

# Office of Employee Training & Development Annual Report FY 2019

*“The two words ‘information’ and ‘communication’ are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.” – Sydney J. Harris*

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# **Executive Summary**

## **Unit Definition**

The office of Employee Training & Development provides Facilities Services' employees with flexible opportunities for personal and professional growth through education, OSHA and safety training, and workplace experiences while also supporting the department's mission and goals. This office continues to stand as a general resource as well, in order to provide answers to most day-to-day questions, situations, or needs from our employees.

## **FY19 Operating Highlights**

- Attained a 90% compliance rate for OSHA training for calendar year 2018.
- Conducted 24 NEO sessions for 130 new employees.
- Graduated 22 new Certified Custodial Technicians from the two CCP courses offered.
- Provided CPR/AED and First Aid training to 50 employees.
- Hosted two APPA training events: APPA Supervisor's Toolkit and a Drive-in Workshop.
- Began working with OIT to implement Two-Factor Authentication for the department ahead of the campus-wide enrollment requirement.
- Completed Needs Assessments for Landscape Services and Utilities Services.
- Enrolled 77 employees in the Pellissippi Training Program. Fifty-one percent completed the program.
- Partnered with the Office of Risk Management to conduct training sessions on the changes to Workers' Comp and auto accident claim reporting beginning in FY 20.
- Partnered with Environmental Health and Safety to develop and deliver safety training programs to employees.
- Partnered with campus Learning & Organizational Development to develop a customized leadership training for the department: Facilities Services Leadership Academy.

## **Vision**

To become a one-stop office for employees seeking to realize their full potential through required OSHA and safety training, personal development, and career planning.

## Moving Forward

In order to achieve our vision, the Employee Training & Development team will focus on the following prioritized office goals:

1. Continue to manage and track OSHA compliance through the university's LMS and evaluate course offerings on an annual basis (this goal is tentatively dependent upon the outcome of the contract extension with SkillSoft).
2. Work with unit and office leaders to develop career paths based on the new Human Resources job family designations.
3. Develop unit level orientation for Zone Maintenance and Construction Services based off the feedback received from each unit's needs assessment by the end of fiscal year 2020.
4. Complete development of career paths for Design Services, Landscape Services, Utility Services, and Zone Maintenance.
5. Increase job related training opportunities for all front line employees.

To meet these goals, partnerships between unit and office leaders, along with the Training Coordinator and Training Specialists must continue to be developed and enhanced. The success of these goals is dependent upon how solid those relationships become. Our primary challenge to these goals is the decrease in budget that Facilities Services is allocated.

Rebecca L. Alcorn, Training Coordinator  
Employee Training & Development  
October 9, 2019

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## Unit Definition

**The Office of Employee Training & Development** provides Facilities Services (FS) employees with flexible opportunities for personal and professional growth through education, OSHA and safety training, and workplace experiences while also supporting the department's mission and goals. This office continues to stand as a general resource as well, in order to provide answers to most day-to-day questions, situation, or needs from our employees.

The primary goal for the office of Employee Training & Development is to collaborate with all Facilities Services Units to determine training needs and to coordinate that training through vendors, subject matter experts, or our own Training Specialists.

Additional goals include:

- Orienting new employees to work in Facilities Services.
- Providing assistance to employees on technology whether it is for OSHA Training, Archibus Training, or becoming more comfortable with how to use a computer.
- Developing career paths for all Facilities Services Units and offices.

## Operating Highlights

### **Office of Employee Training & Development**

#### **Partnerships**

##### Environmental Health & Safety (UT System)

In fiscal year 2019 we continued our partnership with Environmental Health & Safety (EHS). We worked with EHS to deliver confined space training, alternative vehicle training, forklift training, and aerial work platform training. In addition to the training that we have worked jointly to offer, we meet periodically to ensure that the safety needs of Facilities Services are being addressed, and the initiatives for campus by EHS are being supported.

##### Employee and Organizational Development (UT System)

During fiscal year 2019, we continued our partnership with Employee and Organizational Development (EOD) by offering Customer Service Training to our Zone Maintenance team. We also worked closely with EOD to create our annual OSHA training courses within the K@TE system so all our departmental staff can maintain their compliance for safety training.

##### Human Resources (UT System)

We partnered with Human Resources (HR) in fiscal year 2019 to host benefits chats for all shifts within our department.

