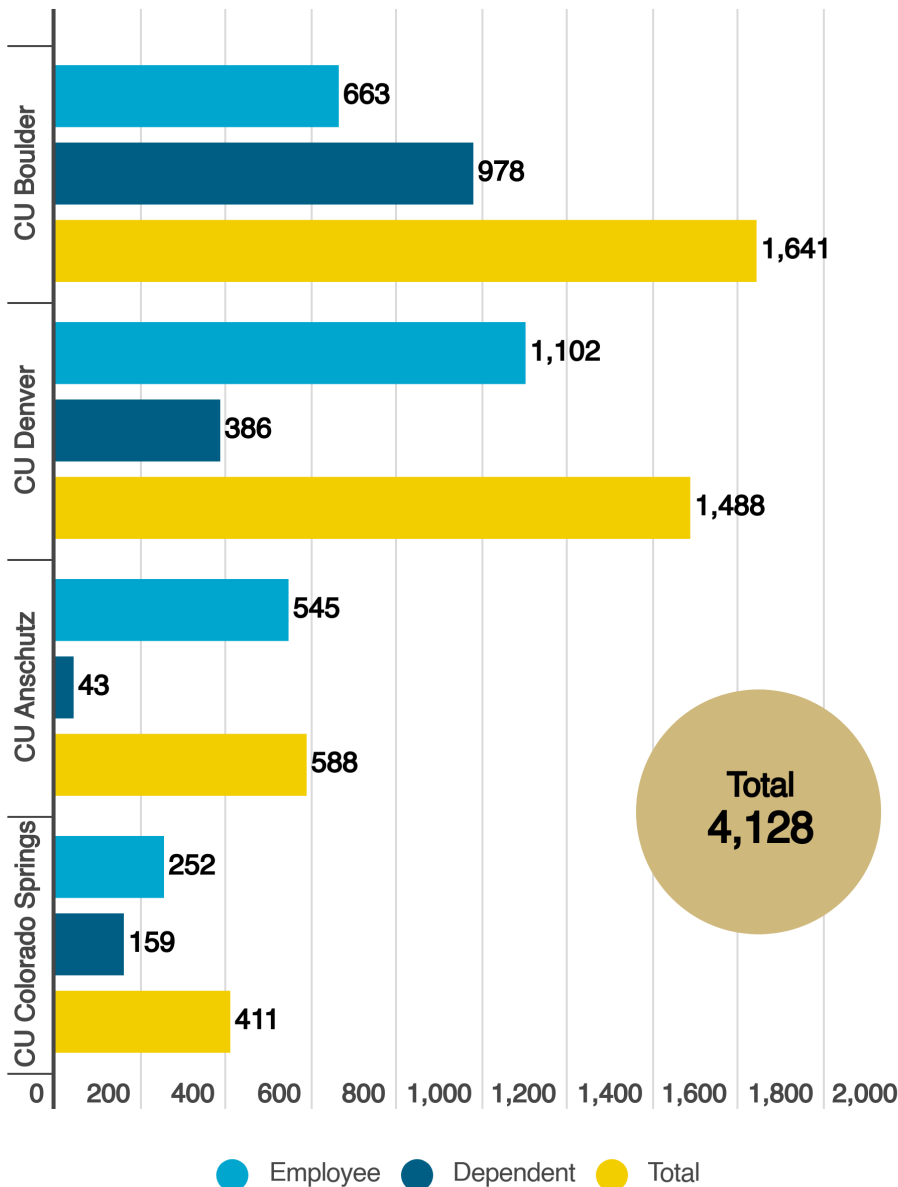
This award recognizes program alumni who have made a significant contribution to university leadership and collaboration.

# TUITION ASSISTANCE USE IS ON THE RISE

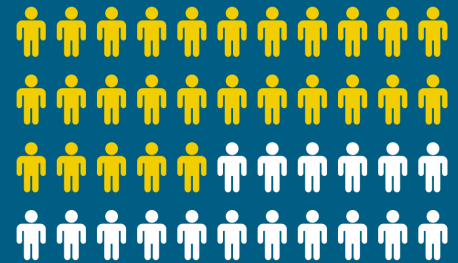
The University of Colorado’s Tuition Assistance Benefit gives employees and dependents access to the university’s world class educational opportunities. Each year, hundreds of employees and their dependents make use of the tuition waivers and discounts offered by the four CU campuses to earn degrees and grow their expertise.

## Applications by campus

Academic year from fall 2019 to summer 2020



## Employee vs dependent use



● Employees: 2,562

● Dependents: 1,566

## Credit hours waived

- CU Denver/Anschutz: 8,663
- CU Boulder: 3,966
- UCCS: 1,963

## Tuition value waived

The Tuition Assistance benefit saved CU faculty, staff and dependents an estimated **\$9.78 million** during the academic year running from fall 2019 to summer 2020.



# How you're using CU's Tuition Assistance Benefit (TAB)

Your colleagues share their experiences using this benefit for themselves and their dependents

## Becky Aker

Accounting Technician III

Center for Student Involvement  
University of Colorado Boulder

“ I have a senior and she has no student loans.

- Becky Aker

Becky Aker has worked at CU Boulder for five years, most of that time as an accounting technician in the Center for Student Involvement.

As of fall 2020, she's the mother of three CU Buffs – a senior, a sophomore and a

freshman. Her oldest daughter is majoring in evolutionary biology and recently applied to dental school. Her son intends to pursue an aerospace engineering degree. Her youngest daughter just entered

the pre-business program in the Leeds Business School.

Putting three children through CU Boulder at the same time is no small undertaking. It's made more affordable, thanks to the campus's dependent Option A – a 30% discount for dependents whose home campus is Boulder.

“I don't know that it's affected their choices and their pursuits, I would say that it has affected their choices as to where they've gone for school,” Aker said.

Aker encourages eligible faculty and staff to explore the Tuition Assistance Benefit's many positive outcomes.

“I would say, definitely check into it and look at it,” she said. “I have a senior and she has no student loans, and the sophomore, he doesn't have any student loans, yet.”



Left to right: Andi, Cody, Becky and Becca Aker

## Mark Paquette

### Principal Program Coordinator

Career Development Center, College of Business  
University of Colorado Colorado Springs

Mark Paquette guides UCCS students through the ins and outs of identifying and securing jobs that align with their career goals. After spending 15 years in the financial services sector, Paquette moved to higher education with a focus on student career services.

A UCCS staff member since 2019, he's pursuing a Master of Arts in Leadership with a concentration in Student Affairs in Higher Education (SAHE) from UCCS, using the

Tuition Assistance Benefit. Though he recently relocated to Massachusetts with his husband, he continues to work with UCCS students, thanks to the current remote work protocols, and is continuing his degree program.

For him, it's about more than earning the credential itself. It's about the work and the rigorous curriculum behind it. "A degree is visible evidence of the rigorous curriculum a student has



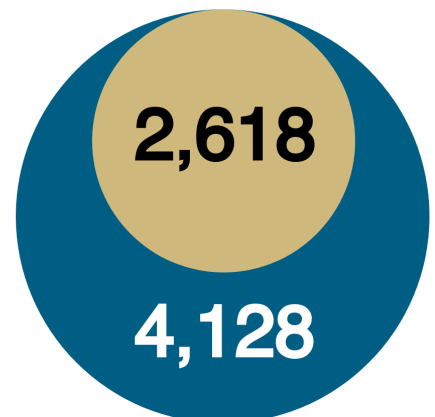
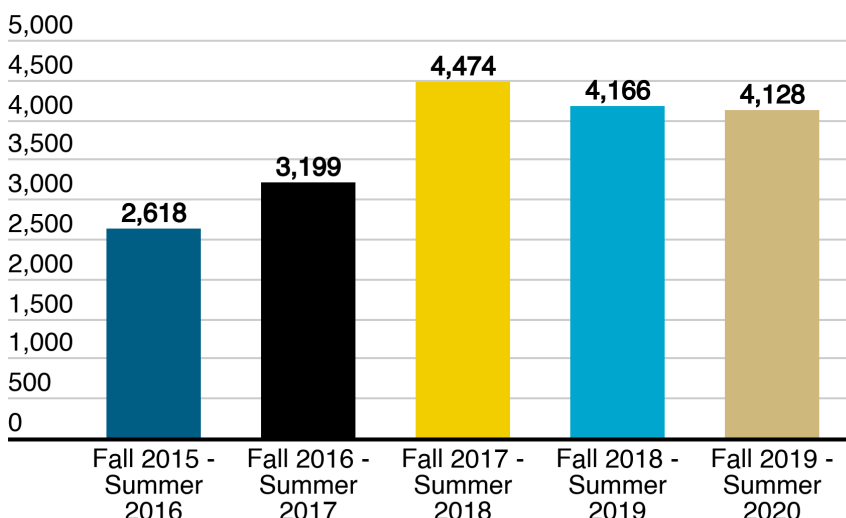
Mark Paquette

completed," he explains. With his own master's degree, he is aiming to become a more well-rounded career services professional and to continue helping students transition to the world of work.

