

## Measuring Supervisory Effectiveness

During my first six months of leading Human Resources here at UTHSC, employees shared their delight, frustration, satisfaction and disappointment with supervisors. Leading, managing and developing employees is essential to achieving organizational goals and more importantly, retaining top talent. How can we measure supervisory effectiveness? What makes a supervisor at UTHSC one that employees would label “effective?” There are four key areas that supervisors can focus on when trying to improve supervisory effectiveness: 1) assign meaningful work, 2) create a winning environment, 3) give clear direction and expectations, 4) be fair.

Employees want work assignments and job duties that have a direct impact on the success of the department. They want their contributions to be valued and to impact organizational outcomes. Supervisors set goals and provide work direction for employees. Do your employees feel that you assign meaningful work? It is the supervisor’s role to match employees with assignments that are meaningful, rewarding and challenging. Every assignment may not fit these criteria, but supervisors need to work hard to ensure overall employee satisfaction and connection to meaningful work.

Supervisors should listen to and observe employees, customers and external market to determine the operational climate. Low morale in departments may be caused by high error rates, complaints from the community, reputation for poor work quality, insensitive responses, lack of responses, or overall negative internal and external impressions. If a negative climate exists, what is driving it? Poorly constructed internal procedures; poor follow-through with discipline or corrective action; lack of communicating expectations to mid-level supervisors and employees; allowing gossip and in-fighting to prevail in the workplace; and/or poor selection of talent to lead or exist in the department could be contributing to the “losing team.”

Do your employees know what is expected of them? Do you (the supervisor) meet with employees periodically to address expectations? If the supervisor does not know where the department is headed, how can employees realistically meet non-existent departmental goals? Employees want a clear sense of direction and expectations from the supervisor. Spend some time developing a sense of direction for your workgroup. Supervisors should familiarize themselves with University policies and procedures to ensure an understanding of the organizational rules and regulations. UTHSC policies and procedures are located at the following link: <http://www.uthsc.edu/policies/>.

Employees want fair supervision. There should be a level playing field where everyone is held to the same standard. Investments in employee development should include opportunities for all levels of employees. Supervisors may have to be creative in finding ways to develop and engage employees. Employees respect supervisors who are honest and have everyone’s best interest at heart.

I challenge all UTHSC supervisors to talk to your employees and measure your supervisory effectiveness. Work diligently to improve your effectiveness and gain employee support and buy-in. Be willing to learn from past mistakes, change and grow. Employees will help us become better leaders, managers, supervisors and achieve organizational goals.



Chandra Alston, Assoc.  
Vice Chancellor of HR

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“Employee Relations facilitates the resolution of problems and complaints through informal investigation and mediation.”

## Supervisors and Employee Relations

Supervisors who have Employee Relations concerns, can receive support and guidance in Human Resources. Employee Relations is designated by the university to function as an impartial and neutral resource to assist members of the university community. Employee Relations provides information related to university policies and procedures and facilitates the resolution of problems and complaints through informal investigation and mediation.

The rights and interests of all parties to disputes are considered, with the aim to achieving fair outcomes. For more information or questions regarding Employee Relations please contact Marian Harris, Employee Relations Counselor at 901-448-5600 ([mharri26@uthsc.edu](mailto:mharri26@uthsc.edu)).

## Employee Service Recognition Programs

The Office of Human Resources will be recognizing employees who have completed 5 and 10 years of regular employment with The University of Tennessee between July 1, 2013– August 31, 2014. The program will take place on Thursday, July 31, 2014 from 1-2:30 in the SAC dining hall.

Employees who have completed 15 and 20 years of regular employment with the University between July 1, 2013—August 31, 2014 will be recognized on Friday, August 22, 2014 in the SAC dining hall.

## Partnership Promise Deadline! Health Screening Deadline is July 15th!

All employees who are enrolled in the Partnership health plans must abide by the Partnership Promise each year. The deadline for the biometric health screening is fast approaching. If you have not completed your biometric health screening, the deadline to do so is July 15! If you do not complete your screening you will be defaulted to the Standard medical plan for 2015. Please visit the Partners for Health website to learn more about your requirements for 2014 at their website: [partnersforhealthtn.gov](http://partnersforhealthtn.gov)

### THOMAS C. LICHTERMAN NOMINATION PERIOD:

JULY 1 ~ JULY 31



If you know a well deserving NON-EXEMPT employee and would like to nominate them, please review the qualifications and nomination process at:

<http://www.uthsc.edu/lichterman-award/index.php>

### CHANCELLOR'S EXEMPT STAFF NOMINATION PERIOD:

AUGUST 1 ~ AUGUST 29



If you would like to nominate an outstanding EXEMPT employee, please review the qualifications and process at:

<http://www.uthsc.edu/hr/employee-relations/exemptstaff.php>

## Important Message from the Employment Team!

In compliance with the rules and regulations of the Immigration Reform and Control Act of 1986, the University of Tennessee Health Science Center employs United States citizens or other individuals who have the legal right to work in the United States.

Please make sure all newly hired employees visit the Office of Human Resources on or before their first day of employment to provide evidence of identity and employment authorization.

Re-verification of non US citizens who employment authorization is expiring must be completed on or before the expiration date of the employment authorization.

The Office of Human Resources is required to E-verify newly hired employees within 3 days of employment and re-verify non US citizens on or before the employment authorization expiration date.