##### Human Resources (UT Knoxville)

Rebecca served on the hiring committee for the new Learning & Organizational Development (L&OD) Manager. We partnered with HR to conduct a training session on appropriate questions to ask in an interview in preparation for the job fairs that we hosted for the department.

##### Risk Management (UT System)

We worked with Risk Management to conduct multiple training sessions for all supervisors, on all shifts, explaining the process to follow when an employee is injured at work. Angie Robinette, the Workers' Compensation Coordinator, conducted the training sessions for Facilities Services' staff. In addition to these training sessions, Angie and Pam Jeffreys, the Director of Risk Management, spoke to our staff at the 2019 4<sup>th</sup> of July Picnic about the changes to Workers' Compensation and auto accident reporting.

##### Office of Information Technology (UT Knoxville)

Throughout the spring of 2019, Facilities Services worked with the Office of Information Technology (OIT) to begin enrolling departmental employees in Two-Factor Authentication ahead of the mandatory campus enrollment deadline.

##### Pellissippi State Community College

In the spring of 2018 we began enrolling Facilities Services employees from the Zone Maintenance, Utilities Services, and Construction Services Units in an online training program to increase their base-level knowledge in 5 specific work areas. Those areas are Electrical, Mechanical, Plumbing, Refrigeration, and Reading Blueprints. This program has continued throughout FY19.

## Collaborations

In addition to external partnerships in fiscal year 2019, the office of Employee Training & Development effectively collaborated with internal Facilities Services units to provide training and services to our employees. Highlights of this collaboration include:

- Construction Services – Completed Needs Assessment in order to develop Unit Level Orientation.
- Landscape Services – Completed Needs Assessment in order to develop Unit Level Orientation.
- Utilities Services – Completed Needs Assessment in order to develop Unit Level Orientation.
- Admin Services – Coordinated Archibus training for 109 FS staff.

## Accomplishments

Building Services – Employee Training & Development coordinated two CCP courses over the course of the fiscal year. We saw 22 Building Service Aides graduate from the CCP program and become Certified Custodial Technicians.

New Employee Orientation (NEO) – 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 fiscal year 2019, the Employee Training & Development team conducted 24 NEO sessions for 130 new employees. Refer to Figure 6 in the Appendices to see the chart representing NEO totals.

FY 2019 Respiratory Protection Program – Specific work tasks require 160 employees from Utilities Services, Zone Maintenance, Paint & Sign Services, and Sanitation Safety to use a respirator for protection from exposure to hazardous atmospheres. Employee Training & Development schedules medical evaluations, provides fit testing, and PPE and respiratory protection training for affected employees. Fit testing was offered bi-monthly to medically-approved employees. Data was collected from fit-tests employees on the frequency of respirator use and tasks performed while working. Refer to Figures 7 and 8 in the Appendix for the charts representing FY 2019 data for number of individuals evaluated and the fit testing outcomes.

Safety – Several initiatives aimed at reducing the risk of injury to Facilities Services personnel were undertaken in fiscal year 2019, including:

- CPR/AED/First Aid Training – completed by 50 employees.
- Emergency Response Courses - The Employee Training & Development team completed several Emergency Management Training courses, both online and in-person.
- Arc Flash Training – offered bi-monthly; conducted by Cesar Penalba, General Superintendent of the Electrical Services sub-unit.
- Alternative Vehicle Training – conducted by EHS for all employees that require the training.
- SkillsSoft RFQ – Rebecca contributed to the evaluation of the SkillsSoft RFQ for Employee and Organizational Development.
- OSHA Compliance Training – We reported a compliance rate of 90% among full time employees for calendar year 2018. This is an increase of 3% from 2017.
- Landscape Academy – Offered intermittently over the course of FY 2019. Work on completing Level 600 courses was discussed, as was a method for ensuring all Landscape Services employees are offered training at regular intervals.

- Career Paths – Development was placed on hold for FY 2019 until the HR Job Family process was completed.
- APPS Training Sessions – We hosted an APPA Supervisor’s Toolkit and a Drive-in Workshop.

**Other**

Beth O’Neill was promoted from Training Administrative Specialist to Training Specialist in November and we hired a new Training Administrative Specialist, Anna Best, in February. Her focus has been to maintain the majority of the sub-unit’s spreadsheets, as well as complete the weekly publication “FS Weekly” and the bi-monthly publication “The Facilitator.”



