


Compensation Training for All Supervisors Continues Through Mid-2014

More than 1,000 employees with supervisory responsibilities are being encouraged to participate in UT's new statewide, three-part intensive training effort launched in fall 2013 to help ensure managers have the information and tools necessary to effectively conduct performance reviews, reward achievements and make salary decisions.

Training schedules vary by campus and institute, but sessions are likely to continue through mid-2014. Contact your human resources office with any questions. 

Organized into three parts, training sessions cover such important topics as:

- UT's Compensation Advisory Board, compensation philosophy and compensation-related policies
- Performance reviews and ratings
- Linking pay to performance, recruitment and retention
- Expectations and tools for supervisors

WELCOME

Welcome to the eighth issue of *For Your Benefit*, a newsletter highlighting the benefits offered to you as a UT employee.



The theme of this issue is employee recognition, and I hope you find the stories helpful. I also encourage you to share feedback and suggestions on ways we can improve the publication by emailing me at systemhr@tennessee.edu.

Thank you for your commitment to the University.

Linda Hendricks
UT System Vice President
for Human Resources

Your Voice Matters:

Statewide Employee Survey Returns in Fall 2014


Are you proud to be part of the UT family? Is your department a good place to work? Are UT's recognition and awards programs meaningful?

These are among the important questions included in UT's statewide employee engagement survey being re-administered in October 2014.

More than 7,100 faculty and staff participated in the survey when it was introduced in 2011 and shared valuable input on topics

ranging from pay to job satisfaction. Since then, work has been underway statewide to interpret, share and apply the data. These processes take time, but noticeable progress has been made.

A nationally recognized vendor, ModernThink, conducted the 2011 survey and will work with UT again this fall.

More information about the upcoming survey will be shared soon, and all employees will be encouraged to participate to help make UT the best workplace possible. 

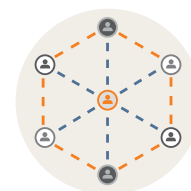
Some tangible outcomes from the first survey include:



Improved orientation program for new hires (UTIA)



Focus on health and wellness with free flu shots and CPR classes (UTHSC)



Redesigned internet and intranet sites that encourage interaction and collaboration (UTIPS)



Follow-up study to better understand employee preferences about communication (UTM)

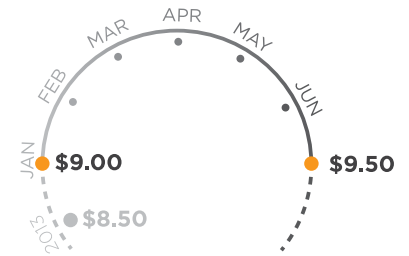


Focus on leadership development with new "Leaders Leading Leaders" and management/leadership certification programs (UTC)



New supervisor trainings on topics from performance management to employee recognition and shared governance (UTK and UTSI)

Changes to Retirement Plans for New Hires Take Effect July 2014



Some changes to the retirement plans administered by the state of Tennessee and offered to UT employees will take effect on **July 1, 2014**.

For exiting employees (hired before July 1, 2014), retirement plans you're already enrolled in and your associated benefits **will not change**.

However, it's important for anyone involved in recruiting and hiring new employees—those who will be affected—to understand the changes in a general sense and know who to contact with questions.

Increase in Minimum Starting Pay Rate to \$9.50 an Hour

Approximately 139 employees received a pay increase on Jan. 1, 2014 when UT's statewide minimum starting pay rate was raised from \$8.50 to \$9 an hour. A second increase will take effect June 30, 2014 to move the statewide minimum pay rate to \$9.50 an hour, resulting in pay increases for a total of approximately 225 employees.

Both increases were recommended by UT's Compensation Advisory Board, a group dedicated to ensuring continuous progress toward compensation goals.

