



THE UNIVERSITY *of* TENNESSEE

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**DRAFT 2**

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

**January 1 – June 30, 2016**

# Overview

Highlights of accomplishments during the first six months of 2016 include the successful completion of the Executive Director of the UT Space Institute search, the Knoxville Area Human Resources Office relocation back to campus, the successful launch of faculty recruitment in Taleo for the Chattanooga campus, conducting a needs assessment for System Administration and receiving initial funding for a new Learning Management System (LMS). The major project for the first part of 2016 was preparing for the new federal overtime regulations. An executive search for the Executive Vice President began in early 2016, but has been temporarily suspended. The search for the new UT Martin Chancellor also began in early 2016.

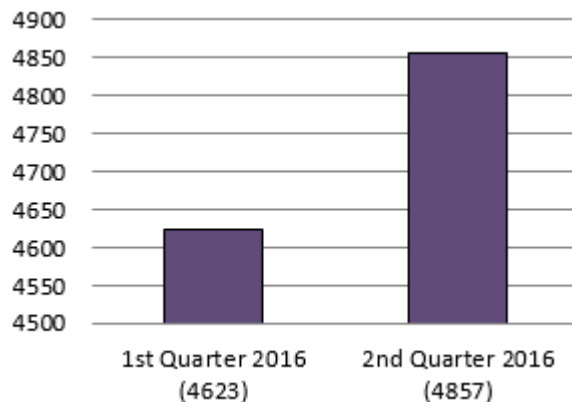
In April 2016, Linda Harig met with Tennessee U.S. senators and representatives in Washington, DC, to discuss the impact of the new Fair Labor Standards Act (FLSA) overtime eligibility threshold would have on the University of Tennessee. Teaming with Vanderbilt University, Ms. Harig met with members of the Labor, Health and Human Services subcommittee. She also attended the Winter Board of Trustees meeting in Martin and the Annual Board of Trustees meeting in Knoxville. Ms. Harig visited the Chattanooga campus as part of her annual campus visits.

We were saddened by the loss of Dan Webb, UT Chattanooga's Executive Director of Human Resources. Mr. Webb served the university for almost 22 years before his death in May 2016. Assistant Director, Laure Pou, is currently serving as the interim director.

## 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 82.5 percent completion rate of calls without having to triage to an HR expert or benefits provider during the first six months of 2016. The HR Call Center received 9,480 calls from January 1 – June 30, 2016. The graphic below shows the quarterly breakdown of calls received.



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 for Public Service | 5                       | 0                        |
| Institute of Agriculture     | 5                       | 5                        |
| 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 2016 issue of *For Your Benefit* focused on the new federal overtime regulations, introduced the inaugural President’s Award winners and introduced the Tennessee RetireReady TN Challenge. A “How-to Guide” for job seekers and decision makers was also featured.

The number of retirees reached record highs in 2015. Through June 30, 2016, there has been a return to more traditional retirement numbers. There were 166 retirements recorded across the system during the first six months of 2016. The following chart shows a breakdown of retirees by entity.

| Campus/Institute             | Number of Retirees |
|------------------------------|--------------------|
| Chattanooga                  | 9                  |
| Health Science Center        | 40                 |
| Institute for Public Service | 1                  |
| Institute of Agriculture     | 12                 |
| Knoxville                    | 68                 |
| Martin                       | 4                  |
| Space Institute              | 1                  |
| System Administration        | 2                  |
| UT Foundation                | 1                  |
| UT Medical Center            | 28                 |

During the first and second quarters of 2016, the East Regional Service Center Benefits & Retirement team conducted Life Planning Seminars for the Knoxville area, Chattanooga and UT 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, 2016, through June 30, 2016, the Benefits and Retirement team counseled 685 employees. The majority of the sessions concerned deferred compensation, followed by JCRS, TCRS and OPR retirement plans.

