



THE UNIVERSITY *of* TENNESSEE

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**Human Resources Metrics**  
**Biannual Report**

**January 1 – June 30, 2014**

# Overview

In January, 2014, Human Resources (HR) began the last year of its original strategic plan. While work continued on the original plan, HR officers finalized an updated strategic plan for the future. As a group, the HR officers felt it was important to keep our five broad categories: (1) Compensation, (2) HR Technology & Metrics, (3) Performance Management and Professional Development, (4) Recruitment and (5) Workforce Strategic Plan and Work Culture Enhancements. The Equity & Diversity officers worked together to submit staff and faculty data to DCI Consultants to produce affirmative action reports.

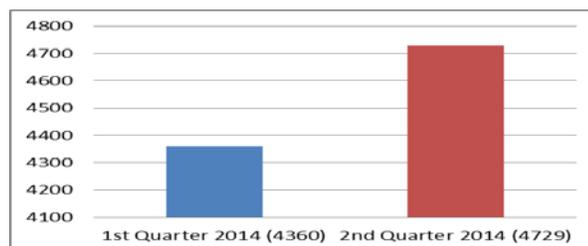
Highlights of accomplishments during the first six months of 2014 include the successful completion of the three – module Compensation training on all campuses and institutes, the completion of the 2013 performance review cycle, campus visits to Chattanooga and the Health Science Center by Linda Hendricks Harig, a faculty assessment at Martin, an investigation at IPS – CTAS, a needs assessment with IPS – CTAS and IPS - MTAS employees and raising the minimum starting pay rate twice. The Diversity Advisory Council (DAC) submitted a revised Diversity Statement for approval, as well as initiatives. The statement was adopted during the June Board of Trustees meeting.

Linda Hendricks Harig attended the February and June Board of Trustees meetings, the President’s Retreat, the UT Knoxville (UTK) Chancellor’s Retreat, the Higher Education Recruitment Consortium at Vanderbilt University and employee luncheons for new UTK faculty and staff. Ms. Harig also met twice with the UTK Faculty Senate Professional Development and Benefits Committee. The Knoxville Area HR staff coordinated a UTK Spring Thank You picnic that was attended by over 1,300 employees.

## Metrics

### HR Call Center

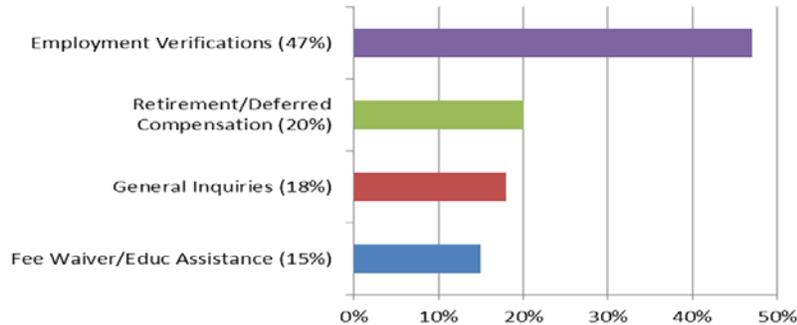
Designed to serve as a one-stop HR resource, the HR Call Center continues to answer questions related to benefits, retirement and policies for the entire university community. The industry standard rate for handling calls without triage in a call center is 80 percent. The HR Call Center, with two staff members and seven as-needed East Regional Service Center employees, consistently averages a mid-eighties percent completion rate of calls without having to triage to an HR expert or benefits provider. The HR Call Center received 9,089 calls during the first six months of 2014.



The majority of calls continued to be from Knoxville area employees. The University of Tennessee, Chattanooga and the Institute of Agriculture are consistently the next highest calling area.

Campus/Institute	First Quarter (Percent)	Second Quarter (Percent)
Knoxville	78	82
Chattanooga	12	11
Health Science Center	4	0
Institute of Agriculture	4	4
Institute for Public Service	2	3

Employment verifications are consistently the majority of the calls received, followed by retirement/deferred compensation, general inquiries and educational assistance.



