EXECUTIVE SUMMARY

The Training & Development Office took a few giant steps forward in 2016! Under new leadership, we set a clear course for becoming a customer-centered, value-added, and high-performing team. A “gap analysis” was performed which allowed the T&D staff to reflect on the current state of daily operations, to identify key issues to be addressed, and most importantly, to establish measurable action plans to move us forward.

Our vision is to become a total employee service organization that provides for our employees' professional and personal educational, training, and development needs. We envision driving Facilities Services in the direction of becoming a UTK center of excellence in the execution of robust employee safety systems. Fewer people will be injured as a result. We will be successful through the active development of partnerships inside and external to the university. We will seek the value of advancing our processes by collaborating with subject matter experts within our university community.

Our record of accomplishment over the past twelve months includes:

- Development of partnerships and collaborative projects
  - Employee & Organizational Development (UTK EOD)
  - Pellissippi State Community College
  - BRG (Archibus)
  - UTK EHS
  - UTK Risk Management
  - English Language Institute
- Safety improvements
  - Injury/illness data analysis for FS senior leadership
  - Risk assessments for warehousing operations and night time work
- New Employee Orientation redesign
- Custodial Certification Program (CCP) process improvements
- Integration of Respiratory Protection Program
- Career Path development for Construction Services

Challenges lie before us. We lack a means to effectively track resources expended on FS training programs. We lack a set of key performance indicators used to measure overall program effectiveness. Deeper integration of T&D and Safety initiatives into the daily management of each unit is essential for the success of our planned strategies. Career Paths, as an example, can become an important tool for employee development, advancement, and salary growth if stronger linkages are built between the career path, performance evaluation, and salary administration processes.

Safety risks associated with the day-to-day operations of FS maintenance, construction, service, and support units must be identified and managed. Improvement opportunities exist in the area of safety rule compliance and strict adherence to established safe work practices.

The T&D team looks forward to the challenge as we continue to develop and evolve. We look forward to becoming a “pull” based resource unit that is valued by our employees. We look forward to becoming known as the benchmark for Facilities Services Safety and Training programming.
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COMMUNICATIONS & INFORMATION SERVICES 3
Training & Development provides Facilities Services employees with flexible opportunities for personal and professional growth through education, training, and workplace experience.

Our primary directive is:

- Collaborating with FS Units to determine training needs and then arranging, scheduling, promoting, and facilitating said training.

Other ongoing activities of our office include:

- Orienting new employees (full-time, temporary, and student workers) to work in Facilities Services.
- Promoting, facilitating, keeping records, and reporting on OSHA-required safety training.
- Providing assistance to employees wishing to use the FS Computer Lab for work-related reasons.
- Managing the Respiratory Protection Program for all FS Units.
- Collaborating to create job aids (print, digital, video) that relate to training programs.
- Creating and maintaining employee Identification Badges.
ACCOMPLISHMENTS

PARTNERSHIPS

As part of the 2016 Training & Development Strategic Plan, significant work has been done to build partnerships with other departments at the University and with some organizations external to UT. These external partnerships have brought added resources and value to our FS employees in several ways, including increased accessibility to a wide variety of subject matter experts, better procedural efficiency, and supportive relationships with employees of other university departments. Below are some of the partnerships we have begun or enhanced throughout 2016.

Employee & Organizational Development (UT System)

This year EOD helped us complete Zone Maintenance Customer Service training. We worked closely with their Skillsoft administrator to refine our assignment and tracking of online OSHA modules. We instituted the concept of “learning programs”, allowing us to target specific employee groups with focused training packages. Examples include:

- Diversity and Harassment
- Recycling Student Worker
- Driving Safety

English Language Institute (UTK)

We began discussions with members of the ELI about coordinating safety specific classes for FS employees who are English Language Learners. The foundation for development of on-shift educational modules designed to assist the ESL employee in effectively integrating with their unit has been established and will be further developed in 2017.

Environmental Health & Safety (UT System)

Perhaps our closest partnership of 2016 has been with EHS. As the arbiter for campus safety, their policies and procedures are of interest and importance as we examine how to train our employees on safe work practices and improve the safety record of FS. We collaborated with EHS to deliver confined space entry training, alternative vehicle training, and to inspect our shops and warehouse.