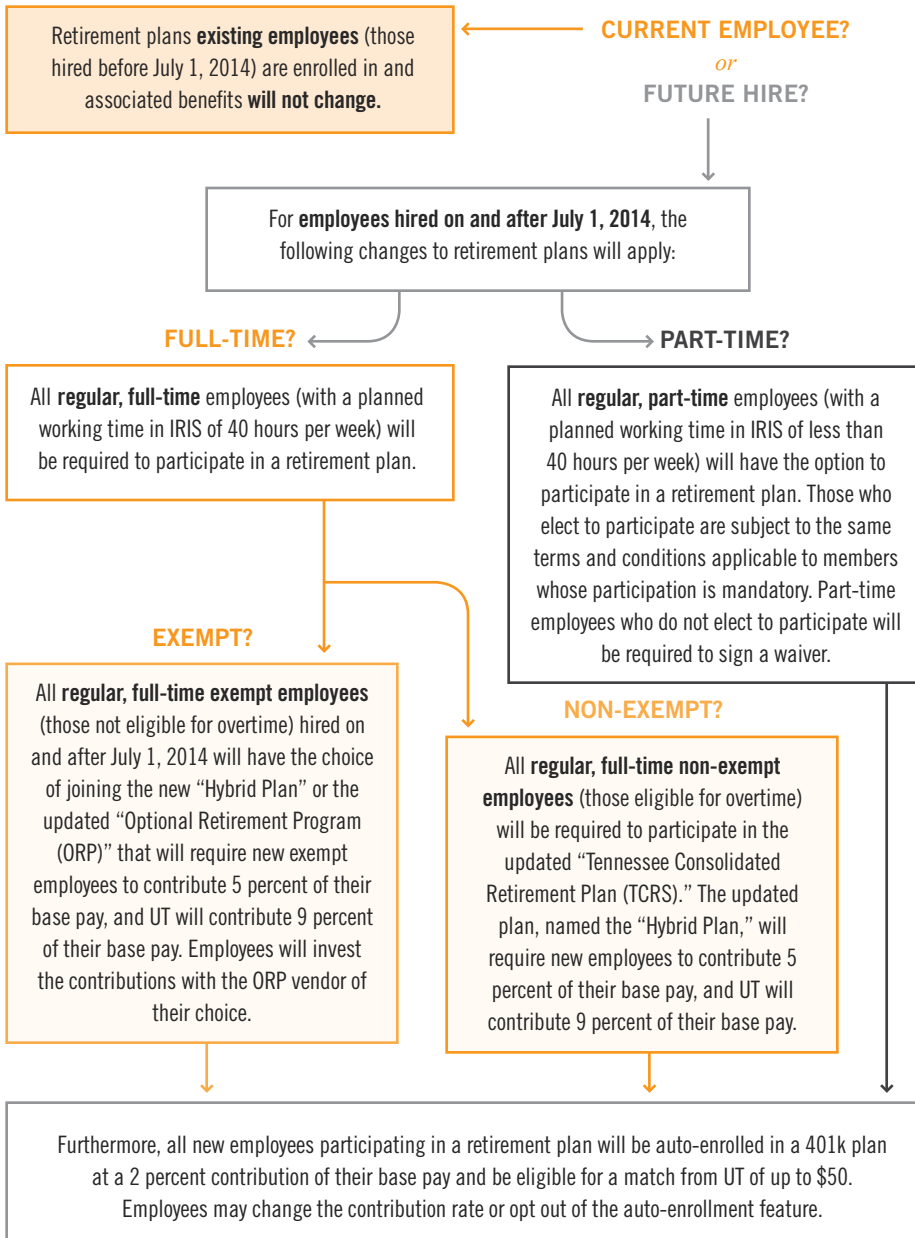
If additional pay increases are effective after June 30, 2014, such as across-the-board, merit, market or equity, those increases will be applied on top of the new statewide minimum pay rate of \$9.50 an hour.

Don't Forget to Tell UT if Your Contact Information Changes

If you've recently moved, gotten married or gone through another significant life change, chances are updating your personal information with the University isn't at the top of your to-do list.

However, it's important that you use UT's employee self-service portal to keep information like your address, phone number and in-case-of-emergency contact updated at all times.

The process is simple, and you can login at irisweb.tennessee.edu.




