



CHIEF HUMAN
RESOURCES
OFFICER (CHRO)

Position Profile

Fall 2019

The University of Tennessee System is accepting nominations and applications for the position of **Chief Human Resources Officer**. The CHRO serves as part of the senior leadership team of the University of Tennessee System, reporting to the executive vice president/chief operating officer (EVP/COO) and has responsibility for planning, developing and implementing system-wide initiatives and strategies that support personnel acquisition and management, employee engagement and customer service excellence.

THE POSITION

Description:

The Chief Human Resources Officer (CHRO) serves as part of the senior leadership team of the University of Tennessee System, reporting to the executive vice president/chief operating officer (EVP/COO). The Chief Human Resources Officer has responsibility for planning, developing and implementing system-wide initiatives and strategies that support personnel acquisition and management, employee engagement and customer service excellence.

The CHRO is expected to be an enterprise-wide thinker who works collaboratively with other senior leaders in supporting System change management initiatives. Additionally, he/she is responsible for developing HR's strategic plan, assuring alignment with the University and its entities, developing and implementing HR policies and guidelines and working collaboratively with campus and institute human resources officers to link the University's strategies and policies to faculty and staff. The CHRO has overall accountability for HR performance system-wide (collaborating with campus/institute human resources officers for implementation) and ensuring compliance with federal, state and University labor standards and policies.

The Chief Human Resources Officer sets direction system-wide for recruitment, retention and succession strategies; organizational development and training initiatives; compensation; performance management; employee relations; and the management of HR systems and analytics. He/she also works collaboratively with the EVP/COO in the development and implementation of diversity and inclusive excellence initiatives in support of UT employees and is expected to be actively engaged in the efforts of the President's Diversity Advisory Council (DAC). The CHRO co-chairs the Compensation Advisory Board (CAB) and oversees the coordination of the President's System-wide Employee Relations Advisory Board (ERAB).

The CHRO works closely with a variety of System and campus leaders, including the EVP/COO, General Counsel, the System's Chief Financial Officer, as well as System communication officers responsible for internal communication to develop consistent and accurate messages as they relate to human resources functions.

Areas currently reporting to the Chief Human Resources Officer include: compensation, executive recruitment; employee and organizational development; system-wide health and safety; HR reporting, analytics and workforce strategic planning.

Duties and Responsibilities:

The CHRO is responsible for setting system-wide HR strategy and for creating standards, data definitions and other common policies to be implemented by the campus HROs and will work collaboratively with campus HROs to do this. As an experienced and knowledgeable HR professional, the CHRO is expected to have the level of leadership acumen that promotes a culture of effective HR operations and leads campus HROs in a coordinated effort to make UT a great place to work. While the CHRO is the responsible party for UT-wide HR compliance and for representing their system-wide HR colleagues in high-level decision making regarding broad talent management needs and major employee services and systems, the HROs are responsible for the day-to-day delivery and oversight of human resource functions for their respective campus, institute or location and for ensuring that campus practices are in line with System expectations and standards. The CHRO provides best practice training and advice/counsel to the campuses/institutes and uses data to help assess and address HR capacity as appropriate within the System HR function as well as the campus units, in partnership with the human resource officers.

The Chief Human Resources Officer assists the University in meeting its Affirmative Action/Equal Employment Opportunity (AA/EEO) requirements and ensuring that each campus/institute has an annual affirmative action plan and is in compliance with required state and federal reporting in this area. Other areas of leadership and responsibility include, but are not limited to, the development, coordination and management of:

- HR metrics, monitoring trends, adjusting programs as indicated and providing results.
- HR information systems enhancements, technology innovations and new ways of working.
- performance management programs, including review processes for senior staff.
- compensation and classification policies and programs.
- employee engagement assessments, including system-wide employee satisfaction and climate surveys
- Compensation Advisory Board meetings (co-facilitating with the CAB Chair) and co-presenting as requested on HR/CAB progress to the UT Board of Trustees.
- succession planning and internal development/promotion strategies.
- executive recruitment including national searches for system-wide executive positions, with emphasis on robust outreach to build a broadly inclusive pool of qualified applicants, including but not limited to women, minorities and other under-served people.
- employee retention initiatives.
- system-wide training and professional development plans.
- internal employee communications regarding HR issues.
- quarterly retreats for human resources officers and annual HR retreats for the system-wide HR team.
- system-wide compliance reporting accountability: affirmative action plans; Office of Federal Contract Compliance Programs (OFCCP) reporting; legal mandates set out by state and federal law and university policies as they relate to civil rights, equal employment and affirmative action; and compliance with Vietnam Era Veterans Readjustment Assistance Act, etc.
- HR operational and staff budgets.
- other duties as assigned.