## **Vision**

Facilities Services could benefit greatly from a small reorganization in Employee Training & Development. Benefitting the department most would be unit training liaisons. Ideally, each unit and some sub-units would have a dedicated trainer that would serve as a liaison between the Training Coordinator and the units. These people would be able to better assess and communicate the training needs of each group to ensure that the most relevant and needed training is being received by all areas.

Due to the size of Facilities Services, it would be beneficial to have a dedicated safety trainer whose primary goal is to train all areas on health and safety topics that are not sufficiently covered through online training courses. Additionally, when the department is fully staffed in key areas it would be good to have unit and sub-unit subject matter experts work with the Training Coordinator and Training Specialists to develop training programs for Facilities Services front line staff.

## **Challenges/Needs Assessment**

### **Hurdles**

The office of Employee Training & Development faces several challenges. We need to focus on developing the frameworks of career paths for all units within the department, developing and completing needs assessments for the department by FY 2020, and completing unit level orientation programs for each unit that reflect the findings from each needs assessment. Additionally, we will continue to foster collaborative efforts across campus and other institutions to increase the skill sets of our workforce and pursue an annual training spend of 1.5% of the overall departmental budget.

## Strategy

### **Overcome**

To achieve the vision of this office and overcome current challenges, the training team will do the following:

- Work to develop the frameworks of career paths for Zone Maintenance, Utilities Services, and CIS by the end of FY 2020.
- Work to develop needs assessments for all units and offices by fiscal year 2020.
- Continue to partner with EOD, EHS, and L&OD to offer training solutions to our staff and seek out new partnerships with other campus departments and non-UT affiliated organizations to increase available resources for staff.
- Continue to track the training associated expenses of the department to know how close to the 1.5% overall departmental budget is spent on training and development.

## **Performance Tracking/Evaluation**

### **KPI**

Measuring the success of the office of Employee Training & Development will be done through tracking and evaluation of the office's challenges. Career path development will be tracked by the number of completed frameworks available for submission to Chris Cimino's office. Evaluation of the needs assessments will be done by providing reports to the Director of each unit an assessment is conduct on. Further training will be developed based on the findings in each needs assessment.

The continued growth of partnerships on and off campus will be tracked by the increase in the numbers of courses offered to staff. In addition to tracking total departmental spend on training, the office will begin tracking unit training expenditures. This will allow us to focus on certain units more specifically to increase what is spent on training and development for their staff.

## **Resources**

Essentially all training costs incurred are charged back to the individual unit receiving the training, so it is the team's goal to get units to increase their spending on essential training for their staff. Some nominal costs for office supplies are incurred by this office, but those are only necessary costs used toward delivering or enhancing training courses or material.

## **Team Members**



**Rebecca Alcorn**  
**Training Coordinator**

Rebecca's primary responsibilities include developing training programs, managing training schedules, and supervising the Training Specialists to ensure effective training.



**Beth O'Neill**  
**Training Specialist**

Beth's primary responsibilities include scheduling and delivering training sessions and New Employee Orientation, developing training content, and evaluating training content.



**Anna Best**  
**Training Admin Specialist**

Anna's primary responsibilities include assisting with scheduling training sessions and new hire medical exams, compiling data for monthly and quarterly reports, and other admin duties needed.



**Gina Carvagno**  
**Student Assistant**

# Appendix A

Figure 1. 2-Year Average Training Hours per FTE Summary

Fiscal Year	Total Training Hours	Total Number of FTEs	Average Training Hours per FTE
2018	9632.77	577	16.69
2019	13376.12	636	21.03

Figure 2. 3-Year OSHA Training Compliance (Reported by Calendar Year)

Calendar Year	Percent Compliant
2016	89%
2017	87%
2018	90%

Figure 3. Percent Complete of OSHA Training Compliance by Unit (Calendar Year 18)