## DEPENDENT PILOT PROGRAM

CU introduced expanded dependent options during the academic year beginning in fall 2017, allowing dependents to use the benefit on any campus, not just the employee's home campus. See how this has expanded the program's use.

### Usage since 2015



- Academic Year 2015
- Academic Year 2019

57% increase since 2015



“ You gotta use it. I mean, why would you walk away from it?”

- Steve Zweck-Bronner

## Steve Zweck-Bronner

Senior Managing  
Associate Counsel

Office of University Counsel  
on Anschutz Medical Campus

Steve Zweck-Bronner has worked with CU for nearly 30 years. Currently, the Senior Managing Associate Counsel for the Anschutz Medical campus, Zweck-Bronner is technically a System Administration employee, who works on the Anschutz campus.

As a System employee, he and his dependents are able to use the Tuition Assistance Benefit (TAB) at any of CU’s four campuses as if any one of them were his home campus.

That’s good news for a family with two kids in college. His eldest daughter is in the veterinary program at Colorado State University, and his



Left to right: Jack, Steve, Carson, and Julie Zweck-Bronner

sophomore son attends CU Boulder, where the dependent Option A – a 30% discount for dependents whose home campus is Boulder – has made a profound difference.

In his experience, the application process is

incredibly easy and Zweck-Bronner encourages anyone contemplating the TAB program for themselves or their dependents to jump on the opportunity. “You gotta use it,” he said. “I mean why would you walk away from it?”

**LEARN MORE ABOUT THE  
TUITION ASSISTANCE BENEFIT**

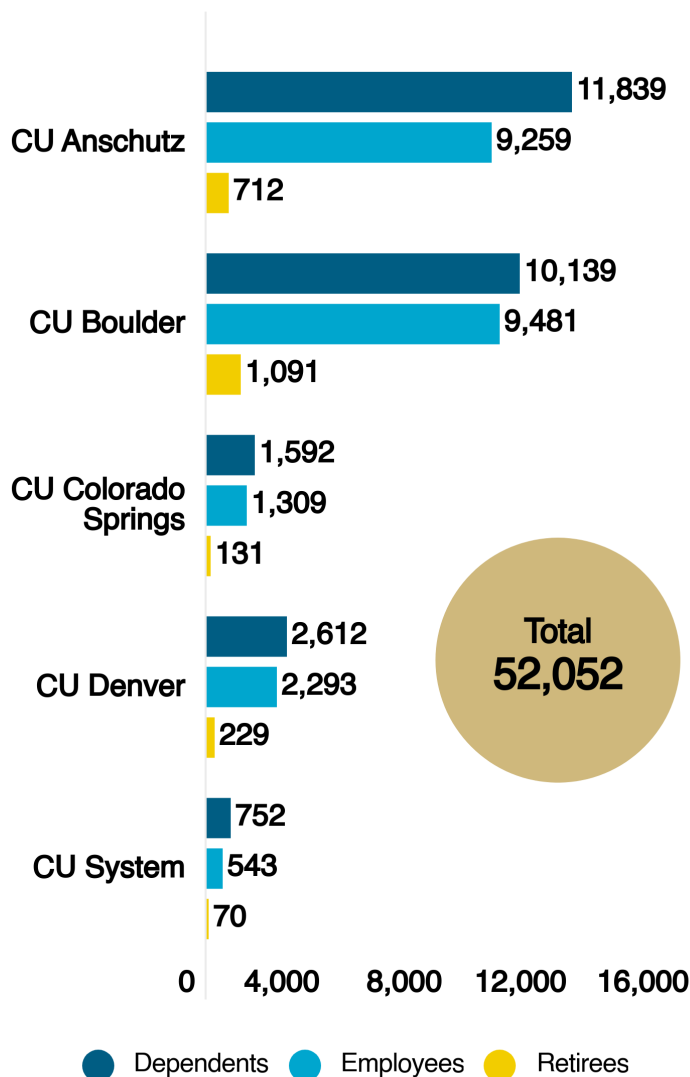
## WE'VE GOT YOU COVERED ... A LOT OF YOU

Did you know that a University of Colorado employee's benefits package makes up 30-40% of their total compensation? Offering comprehensive, affordable insurance to faculty, staff and their families is just one way the university commits to your well-being and health. Each eligible employee can select from four medical plans, two dental plans, two health spending accounts, one vision plan and a variety of disability and life insurance options to customize their coverage.

### See how employees were covered last plan year

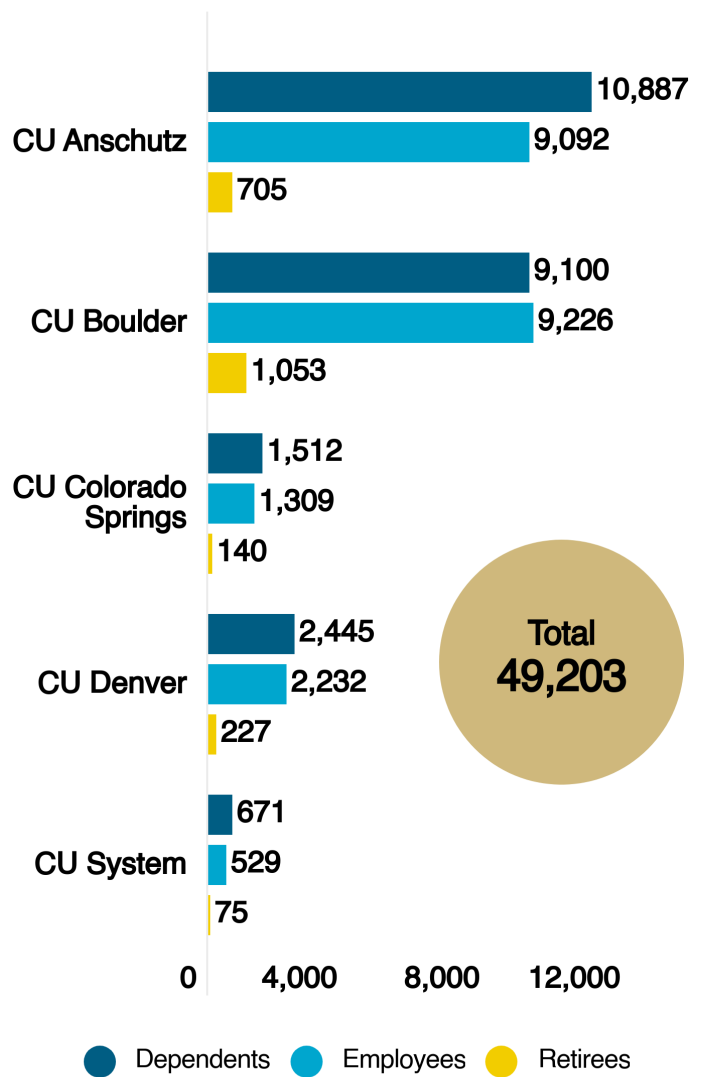
#### Medical plan enrollments

CU offers four medical plans with preventative care covered at 100%.



