

 THE UNIVERSITY OF TENNESSEE

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

**January 1 – June 30, 2015**

# Overview

In January, 2015, Human Resources (HR) embarked on the second phase of its strategic plan. As a group, the HR officers felt it was important to keep the five broad categories from the original plan: (1) Compensation, (2) HR Technology & Metrics, (3) Performance Management and Professional Development, (4) Recruitment and (5) Workforce Strategic Plan and Work Culture Enhancements.

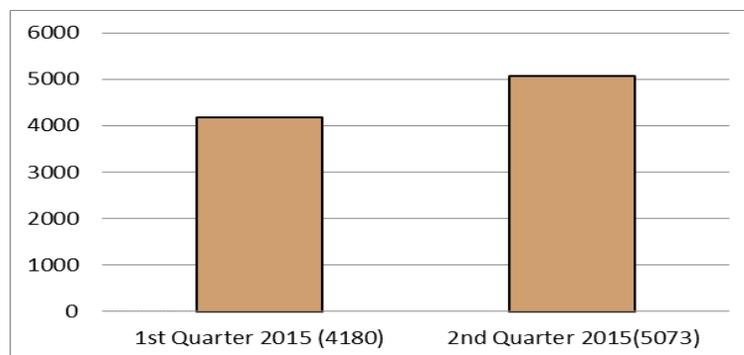
Highlights of accomplishments during the first six months of 2015 include successful completion of the executive recruitment of the Vice President for Development and Alumni Affairs and UT Foundation President and CEO, the Leadership Institute in February, Employee Engagement Survey results and town hall meetings, two needs assessments for the Martin campus and departmental-focused training for IPS, Knoxville's Parking Services leadership team and the Chattanooga's Biology department. The University's Equity & Diversity Officers and many of our statewide HR staff participated in the April *Diversity Summit* in Murfreesboro, TN.

Linda Harig attended the February and June Board of Trustees meetings, the President's Retreat, the UT, Knoxville's Chancellor's Retreat and employee luncheons for new UTK faculty and staff. Ms. Harig was a panel member at the Leadership Institute in February and visited the Chattanooga campus in May, where she met with one of their Employee Relations Committees. She was also part of the SACS accreditation for the Knoxville campus and the President's Strategic Planning Steering Committee. In the spring, the Knoxville area HR staff coordinated the first *Picnic on the Plaza (POP)* for faculty and staff.

## 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, averaged an 85 percent completion rate of calls without having to triage to an HR expert or benefits provider during the January – June 2015 time period. The HR Call Center received 9,253 calls during the first six months of 2015.



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 areas.

Campus/Institute	First Quarter (Percent)	Second Quarter (Percent)
Knoxville Area	76	84
Chattanooga	14	11
Health Science Center	0	0
Institute of Agriculture	5	5
Institute for Public Service	5	0
Martin	0	0
Space Institute	0	0

## Total Rewards

We continue to mail our semi-annual publication, *For Your Benefit*, to all regular employees.



The spring 2015 issue of *For Your Benefit* announced the November 2014 statewide Employee Engagement Survey. Other highlights included information on understanding diversity and a section devoted to wellness.

The number of retirees across the system reached month record numbers (234) for a six-month time period. The major factors that contributed to these numbers were a retirement incentive offered at Chattanooga and an aging employee population that includes an increasing number of retirement eligible individuals. The following chart shows a breakdown of retirees by entity.

Campus/Institute	Number of Retirees
Chattanooga	70
Health Science Institute	31
Institute for Public Service	7
Institute of Agriculture	19
Knoxville	66
Martin	11
System Administration	4
UT Foundation	1
UT Medical Center	25

During the first and second quarters of 2015 the East Regional Service Center Benefits & Retirement team conducted Life Planning Seminars for the Knoxville Area, Chattanooga and the 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, 2015, through June 30, 2015, the Benefits and Retirement team counseled 310 employees. The majority of the sessions concerned retirement plans (TCRS, ORP and Federal), followed by deferred compensation.

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, 2015, but also those who have completed their paperwork for their upcoming retirement. The paperwork for 215 retirements was processed by the system HR staff during the first and second quarters of 2015. The majority of retirement processing was for Knoxville/System Administration, Chattanooga and the Health Science Center. The majority of those beginning the retirement process during this time belong to the Tennessee Consolidated Retirement System (TCRS).