Additionally, Facilities Services is now formally represented on the UTK Campus wide Safety Committee.
ACCOMPLISHMENTS

Human Resources (UTK)

During 2016 we consulted with the Knoxville campus HR team as we redesigned our FS New Employee Orientation. We are doing the same now that they are redesigning their campus-wide orientation program. Regular communication with campus HR means that our new FS employees are thoroughly and efficiently oriented to work for the university.

Pellissippi State Community College

To support unit Career Path progressions, we have partnered with Pellissippi State Community College to develop and deploy a craft education curriculum. Modular in concept, the goal of the curriculum is to provide Zone Maintenance associates with the opportunity to strengthen their technical skills in the areas of:

- Electrical
- Heating and Air Conditioning Systems
- Blueprint Reading
- Plumbing Systems
- Basic Mechanics

BRG

We have participated in all of the training sessions conducted by BRG for the Phase II rollout of Archibus modules. In order to present more useful, UTK branded guides for our FS employees, we took the original training slides, converted, printed, and bound them for the leaders in each unit.

COLLABORATIONS

In addition to these external partnerships, T&D has effectively collaborated with internal Facilities Services units to provide training and services to our employees. Working closely with FS units has allowed us to more closely align our training offerings with the training that unit leaders desire.

Building Services – Providing program management and instructor training for the Custodial Certification Program allowed us to establish a much needed organizational structure for future programs. To be able to work safely from heights using more thorough and effective measures for cleaning windows and dusting, we coordinated with Allied Toyotalift to provide training for selected Building Services employees on aerial work platform (AWP) single occupancy lifts.
ACCOMPLISHMENTS

**Special Projects** – Refresher training on the Archibus Define Equipment and Preventative Maintenance module was developed and conducted in collaboration with Veronica Huff and Leo Pedigo for employees who inventory equipment, establish and write PM procedures for equipment & locations, assign PM procedures to equipment, and schedule PM work requests.

**Administrative/Business Services** – Training for employees who lacked understanding of the ramifications of failing to verify completed, on-demand work or correctly bill or close out work orders was re-developed and conducted in collaboration with Amy Miller to reaffirm the importance of shorter turnaround times and billing work in a timely manner.

NEW EMPLOYEE ORIENTATION

Facilities Services takes pride in its attentive process of welcoming and orienting new employees. As the largest non-academic department on campus, we hire a significant number of people every year. In an effort to enhance the experience for new employees as well as create a more efficient process for the Training & Development team, in 2016 we undertook to redesign the schedule, content, and flow of the FS New Employee Orientation.

Changes we made include:

- Adjusting to a biweekly schedule to allow for larger orientation groups. This results in better rapport & camaraderie among new employees as well as decreased time burden on T&D staff.
- Replacing paper OSHA training packets with Skillsoft modules. This gives new employees exposure and familiarity with the Skillsoft system, which they will use to complete their required training in the future. It allows them to self-pace through the modules and receive more thorough and interactive information.
- Redesigning the New Employee Handbook to reflect our delivery style and departmental branding.
- Removing information from the handbook and presentation that was a duplicate of information employees received in the UTK orientation conducted by Human Resources.
- Streamlining the agenda to allow for a learning pace conducive to maximizing comprehension and understanding of presented material.
- Switching to a UT vendor for lunches.
ACCOMPLISHMENTS

We anticipate more adjustments to the orientation process as UTK Human Resources redesigns their program and as the resources we have at our disposal change.

In addition to overhauling the process for new full-time regular employees, we streamlined the onboarding process for temporary employees and student assistants. A Safety Orientation Self-Study Handbook was created that combines our basic OSHA required training into one packet, including UT and FS specific topics and policies. One quiz evaluates the new student or temporary worker’s understanding of the material, and departmental forms are included.

Together, the revised New Employee Handbook and the Safety Orientation Self-Study Handbook have been formatted and assembled into matching folders—orange and white. This allows for a clear and simple way to identify and deliver the appropriate paperwork to each classification of new employee.

CUSTODIAL CERTIFICATION PROGRAM (CCP)

In an effort to improve the Custodial Certification Program (CCP), T&D assumed full ownership of the program and made several improvements during 2016. A focus was placed on formalizing the curriculum by adding structure similar to a college level course. Collaborating with past instructors from Building Services, identifying new instructors and developing and providing instructor training was also a primary goal this year.

