Human Resources Metrics
First Quarter Report

January 1, 2010 – March 31, 2010
Overview

Human Resources dedicated the first quarter of 2010 to the HR Redesign. On January 4, 2010, HR began its operation as a shared-services model. While each campus retained a dedicated HR team, a new HR Call Center was established and East and West Regional Service Centers were created. Initially, these service centers are designed to assist the campus HR offices in areas such as training, offering benefits and retirement services and providing support by fielding questions through the HR Call Center. As more of the HR Strategic Plan is implemented, services will expand into recruiting, performance management, succession planning, etc.

Our first quarterly report is a reflection of the activities of the HR Call Center and two areas that have state-wide responsibilities: Benefits & Retirement and Employee & Organizational Development. The report also includes an overview of HR’s Strategic Plan and the progress to date.

Metrics

**HR Call Center**

Two staff members are dedicated 100 percent to the HR Call Center. Seven additional Eastern Regional Service Center employees support the call center on an as-needed basis. From January 4, 2010, through March 31, 2010, 4,741 calls (an average of 76.5 calls per day) were received.

Call Center staff handled 68 percent of incoming calls. The remaining 32 percent were triaged to other areas (HR expert or benefit provider).
The majority of calls were from Knoxville area staff, followed by UTIA and UTC.

<table>
<thead>
<tr>
<th>Campus/Institute</th>
<th>Percentage of Calls Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knoxville</td>
<td>81%</td>
</tr>
<tr>
<td>Institute of Agriculture</td>
<td>7%</td>
</tr>
<tr>
<td>Chattanooga</td>
<td>4%</td>
</tr>
<tr>
<td>Memphis</td>
<td>3%</td>
</tr>
<tr>
<td>Institute for Public Service</td>
<td>2%</td>
</tr>
<tr>
<td>UTMC</td>
<td>1.5%</td>
</tr>
<tr>
<td>Martin</td>
<td>1%</td>
</tr>
<tr>
<td>Tullahoma</td>
<td>.5%</td>
</tr>
</tbody>
</table>

The top five inquiries to the HRCC were: Deferred Compensation; Employment Verification; General – directions, addresses; Retirement; and Health Insurance. These five areas accounted for 71 percent of the calls.

Benefits & Retirement

Four East Regional Service Center employees are responsible for the Benefits & Retirement function. In addition, three of the staff members also support the Call Center, serving as backup as needed.

From January 4, 2010, through March 31, 2010, the benefits and retirement team counseled 129 employees. The majority of the sessions concerned retirement plans (TCRS and ORP), followed by deferred compensation.

<table>
<thead>
<tr>
<th>Counseling</th>
<th>UTIA</th>
<th>UTC</th>
<th>UTK</th>
<th>UTHSC</th>
<th>IPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totals</td>
<td>23</td>
<td>1</td>
<td>102</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

In addition to services provided above through the regional service centers, all campuses have at least one benefits counselor on site who also provides information and responds to questions. Those numbers are not included in the regional service center report.
Sixty-seven retirements were processed by the East Regional Service Center staff during the first quarter of 2010. Knoxville and the Health Science Center had the majority of retirements during this quarter.

Being able to put aside a part of one’s gross income and defer paying income tax on that amount until receiving the funds is a great benefit to UT employees. Between January 4 and March 31, 2010, Benefits & Retirement staff processed 1,199 deferred compensation enrollments or changes.

Two Life Planning Seminars were conducted by the East Regional Service Center staff during the first quarter 2010: Chattanooga and the Health Science Center.

<table>
<thead>
<tr>
<th>Life Planning Seminars</th>
<th>Number of Chattanooga Participants</th>
<th>Number of Health Science Center Participants</th>
<th>Total Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTIA (137)</td>
<td></td>
<td></td>
<td>336</td>
</tr>
<tr>
<td>UTK (573)</td>
<td></td>
<td></td>
<td>593</td>
</tr>
<tr>
<td>UTHSC (284)</td>
<td></td>
<td></td>
<td>929</td>
</tr>
<tr>
<td>IPS (23)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employee & Organizational Development

Providing faculty and staff with opportunities for growth in their careers through lifelong learning is the mission of Employee & Organizational Development. During the first three months of 2010, 709 training hours were delivered as 1,610 participants attended 194 classes.