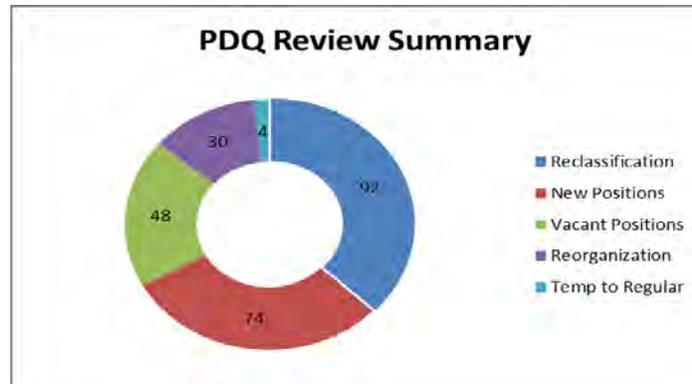
<b>Retiree Processing</b>	<b>JCRS</b>	<b>ORP</b>	<b>TCRS</b>	<b>TOTAL</b>
<b>Chattanooga</b>	2	17	41	<b>60</b>
<b>Health Science Center</b>	1	11	14	<b>26</b>
<b>Institute of Agriculture</b>	2	4	11	<b>17</b>
<b>Institute of Public Service</b>	0	1	2	<b>3</b>
<b>Knoxville/System Administration</b>	4	22	47	<b>73</b>
<b>Martin</b>	1	4	8	<b>13</b>
<b>Medical Center</b>	0	0	20	<b>20</b>
<b>Space Institute</b>	1	0	0	<b>1</b>
<b>UT Development Foundation</b>	0	1	1	<b>2</b>
<b>TOTAL</b>	<b>11</b>	<b>60</b>	<b>144</b>	<b>215</b>

The Director of Benefits and Retirement also serves as the chair for the Benefits Advisory Group and the Compensation Advisory Board's Benefits Work Group. Developing a wellness website and monitoring the procurement of benefits by the State of Tennessee for statewide employees were other activities for the area.

Effective June 30, 2015, new salary schedules based on the \$9.50 hiring rate were implemented. This change was a 5.5 percent increase to the schedules with differing adjustments occurring in those pay grades where compression was present. The Health Science Center implemented a salary schedule with a minimum pay rate of \$10.00 per hour.

During the first six months of 2015, the East Regional Compensation staff reviewed 248 Position Description Questionnaires (PDQs). The majority of the reviews were for reclassifications.

## BREAKDOWN of UT-KNOXVILLE AREA



There were 92 reclassification requests, 74 new position evaluation requests, 48 classification requests for vacant positions, 30 positions due to reorganizations and four temporary to regular conversions. 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.

Salary analyses were conducted for the President and the President's staff, the UT, Knoxville Chancellor and the Chancellor's Cabinet, and the UT, Chattanooga Chancellor and the Chancellor's Executive team in preparation for the June Board of Trustees' meeting. Special salary analyses were conducted for the positions of associate vice president and director of federal relations, director of policy analysis for the Office of Government and Advocacy, Sexual Assault Investigator and Executive Recruiter.

At the June 2015 Compensation Advisory Board (CAB) meeting, Mike Herbstritt, Executive Director, reviewed the new Fair Labor Standards Act (FLSA) proposal of changing the salary minimum for exempt status. Currently to be exempt, an employee must earn \$23,660 per year. The federal government has been reviewing changing this amount over the last 18 months. The rationale behind the change is primarily to correct the food and retail industries where exempt "managers" might make a lower wage, but are expected to work overtime with no additional compensation. The government is reviewing what a "fair wage" would be for employees. Employees would either have to be raised to the new minimum which would cause compression issues or moved to a nonexempt status and be eligible for overtime. *Note: On June 29, 2015, President Barack Obama announced a proposal that would raise the threshold to \$50,440 per year in 2016.*

During the first half of 2015, a total of 36 career path actions were effected. Compensation facilitated development of a statewide career path for account payable positions with Mark Paganelli, Executive Director, Treasurers Office, and representatives from the Health Science Center and Institute of Agriculture.

Compensation completed the follow salary surveys.

- Bureau of Labor Statistics
- CUPA HR – Administrators in Higher Education
- CUPA HR – Professionals in Higher Education
- CUPA HR – Nonexempt staff

## 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 2015.

Location	Number of Courses Taught	Number of Participants	Number of Training Hours Delivered
Chattanooga	63	837	295.9
Health Science Center – Memphis	268	5,186	1,119.95
Knoxville (includes UTIA, UTK, IPS, and UWA)	360	5,452	2,577.35
Martin	33	736	80.00
Tullahoma	11	131	64.75

EOD's Leadership Institute is designed to help equip current and future UT leaders with tools to be successful managers in academic and administrative roles. Similar to the academic rigor that produces top-notch researchers at the University, the institute provides a research-based foundation for UT administrators to be experts in leadership. The Institute also gives participants the opportunity to practice these leadership skills in a hands-on, experiential learning setting. In February, 50 emerging and developing leaders across the system attended the 2015 Leadership Institute.

