



THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

HUMAN RESOURCES

ANNUAL REPORT 2021-2022

A MESSAGE FROM THE ASSOCIATE VICE CHANCELLOR, HUMAN RESOURCES



A Welcome Message From The Associate Vice Chancellor,

2021-2022 was an extraordinary year for our campus and for our HR team. Our campus re-emerged from a pandemic, finding joy in being together in person once again but weaving the lessons from the previous year into new ways of working. The HR team focused much of its time on creating significant moments for our campus community: leadership development events, partnership events where we gave back to our greater Knoxville community, a professional development event for our HR partners all around campus, welcome receptions for new Volunteers, and more. It was also a listening year for us, as we launched an employee engagement survey and learning and professional development needs assessments.

I hope you enjoy this glimpse back at UTK HR's impact over the last year. There is much more work to do in support of the faculty and staff on our campus, and we look forward to delivering once again in the coming year.

A handwritten signature in blue ink that reads "Mary Lucal". The script is fluid and cursive.

*Mary Lucal
Associate Vice Chancellor, Human Resources*

MISSION

We provide professional HR services for our community through leadership and collaborative consultation to enhance personal and professional experiences.

VALUES

We value excellence and inclusion by building relationships with respect, integrity, accountability, and care.

VISION

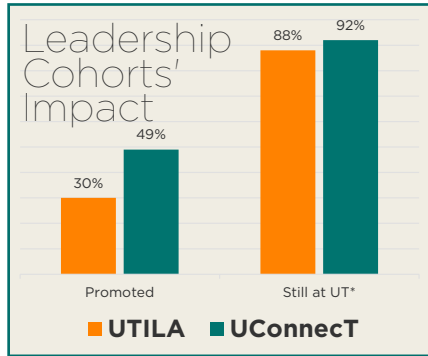
We are innovative, collaborative, and caring HR professionals who responsively engage our community and strategic partners. We lead, empower, and support a journey of growth and success. **Go Vols!**



Smokey XI

1st Quarter

JULY-SEPTEMBER



*Data looks at the 3 cohorts since 2019, and where they are through July 2022



UTILA Cohort 2021-2022

New Leadership Cohorts

In Fall 2021, our two flagship leadership programs, the University of Tennessee Inclusive Leadership Academy (UTILA) and UConnect, launched new cohorts. We had 10 employees complete UTILA and 14 complete UConnect. Both are year-long programs, and UTILA utilizes the Intercultural Development Inventory, reflection activities, and a group capstone project. UConnect employs a book study, the MBTI, CliftonStrengths, an interview with a senior leader on campus, and an individual project.



5th Annual HR Roadshow

In September 2021, HR held their annual Roadshow event designed to meet faculty and staff where they are on campus. This was a great opportunity for employees to assess their financial wellness and explore their health

benefits before open enrollment. Employees were also able to connect with subject matter experts from Human Resources, Payroll, Insurance, Retirement, and Be Well. The HR Roadshow made stops at Facilities Services, the Student Union, Strong Hall, the Middlebrook Building, and Hodges Library.

Paid Parental Leave

Starting July 1, 2021, the university implemented paid parental leave (PPL) allowing eligible employees six weeks of paid leave for childbirth and adoption. The addition of 6 weeks of paid leave promotes parent/child bonding, reduces employee stress, and increases gender equality in the workplace. In addition to the benefits for parents, there are also proven health benefits for children whose parents receive PPL, such as increased regularity of well-baby check-ups, greater rates of immunization, and increased parental care and engagement. Our campus saw 129 employees take advantage of this new benefit in the first year alone.

129

Employees Used Paid Parental Leave

New Compensation Manager

Human Resources welcomed a new human resources compensation manager to our ever-growing team. The new position was added to meet the needs of our UT Knoxville community as the demand for position reviews and requests for compensation consultation continues to grow.



League and its partnerships with Covenant Health, TVA, and Second Harvest. This event provided 600 pairs of new shoes and school supplies for local children in need.

HR Staff Retreat

In July 2021, the Human Resources Team took a few hours to get away from the office and spent some time strength training... CliftonStrengths training, that is. Learning & Organizational Development team members, Will Ploskonka and Darrell Easley facilitated this interactive session. Each team member received a handout with everyone's top 5 strengths to reference when assigning tasks or building internal committees. It was a great day of learning and team building!