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, 2016, but also those who have completed their paperwork for their upcoming retirement. The paperwork for 201 retirements was processed by the system HR staff during the first and second quarters of 2016. 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).

| <b>Retiree Processing</b>              | <b>JCRS</b> | <b>ORP</b> | <b>TCRS</b> | <b>TOTAL</b> |
|--|-------------|------------|-------------|--------------|
| <b>Chattanooga</b>                     | 0           | 0          | 9           | <b>9</b>     |
| <b>Health Science Center</b>           | 2           | 11         | 23          | <b>36</b>    |
| <b>Institute of Agriculture</b>        | 3           | 4          | 18          | <b>25</b>    |
| <b>Institute of Public Service</b>     | 0           | 0          | 4           | <b>4</b>     |
| <b>Knoxville/System Administration</b> | 7           | 16         | 51          | <b>74</b>    |
| <b>Martin</b>                          | 1           | 8          | 43          | <b>52</b>    |
| <b>Medical Center</b>                  | 0           | 1          | 23          | <b>24</b>    |
| <b>Space Institute</b>                 | 0           | 1          | 0           | <b>1</b>     |
| <b>UT Development Foundation</b>       | 0           | 0          | 1           | <b>1</b>     |
| <b>TOTAL</b>                           | <b>13</b>   | <b>41</b>  | <b>172</b>  | <b>226</b>   |

The Director of Benefits and Retirement serves as the chair for the Benefits Advisory Group and the Compensation Advisory Board's Benefits Work Group. The Director also serves as the chair of the Policy Advisory Group.

On May 1, 2016, Julie Hunt became the new Executive Director of Compensation & Records. Ms. Hunt serves in a dual role as the Executive Director for the Knoxville campus as well as the system-level compensation representative. Ms. Hunt was previously at the College of William and Mary in Williamsburg, VA. She holds a BS degree in Business Administration – Human Resources Management from Old Dominion University and is a Certified Compensation Professional.

In January 2016, the UT Health Science Center (UTHSC) implemented a minimum hiring rate of \$10.50, which also increased the minimum hiring rates for pay grades up to grade 40. This increase was designed to recruit and retain top talent. In addition, a staff market salary study for UTHSC was completed. In March 2016, employees who earned five or more years of service and were below the market in their pay grade received a salary increase. UTHSC plans to do regular market studies and use available funding to align salaries at or above 85 percent of the market median for employees who have earned at least five years of service.

All other entities, with the exception of the Martin campus, have moved their minimum hiring rates to at least \$10.00/hour.

The new Fair Labor Standards Act (FLSA) ruling regarding the salary minimum for exempt status was discussed at the June 2016 Compensation Advisory Board (CAB) meeting. Currently to be exempt, an employee must earn \$23,660 per year. Beginning December 1, 2016, the new FLSA salary threshold for overtime exemption will be \$47,476 per year. The penalty for non-compliance can be as much as \$1,000 per day per employee for up to three years. If the compliance is determined to be willful, the penalty could be tripled.

Certain classes of jobs have been identified as being exempted from the new regulations. Each campus has been working to identify the jobs that will be affected and determining their process for meeting the new regulations. Employees will either have to be raised to the new minimum, which could cause compression issues, or be moved to a non-exempt status and become eligible for overtime pay. The final number of employees affected will be determined after the July 1, 2016, raises have been applied.

One of the Compensation Advisory Board’s recommendations was the creation of an annual President’s Award. The categories for 2016 were **Educate**, honoring accomplishments that expand educational offerings, enhance diverse learning environments and /or increase the number, quality or diversity of students; **Discover**, honoring discoveries and applications of knowledge that solve critical problems and issues, expand economic development and/or enhance quality of life; and **Connect**, honoring outreach, engagement and service efforts and programs that improve communities and/or customer service. In February, the inaugural recipients of the President’s Award were announced. Julie Ann Hunt, UT Martin, received the award for **Educate**; Hap McSween , UT Knoxville, received the award for **Discover** and David McBeth, UT Martin, received the award for **Connect**. At their June meeting, the CAB voted to add an additional category, **Support**, to the categories of awards for 2017.