<table>
<thead>
<tr>
<th>Area</th>
<th>Number of Training Classes</th>
<th>Number of Participants</th>
<th>Number of Training Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chattanooga</td>
<td>18</td>
<td>380</td>
<td>30</td>
</tr>
<tr>
<td>Health Science Center – Memphis</td>
<td>28</td>
<td>496</td>
<td>83</td>
</tr>
<tr>
<td>Knoxville (includes UTIA, UTK, IPS, and UWA)</td>
<td>110</td>
<td>961</td>
<td>392</td>
</tr>
<tr>
<td>Martin</td>
<td>66</td>
<td>269</td>
<td>287</td>
</tr>
</tbody>
</table>

Strategic Initiatives

Human Resources’ 5-year Strategic Plan is driven by Human Resources Officers, team members from both Regional Service Centers and the five member state-wide leadership team. HR’s strategic initiatives are grouped into five broad categories: (1) Compensation, (2) HR Technology Plan and Metrics, (3) Performance Management and Professional Development, (4) Recruitment, and (5) Workforce Strategic Plan and Work Culture Enhancements.

Compensation

The initial meeting of the Compensation Advisory Board (CAB) was held in March 2010. The board represents multiple university constituencies including faculty, staff and administrators representing every campus, institute and the system-wide administration. The focus of the state-wide Compensation Advisory Board is to help guide the university’s compensation philosophy, structure and programs. The scope of the board is advisory in nature and will provide input and feedback, as well as recommend changes regarding the university’s compensation philosophy, policies and practices. This group meets quarterly and is chaired by Vice President Joe DiPietro. The next meeting is in June 2010.

HR Technology Plan and Metrics

Based on input from all of the Human Resources Officers, HR has developed a technology plan that encompasses both short- and long-range goals. Meetings are held regularly with representatives from IRIS and IT to discuss priorities, status of projects and future needs. Examples of initiatives on the plan are outlined below:

- Scanning of HR Records into IRIS is continuing. All organizational unit data is completed. HR offices are currently scanning position information and historical personnel records.
• The redesigned HR website continues to evolve. Starting in January with rotating pictures of all of the HR teams, the next focus will be on employees who have left the university and returned. Future enhancements include making the Managers’ Toolkit more visible, creating a forms repository and adding a state-wide calendar of events.
• E-Verify is operated by the Department of Homeland Security (DHS) and U.S. Citizenship and Immigration Services (USCIS) and is required for qualifying prime federal contracts with the federal acquisition regulation (FAR) clause. Currently there are seven such contracts reported by UT Knoxville. No other unit has reported any contracts requiring E-Verify compliance. The research offices at the campuses and institutes continue to monitor contracts for this requirement and will collaborate with their business and human resources offices to ensure compliance with this federal requirement.

Performance Management/Professional Development
While the long-term goal is to create a new performance management process, we must ensure that every employee has a performance review. A template has been created in IRIS that allows HR to enter (and track) whether employees have received a performance review. The report does not provide an evaluation of the reviews. The first step is providing senior leadership reports of percentage completion of performance evaluations for their entity.

Recruitment
Groundwork for the new Applicant Tracking System (ATS) began in earnest in January 2010. Meetings were held to improve the recruitment process for all campuses and institutes. A state-wide process has been developed, and HROs are validating the updated process with their entities at this time. In addition, both a Request for Information (RFI) and a Request for Proposal (RFP) were completed. Site visits by the three finalists will take place in late May. The vendor for the ATS is expected to be identified before the end of the second quarter. Implementation will begin shortly after all contracts have been signed.

Workforce Strategic Plan and Work Culture Enhancements
Several areas in this initiative began during first quarter, 2010.

• Group members have been identified for the new state-wide HR Policy Advisory Group. The initial meeting of this group will take place in June, 2010. The first policies that will be reviewed include Disciplinary Action (Policy HR0525), Grievances (Policy HR0640), Family and Medical Leave (Policy HR0338), Educational Assistance (Student Discount Fee) for Spouses and Dependent Children (Policy HR0331), Reduction in Force (Policy HR0145) and Restoration of Force (Policy HR0150).
• A small group has been researching the implementation of a State-wide Healthy Campus Initiative. The group will be expanding and nominations for membership from all campuses/institutes will be finalized during the second quarter. In the third quarter, the state-wide group will meet and plan for implementation of programs and policies for UT to meet Gold Standard certification. The state-wide group will continue working with the American Cancer Association as advisors. Implementation of plans will begin during the third quarter.
• Work began on the Request for Proposal (RFP) for an Employee Satisfaction Survey. The RFP should be completed before the end of the second quarter. The survey will be conducted
during the spring of 2011 after which surveys will be conducted every three years to measure progress toward employees’ engagement. During the off-years of the survey, programs and policies will be implemented directed toward increasing employees’ satisfaction with the university as an employer. HR will conduct “spot checks” for areas of concern in the intervening years between full surveys.

- The Workforce Strategic Plan was updated with 2009 data during the first quarter. Campus- and institute-specific plans have been distributed to each HRO who are sharing with their campus leadership. Findings from the Workforce Strategic Plan will continue to steer HR’s strategic planning.