*Darrell Easley and Will Ploskonka
Facilitating CliftonStrengths at the HR Staff Retreat*



Shoes for School Backpack Drive

Shoes for School

In August 2021, The HR office held a backpack drive for the local "Shoes for School," an event through the Knoxville Area Urban

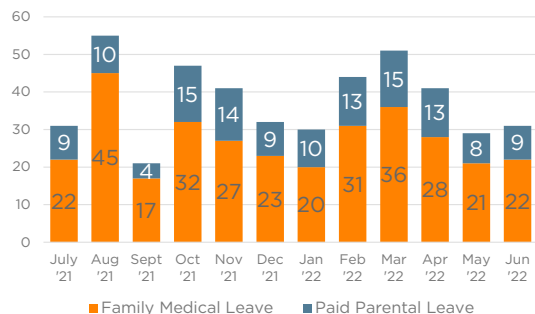


HR Staff Retreat

2nd Quarter

SEPTEMBER-DECEMBER

Family Medical Leave utilized by Employees by month 2021-2022



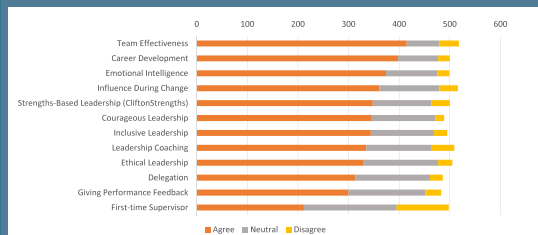
Staff Performance Daily

In December 2021, HR and campus partners developed a Staff Performance Review Series. The purpose of this series is to provide knowledge, resources, and support for the staff performance review experience from the technical to the practical. In December 2021 three sessions were launched. These sessions focused on taking charge of your performance, empowering your staff, and the new DEI category. Participation rates were high for all sessions with on average between 30-60 participants.

Needs Assessment

In the fall of 2021, Learning and Organizational Development conducted a needs assessment of employees targeted at finding out what skills leaders needed for themselves and their teams. The top five needs for leaders were Team Effectiveness, Career Development, Emotional Intelligence, Influence During Change, and Strengths-based leadership. The top five needs for leaders were Team Effectiveness, Career Development, Emotional Intelligence, Influence During Change, and Strengths-based leadership.

Needs Assessment Results



Chancellor Plowman speaks at the Administrative Leadership Retreat



Administrative Leadership Retreat

In October of 2021, UTK held its second annual Administrative Leadership Retreat. Senior administrative leaders spent the afternoon together, receiving economic and Budget Allocation Model updates, as well as discussing student and community engagement work. Attendees also heard remarks from Chancellor Plowman and spent time networking. What an inspiring afternoon!

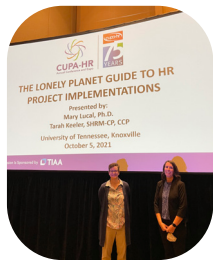
HR met with First Gen Seniors

In November, the HR team partnered with the Office of Academic Inclusive Initiatives to meet with about 15 First-Generation students. The topics discussed included what to expect during the job search and interview processes and what to expect once they had a job offer and started work. This was a great opportunity to meet with students to help them be successful in the next step of their journey.

CUPA-HR Annual Conference

Associate Vice Chancellor Lucal and Deputy CHRO Tarah Keeler presented at CUPA HR (the national professional organization for higher ed HR) in Baltimore, in October. They shared experience and insights about large scale project implementations with other higher

ed practitioners, and attended several sessions. We love to connect with HR colleagues from around the country to learn innovative practices that we might bring back to Knoxville!



Mary Lucal and Tarah Keeler present at CUPA-HR Annual Conference

Refining the Recruitment Process

The Recruitment team identified areas for improvement within the hiring process and have modified several aspects, including defining step-by-step processes and issuing offer letters, as well as beginning new hire paperwork, despite the status of the background check. These changes have improved consistency and efficiency in our hiring process.