## Total Rewards

After 36 years of service to the university, Total Rewards executive director, Priscilla Bright, retired on June 30, 2014. Mike Herbstritt has been named executive director and will lead Compensation and Employee Relations. The Benefits & Retirement office will now report to Sherry Sims, executive assistant to the vice president.

In April 2014, our semi-annual publication, *For Your Benefit*, was mailed to employees.



The spring 2014 issue of *For Your Benefit* announced the June 30, 2014 minimum starting pay rate change, changes to the state retirement system and the return of the Employee Engagement Survey in the Fall of 2014. The *Becoming a Better Boss* series concluded in the spring issue. The issue also included a special feature on president emeritus Dr. Joe Johnson and his 50 years of service to the university.

Preparation for major July 1, 2014, changes to the Tennessee Consolidated Retirement System (TCRS) and the Optional Retirement Program (ORP) was the major focus for the Benefits and Retirement team during the first and second quarters of 2014. In addition, the deferred compensation enrollment process has been automated. Providing subject matter expertise to the technical processes of both of these changes, the Benefits and Retirement team facilitated meetings at Chattanooga, the Health Science Center, the Institute of Agriculture, the Knoxville area and the Martin campus.

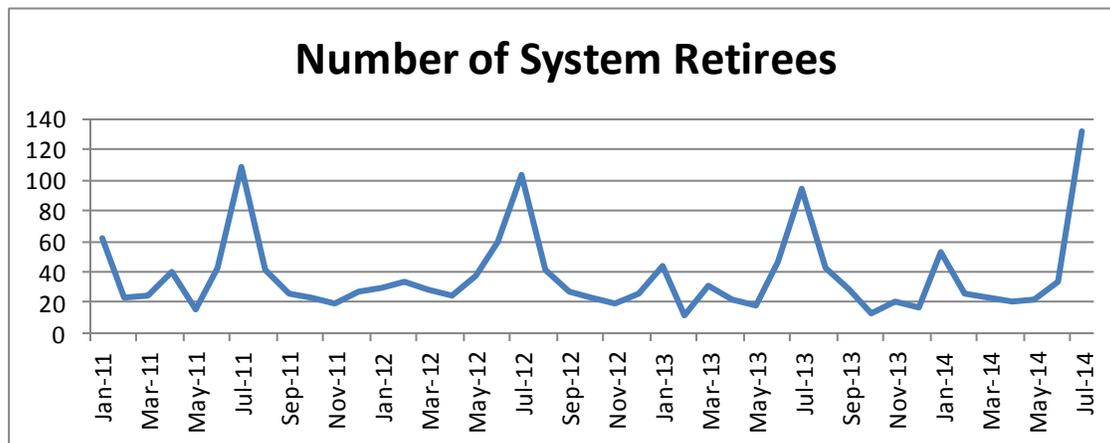
During the first and second quarters of 2014, the East Regional Service Center Benefits & Retirement team conducted Life Planning Seminars for:

- Chattanooga
- Knoxville Area (Knoxville, Institute of Agriculture, Institute for Public Service and System Administration)
- Martin
- Space Institute

These seminars give employees the opportunity to receive retirement estimates, learn about their specific retirement plans and information about financial planning, retiree health insurance, Social Security and wills and estates.

From January 1, 2014, through June 30, 2014, the Benefits and Retirement team counseled 815 employees. The majority of the sessions concerned retirement plans (TCRS, ORP and Federal), followed by deferred compensation.

The number of retirees is up slightly from the previous three years. If the number of retirements in the third and fourth quarter match the number during the first and second quarters, the university could possibly lose over 400 individuals to retirement. From January 1 through June 30, 2014, there have been over 200 retirements. The graph below shows the retirement numbers for the past three years.