#### Dental plan enrollments

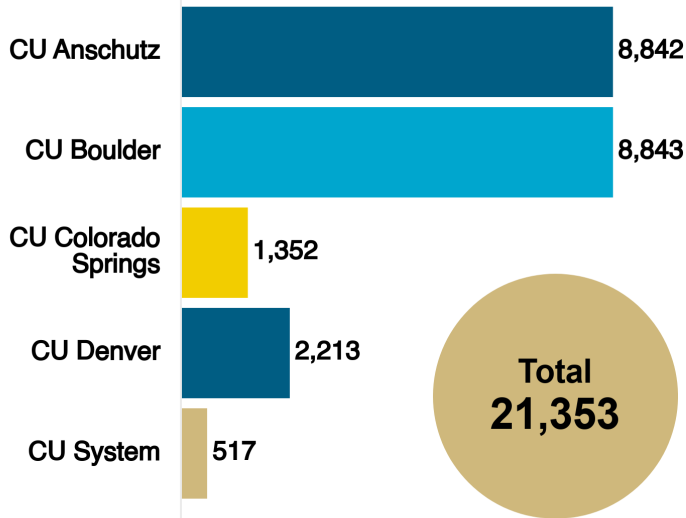
Did you know that basic dental care for children under age 13 is fully covered?







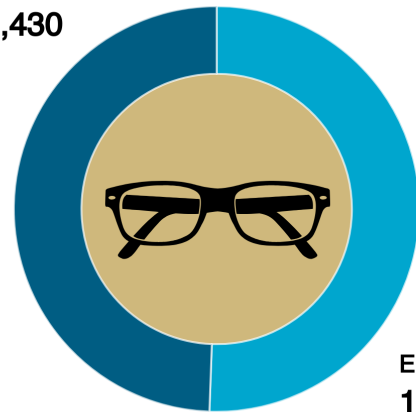
### Disability plan enrollments



### Vision plan enrollments

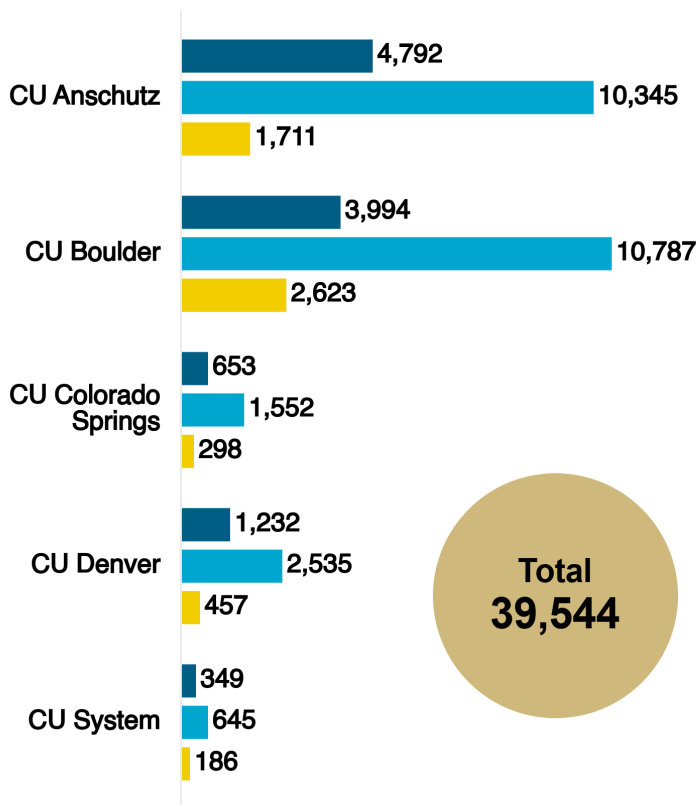
CU's vision plan provides an annual allowance for frames and contact lenses.

Dependents  
13,430



Employees  
13,742

### Life plan enrollments



### Savings and spending accounts

Health Savings Account



Health Care Flexible Spending Account



Dependent Care Flexible Spending Account



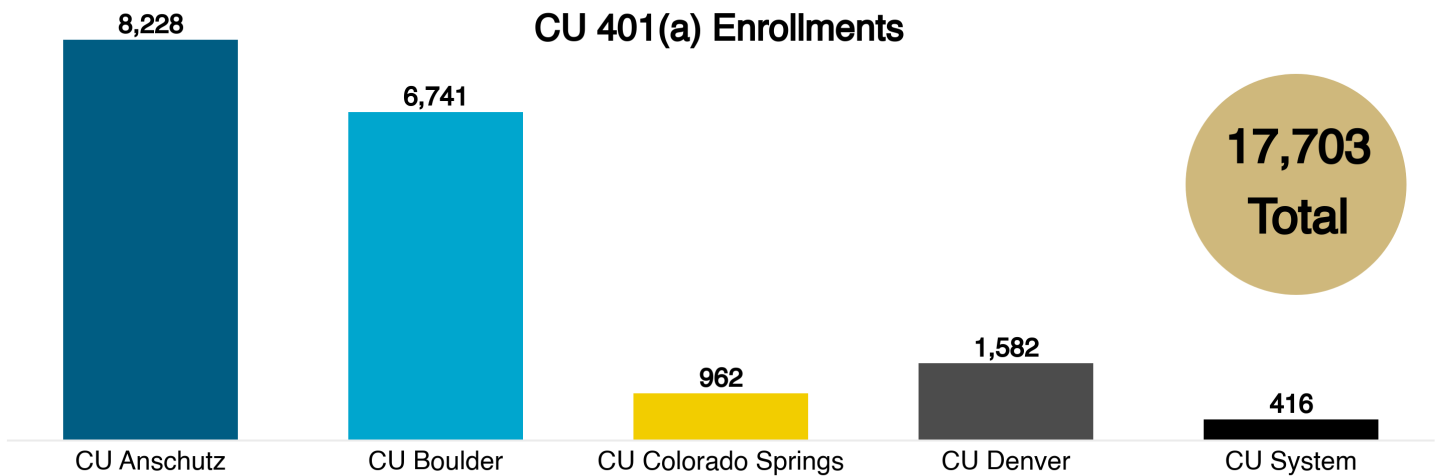
● Dependents ● Employees ● Retirees

## CU HELPS YOU GROW YOUR SAVINGS

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

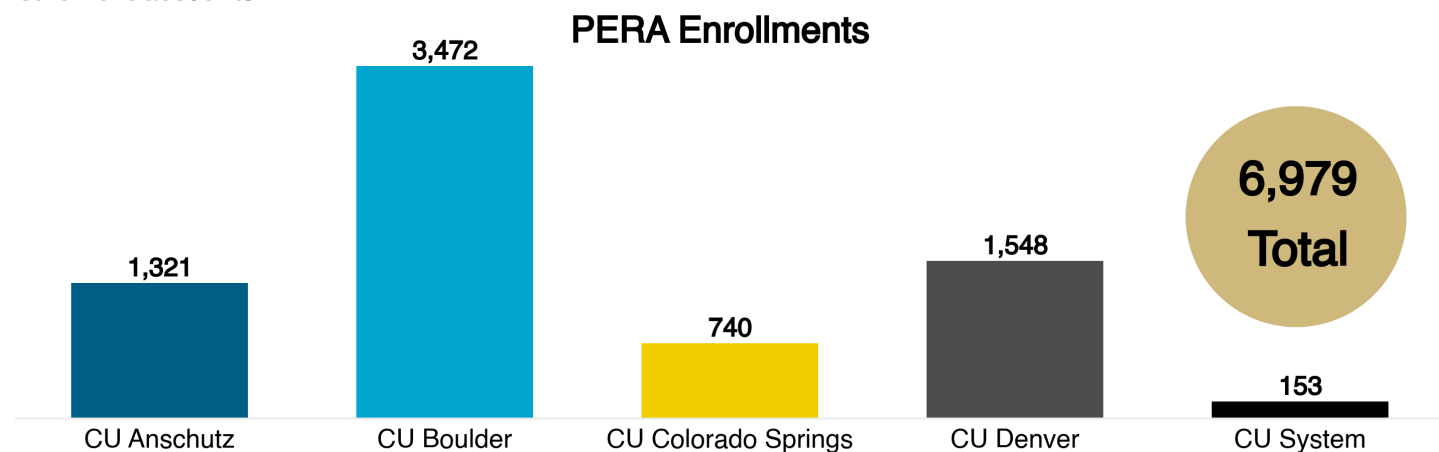
### CU 401(a) Retirement Plan

In the University of Colorado 401(a) plan, eligible faculty and staff contribute 5% of their salary, and the university contributes 10%. That's \$2 for every \$1 that employees contribute. During the 2019-20 plan year, CU contributed more than **\$180.3 million** to CU 401(a) retirement accounts.



### PERA Retirement Plans

Some faculty and staff are eligible for one of two mandatory PERA retirement plans: Defined Benefit (DB) or Defined Contribution (DC). During the 2019-20 plan year, CU contributed **\$129.1 million** to PERA retirement accounts.

