



THE UNIVERSITY *of* TENNESSEE

---

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

**July 1 – December 31, 2016**

# Overview

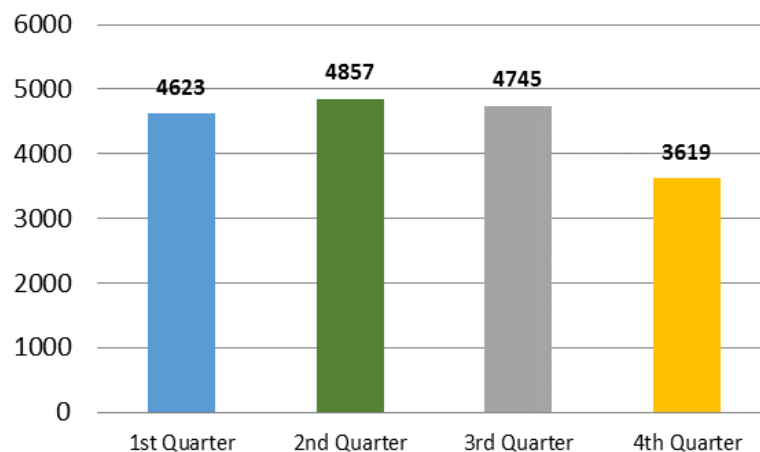
December 2016 marked the seventh year of Human Resources' shared services model. The shared services model continues to evolve and improve. The major highlight of the last six months of 2016 include the successful completion of five executive recruitments: Chancellor of the Institute of Agriculture; Chancellor of the Knoxville campus; Chancellor of the Martin campus; Chief Financial Officer and Executive Assistant to the President.

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.

## 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 87 percent completion rate of calls without having to triage to another department or benefits provider during 2016. The HR Call Center received 8,364 calls during the last six months of 2016. During 2016, the HR Call Center received 17,844 calls (see graph below for quarterly summary).

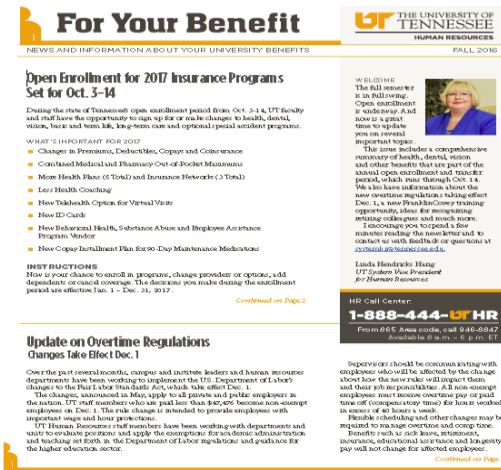


The majority of calls continued to be from Knoxville area employees. The University of Tennessee, Chattanooga and the Institute of Agriculture are consistently the next highest calling areas.

Over 20 percent of the calls received were for employment verifications. Other high-volume calls were for recruitment questions, payroll/insurance questions and general information (location, mailing address and telephone numbers).

## Total Rewards

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



The fall 2016 issue of *For Your Benefit* offered a summary of UT's health, dental, vision and other benefits, a new Franklin Covey training opportunity and ideas for recognizing retiring colleagues.

There were 131 retirements recorded across the system during the last six months of 2016. The following chart shows a breakdown of retirees by entity.

Campus/Institute	Number of Retirees
Chattanooga	10
Health Science Center	37
Institute for Public Service	0
Institute of Agriculture	15
Knoxville	41
Martin	8
Space Institute	1
System Administration	3
UT Foundation	2
UT Medical Center	14

During the third and fourth quarters of 2016, the East Regional Service Center Benefits & Retirement team conducted Life Planning Seminars for the Health Science Center, Martin and Knoxville. They also conducted a seminar in Nashville for mid-state 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, through December 31, 2016, the Benefits and Retirement team counseled 762 employees. The majority of the sessions concerned deferred compensation, followed by retirement plans (TCRS, ORP and Federal).

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, 2016, but also those who have completed their paperwork for their upcoming retirement. The paperwork for 290 retirements was processed by the system HR staff during the third and fourth quarters of 2016. 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).