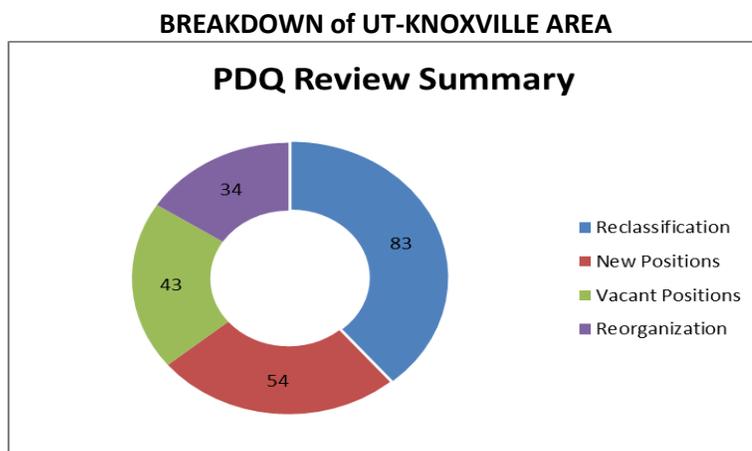


Retiree processing accounts for the number of retirement paperwork completed for faculty and staff. The numbers reflect not only those who retired between January 1 and June 30, 2014, but also those who have completed their paperwork for their upcoming retirement. The paperwork for 285 retirements was processed by the system HR staff during the first and second quarters of 2014. The majority of retirement processing was for Knoxville/System Administration, the Health Science Center and UT Medical Center leased employees. The majority of those beginning the retirement process during this time belong to the Tennessee Consolidated Retirement System (TCRS).

Retiree Processing	JCRS	ORP	TCRS	TOTAL
Chattanooga	5	9	4	<b>18</b>
Institute of Agriculture	3	0	22	<b>25</b>
Institute of Public Service	0	0	1	<b>1</b>
Knoxville/System Administration	18	22	82	<b>122</b>
Martin	4	3	15	<b>22</b>
Medical Center	0	4	42	<b>46</b>
Memphis	5	4	41	<b>50</b>
Space Institute	0	0	0	<b>0</b>
UT Development Foundation	0	1	0	<b>1</b>
<b>TOTAL</b>	<b>35</b>	<b>43</b>	<b>207</b>	<b>285</b>

For Compensation, 2014 began with an increase in the minimum starting pay rate to \$9.00 per hour for regular staff on January 1. On June 30, 2014, the minimum starting pay rate for regular staff was increased to \$9.50 per hour.

During the first six months of 2014, the East Regional Compensation staff reviewed 214 Position Description Questionnaires (PDQs). The majority of the reviews were for reclassifications.



There were 83 reclassification requests, 54 new position evaluation requests, 43 classification requests for vacant positions and 34 positions were evaluated due to reorganizations. Compensation assisted the Health Science Center with three position evaluations and Chattanooga with six position evaluations. The Graduate School of Medicine requested assistance on a salary analysis and Chattanooga requested information on Knoxville’s standby and emergency call back procedures.

Compensation conducted a salary analysis of the President’s staff for the Board of Trustees meeting, as well as an individual analysis of the Health Science Center’s Chancellor position. Other salary analyses completed included the System Administration’s Chief Information Officer and Chief Information Security Officer, Director of Facilities for the Space Institute and Counseling Psychologist positions for the Knoxville campus.

Compensation presented information on the alignment of Standard Occupational Classification (SOC) codes with job titles at the joint Equity & Diversity and Human Resources officers retreat in June, 2014. A decision for Classification of Instructional Programs (CIP) codes to be added to IRIS for use with faculty positions, thus eliminating the need to further refine the SOC codes for those positions.

Representatives from several areas of HR met with UTK Athletics to discuss creating new organizational units for the upcoming SEC Network. Evaluating market salaries for the positions was also discussed.

During the June HR officers retreat, Compensation also presented an update on the final costing for increasing the minimum starting pay rate to \$9.50 for regular staff. The proposed June 30, 2014 salary schedule, compensation issues, including salary compression, the need for multi-year compensation plans, new executive orders regarding minimum wage for government contractors and upcoming changes to the Fair Labor Standards Act (FLSA) salary basis test were also discussed.

