

THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE



**RECRUITMENT**

**CAREER  
DEVELOPMENT**

**RECORDS**

**HUMAN  
RESOURCES**

**COMPENSATION**

**LEARNING &  
ORGANIZATIONAL  
DEVELOPMENT**

**EMPLOYEE  
RELATIONS**

**ANNUAL REPORT**  
**2022-2023**



## MISSION

**Provide professional services for our campus community through leadership and collaborative consultation to enhance personal and professional experiences.**

## VALUES

**Building relationships with respect, integrity, accountability, and care while striving to excel to be inclusive and attentive.**

## VISION

**As innovative, collaborative, and caring HR professionals, team members responsively engage community and strategic partners. To lead, empower, and support a journey of growth and success is the goal.**



**Mary Lucal, ASSOCIATE VICE CHANCELLOR,  
HUMAN RESOURCES**

“At the heart of our university’s success are the dedicated individuals who inspire and innovate within our vibrant community. I am immensely proud of our unwavering focus on attracting, developing, and retaining top-tier talent, while fostering a culture where every member feels valued and empowered to contribute their best. Together, we continue to shape a future where excellence and opportunity intersect for both our staff and the university we proudly serve.”

# CAREER DEVELOPMENT

An employee engagement survey from 2021 found that UT Knoxville employees want more career development and growth. HR listened and in October 2022 started Career Development by hiring its first ever staff career coach.

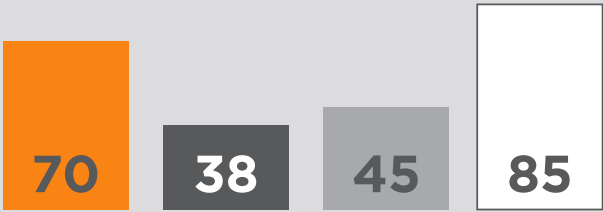
## Career Coaching

- **Envision** possibilities together - explore essential principles to determine how to learn and grow within a current role.
- **Identify** opportunities at UT that will support professional development and advancement.
- **Connect** with a network - create resumes and cover letters targeted for specific UT opportunities and demonstrate how to articulate strengths in the interview process.



## 105 Employees Served

Over 230 appointments were scheduled in FY23. Sessions were offered both in person and virtually for employees at UTK. Most employees return for additional sessions to continue their growth within their career.



## Session Topics

- Career Coaching
- Identifying Opportunities
- Interview Prep
- Resume/Cover Letter

## Outcomes

Individual needs vary from wanting to explore opportunities, a desire for a more challenging role, seeking a new career completely, and pursuing advancement.

- 46 Employees applied to a new role
- 22 Employees received offers



## Events

The team offered 23 group sessions and events for 380+ staff members in FY23. Topics included Navigating Opportunities at UT, Creating Your Career Development Plan, and Designing Your Career at UT. Future goals include developing regular networking opportunities for staff, highlighted by a major networking event in the spring.

The compensation team provides consultative services to departments throughout UT Knoxville including position description support, reviewing employee equity, reorganizations, and family medical leave. These efforts are essential in attracting, retaining, and motivating a talented workforce.



**1,976**

**Position Descriptions (PDs) Reviewed**



**143**

**Paid Parental Leave Requests**

Of the 359 Family Medical Leave processed.



**62.67%**

**Increased Average Staff Pay**

Increased average staff position within their market range from 57.1% to 62.67%.



**DEPARTMENTAL OUTREACH**

**Compensation and Recruitment**

Presented on HR best practices for the Operations Division and the New Leaders Advantage cohort.



**POSITION DESCRIPTION QUICK CHECKLIST**

To streamline the position classification process, the compensation team developed two checklists to provide support to campus leaders. One provides a one-page review and the other is as in-depth guide.



**POSITION DESCRIPTION CHECKLIST**



Employee Relations partners with employees and leaders across the UT Knoxville campus to provide support and guidance related to employee performance and engagement. They lead campus initiatives such as staff appreciation, 946-CARE, performance reviews, sick leave, and much more! They support all employees in all phases of their careers.

### 946-CARE for Distressed Faculty and Staff

This phone line is available 24/7 to help maintain a secure and healthy working environment.

