



THE UNIVERSITY *of* TENNESSEE

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

**July 1 – December 31, 2015**

# Overview

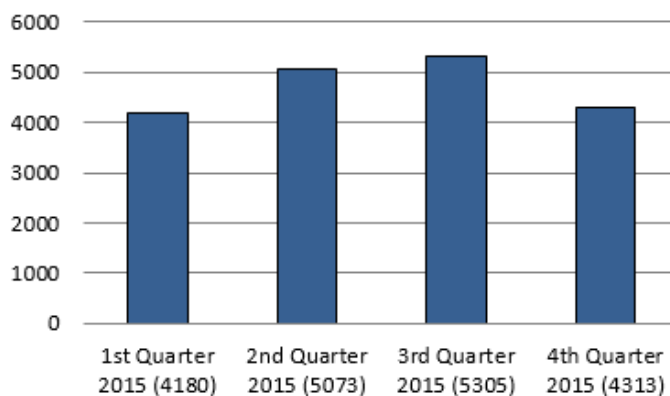
Highlights of accomplishments during the last six months of 2015 include the successful completion of the executive recruitment of the Vice President for the Institute for Public Service and the Associate Vice Chancellor of Human Resources for UT, Knoxville, beginning the search for the Executive Director of the UT, Space Institute, conducting two needs assessments for the Martin campus and departmental-focused training for IPS and UTK Research.

Linda Harig attended the Fall Board of Trustees meeting with Richard Brown where she presented an update on Human Resources and the Compensation Advisory Board. Ms. Harig also attended the International Quality & Productivity Center (IQPC) Talent Management Exchange, the Board of Trustees Workshop, HR and Diversity quarterly meetings and participated in training for Compensation and Employee Relations staff statewide. Ms. Harig visited the Health Science Center as part of her annual campus visits. She also served as a host at the Outback Bowl.

## 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 2015 time period. The HR Call Center received 9,618 calls during the last six months of 2015. During 2015, the HR Call Center received 18,871 calls (see graph below for quarterly summary), a 3.9 percent increase from 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 Area	76	84	93	84
Chattanooga	14	11	3	7
Health Science Center	0	0	0	0
Institute for Public Service	5	0	4	5
Institute of Agriculture	5	5	4	5
Martin	0	0	0	0
Space Institute	0	0	0	0

## Total Rewards

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



The fall 2015 issue of *For Your Benefit* offered information on changes to our insurance, vision and flexible benefits plans including the partnership promise as well as tips from our Retirement and Employee and Organizational Development staff.

There were 155 retirements recorded across the system during the last six months of 2015. The following chart shows a breakdown of retirees by entity.

Campus/Institute	Number of Retirees
Chattanooga	2
Health Science Center	44
Institute for Public Service	2
Institute of Agriculture	14
Knoxville	61
Martin	17
System Administration	3
UT Foundation	1
UT Medical Center	11

During the third and fourth quarters of 2015 the East Regional Service Center Benefits & Retirement team conducted Life Planning Seminars for Chattanooga and Martin. 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 344 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 July 1 and December 31, 2015, but also those who have completed their paperwork for their upcoming retirement. The paperwork for 226 retirements was processed by the system HR staff during the third and fourth quarters of 2015. The majority of retirement processing was for Knoxville/System Administration, Martin and the Health Science Center. 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	0	0	9	9
Health Science Center	2	11	23	36
Institute of Agriculture	3	4	18	25
Institute of Public Service	0	0	4	4
Knoxville/System Administration	7	16	51	74
Martin	1	8	43	52
Medical Center	0	1	23	24
Space Institute	0	1	0	1
UT Development Foundation	0	0	1	1
<b>TOTAL</b>	<b>13</b>	<b>41</b>	<b>172</b>	<b>226</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. Continuing to develop a wellness website including a monthly blog and monitoring the procurement of benefits by the State of Tennessee for statewide employees were other activities for the area.

During the second six months of 2015, the East Regional Compensation staff reviewed 229 Position Description Questionnaires (PDQs). The majority of the reviews were for new positions.

**BREAKDOWN of UT-KNOXVILLE AREA**

**PDQ Review Summary**



There were 62 reclassification requests, 68 new position evaluation requests, 46 classification requests for vacant positions, 47 positions due to reorganizations and six temporary to regular conversions.

At the October 2015 Compensation Advisory Board (CAB) meeting, Mike Herbstritt, Executive Director, continued discussion of 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. An annual salary of \$50,440 is proposed as the new salary minimum for exemption. Employees will 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. As of December 31, 2015, approximately 1,388 exempt employees statewide receive a salary that is less than \$50,440. The chart below shows the breakdown by entity of exempt staff below the \$50,440 threshold.