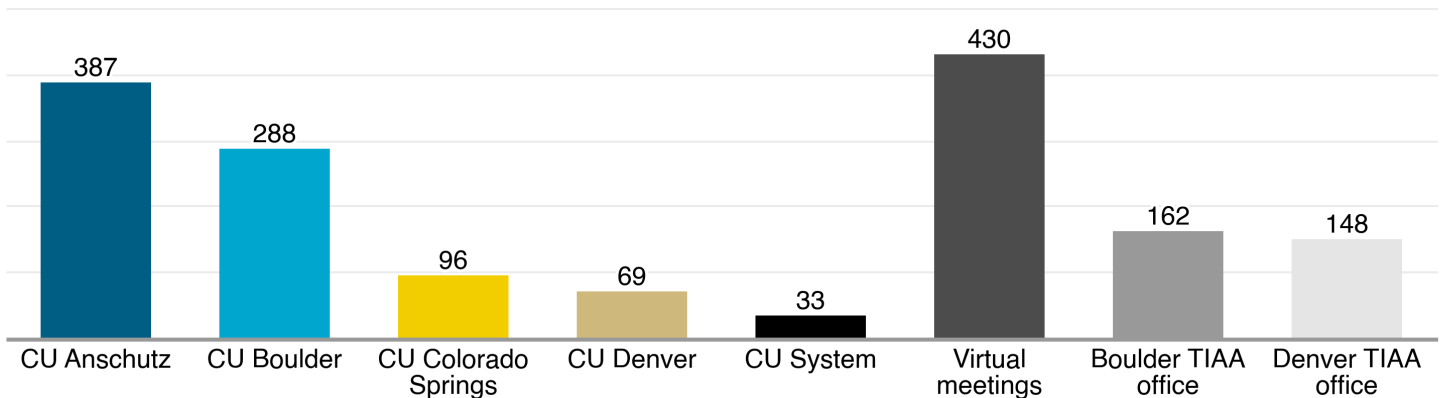




## FINANCIAL CONSULTATIONS ARE PART OF THE PLAN

Retirement can be difficult to plan on your own. That’s why CU offers all faculty and staff access to one-on-one consultations with TIAA financial advisors as part of our plans. Financial advisors will assist you in a review of all your retirement savings and help you to draft a game plan to meet your retirement goals. Between July 2019 and June 2020, TIAA held 1,112 consultations with CU faculty and staff. The most popular option, virtual consultations, debuted in March 2020.

### Campus, Virtual and Office Meetings



### Voluntary Retirement Plans

To save additional money for retirement, 7,849 faculty and staff are enrolled in a voluntary retirement plans.

#### New for 2020

In January 2020, CU introduced a Roth option for CU’s 403(b) voluntary plan, which allows faculty and staff to contribute to the plan after paying taxes – meaning this money won’t be taxed when it’s withdrawn in retirement.

CU 403(b)



PERA 457



CU 403(b) Roth



PERA 401(k)



### Start a Health Savings Account at any time

Employee Services made managing a [Health Savings Account](#) (HSA) easier by holding an HSA Open Enrollment for current enrollees and High Deductible plan enrollees. Planning annual HSA contributions before the year begins makes it simple, allowing you to evenly divide contributions over 12 months. An HSA allows you to save pre-tax dollars for qualifying health care expenses, and money rolls over from year to year. Many use it to save for medical expenses in retirement.

# DID YOU KNOW?

## STAY ACTIVE, GET PAID

Employees can earn \$25 per month just for staying active through *Move*. The program rewards eligible CU employees with \$25 for logging 30 minutes of exercise or taking 10,000 steps, 12 times in one month. See what other employees did to stay fit this past year.

**10,099**

*Move* users

**5,375**

Employees rewarded

**4.07**

Average monthly workouts logged

**\$1,073,875**

Paid to employees staying fit

**\$200**

Employees were awarded \$200 a year, on average



**50**

Types of activities were recorded, like running, walking the dog and weightlifting



**2 million**

Workout sessions were recorded to the *Move* app in 2019



**Top Workout**

Walking is popular! 72% of users recorded a walk, making up 47% of all workouts

## DID YOU KNOW?

Since the beginning of 2020, Yoga rose from representing 1% of all workouts to 4% this year. In August 2020, 10% of all *Move* users tracked a yoga activity. Namaste, CU!



## CU faculty, staff can get paid to move. Literally.

Download the *Move.* app on your smartphone or tablet that tracks physical activity through your smartphone or activity-tracking device (e.g., Fitbit, Apple Watch, etc.). *Move.* participants who log either 30 minutes of activity or 10,000 steps a day, for at least 12 days a month, can earn an incentive of up to \$25 a month. (Incentives are added to paychecks quarterly.)

### Here's how three CU employees use *Move.* to stay active.

#### Judy

“The app is simple to install on any smartphone. Each time you are going to do a workout you just need to open the app, find the activity you are doing, and click start. When you are done, you just click that you are finished. It's that easy!

The calendar feature helps you visualize how close you are to meeting the required minimum for 12-days of activity. I like that you can sync your activity-tracking device, but the app by itself also makes manually logging workouts very simple if you don't want to use something like a Fitbit or Apple Watch. With the latest update of the *Move.* app, syncing is done automatically – even better!

“Once your 12-days of activity are met, it's exciting to look forward to that quarterly incentive.

#### Lili

“**Move. encourages me to keep working out and develop habits that will last a lifetime!**

Lili is a data analyst with CU who has used *Move.* for six years. Using *Move.* to track her regular routine of exercise has helped Lili maintain an active lifestyle. The app is easy to use and convenient, so tracking her activities like walking and running are just as easy as logging her other favorites, like barre and yoga.

#### Yuko

Yuko is an accountant for the CU Health and Welfare Trust who's also been a longtime *Move.* user. She most often uses *Move.* to track her walking, cardio and lifting workouts.

“**I'm very goal-oriented, so knowing that I need to reach the 12 days of workouts to achieve the incentives really holds me accountable to my workouts.**

## Sign up for Move

If you are a primary member of a CU Health Plan and you work at the University of Colorado or CU Medicine, you are eligible for the *Move.* program.

Dependent spouses and children, including dependent spouses who are also employees of the University of Colorado and CU Medicine, are not eligible for *Move.*

[Get started today.](#)



## DID YOU KNOW?

### LIFE COMES AT YOU FAST ...

#### Life Events guide your benefits updates

Many major life events allow you to make changes to your CU Health Plans outside of Open Enrollment. Some are common knowledge, like getting married or having a baby. Others are less well known, like moving to a new location or a change in dependent care. If you've experienced a life event, don't wait to act – you have 31 days after the event to make an adjustment. Visit the [Employee Services website](#) to access guides detailing next steps for more than 20 life events.



## NEW TO CU?

### New employee benefits orientation goes digital

Starting a new job can be overwhelming but choosing your benefits doesn't need to be. That's one reason Employee Services launched an [online library of training videos and resources](#) to help new employees understand CU's rich benefits options – covering health plans and health savings options, disability and life insurance, as well as CU's mandatory and voluntary retirement plans.

We've also debuted Spanish-language benefits guides for Faculty & University Staff and Classified Staff.

## MOVING ON?

### Need-to-know information for anyone leaving CU

For anyone departing CU, there are a few key steps to take in making sure you're prepared for your next endeavor.

The [Leaving CU website](#) outlines key tasks you need to wrap up with Human Resources, Payroll and Benefits before your last day. The steps provided ensure you receive your final paycheck and proper tax documentation as well as allow you to manage your health coverage and retirement plans.

## CATCH SOME ZZZ's

### Get better sleep with Sleepio

Poor sleep affects all facets of our lives, and CU faculty and staff covered by an Anthem health plan have a new resource to address persistent sleep problems.

[Sleepio](#) is scientifically backed program designed to help users get the deep, restful sleep they need using cognitive and behavioral techniques. Take advantage of this program today, and start sleeping more soundly tonight.



# PAYDAY AT CU

Each year, the Employee Services Payroll department delivers more than 500,000 paychecks to CU faculty, university staff and student workers. The payroll team coordinates with more than 2,000 human resources professionals to ensure payroll is processed accurately and on time. The HCM support team assists campus professionals as they complete important tasks and provides assistance to over 30,000 employees.