Compensation submitted information for the following surveys: (1) National Compensation Survey Employment Cost Index – Department of Labor; (2) Sibson Executive Total Compensation Study Survey; (3) CUPA-HR for Administrative, Professional and Non-exempt Salary Survey; and (4) College of Veterinary Medicine Survey – North Carolina State University. Compensation also responded to ad hoc survey requests from the University of Central Florida, the University of Arkansas and Northern Arizona University.

## Talent Management

Employee and Organizational Development (EOD) sponsors/supports training on all campuses and institutes. The state Employee Assistance Program (EAP) also offers numerous classes for UT employees on topics such as stress management, wellness and more. In addition, in-house programs and organizational development consulting are offered for campuses and departments. The chart below shows the training activity during the first and second quarters of 2014.

Location	Number of Training Classes	Number of Participants	Number of Training Hours Delivered
Chattanooga	23	179	57.5
Health Science Center – Memphis	502	2,529	1,229.25
Knoxville (includes UTIA, UTK, IPS, and UWA)	219	3,440	802.25
Martin	36	549	149.25
Tulahoma	10	172	15.25

E-learning through Skillsoft continues to be a useful tool across the state. During the first six months of 2014, 2,277 unique users completed 6,633 courses. The top courses taken from January – June 2014 include Child Protection Training, Fire Safety and Prevention, Hazard Communication: An Employee’s Right to Know, PPE: Personal Protective Equipment, Asbestos, Bloodborne Pathogen Awareness, Fall Protection, Hearing Conservation, Lockout/Tagout and Confined Spaces.

Other EOD highlights for January – June 2014 include developing and conducting Teambuilding Communication training for the Graduate School of Medicine, conducting training for the Institute of Agriculture on FIRO-B, a personality profiling technique, along with practical application of workplace use in improving individual and organizational performance, and strategic planning and team development workshops for the Center of Transportation Research, which has a state-wide mission under state and federal grants.

In the first and second quarters of 2014, 63 employees received a total of \$5,464.00 through the Career Development Fund for professional development.

The Employee Relations Advisory Board (ERAB) met in person on March 20, 2014. President Joe DiPietro discussed the importance of the Employee Engagement Survey, scheduled for November 2014. He also spoke

about UT's interest in legislative bills and governmental initiatives. Other topics included the changes to the state's retirement system, pay for certifications, the performance review process, the Partnership Promise and differential tuition. On June 11, 2014, the ERAB met by videoconference. Dr. DiPietro discussed the Tribute events held on each campus/institute and reviewed the previous legislative session. Other topics of discussion included pay raises, funeral and bereavement leave and the personal leave day.

### West Regional Service Center

Chandra Alston was promoted to Associate Vice Chancellor, Human Resources, on January 13, 2014. On March 1, 2014, Donna Lenoir joined the Health Science Center as Recruitment's Team Leader. In May, Ms. Lenoir and Ashlie Czyz, Manager and Executive Recruiter of the Knoxville Area Recruitment Office, partnered together in Memphis to share best practices and generate ideas to improve the applicant's, hiring manager's and recruiter's experience with Taleo.

As part of the preparation of moving the performance management and grievance hearing processes to Human Resources on July 1, 2014, Marian Harris transferred from Equity and Diversity in April. Ms. Harris and Mary Lucal, Director in the Knoxville Area Talent Management group, met in Memphis in May to share ideas related to employee discipline, employee relations and supervisory training.

### Equity and Diversity

In February, 2014, all employee snapshot, applicant, new hire, termination and promotion reports for all campuses and institutes except the Health Science Center (who have a different vendor and affirmative action period) were submitted to DCI Consulting for our affirmative action plans and analysis. The statistical analyses were returned in late June. To streamline the process for future years, Equity & Diversity, Human Resources and Institutional Research officers from all campuses and institutes met to finalize data definitions, what data is pulled and the source of the data.