MOVING TO A CLOUD-BASED MODERN ERP THE DASH-ERP PROJECT

New DASH ERP Project

UT Knoxville is set to launch a new Enterprise Resource Planning (ERP) software to use called DASH or Dynamic Administrative Systems for Higher Education. "DASH Champions" were handpicked from Human Resources, Finance, and Information Technology to lead the transition to a new ERP. Activities leading to the selection of Oracle Cloud to replace IRIS began in June with business process reviews. Subject matter experts attended virtual sessions and brainstormed ways to improve the HR business processes under a new ERP system. Information about the project, news articles, status updates, FAQ's, and more can be found: erpfinaadmin.utk.edu.

Vol Values

The Human Resources team developed Vol Values as a biannual event that allows new employees to re-connect with the university's mission, vision, and values, as well as hear from a few campus partners, including representatives from the Office of Title IX, the Office of Ombuds Services, the Division of Diversity and Engagement, and the Dean of Students office. While we all need reminders of helpful resources from time to time, we hope this event was especially helpful to those who attended.

Vol Values Event



3rd Quarter

JANUARY-MARCH



Listen. Learn. Lead. Sessions

Free speech and academic freedom are among the most challenging and timely issues facing universities in our state and across the nation. In an effort to learn more about how to navigate the difficult situations that can arise related to these topics, Human Resources partnered with the Howard Baker Center and Division of Diversity & Engagement to feature sessions for staff during Listen. Learn. Lead. week. Session topics included

navigating difficult conversations and public deliberation.

New Programing for 2022

Results from the Needs Assessment in Fall 2021 resulted in new training sessions offered for employees. These sessions included topics on team effectiveness, CliftonStrengths, Leadership Development, Goal Setting, and 7 Habits. Between January and June 2022, there were 39 sessions held for 558 individuals. The Learning and Development team also posted several podcasts on Career Development for UT employees.



CUPA-HR Wildfire Mentee

CUPA HR sponsors the Wildfire Program, a learning and networking experience for early career HR professionals, annually. This year, Dr. Lucal was a mentor to Alataisha Dickson of Coker University in South Carolina. Several members of the UTK HR team also spent virtual time with Ms. Dickson, discussing our HR practices. What a wonderful colleague! We are sure she will do big things.