## Payday by the numbers

**545,427**  
paychecks issued



**\$2.47 billion**  
in gross wages

**\$1.6 billion**  
in net wages



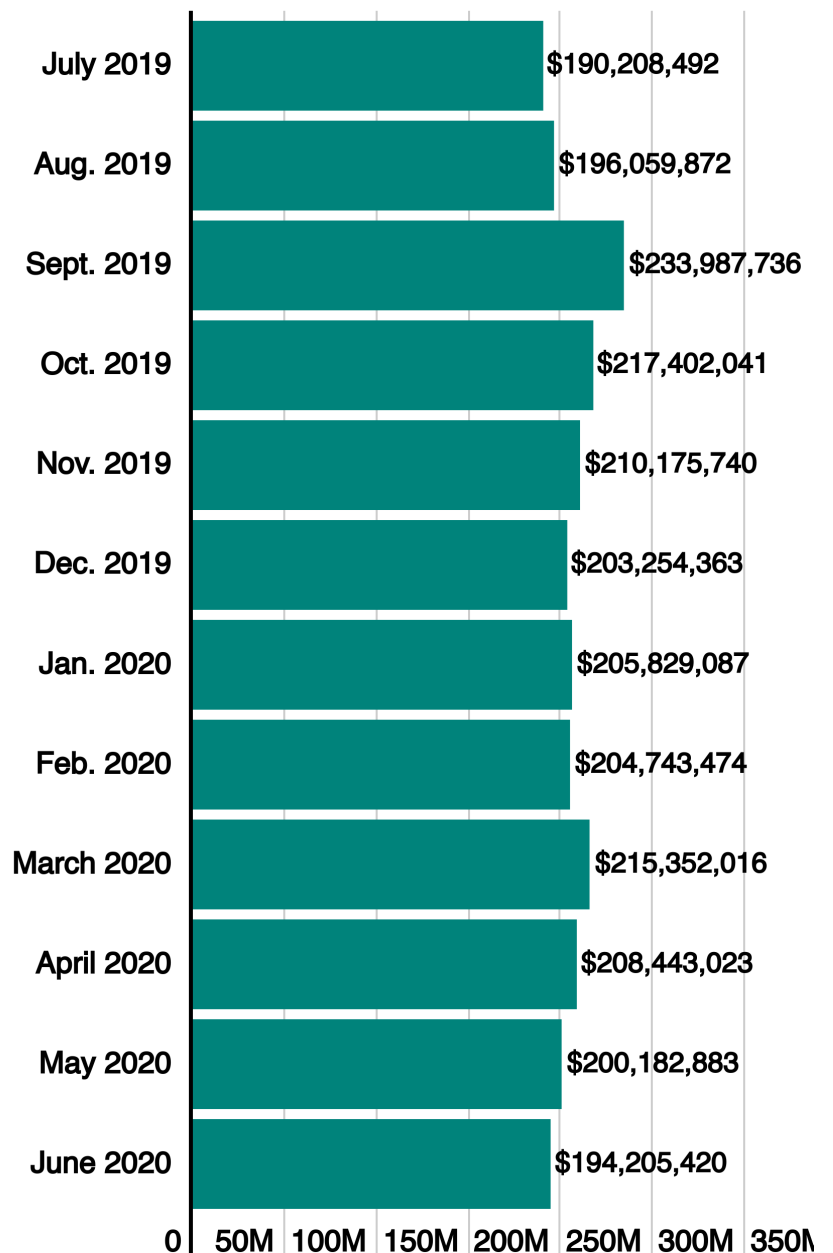
**\$531 million**  
in taxes

**51,528**  
W-2s processed



**21,479**  
Payroll and  
HCM support  
tickets resolved

## Total gross paychecks



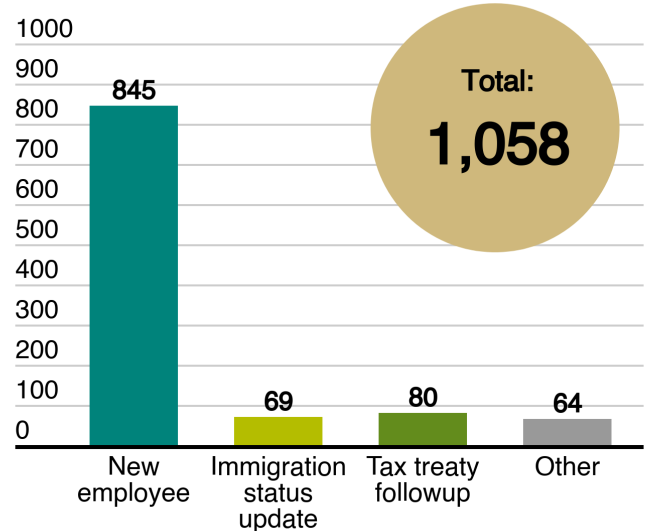
## CU ACROSS THE GLOBE

The university is proud to welcome students, faculty and researchers from around the world. Working with a broad international contingent requires specialized knowledge of the intersection between tax and immigration law, and that’s where CU’s International Tax Office shines. The office collaborates closely with campus hiring departments, International Student and Scholar Services offices and international visitors to advance CU’s compliance with tax and immigration regulations. This is a critical function that enables CU to engage in world-class research.

### TAX APPOINTMENTS IN 2019

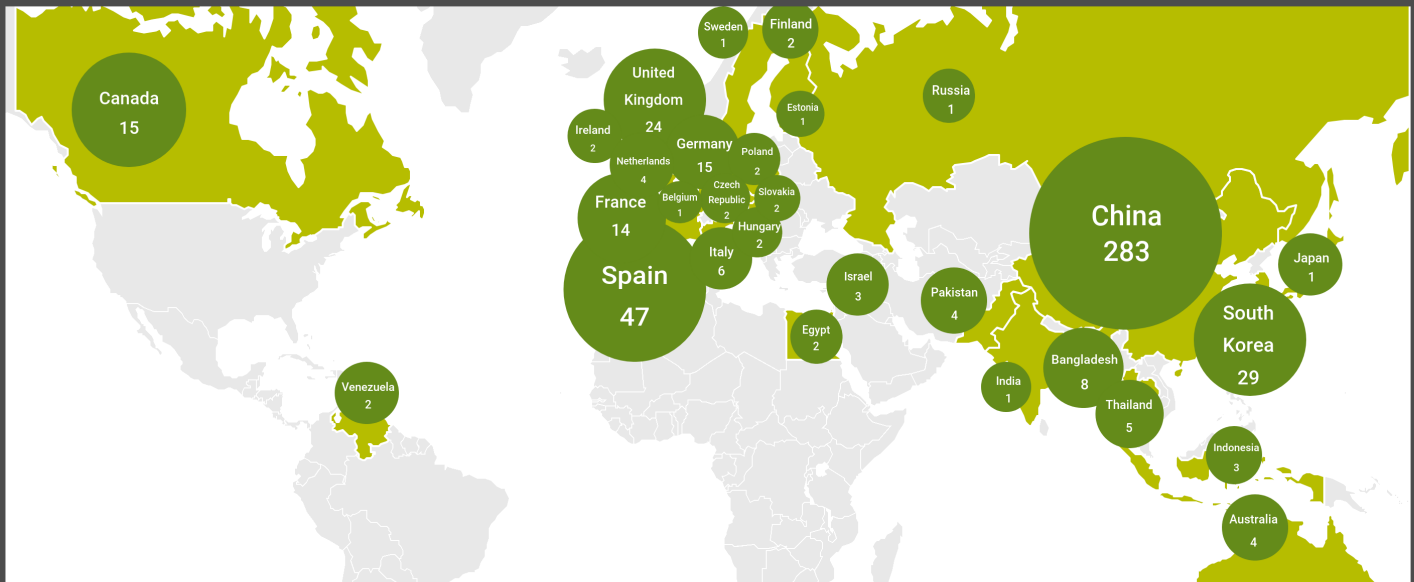
Each year when new faculty, researchers and students come to CU, the International Tax Office meets with international newcomers to verify their tax residency status, help them complete required tax forms, explain the rules that apply to them individually and identify any benefits they may be eligible for according to their resident country’s tax treaty with the United States.

They are available if CU’s international visitors need to update their information or immigration details or simply have new questions.