Human resources officers at each campus and institute are available to answer questions, and the HR Call Center can be reached at **(888) 444-8847**. Information also is available at humanresources.tennessee.edu/benefits/

UT President Joe DiPietro Hosts TRIBUTE Events to Say “Thank You”



Whether the job is serving ice cream at picnics or taking tickets at plays, UT System President Joe DiPietro is happy to pitch in because it gives him the chance to meet and thank each employee who attends a TRIBUTE event he hosts.

“Every success we have in a classroom, laboratory or community across the state is because of the contributions of our employees,” said DiPietro. “Our jobs are unique but are all important, and I want to say ‘thank you’ whenever possible.”

The TRIBUTE program was launched in 2007 as a way for the UT System president to express appreciation to faculty and staff at each campus and institute for their hard work and dedication. When President DiPietro took office in 2011, he embraced the program and began working with campus and institute leaders to plan new events or join existing traditions each year. 

Mark your calendars for the following **TRIBUTE** events and look for more dates and information to come soon:

- Knoxville Area: **June 6**
Cookout, UT Gardens
- Martin Area: **Sept. 11**
Pre-Game Family Tailgate,
UTM vs Cumberland University
- Memphis Area: **Sept. 12**
Employee Appreciation Picnic,
Health Sciences Park
- Chattanooga Area: **Sept. 26**
Football Friday Tailgate,
Campus Pavilion

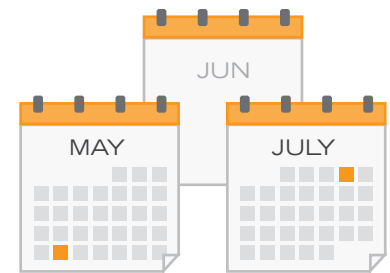
Holiday Schedules Set Through 2020

Among the reasons UT is a good place to work is the generous leave offered to employees, including 13 paid holidays and administrative closings a year for regular faculty and staff.

Dates for calendar years 2015 through 2020 have been added to the current schedule at humanresources.tennessee.edu/.

Schedules are recommended by human resources officers at each campus and institute, in accordance with HR Policy 0350, and approved by the president, president’s staff members and chancellors.

Need a reminder about upcoming spring and summer holidays?



- Monday, May 26: Memorial Day
- Friday, July 4: Independence Day

A Lifetime of Service, A Legacy of Leadership

By John Lacey



For more than a half-century, UT President Emeritus Joe Johnson has served the University of Tennessee and people of this state, leaving a legacy of impact

and leadership that has been deep and far-reaching. The power of his words and values on the importance of relationships, challenging and enjoyable work and service, act as a north star for all of us.

In honor of Johnson’s 50 years of continuous service, all UT employees who are future recipients of the 50-year service recognition will receive the “Joe Johnson Lifetime Service Award.”

Following are excerpts from an interview with Johnson about his lifetime of service to the University.

Q: What has kept you at UT all these years?


A: I only intended to stay three years and ended up staying 50, for two meaningful reasons really. One, I have worked and continue to work with a wonderful group of people—everyone from maintenance staff to professors, deans, students and administrators. Second, the purpose for which we (the University) exist. That is to educate, research and serve the people. All of this is very rewarding.

Q: What keeps you coming in every day, and what does the future hold for you?

A: My wife doesn’t want me to stay at home! Seriously though, I love staying involved and serving, and I want to stay

involved as long as I am able. I get asked to give advice and react to things, and I enjoy that. As long as I can do that and not be a bumbling idiot, then I’m glad to do it. Also, I’m the only one old enough to answer questions that no one else can.

Q: What advice would you give employees?

A: I would stay consistent with the advice I have given for years. Three things: enjoy what you do. Having a career that you enjoy makes everything rewarding. Also, have a good relationship with whom and for whom you work. In order to make that rewarding, you as an individual have to reach out. You are part of creating that. And, accept challenges. Be willing to take on added assignments. When you do that it opens up opportunities for advancement and greater responsibilities. 

Into the Community: Employees Who Are Giving Back and Making an Impact

Get to know three UT employees who share a passion for service and making a difference in their communities.