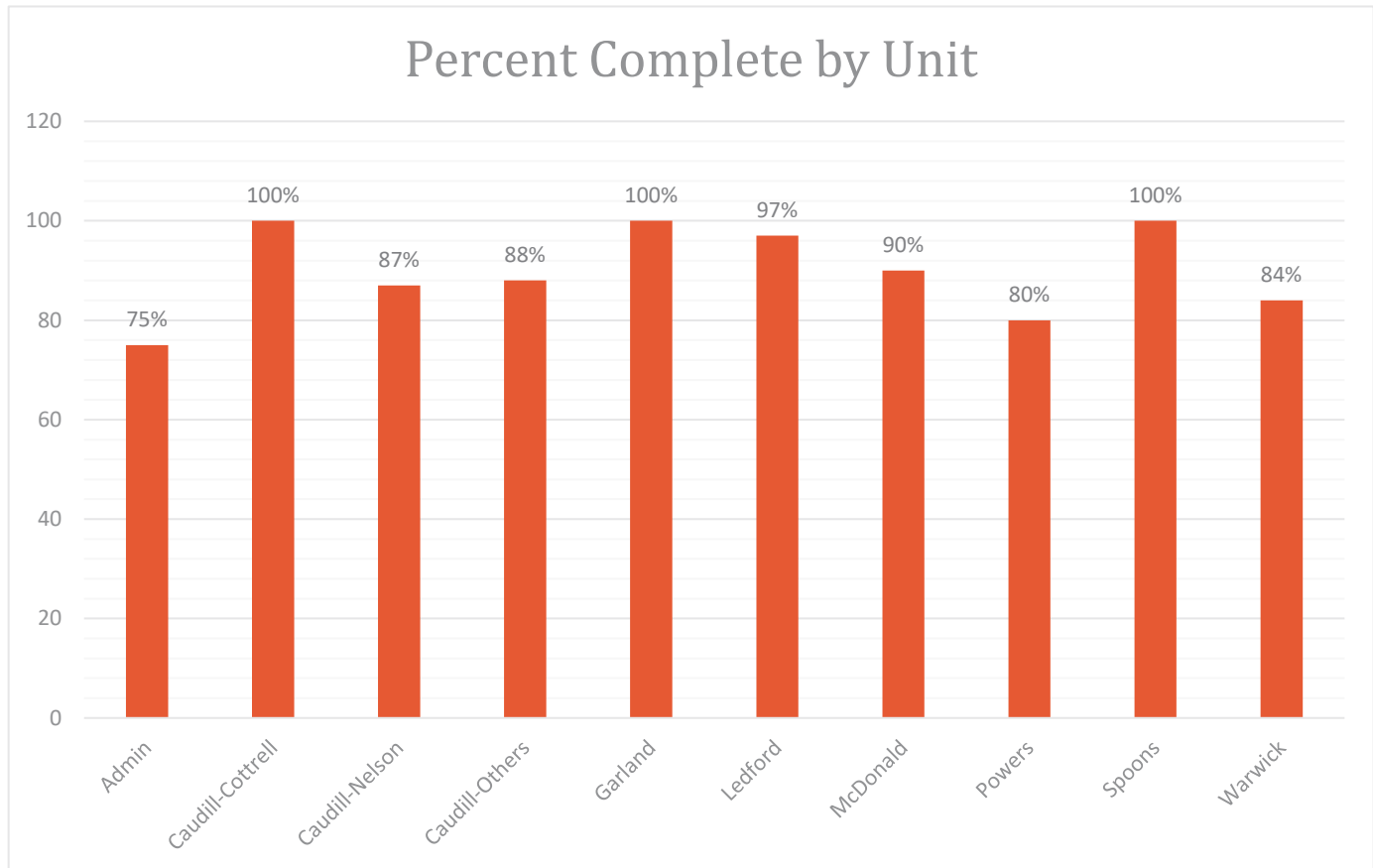


Figure 4. 5-Year Travel/Training Budget Summary

Fiscal Year	Total Operating Budget	Travel/Training Expense	Percent of Total Operating Budget
2015	\$36,000,000	\$51,000	0.14%
2016	\$39,000,000	\$58,000	0.15%
2017	\$21,000,000	\$100,700	0.48%
2018	\$22,200,000	\$157,500	0.71%
2019	\$23,000,000	\$173,535	0.75%

