

Human Resources Metrics

Biannual Report

July 1 – December 31, 2014

Overview

December 2014 completed the fifth year of Human Resources' (HR) redesigned shared services model. It also marked the end of the original five-year strategic plan. The strategic plan has been updated through 2018

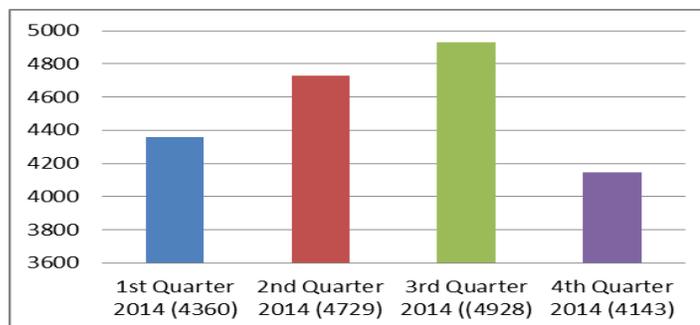
Highlights of accomplishments during the last six months of 2014 include a joint Human Resources Officers/ Chief Business Officers meeting to discuss a new salary schedule, a statewide HR Recruitment/Records meeting and training, the completion of airport interviews for the Vice President for Development and Alumni Affairs and Programs and UT Foundation President and CEO, submission of the UT Title VI Implementation Plan to the Tennessee Human Rights Commission and the successful completion of the 2014 Employee Engagement Survey.

In addition to attending the fall Board of Trustees workshop, Linda Hendricks Harig presented information about HR and the Compensation Advisory Board (CAB) at the October 2014 Board of Trustees meeting. Ms. Harig continued her visits to the campuses and institutes. During July – December, she visited the Martin campus and attended the Space Institute's 50th Anniversary Gala. In October, Ms. Harig met with Randy Boyd, Founder and Executive Chairman of Radio Systems Corporation and special advisor to the governor, to begin discussions on a statewide higher education Executive Leadership Development program.

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 9,071 calls during the last six months of 2014. The graph below shows the number of calls received in 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 areas.

Campus/Institute	First Quarter (Percent)	Second Quarter (Percent)	Third Quarter (Percent)	Fourth Quarter (Percent)
Knoxville, Space Institute and System Administration	78	82	88	86
Chattanooga	12	11	8	10
Health Science Center	4	0	0	0
Institute of Agriculture	4	4	3	4
Institute for Public Service	2	3	1	0
Martin	0	0	0	0

Total Rewards

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



The fall 2014 issue of *For Your Benefit* featured information for the annual enrollment period for health, dental, vision and other types of insurances. The November 2014 Employee Engagement Survey was announced. Also included was a series of articles about healthy living.

On July 1, 2014, the State of Tennessee made changes to the Tennessee Consolidated Retirement System (TCRS) and the Optional Retirement Program (ORP). During the last six months of 2014, Benefits and Retirement (B & R) served as the contact point for questions from new faculty and staff as well as current employees. In addition, B & R worked with the IRIS team to finalize the transfer of previous data to IRIS.

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

- Knoxville Area (Knoxville, Institute of Agriculture, Institute for Public Service and System Administration)
- UT Health Science Center
- Nashville area employees

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 July 1, 2014, through December 31, 2014, the Benefits and Retirement team counseled 189 employees. The majority of the sessions concerned retirement plans (TCRS, ORP and Federal), followed by deferred compensation.

Three hundred forty-eight faculty and staff retired from the University of Tennessee in 2014. The chart below shows the number of retirements by campus/institute.