Entity	Number of Exempt Staff Under \$50,440.00
Chattanooga	202
Health Science Center	206
Institute for Public Service	6
Institute of Agriculture	284
Knoxville	521
Martin	111
Space Institute	2
System Administration	23
UT Development Foundation	31
UT Medical Center (leased employees)	2

## 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 third and fourth quarters of 2015.

Location	Number of Courses	Number of Participants	Number of Training Hours Delivered
Chattanooga	146	1046	421.85
Health Science Center – Memphis	478	4508	903.75
Knoxville (includes UTIA, UTK, IPS, and UWA)	708	6199	3128.00
Martin	66	1413	316.75
Tullahoma	13	127	50.00
Online Courses	2816	5845	3230.55

## **UT System HR/Employee and Organizational Development – Highlights (July-December 2015)**

Employee and Organizational Development (EOD)'s eNewsletter, *Training News* was published in November, providing updates to nearly 2,500 subscribers on training events and program enhancements. This is in addition to Training Pages, EOD's training catalog, published twice a year, online and in a downloadable pdf document. Each newsletter announced upcoming learning events, certificate programs and training courses.

### **eLearning Programs**

In collaboration with IPS, UTIA, UTK Safety and Compliance, and other key stakeholders, EOD obtained approval for a 2-year extension of Skillsoft as an eLearning content provider and host for eLearning compliance courses and customized training such as Child Protection Training mandated by University policy, custom Code of Conduct training, and custom Safety Training. The **SkillSoft™ contract extension through October 31, 2017** allows EOD to provide these, as well as eLearning courses devoted to business skills.

In support of UT General Counsel request, collaborated with Tennessee Board of Regents (TBR) on identification, assessment and selection of third-party eLearning content provider for sexual violence prevention training per Violence Against Women Act (VAWA). The resulting program, **Haven for Faculty and Staff**, by EverFi, Inc. will be available to UT employees state-wide through May 2016.

### **Certificate Programs**

During the second half of 2015, EOD announced two new certificate programs for 2016, as follows:

- **Customer Relations & Communication** Certificate program - combines meaningful content for providing great customer service with maintaining strong and effective business communication. This eight course program includes new content and learning activities.
- **Supervisory Foundations** Certificate program – is a four-module, two courses per module supervisor development program structured in a cohort format meeting four full-days over a 3-month period, February – May 2016. Participant selection is based on nomination, and filled to accommodate cross-functional engagement. By end of December over 40 participants had been nominated for the 25 seats available in the pilot program, leading to planning for the next offering in the summer.

### **Learning Events - Seminars and conferences coordinated/conducted:**

**Administrative Professionals Retreat (APR)** was held in November at the Park Vista Hotel in Gatlinburg, TN, with 75 (a 50 percent increase) administrative support staff from across the state attending this two and a half day retreat. The registration process was enhanced to enable participation by employees through nomination. Over 40 percent of the participants were first-time attendants. The conference theme “Make Excellence a Habit: Tap into Professional & Personal Greatness” was well received. President Joe DiPietro and Vice President Linda Hendricks Harig, spoke to the group about ‘What You Do for UT and What UT Can Do for You!’

**Office Professionals Super Seminar (OPSS)** was held in October at the UT Conference Center Building. 132 employees from IPS, UTIA, UTFI, UWA and UTK participated. This year's conference theme was “Be More!” Keynote speakers included Brandon Hollingsworth from WUOT and Joan Cronan.

**Department trainings** provided customized customer services intact workgroup training for UTK Facilities Services – Zone Maintenance. In collaboration with the Facilities management team, the four-course customized program was used to prepare over 120 Zone Maintenance for possible promotion when openings occur.

Also, offered 7 Habits of Highly Effective People training for UTIA faculty and staff in multiple locations. The three-day program used a first day and third day in-person approach, with day 2 conducted online using Zoom technology. The program, completed in July, received very positive feedback and is being considered for other remote employees at UT.

### **Organizational Development Initiatives by EOD**

- Team Development Retreat for UTK Enrollment Management – July
- Customer Satisfaction Survey & Team Assessment – UTM Information Technology - July
- Strategic Planning sessions – UTK HR – July
- Leadership Development Retreat on Innovation – UTM Academic Leadership – August
- Strategic Planning & Teambuilding – UTC Libraries - September
- Leadership Development Retreat- UTK Office of Research and Engagement (ORE)- October
- Strategic Planning & Team Development – UTIA HR – November
- Accelerating Innovation—UTIA Team
- Teambuilding: Anderson Co. Extension-UTIA
- Seven Habits of Highly Effective People—Plant Sciences-UTIA
- Teambuilding—UTC Library

The Employee Relations Advisory Board (ERAB) met in person on September 16, 2015. President DiPietro stressed the impact of enrollment on funding across the UT System. Overall, the UT System saw increases in enrollment. Changes in reciprocity of state tuition and other factors were mentioned as a solution for campuses struggling to increase enrollment. Other issues discussed were the state services Request for Information (RFI) and new insurance options for state employees in 2016.