## Talent Management

Employee and Organizational Development (EOD)’s eNewsletter, *Training News*, is now being published on a bimonthly basis and is distributed to over 2,500 subscribers. It provides the latest information on program enhancements, including training courses and learning events, and is the primary means of distributing EOD’s biannual training catalog, *Training Pages*. The chart below shows the training activity during the first and second quarters of 2016.

| Location                                     | Number of Courses | Number of Participants | Number of Training Hours Delivered |
|--|-------------------|------------------------|------------------------------------|
| Chattanooga                                  | 129               | 746                    | 285.75                             |
| Health Science Center – Memphis              | 455               | 4642                   | 1047.2                             |
| Knoxville (includes UTIA, UTK, IPS, and UWA) | 616               | 6323                   | 2287.00                            |
| Martin                                       | 76                | 1412                   | 201.25                             |
| Tulahoma                                     | 11                | 168                    | 14.50                              |
| Online Courses                               | 412               | 9261                   | 3397.05                            |

To maximize use of the Skillssoft elearning courses available to all employees, EOD trainers designed two certificate programs with content entirely online. Having the courses online allows anyone who desires an alternative to in-person training the opportunity to experience the structure of a topical program. The new programs are available to any UT employee from any campus or institute. Enrollment is rolling with completion deadlines based upon the date the individual began the program. Currently, there are 33 employees enrolled in the *Basics for Human Resources Generalists* online course and 38 employees enrolled in the *Basics of Customer Service and Communications* online program.

In support of a request from the UT General Council Office and in collaboration with the Tennessee Board of Regents (TBR), ***Haven for Faculty and Staff*** training on sexual violence prevention was offered to all UT employees between March and May, 2016. Approximately 3,000 regular employees from all campuses and institutes completed modules in the online training program provided by EverFi, Inc.

The second annual UT Conference for Women in Leadership was held on June 28 in Knoxville. Women leaders from UT campuses and institutes attended, as well as a limited number of women leaders from several TBR institutions. Over 140 participants and presenters explored the theme, “An Intentional Journey: Leading with Purpose.” Dr. Rhea Seddon, astronaut, physician, entrepreneur and UT alumna was the opening keynote speaker, while Dr. Tonja Johnson, Vice President for Communications and Marketing for UT System Administration delivered the luncheon keynote. Ms. Linda Harig, Vice President of Human Resources for UT System Administration wrapped up the day as the keynote speaker for the closing session.

Planning and preparation for the 2017 Leadership Institute (LI-2017) began in January 2016. LI-2017 will have a mid-state venue when it moves from Gatlinburg to Murfreesboro. Fifty participants, nominated and selected by campus chancellors and institute leaders, will be invited to attend by President Joe DiPietro. The dates for LI-2017 will February 26 – March 3, 2017.

In March 2016, initial funding was approved for a new Learning Management System (LMS). The new system will replace the old, outdated course registration and tracking system in Employee & Organizational Development, as well as other LMS platforms used in the Institute of Agriculture and Institute for Public Service. The new LMS will not replace the Skillsoft content but will enable Skillsoft content integrated use.

The Employee Relations Advisory Board (ERAB) met in person on March 22, 2016. President DiPietro shared information about the ongoing legislative session. Dr. DiPietro remarked that there were more bills proposed during the session with possible impact to UT than the previous sessions during his tenure. UT did receive capital maintenance and outlay funding for two buildings: an addition to the College of Dentistry at the Health Science Center and the renovation of the old library at Chattanooga to repurpose it for classroom spaces. Other issues discussed were the state facilities management contract bid and the new FLSA overtime regulations.

The ERAB did not meet in June, 2016, due to a lack of agenda items.

## **Equity and Diversity**

The Diversity Advisory Council (DAC) met in January, March and May, 2016. Major topics during these meetings included updating the DAC bylaws, updates on procurement and minority vendors, an update on accessibility, planning for a student climate survey and an update on diversity funding. DAC Chair, Noma Anderson, was named in June as a special advisor on diversity and inclusion to Dr. DiPietro.

The Equity and Diversity officers met once during January – June 2016. Topics on the agenda included the need to create a Return-to-Work policy and procedures for submitting Title VI complaints to the Tennessee Human Rights Commission on a monthly basis.

Affirmative action data for November 1, 2014 – October 31, 2015, was submitted to DCI, Inc. for all campuses and institutes except the Health Science Center. The Health Science Center has contracted with another vendor and submits their affirmative action data on a fiscal year basis.