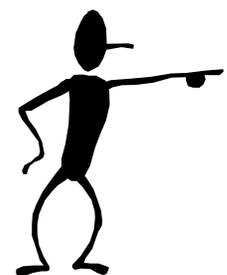
There are substantial penalties and sanctions if the university does not comply with the Immigration Reform and Control Act of 1989. Please assist the Office of Human Resources in making sure that all new employees visit our office within the required period of time and re-verification is completed on or before the employment authorization expires.



*"It is always helpful to both Human Resources and the new employee to escort them to HR on their first day. Doing so ensures the employee completes all of the necessary new hire paperwork including the 1-9."*

## Compensation Training-PDQ Review

Are you are interested in learning about the Position Description Questionnaire (PDQ) and what is required to have your PDQ reviewed? Compensation will hold PDQ training in the coming months. The first session will be held on July 9th from 9-12pm. An additional session will be held on September 10th from 1-4. Both sessions will be held in the OED conference room. The conference room (C1) is located on the concourse level of the 930 Plaza bldg. You can register for the sessions via the [training calendar](#).



## The Career Development Fund Helps Non-Exempt Employees to Grow Professionally

Non-exempt staff employees at the University of Tennessee have the opportunity to participate in a special Career Development Fund (CDF) program supported by annual gifts from employees.

The purpose of the fund is to provide the opportunity for employees to participate in job- and career-related development activities. Monies from the fund are expended to provide total or partial support for employees' participation in approved on- or off-campus activities.

A limited number of funds are set aside each fiscal year to reimburse departments and employees for training expenses. Once fund resources are committed in a fiscal year, the fund will no longer approve new applications until the next fiscal year.

The Career Development Fund will provide **\$150 per recipient** during each fiscal year.

Employees are encouraged to apply to the fund for assistance when they believe participation in a program or activity will contribute to their personal and professional career growth.

### CAP Exam Certification

#### Allows Eligible Staff to Increase Pay

University of Tennessee employees in regular, non-exempt clerical, secretarial or clerical management positions and employees performing closely related duties have the opportunity twice a year to demonstrate their understanding of job-related skills and receive a 9 percent pay increase for earning the Certified Administrative Professional (CAP) certification.

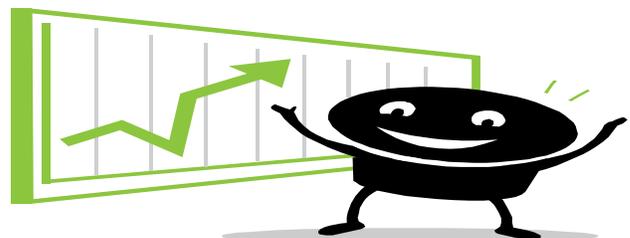
The CAP exam and certificate are offered by the International Association of Administrative Professionals (IAAP) and test proficiency in skills such as office management, technology, communications and employee relations.

Testing dates have been changed from November and May to March and September of each year, and the exam has been converted from a paper to computer-based format. The next exam will be given in March 2015 at testing centers across the state. Eligible employees must

complete the IAAP's application and pay associated fees of approximately \$300 to take the exam. Eligible employees can apply to UT's [Career Development Fund](#) for reimbursement of up to \$150 for fees.

Various review materials and study courses are available online and across the state. Information about upcoming test dates, costs and applications is available on the [IAAP website](#).

Questions can be directed to [Darnita Brassel](#) at [dbrassel@uthsc.edu](mailto:dbrassel@uthsc.edu) or to the HR Call Center at (888) 444-UTHR. Information can also be found on the [UT Training website](#).



**Manage Your 401k & 457 Online!**

As Great West Retirement Services moves toward paperless processes, the 401(k)/457 administrator asks employees to use online services to change beneficiaries, investment options and contribution amounts. If you have never used the online process to manage your account, you can do so by following these steps:

**Option 1**

Go to: <http://www.treasury.tn.gov/dc/index.html>, select Great West access tab, Request PIN number. Your PIN will be mailed to your home address.

**Option 2**

Contact Great West Key Talk at 1-800-922-7772 and follow the instructions. You may request to have your PIN given to you over the phone or mailed to your home. Taking the PIN over the phone will require you to complete your online registration within 24hours.

**Complete your online registration**

When you receive your PIN you will go to the Great West website at <https://www.gwrs.com/login.do> and register using your PIN number. You will also need to the Plan ID for the 401k and 457. If you are enrolled in the 401k the Plan ID is 9898602 if you are enrolled in the 457 the Plan ID is 9898601.

For additional information regarding your 401k or 457, please contact the Payroll office at 448-5574.

*My Money • My Future • My Tennessee*  
 401(k) & 457 Deferred Compensation Program

Human Resources Staff

- Chandra Alston.....Associate Vice Chancellor
- Damon Davis.....Compensation Manager
- Debbie Jackson.....Benefits Manager
- Donna Lenoir.....Employment Manager
- Darnita Brassel.....Training Administrator
- Barbara Patton.....Admin. Specialist II
- Phyllis Hubbard.....Insurance Coordinator
- Mario Hunt.....Employee Recruiter
- Renita Mattox.....Sr. Benefits Specialist
- O.C. Scott.....Compensation Analyst
- Karen Weatherly.....Sr. Benefits Specialist
- Valvarie Jordan.....Employee Recruiter
- Demetriss Gilliam.....HR Assistant
- Denise Griffin.....Sr. Records Specialist
- Ronnie Dickerson.....Administrative Assistant
- Marion Harris.....Employee Relations
- Amanda Rudolph.....Benefits Specialist
- Yin-Yen (Helen) Lu.....Administrative Aide