The December 3, 2015, ERAB meeting was held via video conference. President DiPietro shared information about the budget hearing with Governor Bill Haslam. Highlights and accomplishments were shared with the Governor and his staff. The sustainability of the business model was discussed. Representatives of the Office of Audit & Compliance visited the group to share information about a new UT Compliance Hotline for reporting of issues related to fraud, waste, abuse or compliance issues. Agenda items regarding policies from Family and Medical Leave (FML) to leave accrual were discussed. Information was presented by Human Resources about the preparations underway for proposed changes to the Fair Labor Standards Act (FLSA) regarding exempt and non-exempt status.

### **West Regional Service Center**

The Health Science Center (HSC) has been named a top workplace for the second year in a row 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. HSC Chancellor, Dr. Steve Schwab, applauded UTHSC team members for the honor, saying, “Your efforts every day make UTHSC a great place to work.”

To encourage the development of HSC’s leadership, a one-day conference for managers and supervisors was presented in July, 2015. *Coaching the 21<sup>st</sup> Workforce: A Playbook for Managers and Supervisors* was a high energy, engaging, and informative event. Some of the sessions included (1) The Rules of the Game: How to Minimize Penalties and Fouls (Dr. Mary Lucal, Associate Vice Chancellor of HR-Knoxville Campus); (2) Rookies, Vets, and Seasoned Vets: Coaching an Intergenerational Team (Ms. Sonja Mustiful, President-Essence of Coaching, LLC); (3) The Role of the Coach (Dr. Keith Carver, Executive Assistant to the President-UT System Administration); and (4) The Importance of Clarifying Team Goals and Player Positions (Dr. David Belote, former Assistant Vice Chancellor of Student Life-Martin Campus). The closing event included an interactive presentation by Drum Café, one of the world’s leading interactive teambuilding, conferencing and corporate event companies.

## Equity and Diversity

On July 22 (in-person) and September 30, 2015 (by video), the Diversity Advisory Council (DAC) met and discussed such topics as increasing processes regarding women and minority owned vendors and diversity funding.

The Equity & Diversity officers met via video conference and in-person during July-December, 2015. Topics covered included mandatory Title VI training, the Vets 100 report, legal updates and Title IX training requirements.

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, 2015 deadline. The plan was accepted with no findings.

In November and December, Equity and Diversity Officers provided faculty recruiting and hiring data needed for the annual Affirmative Action Report that is produced by DCI.

## 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, continue 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, 2015. PAG will be recommending changes to policies affecting disciplinary actions and EEO requirements in 2016.

Mike Herbstritt and Ashlie Czyz from Human Resources, along with Mike Fitzgerald from the Office of General Counsel, were asked to co-lead three committees that were formed to review the implications of the changes and develop training and communications plans to ensure a smooth transition for affected employees.

The three committees created are: an **Issues Committee** charged with identifying concerns and making recommendations; a **Training Committee** charged with developing and delivering multiple methods of training designed to meet the needs of different audiences (i.e. supervisors, affected employees, and others); and a **Communications Committee** charged with developing and implementing a comprehensive communications plan that will clearly and accurately explain the changes and the adjustments in a timely manner. Each group convened in late 2015 to begin the task of identifying issues and laying the groundwork for training and communications planning. Two of the key issues identified are: how to handle annual leave and setting the minimum threshold for exemption.

### 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 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. In October, 2015, UT finalized a five year extension of its current contract with Taleo.



**Taleo Recruiting Statistics**  
**January 1 - December, 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
July	239	3393	7479	157
August	221	2843	6608	174
September	193	2290	5408	152
October	181	2218	5372	120
November	169	2063	5314	107
December	175	1649	3843	114
<b>Total</b>	<b>2266</b>	<b>31451</b>	<b>67797</b>	<b>1554</b>

To help UTC faculty and staff acclimate to Taleo for faculty recruiting, it was decided to delay the go-live from Fall 2015 to April 2016. UTC will begin using Taleo for faculty recruiting for their summer and fall adjunct and temporary needs and then do a full launch in Fall 2016 when regular faculty recruiting begins.