Figure 5. Travel/Training Percent of Total Operating Budget Summary by Unit

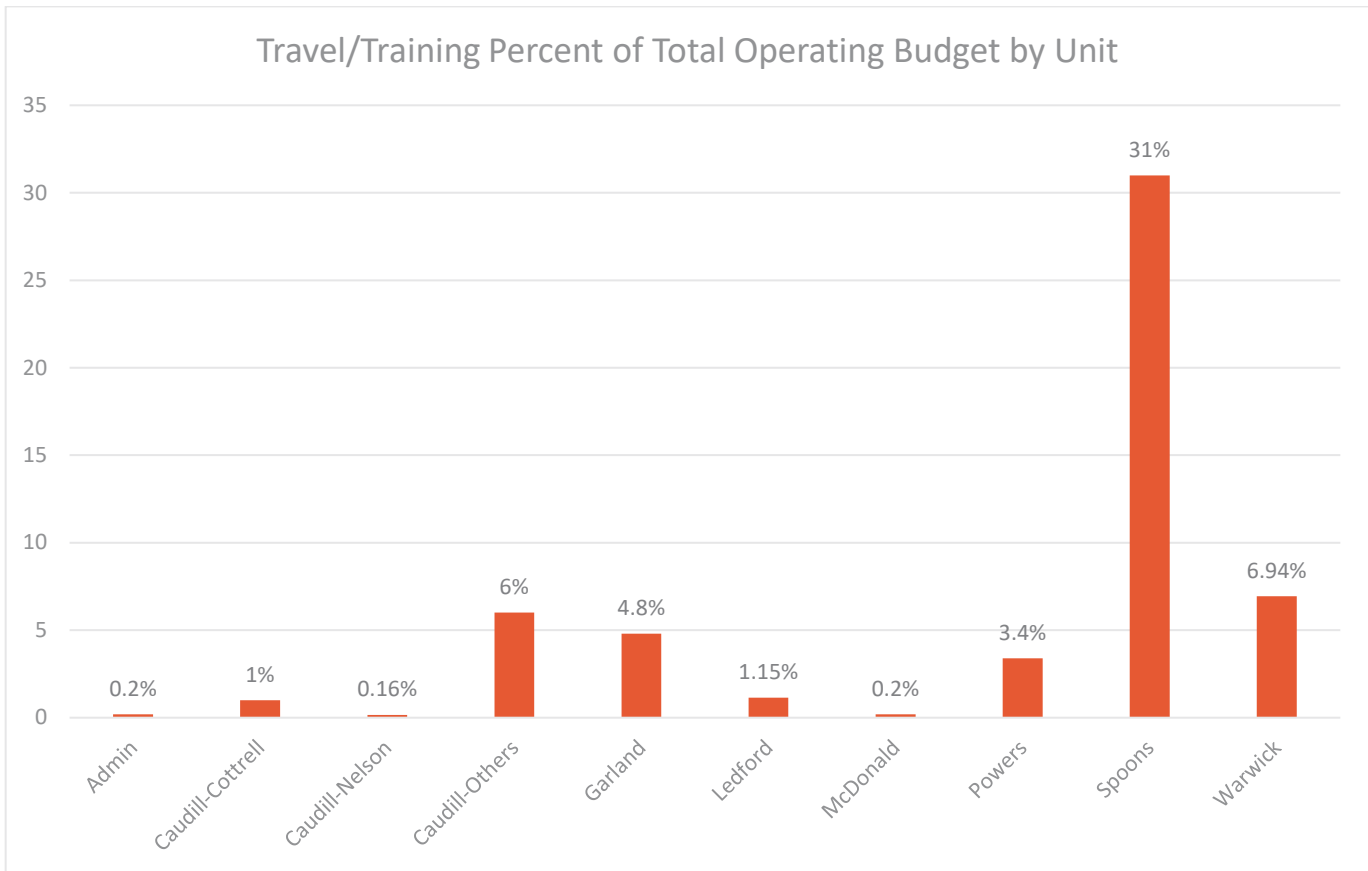




Figure 6. Number of Employees Oriented for each Unit (Fiscal Year)