### TAX TREATIES

The U.S. has tax treaties in force with nearly 70 countries. Tax treaty benefits can reduce or eliminate the tax burden for CU’s foreign employees, students and vendors. In 2019, International Tax facilitated treaty benefits for 487 individuals and entities from 29 countries.







## INTERNATIONAL STUDENT SCHOLARSHIPS

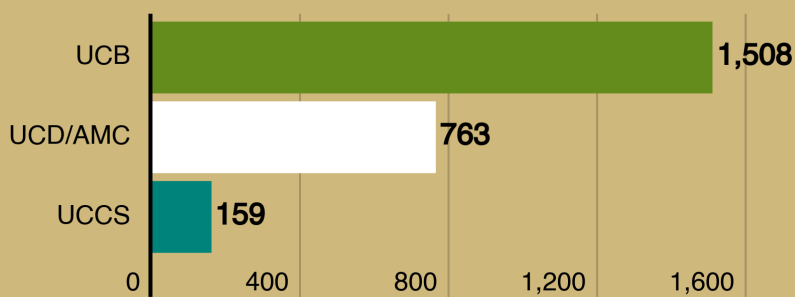
Each year, International Tax reviews international student bursar accounts to identify U.S. sourced scholarships that are subject to tax withholding and/or reporting.



**368**

Reportable scholarships identified for the 2019 tax year

### International Student Bursar Accounts Reviewed in 2019



● Boulder
 ● Denver/Anschutz
 ● Colorado Springs



### By the numbers:

#### 1042-S tax forms



**\$7,517,329**

Gross 1042-S reportable payments



**1,189**

1042-S forms issued

### Accounts payable payments

International Tax conducts tax analysis and approves payments issued to non-U.S. payees.



**1,844**

Total CU Marketplace approvals

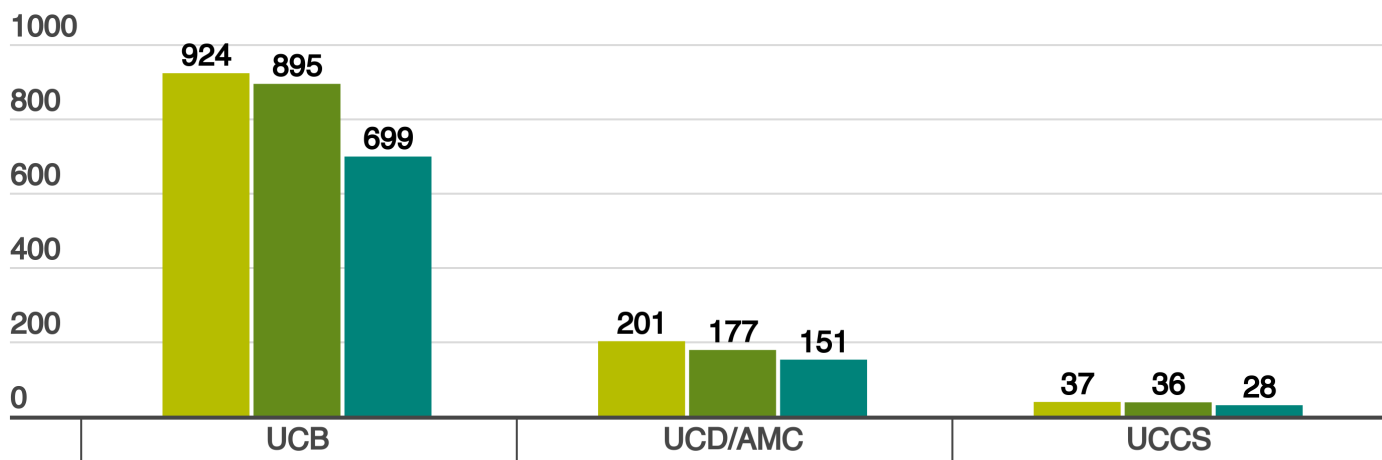


**2,010**

OnBase approvals

### Glacier Tax Prep software licenses issued

Glacier Tax Prep software provides a reliable knowledge base and nonresident alien tax preparation.



## A CERTAIN SET OF SKILLS

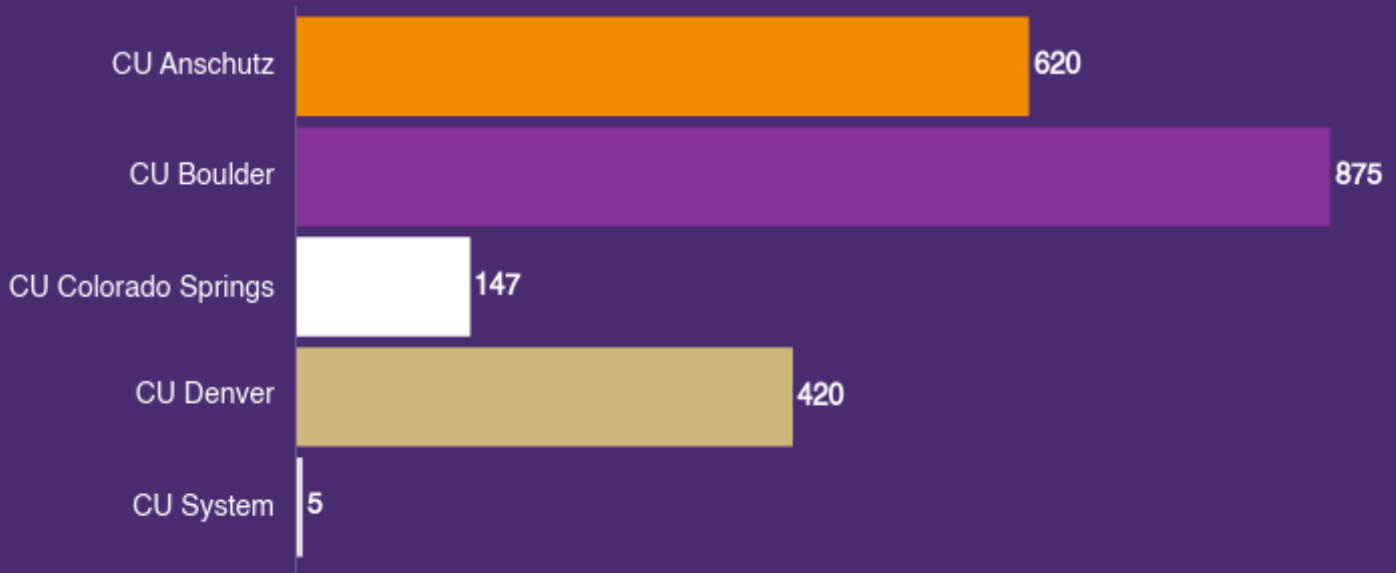
### Scope of Work helps CU acquire the right people for the task

University of Colorado faculty and staff are some of the best and brightest around. In some circumstances, some projects require short-term, specialized people. These independent contractors provide services ranging from business consulting to conducting student workshops.

Using the Scope of Work process, Employee Services reviews requests for independent contractors to ensure compliance with IRS guidelines. This past year, more than 1,800 requests were processed by Employee Services.

### Campus Numbers to Date

Campus Count



## DID YOU KNOW?

### HCM outreach includes calls, webinar

Employee Services hosts monthly calls with constituents from across the university to facilitate collaboration, provide details on system updates and enhancements and answer questions.

Last fiscal year, the depart-

ment also hosted 11 webinars on a variety of topics, including faculty contracts, hiring best practices, and a wide variety of payroll and general ledger topics.

A total of 280 HCM users participated.



# CU Boulder climate project expands indigenous representation, thanks to Scope of Work

## Keith Musselman

### Research Associate

*Institute of Arctic and Alpine Research, University of Colorado Boulder*

Funded by the National Science Association, a multi-institution and international project led by CU Boulder researchers is assessing climate change impacts on indigenous communities in Alaska and Western Canada. However, one community was missing from the table: Indigenous people directly affected by warming temperatures.

The Indigenous Advisory Council, with 11 members representing diverse age, gender, regional and tribal affiliations, were hired as independent contractors and compensated using the Employee Services' Scope of



We want to ensure that indigenous knowledges and perspectives are included, valued and protected, and that the project benefits the indigenous peoples it is intended to serve.

- Keith Musselman

Work process.

The council will guide the project team in making research design, analysis and deliverable decisions to ensure indigenous knowledge and perspectives. By doing so, the research team will be able to provide usable data and accessible action plans to those directly affected by climate change.