- The Leadership Institute has added fourteen new facilitators to its staff, bringing the staff to a total of 28 members. These new facilitators will work to expand leadership development programming on campuses and at institutes. The next staff meeting is in June and includes a discussion of Trending in Leadership Development, Advanced Facilitation Methods and a demonstration of the Workshop Planning Tool, which takes projects from brainstorming to action plan. Facilitators will meet again in fall 2010 to plan for February 2011 Institute. A fall 2011 event for past participants of the institute is also being planned.

- Approaching the end of the contract with our current background check vendor, Truescreen, gives us an opportunity to review current practices. Our goal is to define a process for performing background checks in a cost efficient manner while obtaining all of the pertinent information we need to make a well-informed hire. One recommendation we are reviewing is the requirement of a background check on ALL new hires. A state-wide recommendation will be presented to Chancellors and Institute Vice-Presidents in June.

- We have begun to impact executive recruitments with Linda Hendricks serving as co-chair of the UTHSC Chancellor search and Sherry Sims as support; with Linda Hendricks and Sherry Sims serving in support roles for the upcoming President’s search; with Linda Hendricks and Tony Givens serving as advisors to the UTK Baker Center Director search; and with Tony Givens serving as advisor in recent UTK Ombudsperson searches.

Conclusion

The First Quarter of 2010 has been a successful one for HR. The primary focus for this first quarter was the implementation of the HR Redesign. The transition to the Regional Service Centers went smoothly, and the HR Call Center has been well accepted. We have had positive feedback from employees served. The challenge is getting employees outside the Knoxville area comfortable with taking advantage of the Call Center. Outlined below are a few examples of feedback we have received about the call center:

“I recently called and was so pleased with Judy Nichols’ assistance. She emailed me the form I needed within minutes and was very helpful when I called again to ask a follow up question. Her kindness and prompt service were very much appreciated!”

“In short, I have had to call HR on several occasions with different questions and each time the people in HR have been very nice and helpful. This transition is a very stressful time and it was a big relief to find all of your people that I have had contact with to be so very nice and professional. I just wanted to say thank you and ask that you pass on my appreciation to all the employees of your department.”
"I can't believe you would follow up on my question like you have. I can't thank you enough for this!"

"I give two thumbs up for the Call Center!!"

HR officers are working together to enhance the HR customer experience by measuring identified HR functions. By continuing to measure what we do, we will be better able to concentrate our resources in the most critical areas.

As a part of the HR Redesign, we eliminated nine HR positions state-wide (one vacant and eight filled). Of the eight filled positions, all staff members who did not retire were placed into other positions at UT. The savings from these position eliminations were to be used to fill competency gaps we had in our HR leadership team. Keeping the redesign budget-neutral, we had enough funding to fill four of the eight positions requested. During the first quarter, we have successfully filled three of those vacancies:

- **Dr. Ron Tredway, Director of Employee and Organizational Development**
  Starting June 1, Dr. Tredway, SPHR, joins the HR team. He has a BS in Business Administration from NC Wesleyan College, MBA in Management from Campbell University and EdD in Training and Development from North Carolina State University. He brings more than 20 years of HR experience, including a number of years with Nortel Networks and the Bank of Hiawassee. He will be relocating to Knoxville from Blairsville, Georgia and his primary focus will be developing managerial and leadership training, working on the redesign of the performance management system, developing a succession planning model for campuses, as well as involvement in the implementation of the Employee Satisfaction Survey.

- **Janice Hodge, Coordinator, HR Technology, Metrics and Policies**
  Janice has 30 years of UT experience, the majority of which is in Human Resources. Janice returned to HR after five years on the UT IRIS team. Her IRIS experience and HR expertise are essential in the development and implementation of the HR Technology Plan. She serves as the liaison between HR and IRIS, coordinates the HR and UTK-HR websites and coordinates and develops HR reports. She also chairs the HR Policy Advisory Group.

- **Bonnie Frank, Administrative Coordinator**
  Bonnie comes to HR with strong administrative experience from McGraw-Hill Publishing, where she supported the Vice President for the East Region. After her move to Tennessee, she provided administrative support for Vice President Sylvia Davis. While at UT, she has also served in the System Institutional Research Office, where she supported the Vice President for Academic Affairs and Student Success by conducting research, data reporting and website coordination. The primary focus of this position is administrative support to CHRO and Director of Workforce Planning which includes conducting research, data analysis and reporting and website coordination.

We are still recruiting for a Team Leader for Benefits and Retirement and have a number of good candidates to consider for this last opportunity. The four positions in the redesign model that we are unable to fill at this time due to lack of funding are: Senior Trainer, Call Center Specialist, Benefits Specialist and Employee Relations’ Specialist. As we continue to evolve the shared-services model, we will provide additional information in our quarterly reports. Thank you for your continuing support of the HR Redesign. We accomplished a lot during this first quarter and look forward to sharing more information as we move forward.