Improvements include:

- Selection of competent and established instructors
- Mandatory instructor training
- Instructor manual (defining role, responsibilities, requirements)
- Course syllabus and program binders for each student
- Honor statement & academic integrity acknowledgement
- Curriculum binders with handouts & lesson plans for each module
- Standardized review questions, study guides and answer keys
- Location variability for classroom and demonstration training
- Testing after each module
- Course evaluation by students
ACCOMPLISHMENTS

Another major change to ensure student and instructor success was committing to one program per year instead of two programs (as held in previous years). The program was conducted during the spring and summer months to avoid coinciding with football season or winter weather. This allowed for more relaxed pacing throughout the five month period. Ultimately, one hundred percent of participants who completed the course attained certification.

2016 RESPIRATORY PROTECTION PROGRAM

Work specific tasks require 160 employees from the Steam Plant/Utilities, Zone Maintenance, Paint & Sign Services, and Sanitation Safety to be fitted with a respirator to protect them from exposure to hazards. The Training office worked closely with EH&S during 2015 to help conduct qualitative fit testing for air purifying respirators for Facilities employees. After the departure of their staff fit tester during 2016, we assumed full responsibility for our department.

Depending on the age of the employee, he/she is required to be medically evaluated before fit testing can occur. T&D is tasked with setting up medical evaluations, subsequent fit testing, PPE training and respiratory protection training. Refer to Figure 4 in the Appendix for the chart representing the 2016 data (by number of individuals) of medically evaluated employees.

Fit testing was offered monthly to medically approved employees (with exception of July and August). Fit testing also presented an opportunity to properly train the employee on how to don, doff and adjust the respirator to the head and face. Employees were taught how to perform positive and negative pressure checks of the facepiece and how to properly clean and store their respirators. Included in the fit testing process this year was a survey regarding the frequency of use and specific activity the employee was engaged in while wearing protection. We determined that each unit or subunit within Facilities Services would find this information valuable if an audit of the effectiveness of their program was deemed important in the future. Refer to Figure 5 in the Appendix for the chart representing 2016 data for fit testing outcomes.

Of the 160 employees subject to the respiratory protection requirement, 136 passed the breathing exam and medical evaluation conducted by UT Occupational Health Services physicians. Of the 136 medically approved, 110 attended fit testing sessions conducted by T&D throughout the year. Figure 5 shows the breakdown of pass/fail and no-shows for fit testing. Many employees elected to not participate or attend due to the presence of facial hair. Their supervisors were instructed to not allow them to wear the half mask respirator while
performing tasks since facial hair would compromise the seal of the facepiece. To prevent exposure, an alternate form of protection should be available that covers the head of the employee with facial hair or beard.

According to the survey of employees, the tasks requiring frequent or routine respirator use (12 to 40 times per year) were adding chlorine to air conditioning equipment and muriatic acid treatments to pools. To a much lesser extent (1 to 6 times per year), respirators were used while inspecting building materials such as asbestos, spray painting in poorly ventilated areas or in paint booths, cleaning fume hoods in research facilities, cleaning cooling towers, and spraying for bugs. A formal assessment of the conditions at the Steam Plant has not been conducted since the conversion from coal to natural gas. Steam Plant employees no longer work around coal dust or arsenic, and therefore have only trace exposure. Although the majority of Facilities employees (75%) are never or rarely exposed to respiratory hazards, they acknowledge and understand the possibility of exposure and agree that protection is a necessary precaution. Refer to Figure 6 in the Appendix for the chart depicting how often respirators were used during 2016.

SAFETY

Several initiatives aimed at reducing the risk of injury to FS personnel were undertaken in 2016. The Training Coordinator has joined and become an active member of the UTK Campus Safety Committee and represents the department in campus-wide EHS matters. Other safety actions taken in 2016 include:

- Periodic compilation of provided injury/illness data. Information is shared with FS leadership and ERC members in an effort to raise safety awareness and advise Directors of existing risk scenarios within their units.
- Provided Confined Space Entry training for Steam Plant personnel.
- Initiated a Confined Space Entry procedure revision in collaboration with the EHS Department and the City of Knoxville Fire Department.
- Initiated and facilitated the installation of mobile equipment/pedestrian safety improvements to the new Facilities Services warehouse facility.
- Initiated and deployed the use of high-visibility personal protective equipment for selected night time operations.
ACCOMPLISHMENTS

CAREER PATHS

The Training & Development Office completed the Career Path for Construction Services. Significant changes were made in the process used to develop the Unit Paths. Unit leadership is now responsible for identifying and providing data and information regarding job classifications and advancement criteria. Using that data, we then construct the career path. Listed below is a current status summary of other unit’s career path development.