ABOUT THE UT SYSTEM

The University of Tennessee is comprised of campuses at Knoxville, Chattanooga, and Martin; the Health Science Center at Memphis; the Space Institute at Tullahoma; and the statewide Institute of Agriculture and Institute for Public Service.

The UT System has a presence in each of Tennessee's 95 counties. Through the combined force of education, research and outreach, the University serves students, business and industry, schools, governments, organizations and citizens statewide.

The University of Tennessee System, through its multiple campuses and institutes, serves the people of Tennessee and beyond through the discovery, communication and application of knowledge. The System is committed to providing undergraduate, graduate and professional education programs in a diverse learning environment that prepares students to be leaders in a global society. The UT System's delivery of education, discovery, outreach and public service contributes to the economic, social and environmental well-being of all Tennesseans.

The Board of Trustees is the governing body of the University of Tennessee, overseeing the educational and operational activities of the statewide University system. The 12-member board is comprised of 1 ex officio member, who is the Commissioner of Agriculture for the State of Tennessee, and 11 appointed members, one of whom is a non-voting student member. The Secretary of the University is the principal staff liaison between the University administration and the Board of Trustees.



QUALITIES AND QUALIFICATIONS

Education:

The successful candidate must hold a bachelor's degree from a regionally accredited institution of higher learning. An advanced degree and professional HR certifications are strongly preferred.

Experience:

A minimum of ten (10) years of progressively responsible leadership experience in human resources, including experience in key areas such as compensation, workforce development, performance management, employee engagement, succession planning and change management is required. Experience in higher education is highly desirable. Experience working in a multi-campus university system or a multi-location organization, along with a history of successful collaboration with multiple constituencies is preferred.

The CHRO must have demonstrated experience consulting and advising senior-level executives in broad areas of human resources. He/she must demonstrate a commitment to an inclusive and collaborative leadership style that is strong in team work. Demonstrated strategic planning, implementation and evaluation expertise is essential, along with large-scale program implementation experience. Experience dealing with highly sensitive and confidential situations is also required.

In addition to the qualifications listed above, the Chief Human Resources Officer will have significant HR knowledge and expertise. Specific skills/knowledge/abilities/attributes include:

- ability to foster an organizational culture that supports intra-organization teamwork and collaboration.
- demonstrated leadership skills and abilities.
- ability to clearly articulate priorities and to update and communicate them.
- ability to translate, vision, strategic direction, and long-term goals into specific projects and initiatives with clear timelines.
- knowledge of shared governance and related dynamics within staff and faculty populations to facilitate the development and implementation of strategic direction and necessary changes.
- advanced knowledge of and commitment to affirmative action and equal employment opportunity.
- an advanced understanding of state laws, statutes and federal laws and regulations related to employment and other areas of HR.
- knowledge of the components of an effective human capital management platform, particularly as it relates to performance management.
- experience with enterprise resource planning (ERP)/human capital management, including the ability to implement, use, maintain and develop systems to meet future needs of the University
- strong operational and business acumen
- experience with employee engagement and survey instruments, strategies and best practices.
- demonstrated commitment to self-development.
- demonstrated effectiveness in developing HR initiatives, programs, and policies that support the diversity and inclusive excellence.
- exceptional skills in communications and interpersonal relations.
- the ability and willingness to delegate effectively and to hold direct reports accountable.
- strong analytical, project management, fiscal and workforce development skills.
- skilled decision-maker, with transparency in decision-making and management.
- excellent oral, written and presentation skills; exceptional listening skills.
- strong networks within relevant professional organizations to foster innovation and new thinking.