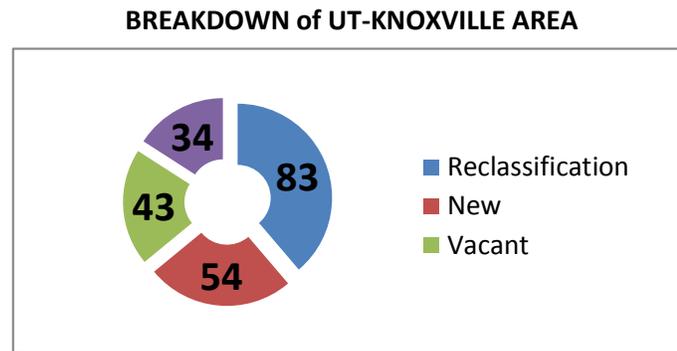
Campus/ Institute	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Chattanooga	3	17	10	17	47
Health Science Center	13	30	13	22	78
Institute for Public Service	1	4	0	1	6
Institute of Agriculture	12	15	9	7	43
Knoxville	15	59	40	29	143
Martin	5	11	6	2	24
Space Institute	0	0	1	1	2
System Administration	0	3	0	2	5

The numbers below reflect not only those who retired between July 1 and December 31, 2014, but also those who have completed their paperwork for their upcoming retirement. The paperwork for 90 retirements was processed by the system HR staff during the third and fourth 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 (04)	0	3	2	5
Institute of Agriculture (11,12,18)	0	2	5	7
Institute of Public Service (13,14,15)	0	3	1	4
Knoxville (01)	2	11	26	39
Martin (05)	0	1	2	3
Medical Center (20)	0	1	11	12
Memphis (07, 08, 09, 10,21, 23, 24)	0	4	10	14
Space Institute (02)	0	0	1	1
System Administration (17)	0	0	1	1
UT Development Foundation (88)	0	2	2	4
TOTAL	2	27	61	90

The HR Officers (HROs) and Chief Business Officers (CBOs) held a joint meeting to discuss the possible implementation of a new salary schedule. A 5.5% increase to the pay rates was the basis of the new schedules with larger adjustments occurring in those pay grades where compression was present. After conducting further analysis, the HROs and CBOs agreed to recommend implementation of the new salary schedule to their chancellors. The recommendation was approved with an implementation date of July 1, 2015.

During the last six months of 2014, the East Regional compensation staff reviewed 210 Position Description Questionnaires (PDQs). The majority of the reviews were for reclassifications.



In addition, Compensation received classification assistance requests from UT Graduate School of Medicine on eight positions, UT Martin on one position and UTC on three positions. UT HSC requested assistance on adjusting their minimum hiring rate beyond the new \$9.50 rate; UTC requested assistance researching pay requirements for internship positions; and UTSI requested assistance regarding one Position Description Questionnaire.

Compensation led the development of a pilot training program for college/institute/unit staff responsible for processing the new hire transactions. The pilot session, grew from an anticipated class of 25 to 42. The program was developed by a cross-functional group of HR staff. The pilot session was successful and will be included periodically in Employee and Organizational Development's training calendar.

Other Compensation projects included preliminary work on potential changes to the Fair Labor Standards Act (FLSA) due to the Executive Order to require a minimum pay rate of \$10.10 per hour for all government contractors, review and revision of the competency section of the Competency Based Job Descriptions (CJD), work with HROs to determine job titles that are no longer used that can be obsoleted prior to the finalization of the CJDs and facilitating the development of a statewide career path for accounts payable positions with System Administration & Finance Executive Mark Paganelli and representatives from the Health Science Center and the Institute of Agriculture.

Compensation conducted a salary schedule of police officer starting salaries. They also received the results of the first annual Sibson Executive Total Compensation Study.

Talent Management

After 33 years of service to the University of Tennessee, Executive Director Linda Francisco retired on December 31, 2014. As a result of Dr. Francisco's retirement, Ron Tredway was named the Executive Director of Employee and Organizational Development. The Employee Relations and Recruitment units were moved to report to Executive Director Mike Herbstritt.

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 third and fourth quarters of 2014.

Location	Number of Training Classes	Number of Participants	Number of Training Hours Delivered
Chattanooga	54	504	95.5
Health Science Center – Memphis	51	938	170.0
Knoxville (includes UTIA, UTK, IPS, and UWA)	155	1384	553.25
Martin	36	405	150.75
Tullahoma	2	27	5.0

E-learning through SkillSoft continues to be a useful tool across the state. During the last six months of 2014, 1,257 unique users completed 2,743 courses. There were 4,546 eLearning courses launched. The Child Protection Training accounted for 1,256 of the completed courses.