- Construction Services – Complete
- Administrative Services – Complete
- Steam Plant – Draft Complete
- Zone Maintenance – Draft Complete
- Design Services – 2017

OTHER ACCOMPLISHMENTS

- Added video tutorial production capability to our training toolbox with the acquisition and use of Camtasia software. A number of tutorials have been produced and published to our website.
- Rearranged links and added a page to our website to make aids, handbooks, and tutorials easier to locate.
- Created an online Training Calendar to display our training offerings.
- Created a Course Catalog.
- Developed online registration process for employees to use, and to consolidate our phone/email registration requests.
- Continued to benefit from multi-unit attendance at the Knoxville Safety Fest event.
- Developed Standard Operating Procedure (SOP) template, process, and guidelines.
- Initiated Computer Lab Help Sessions targeted at off-shift employees with questions about basic work-related tasks, i.e. email, pay statements, leave requests, OSHA training.
SHORT TERM (0-1 year)

- Meaningful partnerships and collaborative projects continue to be developed.
- New Employee Orientation expands to the unit level.
- A standing (quarterly) Director’s Safety and Training Meeting is established.
- Incidents are investigated.
- Accident causation data is collected, managed, and communicated.
- Unit corrective action/risk reduction actions are undertaken.
- T&D Staff is expanded to enable formal and focused efforts on EHS issues.

MID TERM (1-3 years)

- Training budget equal to 1.5% of operating budget is developed and managed by the Training Coordinator.
- Strategic and tactical objectives are set and committed to by the Associate Vice Chancellor.
- Key Performance Indicators (KPI’s) are established and adopted to measure performance against stated objectives.
- Our unit is seen as a vital provider of a total “employee services” portfolio, including:
  - Education
  - Professional development related to career path
  - Employee support and onboarding expertise
  - Medical surveillance administration
- A Facilities Services Safety Committee is formed.
- FS becomes an emerging center of excellence related to robust health and safety management systems.
- Significant reduction in lost workdays associated with work related injuries are realized.

LONG TERM (3-5 years)

- Training and Development has evolved to Employee Services organization with direct accountability to the Associate Vice Chancellor.
CHALLENGES/NEEDS ASSESSMENT

Accountability

- Defined training roles and responsibilities need to be formally integrated into unit leadership and supervisory roles. This will allow for an effective and efficient integration of day-to-day employee-supervisor communication and interaction, with education, enforcement, and overall job performance.
- Formal involvement and interaction with senior leadership is needed to allow for continued advancement of a comprehensive training and employee safety management system.
- Establish key performance metrics used to measure strategic and tactical objectives.

Budget

- There is no process to capture and track Facilities Services employee training and education costs.
- An account needs to be established that is managed by the Training Coordinator. Funds then placed in the account could be allocated to individual units.

Safety

- EHS risks exist and are currently not being monitored or managed.
- Campus EHS staff are overstretched and unable to provide the level of support needed by FS.
- Facilities Services does not have any formal system for investigating incidents and accidents. Consequently, there is no formal means to identify/and install corrective actions to prevent recurrence.

Subject Matter Experts

- T&D staff are not subject matter experts in all areas of Facilities Services operations. We will continue to need the support of FS leadership to utilize existing FS employees who are subject matter experts and are willing to share in our class offerings.
- Financial support will be necessary to retain and procure applicable external subject matter experts.

Career Path Development

- Despite the effort involved in creating and publishing unit career paths, we have little connection to the process once the document is completed.
- Improvements need to be made to the communication between FS HR, unit leadership, and T & D to fully capture the intent and value of the career paths.
- A process is needed to formally connect the career path to the employee allowing for greater personal ownership of their career and a clear tie-in with compensation.
Listed below is a summary of strategic and tactical operating action plans that will be developed, communicated, adopted, and measured in 2017. Our intention is to present our visions, plans, and requests to the Associate Vice Chancellor and staff.