**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 year-end net gains and losses for January – December 2015.

**Diversity by Campus/Institute**  
**Gains/Losses**  
**January 1 - December 31, 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	-3	0	3	0	0	-23	-29	6
Health Science Center	3	14	1	0	1	58	41	36
Institute for Public Service	0	0	-1	0	0	-8	-2	-7
Institute of Agriculture	1	0	1	-1	0	16	9	8
Knoxville	3	-2	7	5	0	-13	-28	28
Martin	-1	0	1	1	0	-38	-21	-16
Space Institute	0	0	1	0	0	0	1	0
System Administration	0	0	-1	0	0	2	2	-1
<b>Total Gains/Losses</b>	<b>3</b>	<b>12</b>	<b>12</b>	<b>5</b>	<b>1</b>	<b>-6</b>	<b>-27</b>	<b>54</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 third and fourth quarters of 2015, HR continued the website started a series called, *Work Healthy* which includes monthly blogs on health and wellness. In addition, the HR website featured *Five Steps to Retirement Readiness* as well as information on insurance plans and making presentations and events *Accessible to Everyone*.



## **Professional Development**

HR Officers (HROs) continued to meet during the second six months of 2015. The August agenda included a Return to Work presentation from Rodney Escobar, State of Tennessee Treasury Department, an update on health insurance changes and an update on the Affordable Care Act. In December, the HROs met by video conference to discuss the UT Workers' Compensation policy, the UT Compliance Hotline, the UT Accessibility policy and FLSA issues.

In November, 2015, HR staff from all of the campuses and institutes met in Murfreesboro, TN for an HR Staff Conference. Items on the agenda included a UT System update from Dr. DiPietro, a presentation about microaggression from Tiffany Cox, Tennessee State University, *Accelerating Innovation* from Employee and Organization Development's (EOD) Linda Blocksom, a presentation from Cynthia Frye of Magellan Health, *Attributes of an HR Agent of Change* by EOD's Ron Tredway, and an HR update from Vice President Linda Harig.

Our Records and Recruitment staffs from across the state met by videoconference in July to discuss issues and plan for future IRIS enhancements. In September, our Compensation and Employee Relations staff met in person. Compensation's training included updates on the FLSA issue and training on UT's Job Evaluation/Classification System. Employee Relations concentrated on legal issues, HR investigations and faculty concerns during their meeting.

## **Recruitment**

The executive search for the Associate Vice Chancellor for Human Resources concluded on September 1, 2015 with the promotion of internal candidate Mary Lucal. Mary has been with the University of Tennessee since 2006 serving in a variety of HR roles in Recruitment, Employee Relations and Employee and Organizational Development.

Also in September, Ashlie Czyz was named as HR System Director of HR Programs and Executive Recruiter. Prior to her promotion, Ashlie was the Manager of the Knoxville Area HR Recruitment Office and Executive Recruiter. Ashlie has been with UT since 2004.

The search for the Vice President for the Institute for Public Service launched in August of 2015 and was filled in December by Interim Vice President Herb Byrd III. Dr. Byrd has nearly 30 years of combined service at the

University of Tennessee, having spent most of his career in the Institute for Agriculture's Extension Office where he most recently serviced as Human Resources Officer and Director of Extension.

UT began the executive search for the Executive Director of the UT Space Institute in July of 2015. Nearly 400 direct, individual contacts were made and approximately 25 formal applications were received. Negotiations are underway with a finalist and the search is on track to be completed in early 2016.

An executive search to fill the Executive Director of Compensation and Records for Human Resources launched on October 29, 2015. The Executive Director will lead the conceptualization, development, implementation and evaluation of contemporary job design and of compensation programs for the University of Tennessee and for the Knoxville Campus, as well as oversee the day-to-day compensation function for the Knoxville area. It also leads the maintenance of 18,000 UTK area personnel records. The search is expected to conclude in the Spring of 2016.

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

During the second six months of 2016, System HR conducted two departmental investigations for the Martin campus. Linda Harig and Ron Tredway facilitated department-specific team development training for the Center for Industrial Services and Ron Tredway conducted training for departments in Knoxville.

Linda Harig attended the October Board of Trustees meeting and along with Richard Brown presented an update on Human Resources and the Compensation Advisory Board. Ms. Harig also conducted her annual campus visit to the Health Science Center.

## **Conclusion**

Thank you for your continued support of Human Resources. Activities for 2016 include continuing to monitor the new FLSA regulations regarding exempt salaries as well as delivering training to all campuses, completion of the Executive Director of UTSI search, working with System Communications and Marketing to redesign the System HR website and completing the faculty recruiting in Taleo project for Chattanooga. 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