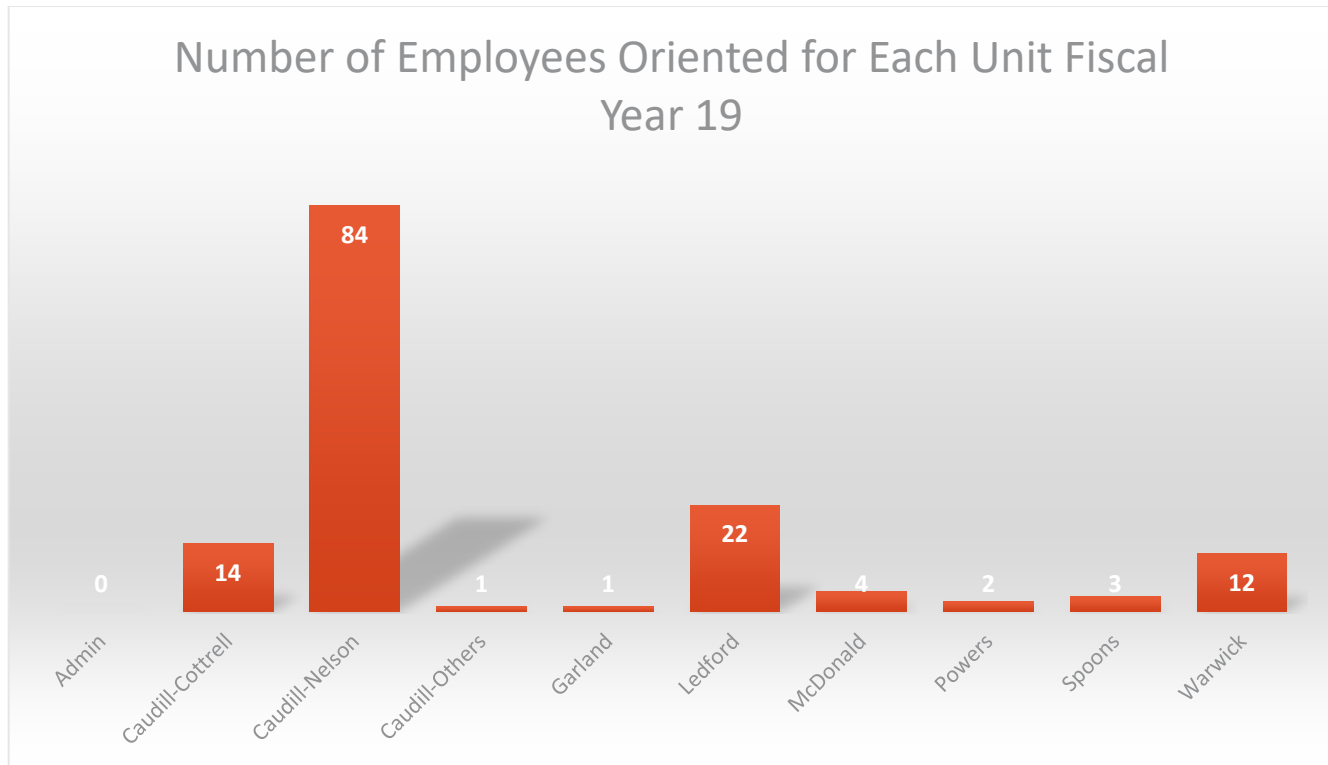


Figure 7. Fiscal Year 2019 Medical Evaluation Results

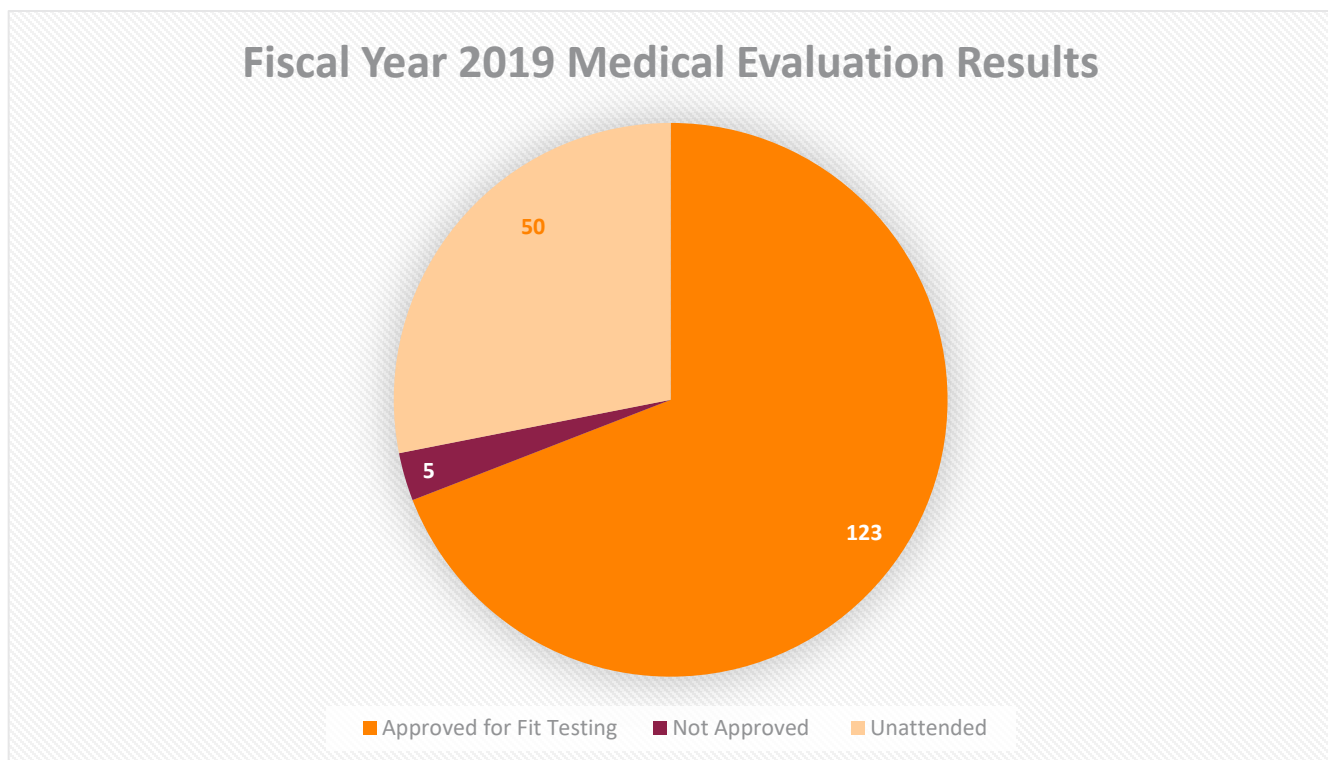
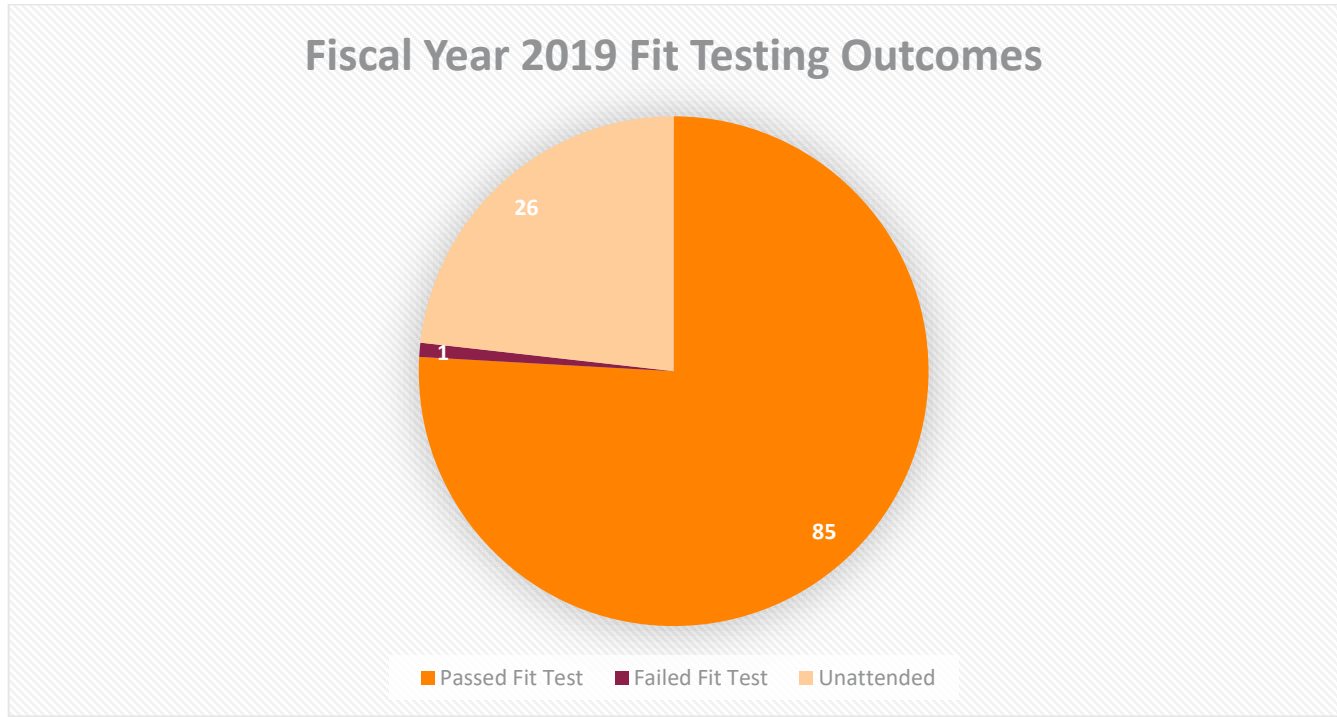