By Alex Cate

THE EDUCATOR



Pam Houston feels a sense of duty in helping affect change in the young people around her.

“My mom used to always tell me that whatever you can find for your hands to do—do

it,” Houston said.

So when an alarming statistic came out about teen pregnancies in Memphis public schools, Houston, director of special events and community affairs at the UT Health Science Center, sprang into action by helping organize a conference, in partnership with the Shelby County Health Department, to educate students on the “411 on Sex.”

“We have to start by arming young people with the facts.”

The conference started small in 2011 but has grown into a day-long forum attended by more than 200 students and their parents each year. UTHSC students talk to teens in small groups, and parents meet with staff and physicians to learn better ways to support their children and create a dialogue about sexual health.

“We talk to them in a real way on a real level that they can identify with about sexual behavior,” Houston said. “We have to start by arming young people with the facts.”

In addition to focusing on sexual health awareness, Houston also has helped create an internship program within the Memphis school system to expose students to professional development and job opportunities.

“If you can change their mind on what they believe they can be, you can change their mind about the decisions they’re making today,” she said. “I’m just blessed to be in this role to do something about it.”



Clinton Smith’s office is covered with pictures of his athletes and their smiles. While other people display pictures of their children, Smith proudly flaunts the accomplishments of his Special Olympians for everyone to see.

Smith, an assistant professor of special education at UT Martin, has been a certified basketball and track and field coach with Special Olympics for more than 20 years.

“When an athlete wins a medal at an event, I can look in their eyes and tell they are proud of themselves,” he said. “I can see the confidence it instills in them, and I’m like a proud parent every time one of my athletes wins a medal.”

Smith attended the USA Special Olympics National Games as a coach in 2006 and 2010, with Team Tennessee basketball winning the gold medal in the highest division at the 2010 National Games. In June, he will return to the National Games as Team Tennessee’s head track and field coach in hopes of helping another group of Special Olympians achieve their dreams.

“I love working with people with disabilities,” Smith said. “Just to see them succeed at a sport or an activity is the most awesome feeling.”



Coaching isn’t his only involvement with Special Olympics. For three years, Smith participated in the organization’s “Over the Edge” fundraiser—repping down the side of a 24-story bank building to help raise money.

THE ADVOCATE

Karen Blake takes one look at a child suffering from rheumatoid arthritis and melts.

Blake, an attorney and court specialist with the UT Institute for Public Service’s Municipal Technical Advisory Service, was diagnosed six years ago

with rheumatoid arthritis and has since taken a leading role in helping advocate for research funding by serving as an ambassador and lobbyist for the Arthritis Foundation. Finding new medicine and treatments to help children are what drive her the most.

(Continued on page 5)

*(Continued from page 4)***Into the Community: THE ADVOCATE**

Karen Blake (left) with Buddy and Santa at the Jingle Bell Run.

Funding secured as a result of her efforts, and those of other ambassadors, helped the National Institutes of Health develop arthritis medication that is taken orally, an alternative to painful injections.

“I can use my business skills, my lawyer skills and things I’ve learned in work and apply them outside to help people because this is bigger than me,” Blake said.

Early in her diagnosis, Blake struggled to walk and was forced to undergo chemotherapy. After completing her treatment at Mayo Clinic, she’s back walking and helping others learn about the issues facing children and adults.

As an ambassador, she also plays a role in promoting local events such as the Jingle Bell Run—a 5k run/walk that helps bring awareness and raise money for research.

“I am really grateful, and I’m a definite recipient of all that work so I really just have to give back,” she said. “I’m a servant and that’s just what I do, in work and outside.” 🧑

Read more inspiring stories from For Your Benefit’s “Into the Community” series, including interviews with employees at each campus and institute, by visiting humanresources.tennessee.edu/foryourbenefit.html.

4 Ways to Recognize a Job Well Done

By Laure Pou, Manager of Talent Management Services at UT Chattanooga



LAURE POU

What do you think motivates employees more, monetary compensation or recognition?