Based on input from senior-level women in UT leadership roles across multiple campuses and institutes, EOD offered the first annual **UT Women's Leadership Conference** on June 18, 2015 in Knoxville. Participation was by invitation only and 105 participants attended the conference which carried the theme, *To Lead and to Follow: Advancing in Leadership*. Future plans for the conference include holding the event in the middle of the state.

The University is partnering with the Tennessee Board of Regents on a contract to provide Sexual Harassment/Violence Against Women Act training. The goal is for the training to be available in August for all UT employees to ensure the university is in compliance with Title IX requirements. The contract for online training was awarded to EverFi, Inc., who has been used for student training on this topic at UT, Chattanooga. The costs associated with the training will be distributed among the campuses and institutes.

The Employee Relations Advisory Board (ERAB) met in person on March 4, 2015. President Joe DiPietro explained the new state performance-based funding system for traditional (undergraduate) campuses. Excellent performance on a campus will lead to increased state appropriations. Dr. DiPietro also announced that the governor's proposed 2015-2016 budget included approximately \$25 million to fund some of UT's capital maintenance requests. Other issues discussed at the March meeting included health coaches and proposed changes to insurance plans. The June 18, 2015 meeting was via video conference. Dr. DiPietro announced that UT had received the second best budget in the nine years he had been at UT. Dr. DiPietro also spoke about the July 1 raises and the options that were available to each campus/institute. In staffing news, Dr. DiPietro announced that UT Martin Chancellor, Tom Rakes, had decided to return to the classroom. Dr. Robert Smith, a former dean at Martin will serve as the Interim Chancellor. Butch Peccolo, Treasurer, CIO and CFO, has announced his January 2016 retirement.

## West Regional Service Center

On March 25, 2015, the Health Science Center Human Resources office hosted a panel discussion for women's month with the theme "Weaving the Stories of Women's Lives in Higher Education." The panel featured Dean Noma Anderson, College of Health Professions, Dean Wendy Likes, College of Nursing, Dean Marie Chisholm-Burns, College of Pharmacy, Associate Vice Chancellor Bethany Goolsby, Development and Vice Chancellor Cheryl Schied, AFSA. The panel discussion was informative and inspiring and provided a glimpse into the complex world of academic and administrative female administrators.

On May 1, 2015, The UTHSC implemented the full \$10 minimum schedule which moved the minimum for all pay grades. Current employees who were below the new minimums were adjusted and their pay was increased to the new minimums effective January 1, 2015. This adjustment affected 114 employees.

A market adjustment was made to 304 staff (non-faculty) employees who met the following criteria:

1. Staff salary had to equal to \$49,999 or below on December 31, 2014.
2. Employee had to have at least 10 years of regular (full- or part-time) UT service as of December 31, 2014.
3. Employee was below the reference point for their salary grade.
4. The employee's 2013 performance evaluation had to be a 10 or above.

This increase was centrally funded.

## Equity and Diversity

On April 15, 2015, the Diversity Advisory Council (DAC) hosted a one-day *Diversity Summit* in Murfreesboro, TN. More than 140 faculty and staff from all campuses and institutes attended the event. Presentations included the following.

- Making Diversity Really Matter – Lendley Black, Chancellor, University of Minnesota Duluth
- What Does Diversity Really Mean – Bridget Kelly, Associate Professor, Loyola University
- Communicating our Diversity – Anita Cottledge, Director of Communications for the Office of Equity & Diversity, University of Minnesota
- The Psychology of Diversity – Joe Miles, Assistant Professor of Psychology, University of Tennessee, Knoxville
- Creating Diversity: The Commodification of Race in College Recruitment Materials – Timothy Pippert, Associate Professor of Sociology, Augsburg College
- Diversity and Accountability – Alvin Evans, Higher Education Practice Leader, HigherEd Talent

Dr. Noma Anderson, DAC Chair and Dean of the College of Health Professionals at the Health Science Center, called the Summit, "a wonderful venue for us to come together and begin that system wide conversation [about diversity]." Presenter Joe Miles, Assistant Professor of Counseling Psychology in Knoxville's department of Psychology concurs, saying, "Our society is diverse. Therefore we've got to offer a diverse environment that's conducive to learning and work." For more information about the Diversity Summit, please visit our website at <http://tennessee.edu/system/equity/council/diversity-commitment.html>.