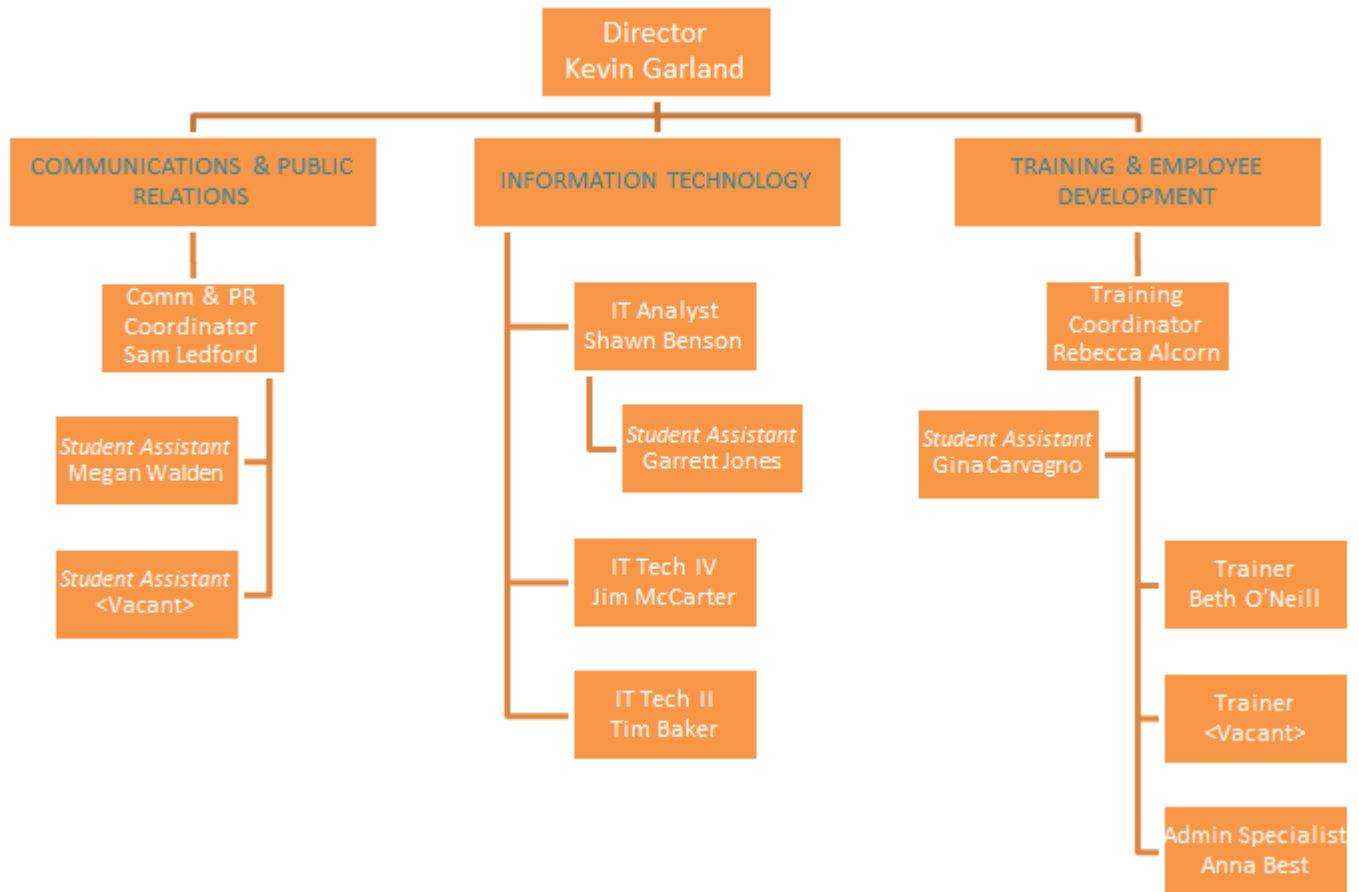


Figure 8. Fiscal Year 2019 Fit Testing Outcomes



# Org Chart





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FACILITIES SERVICES

Employee Training &  
Development

ANNUAL REPORT

**FY2019**

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