**Alataisha Dickson, M. A. -
Wildfire Mentee**

Active Recruitment Model - Phase 1

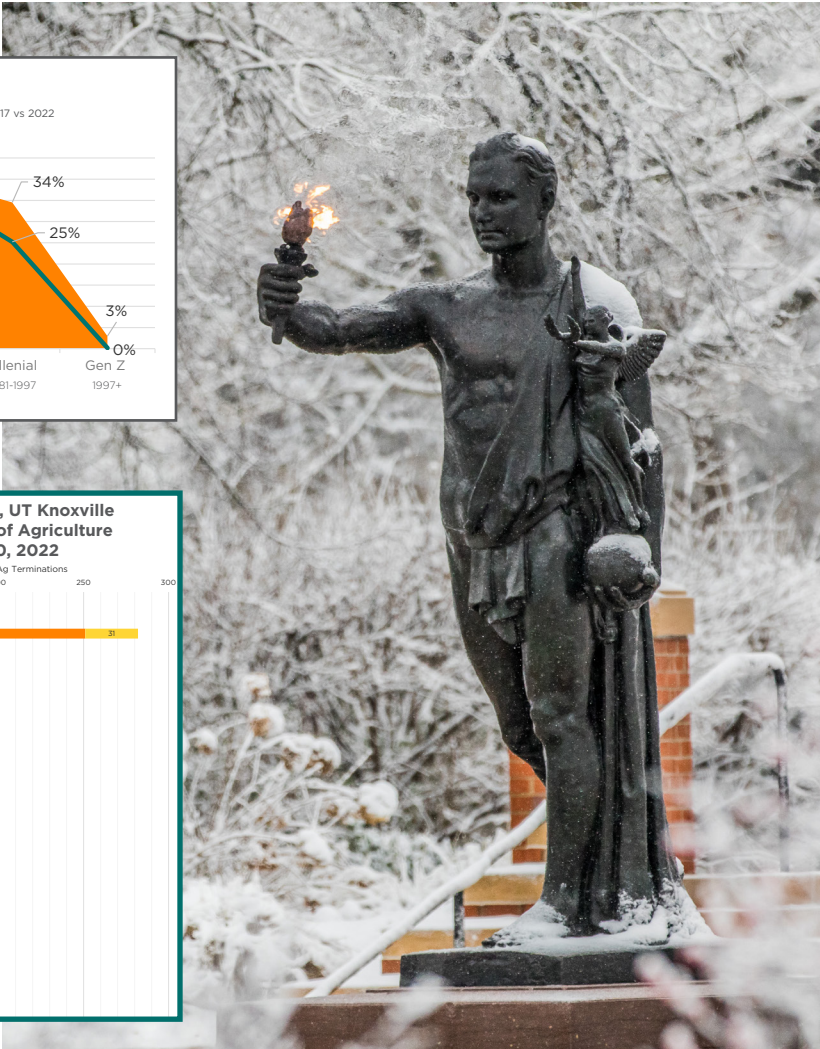
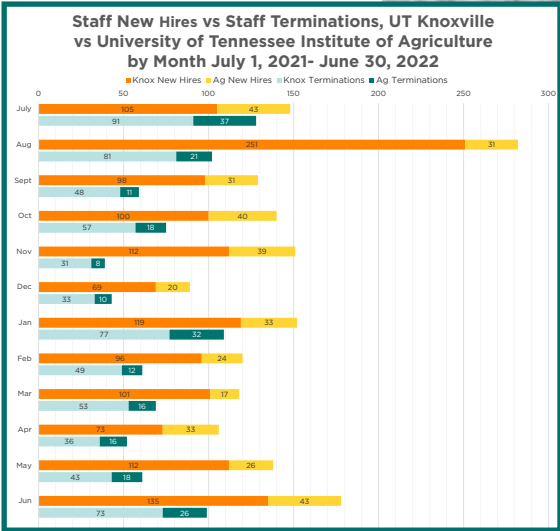
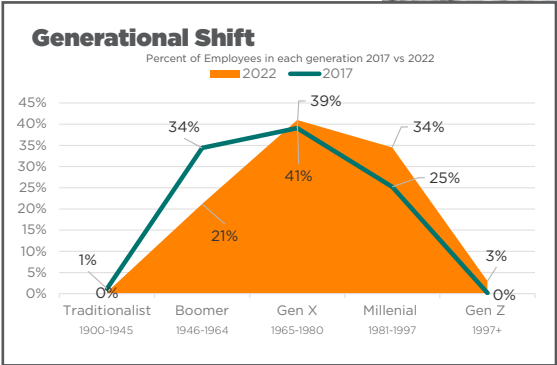
The Recruitment team began Phase One of our Active Recruitment Model - taking our hiring from “Passive” to “Proactive”. The team is attending new types of recruiting events around Knoxville, creating standing ads, and utilizing LinkedIn for train-

ing and marketing purposes. These steps will allow UT Knoxville to reach a broader pool of qualified applicants.

Minimum Hiring Rate Increase

Effective January 3, 2022, the University of Tennessee Knoxville raised the minimum hiring rate paid for regular staff jobs to \$15 an hour, adjusted the wages for existing employees to the same minimum, and adjusted the wages for other employees to address compression. Over 2,700 employees received a salary increase with a total investment of approximately \$6 million. The entire Human Resources staff came together one afternoon to stuff letters and label envelopes for each employee to receive a notice of their increase sent to their home address.

2,700
Employees' salary increased



4th Quarter

APRIL-JULY

1,640 Years
Total Years of Service of Honorees

Spring Service Awards Luncheon

The Service Awards Luncheon for Knoxville-Area faculty and staff with 25+ years of service was held Monday, April 11, 2022, in the Flying J Student Union Ballroom. The total years of service represented by all honorees for the 2021-2022 academic year was 1,640 years! Amongst all of our attendees, one 55-year honoree, one 45-year honoree, and eight 40-year honorees were present!

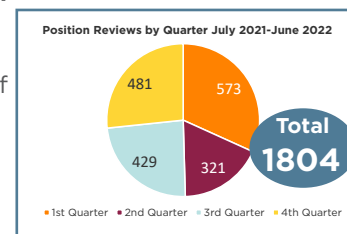
Ready Set Connect!