In addition to hosting the Diversity Summit, the DAC continued to meet bi-monthly. In June, Dr. Anderson presented a DAC update at the Board of Trustees meeting.

The Equity & Diversity officers met via video conference during January-June, 2015. Topics covered included reviewing a new screen in IRIS for affirmative action data, how to use and share affirmative action data and a review of official UT taglines to ensure compliance with government regulations.

# 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**

Four policies were revised, each with a May 1, 2015 effective date: Reduction in Force (policy now differentiates between positions funded through E & G funds and externally funded positions); Restoration of Force (policy now includes language that takes into account documented performance reviews and disciplinary action); Court Leave (policy now allows employees to keep the money that is earned for serving on jury duty; and Family and Medical Leave (changes were made to bring our policy into compliance with military leave regulations and now requires employees to use compensatory time, sick leave, annual leave and personal day before taking unpaid leave). The Family and Medical Leave policy does allow an employee to keep 40 hours of sick leave.

The Compensation Advisory Board (CAB) met in February and June, 2015. At the February meeting, the June 30, 2015 Salary Schedule was presented. As part of the salary schedule conversation, draft schedules were distributed for review if the minimum hiring rate is moved to an hourly rate of \$10.00, \$10.10, \$10.50 or \$11.00. CAB asked that compensation provide costing for moving the minimum hiring rate to \$10.10. A proposal for a President's Award was presented to CAB. The award is designed to provide system wide recognition for outstanding contributions of faculty and staff in the areas of UT System's three-fold mission to education, discover and connect.

At the June meeting, CAB chair, Richard Brown, announced that founding CAB member Jenna Wright (UT Martin) would be retiring at the end of June. Ms. Wright was honored with a luncheon and a certificate of appreciation. Dr. Brown reported on the results of the Employee Engagement Survey and Town Hall meetings that were conducted across the state in the spring. The group voted to present a recommendation for a President's Award to President Joe DiPietro. It was noted that instead of doing another system wide market assessment, each campus is working with Sibson directly to identify their specific needs. Other discussion items included the ramifications of a change to the Fair Labor Standards Act minimum exempt salary and upcoming insurance changes.

## **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 2015 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, 2015**

	<i>New Postings</i>	<i>Unique New Candidates</i>	<i>New Applications</i>	<i>Hires/ Transfers</i>
January	148	2419	4954	135
February	162	2273	4653	88
March	186	2727	5425	151
April	209	2726	5828	102
May	143	3457	6303	100
June	240	3393	6610	154
<b>Total</b>	<b>1088</b>	<b>16995</b>	<b>33773</b>	<b>730</b>

Work is being finalized for the late Fall go-live of Taleo for faculty hiring in Chattanooga.

**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 2015.

**Diversity by Campus/Institute**  
**Gains/Losses**  
**January 1 - June 30, 2015**

	<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	-2	0	-9	0	0	-48	-27	-32
Health Science Center	2	7	2	1	0	22	15	19
Institute for Public Service	0	0	0	0	0	-4	0	-4
Institute of Agriculture	0	0	0	0	0	2	-5	7
Knoxville	1	4	0	-3	0	-39	-39	2
Martin	-1	1	2	0	0	-9	-5	-2
Space Institute	0	0	0	0	0	-2	-1	-1
System Administration	0	0	0	0	0	2	4	-2
<b>Total Gains/Losses</b>	<b>0</b>	<b>12</b>	<b>-5</b>	<b>-2</b>	<b>0</b>	<b>-76</b>	<b>-58</b>	<b>-13</b>

Performance reviews for 2014 were completed and submitted during the first six months of 2015. The 2014 completion rate was the highest we have experienced since tracking performance review completions. The chart below shows the number and percentage of reviews completed for the 2014 review year.

*The University of Tennessee*  
**Performance Review Completion Report by Campus/Institute**  
*January 1, 2014 - December 31, 2014*

Campus/Institute	Number of Reviews Completed	Number of Staff Eligible	Percentage of Reviews Received
<b>Chattanooga</b>			
Staff	653	653	100.0%
Faculty	477	477	100.0%
<b>Health Science Center</b>			
Staff	1553	1555	99.9%
Faculty	1231	1252	98.3%
<b>Institute for Public Service</b>			
Staff	128	128	100.0%
<b>Institute of Agriculture</b>			
Staff	987	1061	93.0%
Faculty	333	333	100.0%
<b>Knoxville</b>			
Staff	3128	3134	99.8%
Faculty (UTK & UTSI)	853	853	100.0%
<b>Martin</b>			
Staff	447	488	91.6%
Faculty	287	287	100.0%
<b>Space Institute</b>			
Staff	62	62	100.0%
Faculty (Included with UTK)			
<b>University Administration</b>			
Staff	237	256	92.6%
<b>TOTAL STAFF</b>			
	<b>7195</b>	<b>7337</b>	<b>98.1%</b>
<b>TOTAL FACULTY</b>			
	<b>3181</b>	<b>3202</b>	<b>99.7%</b>

**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 2015 the HR website started a series called, *Work Healthy*. The first series of stories center on loss and grief. The *Work Healthy* series is part of a bigger initiative as we strive to make all campuses and institutes a “healthy campus.” Led by Jon Gushen and working with the System Communications and Marketing group, a new work healthy website has been launched.