The Chief Human Resources Officer will exhibit behaviors which demonstrate qualities of emotional maturity, genuineness, self-confidence, common sense, judgment, fairness, creativity, discretion, decisiveness, diplomacy, tact, resiliency, adaptability, courage of convictions and tolerance for ambiguity. Demonstrated behavioral expectations include:

- translates strategic ideas into tangible strategies and goals.
- executes data-driven decision making to sustain and enhance quality of services.
- identifies and addresses complex interests and internal tensions with a solution-oriented approach.
- demonstrates professional maturity and the capacity to engage with senior leaders across the state including chancellors, board members and others.
- models the use of integrity and diplomacy in making decisions regarding sensitive issues.
- leads by example and models standards for professionalism and collegiality.
- leverages working relationships with stakeholders and colleagues to build strong connections, cooperation and collaboration.
- drives a culture that values diversity and inclusion, advocating for the strategic connection of inclusive excellence goals into University practices.
- responsibly allocates and accounts for the use of fiscal resources, with an emphasis on cost-benefit analyses.
- demonstrates a commitment to quality and customer service excellence.

PROCEDURE FOR CANDIDACY

Recruitment will begin immediately and continue until the position is filled. For full consideration, applicant information should be received by **October 4, 2019**. Candidates should apply electronically with a current resume or c.v., list of references, and a letter addressing how the candidate's experience matches the position requirements outlined in the job description, as well as the applicant's specific interest in the position. at:

https://ut.taleo.net/careersection/ut_system/jobdetail.ftl?job=19000001GB

Additional information may be found on the University's search website at <https://tennessee.edu/execsearch/chief-human-resources-officer/>

Compensation for this position will be competitive with comparable positions at peer institutions and will include an attractive benefits package. Additionally, Tennessee residents do not pay a state income tax. For more information on the University of Tennessee's competitive benefits, we invite you to visit: <https://hr.tennessee.edu/benefits/>

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services. All qualified applicants will receive equal consideration for employment without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status.





Appendix I - The Knoxville Community

Nestled the foothills of the Appalachian Mountains along the Tennessee River, Knoxville is a thriving Southern city known for its great outdoors, diverse music scene, and wide variety of eateries. It is nationally known for its Urban Wilderness, located less than three miles from downtown, with more than 50 miles of natural trails. A vibrant downtown, located less than a mile from the heart of the UT campus, offers live entertainment, unique shopping and outstanding local dining and brews.

With a population at nearly 185,000, it is both the oldest and the third-largest city in the state of Tennessee; only Memphis and Nashville are larger., Knoxville is a one-hour drive from Great Smoky Mountains National Park, the U.S. National Park Service's most-visited site. Knoxville also is within a day's drive or less to many major metropolitan areas, including Atlanta, Chicago, Washington, D.C., and the Atlantic coast. UT's Neyland Stadium is one of the country's largest sports venues.

Knoxville #8 in "America's Favorite Places" by Travel & Leisure, #2 in "Most Affordable Cities" by Forbes, #5 for "Best Cities for Small Business" by CNN Money, and a Top 10 "Destination on the Rise" by Trip Advisor.

Appendix II - The State of Tennessee

Tennessee is a state with more than 6.6 million people, four large metropolitan areas, two time zones, and an economy ranked* 13th-largest in the United States. While more Tennessee jobs and economic activity today are industrial or knowledge-based than agrarian, farming and agricultural production remain fundamental to the state's economy. Major outputs include textiles, cotton, cattle, and electrical power – thanks to being home to TVA.

From the Mississippi River on the western border, to the Appalachian Mountains on the eastern border, Tennessee spans a distance of more than 400 miles. Major geographic and cultural diversity are evident from the delta and farm areas of the west, to the rolling hills surrounding Nashville in Middle Tennessee, to the mountainous landscape of East Tennessee.



The state's four largest cities are Memphis, metropolitan area population: almost 1.3 million; Nashville, metropolitan area population: 1.9 million; Knoxville, metropolitan area population: almost 870,000; and Chattanooga, metropolitan area population: about 550,000.

Major corporations headquartered in Tennessee include FedEx, AutoZone, International Paper, all based in Memphis; Pilot Corp., Discovery Networks, and Regal Entertainment Group based in Knoxville; Eastman Chemical based in Kingsport; Nissan's North American headquarters in Franklin; and the headquarters of Caterpillar Financial, Bridgestone-Firestone and HCA, all based in Nashville. A large Nissan manufacturing facility has been in Smyrna since 1982. In 2015, Volkswagen announced a \$17.8 million expansion of its major manufacturing facility in Chattanooga.

The University of Tennessee maintains a presence in, draws students from and boasts alumni in each of Tennessee's 95 counties. Collectively, the entire state is the campus, and overseeing all UT enterprises and maintaining relationships with the University's numerous constituencies statewide is the responsibility of the UT System president.

*Source: *U.S. News and World Report* Economy Rankings