**Short Term** (0-1 year)

- Develop and pilot a unit-level orientation process to allow new employees to more effectively integrate into their new work environment.
- Develop and schedule a Quarterly Director’s Safety and Training meeting.
- Retain BRG resources to assist in deploying the EHS module within Archibus.
- Develop and deploy an incident investigation form to be used for all FS incidents/injuries/illnesses.
- Work with EHS/HR/Risk Management to collect injury/illness data.
- Add a Senior Training Specialist to the staff.
- Formerly integrate EHS management roles into the Training Coordinator position.
- Form a Facilities Services Safety Committee

**Mid Term** (1-3 years)

- Develop a training budget equal to 1.5% of FS operating budget, and managed by the Training Coordinator.
- Develop and deploy a course evaluation process based on industry benchmarks and educational best practices.
- Develop and deploy a “training engagement” survey tool.
- Benchmark other higher education facilities and set forth a plan to install elements of a health and safety management system.
- Set injury reduction objectives for FS and units.
- Continue the development of an active, multi-media based training calendar.
- Continue the emphasis on the use of quality instructor led educational sessions.
- Work with FS leadership to develop more meaningful linkage among an employee’s training, performance evaluation, career ladder, and salary administration processes.

**Long Term** (3-5 years)

- Develop a comprehensive Safety Audit used to measure the effectiveness of health and safety management systems, compliance with rules and regulations, adherence to critical safety policies and procedures, etc.
PERFORMANCE TRACKING/EVALUATION

Training & Development has recognized the need to develop and adopt key performance metrics in order to make informed decisions, set specific goals, and evaluate our progress. Without established goals and objectives and corresponding performance indicators, we have little opportunity to guide our efforts in the direction that maximizes our value. Outlined below are metrics and measurement methods that we will be exploring in the coming months.

Safety Metrics

What: Injury reduction
How: OSHA Recordable incident rate
Lost workday case rate
Our injury rates compared to other similar institutions

What: Risk reduction
How: Percent of FS compliant with OSHA training requirements
Percent compliant with safety rule auditing
Audit/inspection scores

Training & Development Metrics

What: Training activity
How: Number of courses offered
Number of courses taken
Cost of training employees

What: Training efficiency
How: Cost per learning hour
(total costs ÷ all learning hours)

What: Training effectiveness
How: Learner evaluations
Director/Manager/Supervisor evaluations
Employee survey data

What: Training needs
How: Engagement survey
Training Committee feedback

TEAM MEMBERS

Mike Raabe
Training Coordinator

Ashley Savage Gilliam
Training Specialist

Laura Jo Anderson
Training Specialist

Caitlin Moody
UT Student Assistant
APPENDIX

Figure 1: 5-Year Travel Budget Summary

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Operating Budget</th>
<th>Travel/Training-Budgeted</th>
<th>Travel/Training-Actual</th>
<th>Travel/Training % of Total Operating Budget</th>
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<tbody>
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<td>2013</td>
<td>$29,000,000</td>
<td>$6,000</td>
<td>$34,000</td>
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<td>2014</td>
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<td>2015</td>
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<td>$51,000</td>
<td>.14%</td>
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<tr>
<td>2016</td>
<td>$39,000,000</td>
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<td>$58,000</td>
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<td>2017</td>
<td>$40,000,000</td>
<td>$72,600</td>
<td>$31,000</td>
<td>.07%</td>
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</table>

For 2017 – A Training Budget Goal of 1.5% of Total = $600,000

Figure 2: 3-Year OSHA Training Compliance

Percent of FS Employees Compliant with OSHA Training Requirements

- 2014: 98%
- 2015: 86%
- 2016: 89%
Figure 3: Skillsoft Use

![Graph showing Skillsoft Training: Expected Hours vs. Actual Hours from 2014 to 2016.](image)

Figure 4: Respiratory Protection Program: Jan-Dec 2016

![Pie chart showing 2016 Medical Evaluation Results.](image)
Figure 5: Respiratory Protection Program Jan-Dec 2016

2016 Respirator Fit Testing Outcomes

- Passed fit test (105 cases)
- Failed fit test facial hair (1 case)
- Failed fit test mask size (4 cases)
- Medically approved but declined to attend (26 cases)

Figure 6: Respiratory Protection Program Jan-Dec 2016

Frequency of Annual Respirator Use

- Never worn: 75%
- Once or twice: 15%
- 3 to 6 times: 7%
- 12 times: 1%
- 25-40 times: 2%

Percent of Employees during 2016
Figure 7: OSHA Recordable Injuries 2016--Facilities Services represents 7.1% of all University of Tennessee, Knoxville employees, while it accounts for 44% of all UTK OSHA Recordable injuries for 2016.