Other EOD highlights for July – December 2014 include developing and delivering the Mentoring for Managers program for Chattanooga supervisors and department heads, participating in the Welcome Home Dinner for UTK Student Veterans, conducting a planning and leadership development workshop for Leadership Institute facilitators, facilitating the annual Fast Track Supervisory Seminar that included a panel discussion by five UT head coaches, facilitating the Office Professional Super Seminar in October and hosting the annual Administrative Professional Retreat in Gatlinburg, TN.

In the third and fourth quarters of 2014, 57 employees received a total of \$5,295 through the Career Development Fund for professional development.

The Employee Relations Advisory Board (ERAB) met in in September and December. At the September meeting, President Joe DiPietro discussed the importance of the November 2014 Employee Engagement Survey. He also spoke about the upcoming budget hearings. Other topics included fee waivers, safety, pay raises, the UT holiday schedule and health coaching. At the December meeting, Dr. DiPietro spoke about the university’s budget request for the upcoming fiscal year. Dr. DiPietro asked for full formula funding for the traditional campuses and improved funding for the non-traditional units. He also spoke about UT’s current budget and business model. He believes the current model is in need of repair since the cost of balancing the budget is borne by the students through higher tuition. The President said he is working with the Chancellors on how best to deal with this situation. To attain this goal, the President said there are four things the University must be: effective, efficient, entrepreneurial and excellent. Other topics of discussion included the fee waiver policy and annual leave accruals.

West Regional Service Center

The Health Science Center (UTHSC) was named one of the 2014 Top Workplaces in Memphis by *The Commercial Appeal*. The distinction, given to a total of 50 large, medium and small workplaces, is based solely on surveys completed by employees. The newspaper partnered with WorkplaceDynamics, an employee survey firm in Philadelphia, to identify the best places to work based on factors including training, direction, retention, motivation, benefits and pay. The survey also measured how employees feel about their jobs.

In early 2014, the UT Health Science Center Office of Human Resources restructured Employment and Compensation to align positions and functions to provide more comprehensive services. Three positions were eliminated (two recruiter positions and one compensation analyst position). Two Human Resource Consultants were created to serve as partners with departments that assist with employment, posting, compensation, employee relations and general benefits concerns. This allows departments to interface with primarily one contact that will filter them to other HR support as needed.

Governor Bill Haslam's Foundation for Health and Wellness recently launched the "Healthier Tennessee Workplace" program to recognize organizations that encourage employees to live healthier lives at work and at home. The Benefits team was instrumental in the facilitation of the UT Health Science Center (UTHSC) being named a Healthier Workplace in Tennessee by Governor Haslam's Foundation in December 2014.

The UTHSC implemented a staff compensation review that will benchmark staff salaries with the various markets (Memphis, Jackson, Knoxville and Chattanooga) and CUPA. This review is expected to be in full implementation in late 2015 early 2016.

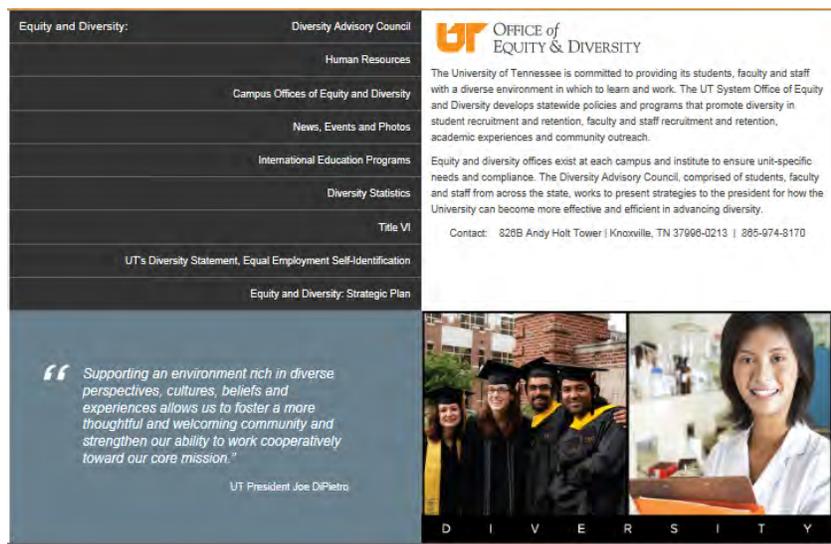
UTHSC has launched a Career Development Program at the request of Dr. Ken Brown, Executive Vice Chancellor and Chief Operations Officer. **S.O.A.R. (Seize Opportunities And Resources)** is a career development program for non-exempt staff that is designed to assist in the identification of a career path and in assessing the knowledge, skills, and abilities needed to become successful. It will also include various professional development exercises. Participants' involvement takes place over 12 months.