A new onboarding program took place on Tuesday, June 28 in the Student Union.

The event was focused on letting new employees connect with Human Resources, campus partners, and colleagues from across campus to reconnect to our Values, Mission, and Strategic Vision. The day was full of fun and learning how to truly live out “Vol is a Verb.”

Virtual PD Drop-in Hour Pilot

HR Compensation piloted two sessions of a virtual drop-in hour in May. The intention of the drop-in hour was to assist supervisors and managers with developing and writing a position description for a new or changing position. The compensation team answered questions and provided guidance on a variety of topics from position descriptions, to how to complete forms, to the PD classification review submission process. The sessions received positive feedback and will become a regular feature going forward.



ERP LEAN training

32 DASH Champions, including the campus DASH project managers, took part in LEAN training over five days in May to prepare for the ERP implementation, a transformational project for the university that will streamline financial and human resources processes together on a single modernized platform.



Jon Chandler welcoming New Employees at Ready Set Connect



DASH LEAN CLASS



Elizabeth Smith, Sheila McNeil, and Brandon Herriage (DASH Project Managers) at ERP Kick Off

ERP Kick Off

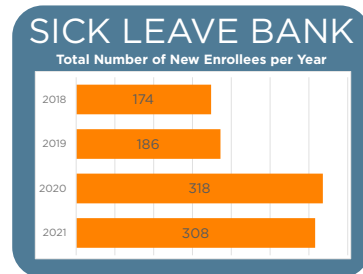
Employees who will help lead the campus through the transformational DASH ERP project (DASH Champions) gathered at the McIlwaine Friendship Pavilion at the UT Gardens on June 29 to celebrate the start of the project and prepare for the important work that will take place over the next two years. DASH Champions enjoyed ice cream catered by Cruze Farm, received t-shirts and other swag, and participated in team-building activities.

Office Summer Cleaning Day

WE ARE GROWING! In order to do this, we decided to have an office summer cleaning day to clean and organize offices, files, storage rooms, and cubbies. We had so much fun we still talk about that day. We kept Recycling and Surplus busy. With everything having its own place we utilized free space by setting up workstations for remote employees to have a desk and space when they are in the office.

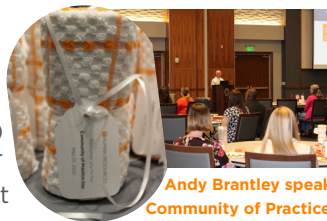
Sick Leave Bank

Established in 1989, the Sick Leave Bank (SLB) provides members who are experiencing serious illnesses an opportunity to request additional paid leave from the bank after exhausting all personal accrued leave. SLB open enrollment was April 1, 2021 – June 30, 2021, for 230 new enrollees in the Knoxville-Area and 78 Institute of Agriculture sick leave banks.



Community of Practice Day

The Community of Practice Day is an annual event with the goal of providing information and professional development to all of our HR partners across campus. It was great to have this event in person for the first time since 2019! Our day began with an opening keynote from Andy Brantley, President and CEO of

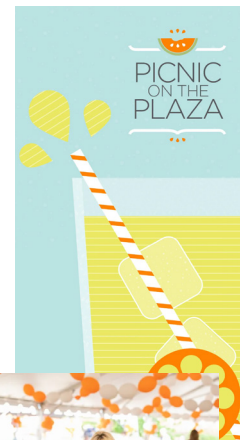


Andy Brantley speaks at Community of Practice Day

CUPA-HR, followed by two sets of breakout sessions. Topics included ADA accommodations, LinkedIn presence, resiliency, and staff engagement. The day ended with a wonderful panel on hybrid work.

Picnic on the Plaza

Thousands of faculty and staff gather each year for the Picnic on the Plaza hosted by Chancellor Plowman. Our HR staff assist Communications and Marketing by volunteering hands. HR provides all the door prizes and helps set-up signs, clear off tables, and clean up. The best part of our day is talking and laughing with all that attend.



Chancellor Plowman at Picnic on the Plaza



The University of Tennessee, Knoxville Human Resources

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