# 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

As a result of the new federal overtime regulations, the affected employees will see a few changes in some of their benefits, specifically their annual leave accrual rates and the addition of a personal leave day. Below is a summary of the changes:

- Monthly annual leave rates will be adjusted based on years of service using the same rates in place for non-exempt employees. The carry-over maximums will not go into effect for the impacted employees until December 31, 2017.
- Impacted employees will receive a Personal Leave Day on December 1, 2016 to be used by December 31, 2016. On January 1, 2017 and in subsequent years, impacted employees will receive a Personal Leave Day to use during that calendar year. The Personal Leave Day does not carry over from year to year.

Other benefits such as sick leave, retirement, insurance, educational assistance and longevity pay will NOT be affected.

A new website dedicated to the federal overtime regulations was created to assist employees and answer frequently asked questions. For more information, please visit the website at <http://tennessee.edu/flsa>.

## 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, 2016 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, 2016**

|              | <i>New Postings</i> | <i>Unique New Candidates</i> | <i>New Applications</i> | <i>Hires/ Transfers</i> |
|--------------|---------------------|------------------------------|-------------------------|-------------------------|
| January      | 162                 | 2206                         | 5186                    | 140                     |
| February     | 188                 | 2164                         | 5066                    | 120                     |
| March        | 193                 | 2480                         | 5432                    | 137                     |
| April        | 316                 | 2458                         | 5596                    | 109                     |
| May          | 295                 | 3505                         | 7607                    | 141                     |
| June         | 257                 | 3489                         | 8038                    | 169                     |
| <b>Total</b> | <b>1411</b>         | <b>16302</b>                 | <b>36925</b>            | <b>816</b>              |

UT Chattanooga (UTC) is the first campus to utilize Taleo for its faculty recruiting. Due to the cyclical nature of the regular faculty recruitment/hiring process, most academic departments initiate the recruitment phase in July/August/September of each year for hiring faculty into positions with a start date of July or August 1 the following year. For this reason, Human Resources utilized an April go-live date for Taleo for Adjunct Faculty to introduce Taleo to the campus for faculty hires and inform academic departments of the roll out plan for utilizing the system to hire regular faculty in the summer of 2016.

UTC went live with utilizing the Taleo system for Adjunct Faculty requisitions on April 4, 2016. Over 48 pipeline requisitions were established in Taleo to assist with streamlining the adjunct hiring process across all academic departments on campus. UTC immediately began receiving candidate applications and have more than doubled their adjunct faculty applicant pools to date.

Human Resources has been regularly collaborating with Academic Affairs, the Office of Equity and Diversity, and John Rich, IRIS-HR Teal Leader, to launch the use of Taleo for all faculty hires. John Rich facilitated a 4-hour training session on the Taleo system with representatives from each campus office involved in the management of the faculty hiring process on June 22. The official “go-live” for recruiting regular faculty through Taleo is set for July 1, 2016. UTC is expecting to hire 50 – 60 new faculty through Taleo.

### **Reports**

HR continued to provide diversity reports for each campus/institute with a year-to-date impact. 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 net gains and losses for January – June 2016.

#### **Diversity by Campus/Institute Gains/Losses January 1 - June 30, 2016**

|                              | <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                  | 0  | 0            | 5                                | 4               | 0  | 11           | 8           | 12            |
| Health Science Center        | 0  | -2           | -7                               | 3               | 1  | 1            | -7          | 3             |
| Institute for Public Service | 1  | 0            | 0                                | 0               | 0  | 10           | 6           | 5             |
| Institute of Agriculture     | -1                                       | 0            | -1                               | 8               | 0  | 18           | -7          | 31            |
| Knoxville                    | 2  | 2            | -4                               | 2               | 1  | -9           | -10         | 4             |
| Martin                       | 0  | 1            | 2                                | -1              | 0  | 12           | 10          | 4             |
| Space Institute              | 0  | -2           | -1                               | 0               | 0  | 1            | -1          | -1            |
| System Administration        | 0  | 0            | 2                                | 0               | 0  | 2            | 1           | 3             |
| <b>Total Gains/Losses</b>    | <b>2</b>                                 | <b>-1</b>    | <b>-4</b>                        | <b>16</b>       | <b>2</b>   | <b>46</b>    | <b>0</b>    | <b>61</b>     |

Performance reviews for 2015 were completed and submitted during the first six months of 2016. The 2015 completion rate for staff was 99.2 percent and 99.8 percent for faculty. The chart below shows the number and percentage of reviews completed for the 2015 review year.