Equity and Diversity

The Equity & Diversity Officers (EDO) continued to meet each quarter. In addition, one of those meetings also included a joint meeting with the HROs. These joint meetings allow each group to share training, best practices, legal updates and sharing of information.

During the last six months of 2014, the university created a Request for Proposal (RFP) for a vendor to produce the affirmative action plans and statistical analysis for each unit except the Health Science Center. DCI Consulting was the successful vendor with a one-year contract, renewable for up to five years. After the completion of the RFP process, HR worked with System Institutional Research and IRIS – Business Warehouse to develop new query tools for retrieving data for affirmative action plans.

After Theotis Robinson's retirement on June 30, 2014, the System Equity & Diversity website was updated.



Working with the Treasurer's Office and the Equity & Diversity Officers, UT's Title VI Implementation plan was completed. The plan was submitted to the Tennessee Human Rights Commission before the October 1, 2014 deadline. The plan was accepted with no findings.

The Diversity Advisory Council (DAC) continued to meet regularly during July – December 2014. In November, Janet Wilbert, Associate Professor in Martin’s Department of Health and Human Performance, was named the vice chair of the DAC. A recommendation was made to the UT Office of Audit and Compliance to conduct an audit of all activities at all UT campuses/institutes that are funded through the special Access and Diversity funds. The scope of the audit should include the following: the amount of funds received/expended by category; justification for use of the funds; and the impact/effectiveness of use of the funds. Other items presented at meetings included the announcement of a statewide diversity statement in 2015 and information from Purchasing concerning minority vendors.

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

The Policy Advisory Group (PAG) met in December 2014. Policies reviewed were Retirement Plans, Reduction in Force, Restoration of Force, Family and Medical Leave and Court Leave. In addition, discussions began on possible changes to the Disciplinary Action and Grievances policies.

The Compensation Advisory Board (CAB) met on October 1. Items for discussion included the 2014 Sibson salary index adjustment factor of 3 percent, effects of increasing the salary schedule by 5.5 percent, consideration of increases to the minimum pay rate and the discussion of the new Executive Order requiring government contractors to have a minimum pay rate of \$10.10 per hour. A recommendation was made that campuses/institutes begin using the new salary schedules for promotions and hiring prior to the July 1, 2015 effective date. Additional recommendations were made that campuses/institutes perform affordability estimates regarding minimum hiring rates and to continue with the multi-year compensation plans to address compression, market and pay inequities. Tim Cross, UT Extension Dean and Professor, was named as Vice Chair of CAB.

CAB Chair Richard Brown recognized Mary Jinks, IPS, who retired and introduced Herb Byrd, Interim Vice President for the IPS who will be replacing Dr. Jinks on the board. Dr. Brown also announced that Mike Herbstritt would be replacing Linda Francisco, HR, upon her December retirement.

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 – December 2014 are shown below. Candidates may “apply” for multiple openings which are reflected in the New Applications column. There were no “off” days for Taleo.

Taleo Recruiting Statistics
January 1 - December 31, 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
July	214	4130	8561	144
August	141	3060	6524	138
September	165	2491	5282	103
October	229	2563	6455	190
November	157	2269	4897	86
December	97	1706	3438	106
Total	1832	35010	72727	1468

The Chattanooga campus has started regular meetings with IRIS to finalize settings for their faculty recruiting in Taleo. The anticipated go-live date is May 2015.