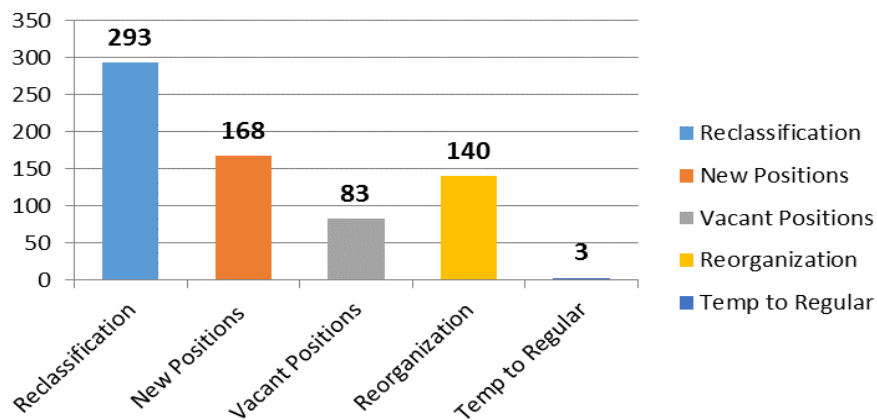
Retiree Processing	JCRS	ORP	TCRS	TOTAL
Chattanooga	0	5	6	11
Health Science Center	0	20	24	44
Institute of Agriculture	0	10	11	21
Institute of Public Service	0	4	0	4
Knoxville/System Administration	0	118	32	150
Martin	1	11	10	22
Medical Center	0	7	19	26
Space Institute	0	5	1	6
UT Development Foundation	0	2	4	6
<b>TOTAL</b>	<b>1</b>	<b>182</b>	<b>107</b>	<b>290</b>

Two other long-term Benefits & Retirement projects were completed between July 1 and December 31, 2015 – the completion of the TCRS Benefit Calculator and the AS400 conversion to IRIS.

During 2016, the East Regional Compensation staff reviewed 607 Position Description Questionnaires (PDQs). The majority of the reviews were for reclassifications.

#### BREAKDOWN of UT-KNOXVILLE AREA

### PDQ Review Summary



There were 293 reclassification requests, 168 new position evaluation requests, 83 classification requests for vacant positions, 140 positions due to reorganizations and 3 temporary to regular conversions.

Efforts to meet the new FLSA salary exemption continued across the state for the majority of the summer and fall of 2016. Individuals who fell under the \$47,476 salary to remain in an exempt status were identified and plans were established to either raise the salaries or move the individuals into the non-exempt status before the December 1, 2016, implementation date. Prior to the implementation date, a court injunction was issued delaying the implementation indefinitely. Although the proposal has been delayed, the programs are in place should the proposal be implemented in the future.

## 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 third and fourth quarters of 2016.

Location	Number of Course Events	Number of Participants	Number of Training Hours Delivered
Chattanooga	89	1180	234
Health Science Center – Memphis	271	3516	487
Knoxville (includes UTIA, UTK, IPS, and UWA)	401	5776	1351
Martin	41	663	103
Tulahoma	10	106	19
Online Courses	3976	8064	4127

### eLearning Programs

EOD provides approximately 300 Skillsoft™ (contract extension through October 31, 2017) eLearning courses to UT employees across the state. Course topics include business skills areas such as management, supervisory skills and communication, as well as compliance and safety topics.

In collaboration with UTK Environmental Health & Safety, EOD provides eLearning courses on compliance-related topics, including the customized “Child Protection Training” mandated by university policy, custom “Code of Conduct” training, and custom “Mandatory Safety” training. Following are the courses with the most completions for 2016: Child Protection Training, Hazard Communication: An Employee’s Right to Know; Fire Safety and Prevention; Bloodborne Pathogen Awareness; PPE: Personal Protective Equipment; Asbestos, Hearing Conservation; Spill Prevention, Control and Countermeasure Plan; Fall Protection and Mandatory Safety Training-UTK.

### New Training Courses Developed/Implemented

EOD introduced several new training courses during 2016. The new courses offered include: Foundations of Customer Service Relations and Communication; Communication Styles; We vs. Me: Workplace Cooperation and Teamwork; Communicating with Assertiveness & Credibility; Active Listening; Nonverbal Communication for Professionals; Navigating Difficult Customer Service Situations; Customer Service Relations & Communication Simulation; Why We Buy: The Psychology of Spending; Business & Professional Etiquette Essentials; Networking Essentials; Balancing Work and Life for Well-Being; Retire Ready; Interviewing Best Practices; Helping Millennials Plan for a Brighter Tomorrow; Working Through Change & Transition; The Starting Line: Why and How Retirement Savings Should Begin Now and Next Steps on Your UT Career Path.

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

**Administrative Professionals Retreat (APR)** was held November 2-4, Nashville with 90 non-exempt administrative support staff from across the state attending the retreat (a 20% enrollment increase from 2015). For the second year, an enhanced registration process expanded participation. The theme was “Infinite Possibilities: Investing in Your Personal & Professional Talents.” Speakers included Tennessee State Commissioner Raquel Hatter and Dr. Tonjanita Johnson of UT System. Approximately 50 percent of the participants were new attendees.