The Equity & Diversity officers met twice during the first six months of 2014. In February, topics included the Violence Against Women Act, Title IX responsibilities, Title VI training and finalizing the statewide Equity & Diversity strategic plan, which includes the following five areas of focus: (1) Planning and Resources; (2) Communication and Collaboration; (3) Shared and Demonstrated Core Value for Equity & Diversity; (4) Building Capacity for Diversity and (5) Service and Relationships. The June meeting focused on the Michigan affirmative action case, pay issues associated with the President's executive order and needs for the upcoming Title VI report.

Also in June, the Equity & Diversity officers and the Human Resources officers met jointly. Brian Lapps, Deputy General Counsel, provided training to all on the legal aspects of conducting a needs assessment. Frank Lancaster from the General Counsel's Office also spoke to the group about the new OFCCP reporting requirements regarding disabilities and veteran status.

The Diversity Advisory Council (DAC) met twice via video conference during the first two quarters of 2014. Both meetings were dedicated to finalizing the recommendation of a new statewide diversity statement and initiatives. DAC chair, Noma Anderson, presented the recommendations at the June Board of Trustees meeting, where they were approved. The initiatives include: (1) incorporate diversity into campus leadership/accountability; (2) define and collect demographic data on faculty, staff and students and (3) create diversity teams at each campus/institute. In part, the diversity statement reads: "The Board of Trustees recognizes that diversity in the educational environment, including an outstanding and diverse student body, faculty and staff, and an environment conducive to learning, adds value to the educational experience and the degree earned." The full diversity statement may be found at <http://www.tennessee.edu/system/equity/statement.html>.

# Strategic Initiatives

Human Resources' strategic initiatives: (1) Compensation, (2) HR Technology and Metrics, (3) Performance Management and Professional Development, (4) Recruitment and (5) Workforce Strategic Plan and Work Culture Enhancements, continues to guide our goals. Below is a review of the work being conducted for each initiative.

## Total Rewards

Several policies were changed in February, 2014: Employment Status; Annual Leave (Vacation); Administrative Closing; Funeral and Bereavement Leave; Holidays; Personal Leave; Retirement Plans and Sick Leave. Changes included a new definition of a temporary employee, changing the employee group "term" to "temporary," change in the accrual rates/eligibility to accrue different types of leave for part-time employees and a change in the eligibility of temporary employees to participate in retirement.

The Compensation Advisory Board (CAB) met in February and June, 2014. At the February meeting, Dr. Rajendra Raghov was introduced. Dr. Raghov is a member from the Health Science Center, representing the faculty. The CAB recommended costing minimum starting rates of pay to \$10.00, \$10.10, \$10.50 and \$11.00 per hour. There will be a new Sibson market assessment conducted in 2016. The 2016 survey will include a review of the Standard Occupational Classification (SOC) codes and development of competency-based job descriptions. To better match faculty jobs, the 2016 will use the Classification of Interdisciplinary Programs (CIP) codes.

The June meeting marked a time of change for the membership of CAB. Rotating off CAB were Ms. Priscilla Bright (System Administration), Dr. Toby Boulet (Knoxville), Ms. Margie Russell (Knoxville) and Ms. Nancy Yarbrough (Martin). New members to CAB are Dr. David Golden (Knoxville), Ms. Petra McPhearson (Martin), Ms. Carrera Romanni (Institute of Agriculture) and Ms. Debbie Thomas (Knoxville). CAB Chair Richard Brown discussed the possibility of having statewide "town hall meetings." The concept is to show the work of CAB and engage the campuses by seeing input from the shared governance groups. It was agreed upon to carry forward the recommendation of the town hall meetings. NOTE: After the meeting, Linda Hendricks Harig carried the recommendation to the President and plans are currently being made to schedule the meetings.