The purpose of the website is to promote a culture of health and wellness – both physical and mental – and to provide employees with the support and resources to live healthy and balanced lives. The website also includes a blog with entries by various UT faculty and staff. Check out the new website at: <http://humanresources.tennessee.edu/workhealthy/index.html>.

### **Professional Development**

HR Officers (HROs) continued to meet regularly during the first six months of 2015. In February, the HROs met in person. Items discussed included state RFPs for new benefits, changes to insurance plans, policies and competency-based job descriptions. The Knoxville Employee Relations group led a discussion on bullying and recognizing pregnancy as a disability. In early June, the HROs met via video conference. John Rich from IRIS provided an update of IRIS priorities and Rob Chance from the Payroll Office spoke about the Affordable Care Act. After the Supreme Court ruling in late June legalizing same-sex marriages, the HROs met via video conference to ensure that all policies and publications did not define marriage. All policies use the word “spouse” without referring to gender.

In June, the Knoxville HR Operations Team (OPS) met off-campus for two days. The purpose of the retreat was to begin working on a strategic plan for the Knoxville campus team. The team wanted to ensure that their plan was in line with the state wide HR strategic plan. The group identified nine initiatives: Academic Support, Accountability, Communications, HR Metrics & Technology, HR Staff Development, Image, Recruitment, Redesign and Supervisor Training.

### **Recruitment**

The executive search for the Vice President of Development and Alumni Affairs and UT Foundation President & CEO concluded with the hiring of Rickey McCurry, effective May 15, 2015. Mr. McCurry came to us from Rose-Hulman Institute of Technology in Terre Haute, Indiana, but he is no stranger to the University of Tennessee. From 1993 to 2000, Mr. McCurry served as Associate Vice Chancellor for Development and Alumni Affairs at the Knoxville campus.

Preparations began for several executive searches that will launch in the second half of 2015.

### **Workforce Strategic Plan and Work Culture Enhancements**

During the first six months of 2016, System HR conducted a departmental investigation for the Martin campus. Linda Harig and Ron Tredway facilitated department-specific team development training for the Institute for Public Service, the leadership team in Knoxville’s Parking Services and for the Biology department in Chattanooga.

Linda Harig attended the February and June Board of Trustees meeting. Ms. Harig also conducted her annual campus visit to Chattanooga. While visiting the Chattanooga campus, Ms. Harig met with the UTC Employee Relations Committee meeting. She will be visiting the Health Science Center during August. Ms. Harig also assisted with the onboarding on UT Martin’s interim chancellor, Robert Smith.

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.

Results of the November 2015 Employee Engagement Survey were shared in March 2015 in open forums at each campus and institute. A new record 60 percent participation rate indicated that as a statewide system, we are making progress in some key areas that were identified in 2011 as needing improvement. The table below shows a few specific examples of our improvement.

Question	2014 (Strongly Agree/Agree)	2011 (Strongly Agree/Agree)
Overall, my department is a good place to work.	78%	77%
This institution's benefits meet my needs.	75%	68%
My supervisor/department chair is consistent and fair.	68%	63%
We have opportunities to contribute to important decisions in my department.	59%	53%
I understand how merit increases are determined.	52%	47%
Issues of low performance are addressed in my department.	51%	46%
Changes that affect me are discussed prior to being implemented.	48%	44%
I am paid fairly for my work.	42%	35%

New Work Culture Improvement teams have been launched at each campus and institute. The teams have been charged with finding ways to continue to enhance strengths and improve areas of concern.

## Conclusion

Thank you for your continued support of Human Resources. Activities for the remainder of 2015 include the submission of the 2015-2016 Title VI Implementation Guidelines to the Tennessee Human Rights Commission, completing the RFP process for our state wide, online training vendor, finalizing the renewal of UT's contract with Taleo for another five years, continuing to monitor the new FLSA regulations regarding exempt salaries, developing a proposal to increase the frequency of the Leadership Institute to an annual event and launching new executive level searches. 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