- 72 Care Cases were received in FY23
- 21 cases regarded mental health and well being

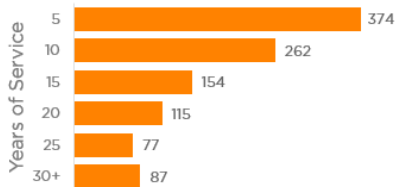


### ER Service Model Launch

A dedicated Employee Relations representative is now assigned to each department to ensure that all colleagues are served and trusted partnerships are formed. This service model ensures that Employee Relations can work more proactively to provide training and outreach for individual department needs.

### Staff Appreciation

Employee Relations hosted Staff Appreciation Week from April 24-28. Activities included Tunes on Tuesday, a Mindfulness Workshop, Online Office Games, and the annual Picnic on the Plaza. Employees also received 30% off at the VolShop and thank you gifts from Human Resources.



### Service Awards

Long-standing employees elevate the university from good to great. Human resources leads the effort to honor commitment by awarding employees for their service every five years. Over 1,060 awards were given in acknowledgment in FY23.

### Virtual Staff Performance Series

A series of workshops and trainings for managers about providing regular staff performance feedback and specific support for the annual staff performance review is [available](#).

New sessions launched in FY23:

- Mid-Year and Probationary Reviews
- Categories and Ratings



### Sick Leave Bank

The Knoxville area welcomed 280 new members and the UT Institute of Agriculture welcomed 75.

2,550+ Hours Awarded



# LEARNING & ORGANIZATIONAL DEVELOPMENT



## 2,400+ Site Visits

### New Vol Welcome Online Orientation Launched

A virtual orientation was developed to facilitate an engaging and thorough onboarding process. The informative content assists in setting new hires up for success in their new role with the university.



## 50% Promotions

### Uconnect participants earned promotions

Two leadership cohorts are hosted each year for exempt and non-exempt staff. UTILA (exempt) and UconnectT (non-exempt) provide a learning experience to develop staff's leadership and inclusion skills for a better workforce. UTILA had 26 members and UconnectT had 18 members in FY23.

The L&OD group at the University of Tennessee, Knoxville offers a full schedule of professional development workshops and learning opportunities throughout the year. With emphasis on Leadership Development, L&OD supports new and experienced leaders through group courses, individual consulting, and leadership coaching.



## 20 Podcasts

The "Not Another Leadership Podcast" (NALP), that launched in September 2022, takes the topics UT leaders want to hear about and provides in-depth discussions and practical applications to implement in daily leadership.



## 76 Workshops

UT employees and departments can request a session facilitated by L&OD about areas of interest including behavioral assessments, strategic planning, and team development. L&OD works with the departments to meet their unique needs and provide engaging sessions.



## 2 per Month New Leader Advantage

Twice a month workshops, along with individualized coaching for new leaders, are offered at UTK. Over 500 employees with direct leadership or dotted-line leadership roles receive New Leader Advantage news and updates via email that focus on the development of leaders on campus.





The Records Team inputs essential data into IRIS ensuring employee information is organized, maintained, and updated as necessary. They are responsible for entering actions such as transfers, pay increases, promotions, job reclassifications, and other organizational unit data changes.

## 731

### Fee Waivers

UT provides tuition for eligible employees seeking undergraduate or graduate-level education.

See Policy for guidelines.

## 754

### Fee Discounts

For regular employees' spouses or children who are seeking undergraduate level education.

See Policy for guidelines.



## New ERP Loading...July 2024

The cloud-based enterprise resource planning (ERP) system, known as DASH (Dynamic Administrative Systems for Higher Ed) will streamline and automate many processes, improve end user experience, and provide better reporting and metrics to enhance the decision-making process.



### Taking a Deep Dive

“Deep Dive” was a popular phrase coming out of prototype sessions. Deep dive sessions occurred with smaller groups of the project team to discuss process flow, category names, and other specific system requirements. The decisions made in deep dive sessions informed the future prototype sessions scheduled for future months.

### DASH First Views

Prototype sessions provided demonstrations of the DASH system with UT specific functionality for the process area leads and campus subject matter experts. During these sessions, Journeys were introduced, which are a series of tasks to complete processes such as onboarding.