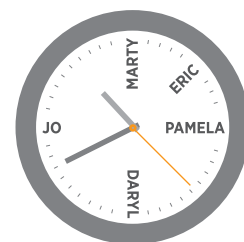
Many managers believe money is the top motivator and that recognition efforts aren’t meaningful when tight budgets make financial rewards difficult. However, research shows that one of the best ways to motivate employees is by acknowledging them for noteworthy performance.

Here are four ways to help ensure you’re recognizing employee contributions and expressing appreciation in meaningful ways.

TIP
1

MAKE IT A HABIT

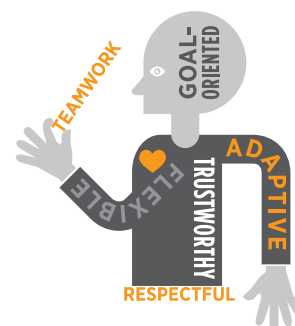
Get into the habit of recognizing performance in a timely manner by routinely scheduling opportunities for feedback, such as planning one-on-one conversations or adding time for recognition to standing meetings. Remember, you’re scheduling time for your most important investment—your employees.



TIP
2

FOCUS ON THE "WHAT," NOT THE "WHO"

When recognizing performance, it’s essential to focus on the behaviors exhibited, not just the people. This is especially important when recognizing employees in a group setting. You want team members to see that you’re evaluating and recognizing performance rather than showing favoritism.



TIP
3

DELIVERY IS KEY

Be sincere when expressing appreciation for a job well done. We usually can tell when expressions of appreciation are sincere, and perceptions of insincerity can erode trust and damage relationships.



TIP
4

TIE IT TO THE BIG PICTURE

A good way to enhance sincerity is to tie contributions to the operations of the department, division and University. It can be easy to lose sight of why our work matters, and reminding employees of the importance of high-quality work can increase their motivation to continue meeting and exceeding standards.



Are you interested in more tips for recognizing a job well done? If so, contact your campus human resources office for information about available trainings and one-on-one guidance. 🧑

“Tips from a Trainer” appears in every issue of For Your Benefit. To read previous Tips, visit humanresources.tennessee.edu/foryourbenefit.html.

Becoming a Better Boss, Part 2

By John Lacey

This two-part series on management essentials tackles important questions about culture, motivation, recognition and trust in hopes of providing honest insight and tangible tips to help managers create productive and rewarding work environments.

What’s the best workplace culture for employees? How can managers ignite motivation, reward achievements and form a true team? In effect, what are the great management practices?

Part 1 of *For Your Benefit’s* guide to “Becoming a Better Boss,” summarized feedback from eight managers recommended by their colleagues for their leadership abilities, and a common theme emerged—empower employees.

Part 2 of “Becoming a Better Boss” gives a voice to the employee perspective and summarizes interviews conducted with eight employees from across the UT System.

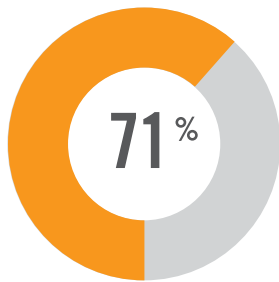
3 Ways to Empower Employees:

- **BE AN EXCELLENT LISTENER:** Great managers don’t spend their time talking; they dedicate time to watching and listening.
- **UNLEASH POTENTIAL:** Great managers must connect with team members and have open communication.
- **BE OPEN AND HONEST:** Great managers deliver concise, useful information that enables their teams to get the job done.

THE “BIG QUESTION”

What do employees want from management?

When it comes to managing people, leaders need to be fair, honest, flexible and exhibit integrity. Gone is the old-fashioned philosophy that employees should work hard so their managers can be successful. Employees should be recognized for what they are—the organization’s most valuable assets. Managers need to stand with employees and place a greater emphasis on their success. And most importantly, managers must be human—allow for mistakes, create an open and honest atmosphere and develop relationships and trust.



Does your supervisor make his/her expectations clear?

71% of UT employees said yes
(According to results of the 2011 employee engagement survey)

Q What type of person makes for a good manager?