**Office Professionals Super Seminar (OPSS)** was held October 13, at the UT Conference Center Building with 115 UT employees attending. The conference theme was “Beat Your Best: Reaching Higher Than Ever!” Keynote speakers included Dr. Victoria Niederhauser, Dean of the UTK College of Nursing, and Kari Alldredge, UTK Associate Provost. Tracks featured on the agenda: intentional communication, professional development, and personal and family wellness.

**UT Leadership Institute (LI)** – The UT Leadership Institute is a unique, weeklong leadership development program for academic and administrative leaders. LI is an invitation-only event with over 30 years of successful development outcomes. Chancellors and vice presidents nominate attendees. In preparation for the 2017 Leadership Institute, LI Staff Development met either in person or by video conference in November and December 2016. The 2017 LI will be in Murfreesboro, TN.

### **Employee Relations Advisory Board**

The system-wide Employee Relations Advisory Board (ERAB) serves as an advisory group to the UT President with respect to University policies, programs and practices. The ERAB meets quarterly – either in-person or by video conference – and consists of Employee Relations Committee members elected by the committee peers.

The ERAB met in person on September 23, and by video conference on December 14, 2016. Topics of discussion included changes in the UT System Administration staff and reporting structure, work conducted by the Budget Advisory Group, the independent commission addressing Title IX issues, insurance open enrollment and changes to the health plans, UT’s inclement weather policy, the state facilities management contract bid and a Fair Labor Standards Act update.

### **West Regional Service Center**

The *Commercial Appeal* once again named the Health Science Center (HSC) a top workplace in Memphis. Based on surveys completed by employees, the distinction is given to 50 large, medium and small workplaces.

Even though the proposed FLSA changes are currently on hold, the Health Science Center proceeded with changing the exemption status of employees that would have been affected by the proposal. In addition to presenting training to its own staff, the Health Science Center also provided FLSA training to the Martin campus.

### **Equity and Diversity**

The Diversity Advisory Council (DAC) met twice between July and December 2016. Discussion items included conducting a student climate survey, adding questions to the 2017 Employee Engagement Survey, a procurement report and diversity businesses, the rotation of DAC members and updates on the campus diversity teams.

The Equity & Diversity officers met once during the last half of 2016. Topics of discussion included the HR *Return to Work* policy, a review of the system-wide Equity & Diversity strategic plan and Title VI and Title IX report planning.

Working with the Treasurer’s Office and the Equity & Diversity Officers, the Director of HR Technology and Metrics completed and submitted UT’s Title VI Implementation Plan prior to the Tennessee Human Rights Commission’s October 1 deadline. The Tennessee Human Rights Commission accepted the Plan with no findings.

In November and December, Chattanooga, Knoxville Area and Martin Equity and Diversity Officers provided faculty applicant data needed for the annual Affirmative Action Report. The Director of HR Technology and Metrics submits the applicant data for faculty and staff, as well as employee rosters, new hires, terminations, and promotions data for all campuses and institutes except the Health Science Center to our vendor, DCI, who completes the report. The Health Science Center uses a fiscal year affirmative action year and uses a different vendor. The Director of HR Technology and Metrics provides data to the Health Science Center for their vendor as well.

## 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) continues to meet to review and provide feedback for both new and revised policies. Updated policies for July – December 2016 include the *Code of Conduct* policy, the *Equal Employment Opportunity* policy, the *Sexual Harassment and Other Discriminatory Harassment* policy and the *Worker's Compensation* policy. A new policy, *Transitional Duty/Return to Work Program*, was also introduced on July 1, 2016. For 2017, the PAG will concentrate on reviewing all HR policies that have not been revised or reviewed in the last five years.

### 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. Statewide statistics for January – December 2016 are below. Candidates may "apply" for multiple openings (reflected in the New Applications column). There are no "off" days for Taleo.

**Taleo Recruiting Statistics  
January 1 - December 31 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
July	217	3259	7469	163
August	249	3224	7254	194
September	185	2727	5764	142
October	188	2627	6050	167
November	191	2199	5234	127
December	165	1949	4599	76
<b>Total</b>	<b>2606</b>	<b>32287</b>	<b>73295</b>	<b>1685</b>

The pilot for faculty recruiting in Taleo is continuing on the Chattanooga campus. The launch for all faculty recruiting began in July 2016. As issues arise, the IRIS/Taleo team is working with HR to provide solutions.

## Reports

HR provided biannual diversity reports for each campus/institute with a year-to-date impact. The 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 2016.