Figure 8: OSHA Lost Work Day Injuries 2016

<table>
<thead>
<tr>
<th>Number of Cases</th>
<th>Number of Days Lost</th>
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</thead>
<tbody>
<tr>
<td>Facilities Services</td>
<td>16</td>
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<td>Other UTK Departments</td>
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<tr>
<td>Facilities Services</td>
<td>311</td>
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<tr>
<td>Other UTK Departments</td>
<td>155</td>
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</tbody>
</table>
**Figure 9:** OSHA Recordable Injuries for Facilities Services 2016

**Figure 10:** Injury Performance by Director 2016
**Figure 11: Lost Work Day Injury Detail 2016**

<table>
<thead>
<tr>
<th>Days of Lost Work Time</th>
<th>Date</th>
<th>FS Unit/Sub Unit</th>
<th>Job Title</th>
<th>Description of Activity</th>
<th>Injured Body Part</th>
<th>Nature of Injury</th>
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<tr>
<td>4</td>
<td>Jan 15</td>
<td>Zone Maintenance</td>
<td>Maint. Specialist 2</td>
<td>Climbing ladder</td>
<td>Knee</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>26</td>
<td>Feb 2</td>
<td>Operations: Finishes</td>
<td>Carpenter Foreman 1</td>
<td>Struck by vehicle</td>
<td>Foot</td>
<td>Strain/sprain</td>
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<tr>
<td>1</td>
<td>Feb 9</td>
<td>Operations: Building Services</td>
<td>Service Aide 1</td>
<td>Fall</td>
<td>Knee</td>
<td>Contusion</td>
</tr>
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<td>9</td>
<td>Mar 2</td>
<td>Operations: Landscape</td>
<td>Lawn Gardner 1</td>
<td>Lifting</td>
<td>Back</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>45</td>
<td>Apr 5</td>
<td>Utilities: Electrical</td>
<td>Senior Line Installer 2</td>
<td>Squatting</td>
<td>Knee</td>
<td>Strain/sprain</td>
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<tr>
<td>171</td>
<td>Apr 12</td>
<td>Operations: Building Services</td>
<td>Service Aide 1</td>
<td>Lifting</td>
<td>Leg</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>4</td>
<td>Apr 23</td>
<td>Operations: Building Services</td>
<td>Service Aide 1</td>
<td>Slip &amp; fall</td>
<td>Back</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>16</td>
<td>May 6</td>
<td>Zone Maintenance</td>
<td>Maint. Foreman</td>
<td>Lifting</td>
<td>Back</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>1</td>
<td>May 20</td>
<td>Operations: Building Services</td>
<td>Service Aide 1</td>
<td>Lifting</td>
<td>Knee</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>9</td>
<td>Jul 16</td>
<td>Operations: Building Services</td>
<td>Service Aide 1</td>
<td>Slip &amp; Fall</td>
<td>Head</td>
<td>Contusion</td>
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<td>5</td>
<td>Jul 26</td>
<td>Utilities: Plumbing &amp; Heat</td>
<td>Sr Plumb/Heat Spec</td>
<td>Lifting</td>
<td>Back</td>
<td>Strain/sprain</td>
</tr>
<tr>
<td>2</td>
<td>Aug 29</td>
<td>Zone Maintenance</td>
<td>Sr Maint Specialist 1</td>
<td>Lowering tailgate</td>
<td>Elbow</td>
<td>Contusion</td>
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<td>4</td>
<td>Sep 28</td>
<td>Operations: Recycling</td>
<td>UT Student Assistant</td>
<td>Operating dock leveler</td>
<td>Foot</td>
<td>Contusion</td>
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<tr>
<td>8</td>
<td>Oct 15</td>
<td>Operations: Building Services</td>
<td>Service Aide 1</td>
<td>Struck by coworker</td>
<td>Shoulder</td>
<td>Contusion</td>
</tr>
<tr>
<td>2</td>
<td>Nov 13</td>
<td>Operations: Recycling</td>
<td>Recyc. Truck Driver</td>
<td>Operating fork truck</td>
<td>Eye</td>
<td>Eye injury</td>
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