Members will serve two-year terms, running from July 2020 to July 2021, providing first-hand experiences of past

climate change research and everyday impacts on local communities.

“We want to ensure that indigenous knowledges and perspectives are included, valued and protected, and that the project benefits the indigenous peoples it is intended to serve. Scope of Work allowed us to properly pay council members for their time with us,” said Keith Musselman, who led the effort to recruit Indigenous Advisory Council members.

## Cornerstone tracks performance reviews for CU System

Last year, Employee Services began using Cornerstone, a performance management platform designed to establish and track professional goals, align personal goals with institutional needs and facilitate collaborative

conversations around professional development.

Several CU System Administration departments use this tool to organize performance progress and reviews, including the President's executive

leadership team. This past year, the mid-year review process was rolled out to participating departments including a 360 business-partner feedback survey which solicited feedback from 488 business partners.

# Let's get technical

## HRIS team supports campuses with tough challenges

This year, the global COVID-19 pandemic created new challenges for the campuses, their employees and the System office. Joshua Navarro, assistant director for Human Resources Information Services (HRIS) for Employee Services, and his team have worked to build and deliver a host of constructive responses by Employee Services during this season of disruption.

Above all, the pandemic's demands provided an opportunity for greater communication and collaboration between the campuses and Employee Services.

"This is something we want to be sustainable," Navarro said. "Not only is this a one-time thing for us to collaborate and provide – not only communication but guidance as it pertains to COVID-19 – but we truly are here as

an ongoing resource for the campuses."

One impactful solution was delivered by systems analyst, Jennifer Bosma. She coordinated with campuses to process bulk data uploads needed to update position data or pay rate changes en masse as a result of COVID-19.

Campus HR offices were able to provide a spreadsheet of updated personnel data, which was then reviewed, approved and uploaded by Bosma.

This removed the need for hours of manual data entry by campus HR.

One such example: The need for campuses to designate critical services positions for employees who had to be on-site to perform their duties. The Anschutz Medical Campus, in particular, had complex position designation needs.

"We partnered with them to get an understanding of the

various codes they needed," Bosma said. "We added those codes into the system and then I've done a series of uploads for them to help attach the appropriate code at the individual position level."

The COVID-19 pandemic also identified a need for the Employee Services Payroll team to partner closely with campus HR offices to implement changes to the HCM payroll module.

Justin Loiselle, payroll functional analyst, lead efforts to reconfigure existing payroll earnings codes and create new earnings codes as a result of the Families First Coronavirus Response Act.

Loiselle worked closely with payroll manager Diane Wiederspahn and principal payroll processor Melissa Kent to ensure codes were available in HCM to meet the needs of all campuses and the System office.

Payroll created nine new earnings codes and reconfigured three existing codes, which then had to be properly documented and tested to ensure they issued

**“ This was something we want to be sustainable... we truly are here as an ongoing resource for the campuses. - Joshua Navarro**

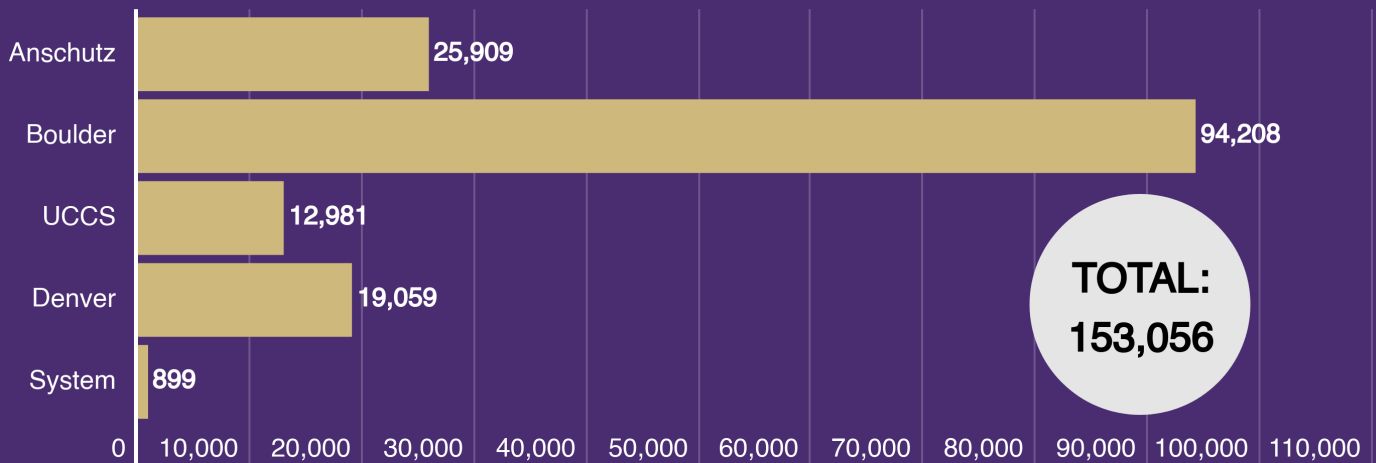
[See HRIS, page 30](#)



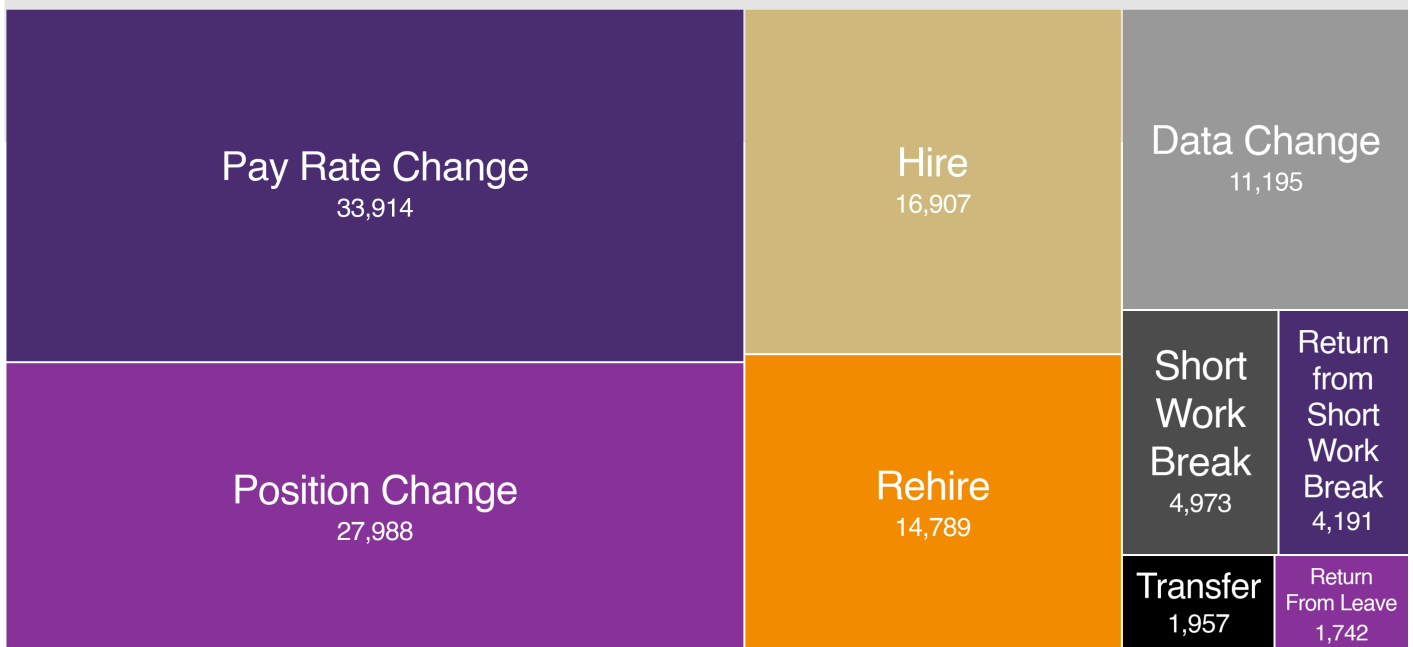
## HCM IS CRITICAL TO CU'S BUSINESS

So, what exactly is HCM? It's a human resources management system that encompasses every major employee activity from hire to retirement. This ranges from ensuring correct paychecks to transferring an employee to a new department to entering a faculty contract. Plus, its valuable self-service features integrate with the employee portal to create a seamless user experience. When you look at your paycheck, set your preferred name, enroll in benefits, update direct deposit details, change your address or other tasks, you're using HCM.

