

EMPLOYEE RELATIONS COMMITTEE MEETING

The University of Tennessee at Chattanooga

July 17, 2008

Southern Writer's Room, Lupton Library

Representatives and Alternates present: Pat Boyer, Angela Bradshaw, Sue Carroll, Julia Cronin, Cheryl Faulkner, Kelly Griffin, Mike Headlee, Jeannie Hill, Valerah Hodges, Ken Hood, Anne Jay, Anna Lane, Jack Pitkin, Liz Walker.

Others in attendance: Sherry Sims, UT Human Resources; Dan Webb, Director, Office of Human Resources; Melanie Sadler, Administrative Specialist, Office of Human Resources.

Call to Order: Ms Hodges called the meeting to order.

Minutes: Motion was made and seconded to approve minutes of the June 19th meeting.

Blue Ribbon Awards:

June 2008: Jim Bowman, Information Technology

July 2008: Tracy Scott, III - Telecommunications

Guest: Linda Hendricks, UT Chief Human Resources Officer & Vice President

Ms Hendricks has been hired as UT Chief Human Resources Officer & Vice President. She was most recently Assistant Vice President at Duke University, where she was responsible for Human Resources for the university and health system, which includes 3 hospitals and clinical research. Previously, she was Human Resources Director at Vanderbilt University for 10 years. She is excited to return to UT where she began her career in the Development Office, having worked there for 14 years and holds a degree in Adult Education.

President Petersen has determined that Human Resources should be pro-active and have a strategic focus. Ms Hendricks will report directly to the President; she attended the President's retreat in April and will meet weekly with the President's strategic planning group, working on specific projects and initiatives.

Ms Hendricks said she values HR's credibility, which is based on what we do and how we do it. Human Resources should have a competent staff and "best practice" experts; model leadership behaviors; demonstrate measured results; align HR's strategic plan with the University's strategic plan.

HR's structure is comprised of:

- HR systems, strategic planning and Program Development (Workforce Strategic Plan; HR Systems; HR Metrics; HR Policies; Employee Communications; Diversity, Equity & Compliance)
- Total Rewards (Compensation; Benefits; Health Promotion; Workplace Safety; Recognition Programs; Family-Friendly Work Environment)
- Talent Management (State-wide Recruitment Branding/Marketing; Executive-level Recruiting; Leadership & Management Development; Employee Development; Career Development Institute; Work Culture Enhancement)

ERC Meeting

July 17, 2008

Page 2

The system HR staff will attend an HRO Retreat, where they will identify their top 4 - 5 strategic issues that will have the broadest impact and identify needs that do not require additional resources. She cited the job listing which is difficult to navigate and lacks the option of searching by keyword. Ms Hendricks has met with UT Chief Information Officer Jess Poore and said this as an example of an easy fix not requiring additional resources. An online Manager's Toolkit, comprised of forms, policies and information would make a manager's job easier and would not require many resources.

Ms Hendricks has been asked by President Petersen and the Board of Trustees to develop a Workforce Strategic Plan. Step 1 is to assemble data on the current staff levels; headcount, turnover, years service by department, gender, race, job family; identify high performing individuals and reward them. Step 2 is demand analysis, which identifies staff patterns and anticipated program and workload changes. Step 3 is a Gap Analysis, which compares supply analysis with demand analysis to determine future gaps and surpluses in the number of staff and needed skills; identify future changes in workforce demographics; identify areas in which management action will be needed to reach workforce objectives. Step 4 is Strategy Development, planning for recruiting, succession, employee development, retraining and work/organization change.

Ms Hendricks said the #1 position at Duke were mid-level positions with 300 jobs open at a time. Staff attended a Career Development Institute, a year-long program, and 97% of the employees advancing 2 pay grades with an 11.5% increase in pay upon completing the institute.

Duke also held a year-long program for first time supervisors in which they developed management and financial skills. They were assigned a project with a coach and mentor and the project was evaluated by senior leadership. The first class had a 95% graduation rate; the second class had a 98% graduation rate with 82% of the employees placed in management roles. Ms Hendricks said both programs were successful because they were structured to meet the needs of the institution and each employee had a coach, mentor and recruiter.

Ms Hendricks was asked if President Petersen would support a program that has financial impact. She replied that Human Resources must be on the forefront and recruitment time must be shortened. Jobs will not be created and top performers will be identified. There is a more competitive and shrinking available workforce.

The university must measure what it does and invest in employees. Every employee must feel valued and realize their job impacts the organization.

A member said there was some confusion among employees regarding the IRIS job titles and said more clarification is needed. Ms Hendricks said she is still learning about the various titles. Performance management and not reclassification is the appropriate way to reward employees.

When asked about pay scales, Ms Hendricks said the university will do market comparisons but must also view total compensation and should do a better job of educating employees of benefits. She noted a Personalized Benefits Statement available in IRIS. (Staff may access the statement at ZPR_BEN_STATE. The statement is also mailed annually to employees in October.)

ERC Meeting

July 17, 2008

Page 3

Ms Hendricks has met with Human Resources and Chancellors at each campus and will return to this campus to meet with Provost Oldham. She said she has a special connection to UTC because her nephew, Scott Stuart, is the SGA President.

Holiday & Administrative Closing Calendar

Mr. Webb reminded members that December 22 - 24 and December 26, 2008 would be observed as Administrative Closing and December 25, 2008 and January 1, 2009 as Holidays. The university will reopen on Friday, January 2, 2009.

The HROs have recommended, based on previous years that the university close Friday, December 25, 2009 through Friday, January 1, 2010.

Mr. Webb asked members their preference to present at the next HRO meeting. Option 1 is to observe December 25, 2009 through January 1, 2010 as Holidays. Option 2 is to observe December 21 - 25, 2009 and January 1, 2010 as Holidays.

Members unanimously voted for Option 1. (Ms Hendricks has announced the 2009 Holiday Schedule. December 25, 2009 through January 1, 2010 will be observed as holidays.)

Training

Ms Lane, Training Committee Chair, said the campus TAG Committee met to discuss a training promotion program to begin in early 2009. More information will be forthcoming.

CPS Review Course

Ms Faulkner told members that a CPS Review Course would begin August 18. Anyone interested in the course may contact her for information.

Picnic

Food will be prepared for 600 people at this year's picnic and servers will be used to control portions. The Chancellor's staff will serve from 11:30 - noon and the ERC from 12 - 12:30. Jean Walston, Anne Jay and Jeannie Hill volunteered to serve; Ms Hodges said 5 more servers are needed and members should contact her if interested.

Adjournment

Motion was made and seconded to adjourn.

Respectfully submitted,

Melanie Sadler
Administrative Specialist, Human Resources