A “Someone who encourages growth for the employee personally as well as professionally.”

-JANE HALL

- Administrative Specialist, Graduate Medical Education, UT Health Science Center
- 31 years at UT

Q What qualities do you expect in a manager?

A “I like it when managers work very hard to find the best qualities and strengths of each employee, and then put the employee in a position to be successful.”

-CHUCK DENNEY

- Videographer, Marketing and Communications, UT Institute of Agriculture
- 15 years at UT



“I like a manager to have a **sense of humor combined with a winning attitude**. Those two key elements, in any individual, speak volumes.”

-CHARMAGYNE AKRAM

- Senior Administrative Services Assistant, College of Medicine Admissions, UT Health Science Center
- 25 years at UT

Q What is the best way to recognize a job well done?

A “A hand-written note from senior staff and public acknowledgement of effort.”

-BONNIE DANIEL

- Senior Research Associate, Office of Research, Grants and Contracts, UT Martin
- 13 years at UT

Becoming a Better Boss, Part 2 *(continued)*

BUILD A TEAM

When it comes to collaboration, managers need to listen and share information required to make good decisions. Isolating employees from the decision process leads to limited effectiveness and wasted time.

According to Bonnie Daniel from UT Martin, a coaching approach to supervision works well. Connect with your team. Understand where they are in their individual development. Deliver clear and useful information to help team members be successful. It's also important to explain the team's goals and how each member can contribute.

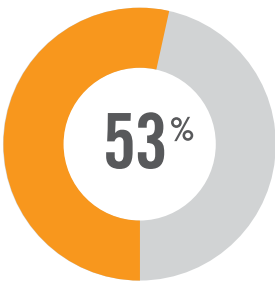
"Employees want to feel they are part of a cooperative effort," said Brad Harris, a finance consultant with the Institute for Public Service. "They need to know their work makes a difference."



"A great boss is someone who educates and mentors people. A great boss will have built a cohesive team that needs very little 'management.'"

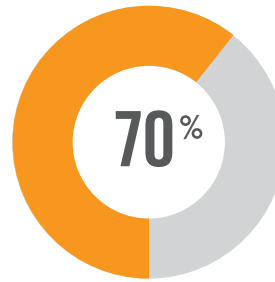
-KELLIE KARAKY

- IT Technologist, Walker Center for Teaching and Learning, UT Chattanooga
- 7 years at UT



Do you have opportunities to contribute to important decisions in your department?

of UT employees said yes
(According to 2011 survey results)



Do you feel that your work is valued?

of UT employees think so
(According to 2011 survey results)

MOTIVATE AND RECOGNIZE

In an open and honest work environment, sharing constructive feedback and seeing others challenging themselves or taking on new responsibilities is rewarding. Managers can set the tone by giving employees the opportunity to take some risks, even if the chance of failure is high. At the end of the day, managers need to recognize the efforts of their employees—win or lose. This can be something as simple as saying "job well done" or a more public display of appreciation. The empowerment and recognition formula is the magic that allows for dynamic teams to develop and grow.

"Praise, recognition, compliments and special opportunities are great motivators."

-ERIC GOMETZ

- Senior Electrician, Construction and Design, UT Knoxville
- 7 years at UT



Q What can a manager do to improve the effectiveness of a team?

A "Tear down the barriers to communication! If you trust the people under you, free them up to work together as seamlessly as possible."

-JONATHAN RUTH

- Team Leader, IRIS Administrative Support, UT System Administration
- 10 years at UT

Q What makes the most impact in terms of motivation?

A "When employees feel that they make a difference and will be noticed for doing so."

-BRAD HARRIS

- Finance/Accounting Consultant, Municipal Technical Advisory Service, UT Institute for Public Service
- 2 years at UT

Q What can a boss do that motivates you?

A "Making me feel valuable to the organization."

-BARBARA BIRDSONG

- Administrative Assistant, Academic Affairs, UT Space Institute
- 25 years at UT

To read Part 1 of "Becoming a Better Boss," debuted in fall 2013, visit humanresources.tennessee.edu/foryourbenefit.html.

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