*The University of Tennessee*  
*Performance Review Completion Report by Campus/Institute*  
*January 1, 2015- December 31, 2015*

| Campus/Institute                    | Number of Reviews Completed | Number of Staff Eligible | Percentage of Reviews Received |
|-------------------------------------|-----------------------------|--------------------------|--------------------------------|
| <b>Chattanooga</b>                  |                             |                          |                                |
| Staff                               | 636                         | 636                      | 100.0%                         |
| Faculty                             | 427                         | 427                      | 100.0%                         |
| <b>Health Science Center</b>        |                             |                          |                                |
| Staff                               | 1519                        | 1519                     | 100.0%                         |
| Faculty                             | 1345                        | 1350                     | 99.6%                          |
| <b>Institute for Public Service</b> |                             |                          |                                |
| Staff                               | 121                         | 121                      | 100.0%                         |
| <b>Institute of Agriculture</b>     |                             |                          |                                |
| Staff                               | 1008                        | 1043                     | 96.6%                          |
| Faculty                             | 309                         | 309                      | 100.0%                         |
| <b>Knoxville</b>                    |                             |                          |                                |
| Staff                               | 2981                        | 2989                     | 99.7%                          |
| Faculty (UTK & UTSI)                | 894                         | 894                      | 100.0%                         |
| <b>Martin</b>                       |                             |                          |                                |
| Staff                               | 420                         | 428                      | 98.1%                          |
| Faculty                             | 260                         | 261                      | 99.6%                          |
| <b>Space Institute</b>              |                             |                          |                                |
| Staff                               | 61                          | 61                       | 100.0%                         |
| Faculty (Included with UTK)         |                             |                          |                                |
| <b>University Administration</b>    |                             |                          |                                |
| Staff                               | 256                         | 259                      | 98.8%                          |
| <b>TOTAL STAFF</b>                  | <b>7002</b>                 | <b>7056</b>              | <b>99.2%</b>                   |
| <b>TOTAL FACULTY</b>                | <b>3235</b>                 | <b>3241</b>              | <b>99.8%</b>                   |

**HR Web Site**

Work began on revising and updating the System HR web site. A new layout with new graphics will be incorporated into a site that we hope will be easier to read and navigate. Site owners will begin using Word Press to create and edit pages during the latter part of summer 2016.

**Professional Development**

HR Officers (HROs) met twice during the first six months of 2016. The topics discussed at the May meeting included reviewing the new Return-to-Work policy, an update on background checks and an update on the new legislation that allows employees with gun permits to carry their weapons on campus. In June, the focus of the meeting was dedicated to the new federal overtime regulations, with each campus sharing their processes for determining exemption.

**Recruitment**

The executive search for the Executive Director of the UT Space Institute (UTSI) was concluded with the hiring of Dr. Mark Whorton. Dr. Horton will begin his tenure at UTSI on July 18, 2016. Ashlie Czyz, our Director of HR Programs and Executive Recruiter, handled the search.

Executive searches began for the chancellor position at UT Martin and the chief financial officer. Ms. Czyz is also directing the searches for these two positions.

## Workforce Strategic Plan and Work Culture Enhancements

In support of UT strategic planning goals, development of a UT Succession Planning model began with the identification and selection of a consulting partner, the Oliver Group. The succession planning process entails documenting position-specific competencies and assessing the most critical impacts of vacancies among select positions in a pilot group, then developing a UT-specific succession planning model. The pilot group has been selected and interviews to validate competencies of positions are underway.

## Conclusion

Thank you for your continued support of Human Resources. Activities for the rest of 2016 include continuing to finalize the number of employees affected by the new FLSA regulations regarding exempt salaries as well as developing and delivering training to all campuses, completion of the executive searches for chancellor position at UT Martin and the chief financial officer, launching the searches for the UTK and UTIA Chancellor vacancies, launch of the selection committee for the 2017 President's Awards, beginning preparation for the 2017 Employee Engagement Survey, developing a model to expand the Leadership Institute to be held annually, developing statewide department head training and completing the faculty recruiting pilot in Taleo for regular faculty hires 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