### HCM TRANSACTIONS IN FISCAL YEAR 2020



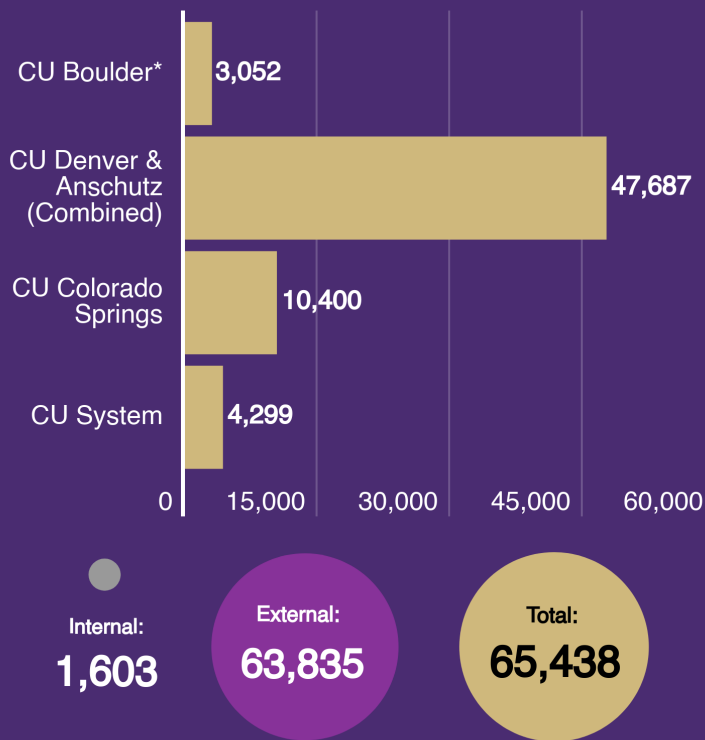
### MOST USED HCM TRANSACTIONS



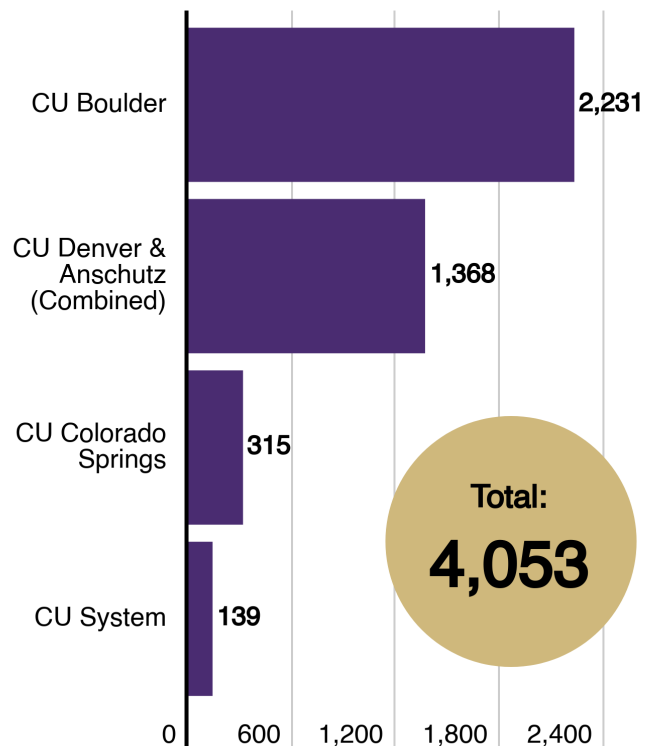
## CU CAREERS IS ON THE JOB

The CU Careers recruitment tool helps human resources professionals find top talent for faculty, university staff, classified staff, student and temporary positions on University of Colorado campuses and System Administration.

### Total CU Careers applicants



### Total new hires by campus



\*Boulder applicant and hire numbers consist of student and temporary hires.

### Hiring by the numbers





## LENDING A HELPING HAND

CU System Human Resources team supports CU System Administration’s nearly 600 staff members with functions spanning the employee life cycle from hiring to building inclusive workplaces to supporting their overall wellness and mental health.

### Workshop topics for fiscal year 2020



**Supervisor Cornerstone  
Midyear Review and Feedback**



**Stress Management**



**Discrimination, Harassment and  
Sexual Misconduct Workshop**



**HR Basics: What goes into  
recruiting a new employee?**



**Mental Health 101**



**Recognizing and Mitigating  
Unconscious Bias**

**Did you know?** In collaboration with University Counsel, the Office of Diversity, Equity and Inclusion and campus Human Resources offices, Employee Services is leading compliance efforts with Colorado’s new Equal Pay for Equal Work law going into effect on Jan. 1, 2021.

## HRIS: COVID leave tracked with new and reconfigured earnings codes

pay and deducted taxes correctly and didn’t interfere with any other earnings codes. Some changes were federally mandated – for example, there’s a code for parents to take federally protected time off (up to 12 weeks at 2/3 their regular pay) for anyone employed longer than 30 days, if they’re unable to find child care.

However, CU chose to offer broader options. While the federal mandate requires only 2/3 regular pay for COVID-related childcare leave, CU created two codes that enable employees to use their vacation or sick leave to make up the difference.

“During these difficult times, it was discussed that paying

an employee 2/3 of their wages may cause a hardship for some employees. HRIS, in collaboration with ES Payroll, UIS, and campus HR created a method that enables the employee to use their vacation and sick time to make themselves whole. The payroll team is proud to be a part of the solution

[See HRIS, page 31](#)

# HRIS: CU Careers platform upgraded this year

in offering the campuses payment options for their employees,” Kent said.

Even as campus operations were undergoing sudden and substantive disruption, the daily operations of job recruitment continued. While CU initiated a hiring “chill,” certain critical roles still needed to be filled.

HR Analyst Joyce Gamboa is the subject matter expert for CU Careers. She was leading a recruitment software

platform upgrade, with all the required updates to training videos and step-by-step guides, while also fielding campus questions about CU’s revised hiring criteria in light of the pandemic. Like many others, she’s found increased opportunity to collaborate with the campuses.

One sticking point with the CU Careers upgrade was the job description templates. Gamboa assembled a guide for creating and formatting the

job descriptions in response to the specific difficulties users were reporting.

Overall, Employee Services embraces the opportunity to strengthen the partnership between Employee Services and the campuses. They hope to encourage campus HR departments to reach out to Employee Services, not just when they’re in a corner, but anytime they have questions or would like to request training or assistance.

## 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.

William Armstrong	Ashley Frakes	Deborah Lowe	Denise Rodriguez
Ayna Asmare	Scott Frey	Janet Lowe	-Mora
Jacqueline Bannister	Joyce Gamboa	Mia Ludin	Heather Savino
Rachelle Beauplan	Zoe Geraghty	Anne Marcovecchio	RyAnne Scott
Sharon Bishop	Kyle Gibson	Betsy Maguire	Sarah Settle
Jen Bosma	Stacy Gomez	Beth Marcotte	Stephanie Sheldon
Peter Bowers	Julie Gray	Michelle Martinez	Laura Siedzick
Shelley Brown	Meaghan Haenn	Thomas Martinez	Ryan Snyder
Roberta Calderaro	Brian Hart	Catherine McCoy	Tricia Strating
Jacob Cann	Katie Holloman	Kim McGregor	Shannon Sunderland
Jim Carrington	Christina Honne	Teresa Meier	Shirley Schweizer
Alicia Dandeneau	Tracy Hooker	Annie Melzer	Wilson Vargas
Rebecca Derr	Jean Howe	Kay Miller	Martia Veith
Nate Dietrich	Melissa Kent	Adriana Moreno	Kimberly Wendelin
Carolyn Donadio	Satpal Khalsa	Josh Navarro	Diane Wiederspahn
Karen Dreiling	Sarah Kozlowski	Erika Nelson	Mary Williams
Celsey Duritsa	Mona Jabr	Felicity O’Herron	Angie Young
Kelli Elmlade	Sheri Jungman	Carolyn Proctor	Kendra Zafiratos
Ashley Eschler	Kayle Lingo	Ashleigh Prout	
Diana Feagins	Justin Loiselle	Jenny Rattana	