### Diversity by Campus/Institute Gains/Losses January 1 - December 31, 2016

	American Indian or Alaskan Native	Asian	Black or African American	Hispanic	Native Hawaiian or Other Pacific Islander	White	Male	Female
Chattanooga	0	1	5	7	0	33	24	22
Health Science Center	0	28	-2	6	2	64	46	52
Institute for Public Service	1	0	0	0	0	15	9	7
Institute of Agriculture	-1	-1	-4	9	0	38	-1	42
Knoxville	2	10	8	6	1	110	56	81
Martin	0	1	1	2	0	43	25	22
Space Institute	0	-3	-1	0	0	3	0	-1
System Administration	0	0	2	0	0	-1	-3	4
<b>Total Gains/Losses</b>	<b>2</b>	<b>36</b>	<b>9</b>	<b>30</b>	<b>3</b>	<b>305</b>	<b>156</b>	<b>229</b>

## HR Web Site

A completely revamped and revised System HR website was launched during the summer of 2016. Working with the System Communications & Marketing Office, changes included making the navigation easier and more understandable for the everyday user. New pictures and features completed the transformation.



The top pages viewed since the redesign are (1) Jobs, (2) Pay, including job descriptions, salary schedules and pay grades, (3) Holiday Schedule, (4) Training and (5) Benefits.

### **Professional Development**

HR Officers (HROs) met via videoconferencing during the second six months of 2016. All meetings centered on the changes of the Fair Labor Standards Act. With guidance from the General Counsel's Office, the HROs finalized plans for implementation of the new act.

In July 2016, the East Regional Service Center's operational managers met at Ijam's Nature Center for a 2-day retreat and teambuilding. Agenda items included Strength Based Leadership facilitated by the UTK Center for Leadership and Service, a presentation by Brian Gard and Mike Gregory on Emergency Preparedness, and a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis facilitate by former Employee and Organizational Development member, Linda Blocksom.

### **Executive Recruitment**

Completion of five executive recruitments highlighted the last six months of 2016. Ashlie Czyz, Director of HR Programs and Executive Recruiter, led the efforts for the chancellor searches for the Martin and the Institute of Agriculture, the chief financial officer search and the executive assistant to the president search. She worked as the liaison with Parker Executive Search on the Knoxville chancellor recruitment. Below is a summary of each hire.

**Chief Financial Officer** – David Miller. Mr. Miller has over 20 years of higher education experience and comes to the University of Tennessee from the University of Wisconsin System, where he was the Vice President for Administration and Fiscal Affairs.

**Executive Assistant to the President** – David Golden. Dr. Golden joined the System Administration staff after serving as a faculty member for over 20 years. Dr. Golden previously served the University of Tennessee as a Professor in Food Science & Technology.

**UT Institute of Agriculture Chancellor** – Tim Cross. Before being named the UT Institute of Agriculture Chancellor, Dr. Cross served in the same capacity on an interim basis. Before the interim role, Dr. Cross was the Dean of UT Extension. Dr. Cross has 22 years of University of Tennessee service.

**UT Knoxville Chancellor** – Beverly Davenport. Dr. Davenport becomes the first woman chancellor at the Knoxville campus and the second in UT System history. Dr. Davenport's other experience includes administrative positions at the University of Cincinnati, Purdue University, the University of Kansas and the University of Kentucky. Dr. Davenport is originally from Bowling Green, Kentucky.

**UT Martin Chancellor** – Keith Carver. Dr. Carver has been with the University of Tennessee for almost 20 years, where he worked on several campuses. Before becoming the UT Martin Chancellor, Dr. Carver was the Executive Assistant to the President. Dr. Carver is a native of West Tennessee.

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

During the second six months of 2016, System HR conducted departmental needs assessments for the UT System Administration and the Institute of Agriculture.

Each year UT invites employees to join the Sick Leave Bank. The open enrollment dates are April 1 through June 30 of each year. Once the enrollment period ends, HR staff verify that all who expressed an interest in joining the bank meet the eligibility of the bank (applicants must have at least a six-day balance of sick leave before the three-day assessment). The 2016 enrollment period yielded 327 new participants: 155 for the Knoxville Area (includes UT Knoxville, Space Institute, UT Foundation, IPS and System Administration) Bank, 47 for the Institute of Agriculture Bank, 41 for the Chattanooga Bank, 85 for the Health Science Center Bank and 16 for the Martin Bank.

## **Conclusion**

Thank you for your continued support of Human Resources. Activities for 2017 include finalizing the issues with faculty recruiting in Taleo in Chattanooga, initiating faculty recruiting with Taleo at the Health Science Center, executive compensation and the incentive plan for senior officers, succession planning, continuing preparation for FLSA changes, Leadership Institute in Murfreesboro, TN, new bylaws and membership guidelines for DAC and additional executive recruitments. 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