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 – December 2014.

Diversity by Campus/Institute
Gains/Losses
January 1 - December 31, 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	-2	6	2	-1	0	12	23	-6
Health Science Center	-3	34	24	10	-1	56	64	56
Institute for Public Service	0	0	0	0	0	-3	2	-5
Institute of Agriculture	0	-1	5	0	0	-14	-7	-1
Knoxville	0	13	16	7	0	56	41	51
Martin	0	3	2	0	0	-9	-11	7
Space Institute	0	0	0	-1	0	2	2	-1
System Administration	1	-1	-2	0	0	4	-3	5
Total Gains/Losses	-4	54	47	15	-1	104	111	106

HR Website

The HR website offers an array of information to its visitors. HR announcements, the HR Strategic Plan, the biannual reports and links to all of the HR units may be found on the website. In 2014, the website averaged 27,000 visits, up 14 percent from 2013. The top viewed pages are Benefits and Retirement, Compensation, Employee Engagement Survey, Employee and Organizational Development and Recruitment.

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 last half of 2014 the HR website featured information about the Employee Engagement Survey, the annual enrollment period for insurance and a feature on the Employee Relations Committees at the campuses.



Professional Development

In December, HR Recruitment and Records staff met in Franklin for statewide training. Topics included a Taleo review (what we've learned, what's working well, what areas need improvement), temporary hiring procedures and a review of legal issues. Truescreen, UT's vendor for conducting background checks, provided a demonstration of the services they provide to UT. The program ended with a general discussion of background checks, Policy for Minors responsibilities, E-Verify and I-9 responsibilities and campus/institute procedures.

The HROs continue to meet regularly via in-person meetings and video conferences. At the October in-person meeting, the HROs received updates on the UT's handling of the Affordable Care Act and changes to the Worker's Compensation program. Sandy Jansen, Executive Director of UT Audit and Compliance, also met with the group to get a better understanding of how Audit and Compliance can partner with the different HR functions in the future.

Recruitment

Linda Hendricks Harig served as the HR advisor for the Vice President of Development, Alumni Affairs and Programs and UT Foundation President and CEO search. Ashlie Cysz served as the executive recruiter. The System HR Office served as the support for the search. Airport interviews for 10 candidates were conducted in December.

Workforce Strategic Plan and Work Culture Enhancements

During the last six months of 2014, System HR conducted a departmental investigation for the Knoxville campus. Linda Hendricks Harig completed her annual campus visits with a visit to the Martin campus in August.

The Sick Leave Bank (SLB) Open Enrollment yielded the following increases to the banks. The Knoxville area (UTK, UTSI, UT Foundation, IPS and UTSA) had 180 new enrollees, the Institute of Agriculture added 71 new employees, Chattanooga added 25 new members, the Health Science Center had 79 new members and Martin bank increased by 12 new members.

As part of the HR Strategic Plan, the second Employee Engagement Survey was completed in November by *ModernThink*. The percentage of completion by entity is shown on the chart below. Results will be distributed in 2015.

Campus/ Institute	Surveys Completed	Total Surveys Sent	Percentage of Responses
Chattanooga	870	1245	70%
Health Science Center	1103	2851	39%
Institute of Agriculture	975	1414	69%
Knoxville	3101	5042	62%
Martin	677	825	82%
Space Institute	82	87	94%
System Administration	225	269	84%
UT Foundation	225	205	85%
TOTAL	7258	11938	73%

Conclusion

Thank you for your continued support of Human Resources. Activities for 2015 include addressing market gaps and the raising the minimum hiring rate to \$10.10 per hour, completing the faculty hiring process in Taleo for Chattanooga, coordinating work culture improvement teams , developing a career ladder structure that can be used at all units, creating an exit interview process, refining the UT titling system to match the Standard Occupational Classification (SOC) Codes, developing a statewide Executive Women Conference, redesigning the new employee orientation and onboarding program, development of a statewide succession planning program and developing a recruitment strategy and branding program. 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