### DASH Design Sessions

The DASH project began with design sessions for each process area like recruiting, compensation, and talent management, and provided a first glimpse at the DASH screen layouts and options. Key Design Decisions (KDDs) and requirements for the DASH system were developed from these sessions.

# RECRUITMENT

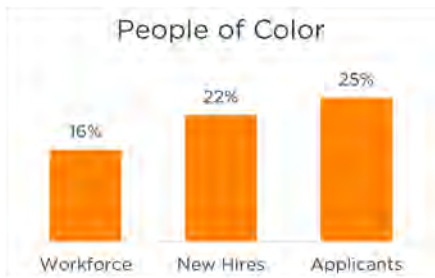
**UT Knoxville's HR recruitment team is actively engaged in identifying potential candidates, partnering with community groups, and assisting departments across campus in facilitating interviews. Their strategies of showcasing available positions attract highly qualified applicants for academic and administrative staff roles within the institution.**

## 20+ CAREER FAIRS

This year, recruitment business partners participated in a diverse range of 20+ Career Fairs at Fulton High School, Big Brother Big Sister, and Senior Citizens, where the team focused on fostering connections with local talent.



The team hosted a career fair at the newly renovated UT Creamery. Approximately 75 students, employees, and community members interested in working at UT were in attendance.



## DIVERSITY OF APPLICANTS

Partnerships with community groups and active recruitment strategies have attracted a more diverse group of applicants. These applicants have allowed departments to select an increased number of diverse new hires when compared to the current workforce.

## HIRING TIME

Through streamlined procedures and enhanced efficiency, the average hiring timeline has been successfully reduced from a duration of 111 days to just 87 days. This decrease saves the university both time and money while jointly giving understaffed departments faster relief!



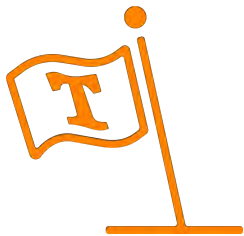
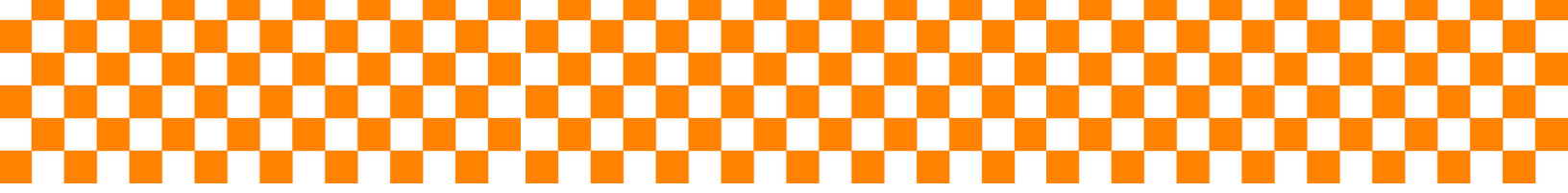
**87 DAYS**

## JOB POSTING MANAGEMENT

The Recruitment Team keeps all job postings, or requisitions, accurate and up to date. This proactive strategy ensures that perspective applicants have access to current and accurate job opportunities, aligning with the university's commitment to maintain transparency and productivity in the recruitment process.







## **We Are Volunteers** **1,149 Hours**

As of July 1, 2022, regular employees may use up to 8 paid work hours each calendar year to participate in volunteer activities. In FY 2023, 263 employees used 1,449 hours to give back to the community.

## **Community Involvement**

As an office, Human Resources is committed to making VOL a verb. Each year, the office hosts and participates in food drives, back-to-school events, Toys for Tots, veterans' dinners, and engages with the campus community to be inVOLved!

“As we reflect on our accomplishments and look ahead, we remain focused on our mission to support those who have chosen the University Tennessee Knoxville as their 'work home'. The 2022-2023 fiscal year presented a number of challenges and changes but our focus on employee development and well-being remained constant. Looking ahead, we remain committed to nurturing our greatest asset - our talented workforce - as we continue to drive the success of the university in the years to come.”

- Mary Lucal, ASSOCIATE VICE CHANCELLOR,  
HUMAN RESOURCES