## HR Technology, Reporting and Metrics

### UT Jobs

*UT Jobs*, the University's online employment application system continues to show great benefits in the recruitment area for staff hires. State-wide statistics for January – June 2014 are shown below. Candidates may "apply" for multiple openings which is reflected in the New Applications column. There were no "off" days for Taleo.

**Taleo Recruiting Statistics**  
**January 1 - June 30, 2014**

	<i>New Postings</i>	<i>New Candidates</i>	<i>New Applications</i>	<i>Hires/ Transfers</i>
January	102	3146	6209	155
February	135	2344	4895	89
March	123	2942	6203	105
April	139	3069	6518	100
May	154	3135	5993	112
June	176	4155	7752	140
<b>Total</b>	<b>829</b>	<b>18791</b>	<b>37570</b>	<b>701</b>

The Chattanooga campus has completed mapping out their requirements for an electronic faculty hiring process. They will serve as the pilot program for the faculty hiring process in Taleo.

**Reports**

HR continued to provide quarterly diversity reports for each campus/institute with a year-to-date impact. Quarterly reports are completed after monthly payrolls have been run. Running the report after payroll allows departments more time to complete any termination actions that may have occurred in the previous month. The charts below show the mid-year net gains and losses for January – June 2014.

**Diversity by Campus/Institute**  
**Gains/Losses**  
**January 1 - June 30, 2014**

	<i>American Indian or Alaskan Native</i>	<i>Asian</i>	<i>Black or African American</i>	<i>Hispanic</i>	<i>Native Hawaiian or Other Pacific Islander</i>	<i>White</i>	<i>Male</i>	<i>Female</i>
Chattanooga	-1	1	-1	-1	0	-17	-5	-14
Health Science Center	-2	11	28	3	0	17	37	20
Institute for Public Service	0	0	-1	0	0	-3	1	-5
Institute of Agriculture	-1	-4	4	-2	0	-20	-5	-18
Knoxville	-1	11	3	-2	1	0	9	3
Martin	0	0	1	0	0	-11	-8	-2
Space Institute	0	0	0	0	0	1	2	-1
System Administration	1	-1	-2	0	0	6	1	3
<b>Total Gains/Losses</b>	<b>-4</b>	<b>18</b>	<b>32</b>	<b>-2</b>	<b>1</b>	<b>-27</b>	<b>32</b>	<b>-14</b>

Performance reviews for 2013 were completed and submitted during the first six months of 2014. The chart below shows the number and percentage of reviews completed for the 2013 review year. For the 2014 review year, all campuses and institutes will conduct reviews on a calendar-year basis.

*The University of Tennessee*  
**Performance Review Completion Report by Campus/Institute**  
*January 1, 2013 - December 31, 2013*

Campus/Institute	Number of Reviews Completed	Number of Staff Eligible	Percentage of Reviews Received
<b>Chattanooga</b>			
Staff	659	659	100.0%
Faculty	457	467	97.9%
<b>Health Science Center</b>			
Staff	1481	1481	100.0%
Faculty	1194	1224	97.5%
<b>Institute for Public Service</b>			
Staff	131	131	100.0%
<b>Institute of Agriculture</b>			
Staff	1042	1109	94.0%
Faculty	233	258	90.3%
<b>Knoxville</b>			
Staff	3046	3127	97.4%
Faculty (UTK & UTSI)	875	881	99.3%
<b>Martin</b>			
Staff*	489	494	99.0%
Faculty	297	302	98.3%
<b>Space Institute</b>			
Staff	63	63	100.0%
Faculty (Included with UTK)			
<b>University Administration</b>			
Staff	260	270	96.3%
<b>TOTAL STAFF</b>	<b>7171</b>	<b>7334</b>	<b>97.8%</b>
<b>TOTAL FACULTY</b>	<b>3056</b>	<b>3132</b>	<b>97.6%</b>

\*Martin had a July 1 - June 30 performance review period prior to 2014 for staff. Their next staff reviews will be at the end of the 2014 and will cover 18 months.

**HR Web Series**

To showcase what is available for all employees, the System HR website runs feature series. These series involve staff and faculty from different campuses and institutes who take advantage of the many things UT has to offer.

During the first quarters of 2014 the HR website featured a series called, "Into the Community – UT Employees Making a Difference through Work and Service." The stories following UT employees who use their talents to help others. Below are three of the individuals featured in the series.



### Professional Development

In 2012, the Equity and Diversity Officers began attending a series of workshops offered by Cornell University on Diversity Management. The training was completed in May of this year, when those officers who had not completed the series earlier, attended the final session of “Generational Diversity” in New York.

HR Officers (HROs) continue to meet regularly during the year, with quarterly retreats and video conferences and conference calls as needed. The officers had face-to-face meetings in February and June. At the February meeting, HROs finalized the HR strategic plan, reviewed legal issues presented by the General Counsel’s office, discussed the July 1, 2014, retirement plan changes and previewed the Module 3 Compensation Training.

The theme of the June HRO meeting was standardization. UT attorney, Mike Fitzgerald, presented training on Fitness for Duty Examinations – when should an exam be conducted, how to select a doctor and how much information do we provide. Updates on the background check contract, Program for Minors, the 2014 Employee Engagement Survey, salary schedules and the Healthy Campus Initiative were also provided.

In April, HR staff from across the state gathered in Franklin, TN for a two-day staff retreat. President Joe DiPietro kicked off the meeting with a UT System update. Linda Hendricks Harig, Vice President of Human Resources, provided an update of HR’s strategic plan. The main theme of the meeting was *Work-Life Balance*. Cynthia Fry from Magellan Health presented two programs on handling stress and being resilient. The retreat ended with the group hearing an inspirational speech on life lessons from UT graduate Vallie Collins, one of the 155 survivors of the January 15, 2009, US Airways *Miracle on the Hudson* plane crash.

### Recruitment

In June, 2014, a five-member group from West Virginia University visited with several HR staff plus John Rich from IRIS Administrative Support to discuss UT’s implementation of Taleo for recruiting. The group was especially interested in our pre-implementation planning and decisions, our approval process and the integration between Taleo and SAP.

### Workforce Strategic Plan and Work Culture Enhancements

During the first six months of 2014, System HR conducted a departmental investigation for the Martin campus, investigated a complaint from the Chattanooga campus, an assault investigation for IPS – CTAS and a needs assessment for IPS – CTAS and MTAS. In addition, several HR staff provided assistance in the System IT office reorganization.

Linda Hendricks Harig presented to both the Board of Trustees’ Audit and Efficiency and Effectiveness committees. Ms. Harig also conducted her annual campus visits to Chattanooga and the Health Science Center. While visiting the Chattanooga campus, Ms. Harig met with the UTC Exempt Staff Council. She will be visiting the Martin campus during August.

The Sick Leave Bank (SLB) Open Enrollment period runs annually between April and June. The campuses who have Sick Leave Banks are in the process of verifying that those who expressed an interest in joining the SLB meet the eligibility requirements of being a regular UT employee, accruing sick leave, with a sick leave balance of at least 48 hours or six days (pro-rated for regular, part-time employees), by June 30.

## Conclusion

Thank you for your continued support of Human Resources. Activities for the remainder of 2014 include the submission of the 2014-2015 Title VI Implementation Guidelines to the Tennessee Human Rights Commission, completing the RFP process for a vendor to complete our OFCCP reports and Affirmative Action Plans, launching faculty hiring in Taleo for UTC, presenting CAB information at the October Board of Trustees meeting, kicking off the Vice President for Development search, working with *Modern Think* to complete the 2014 Employee Engagement Survey, continuing the work being done by the CAB and DAC work teams, completing the organizational structure project, recommending process improvements and accountability procedures for the performance management redesign and further development of the Supervisor/Manager/Leader training cascade. We ask for your assistance by your continued support and your feedback on how HR can improve its service to you.

Thank you,

*Linda Hendricks Harig*

Vice President of Human Resources