TN Department of Human Resources

State of the State Employee

2018 Annual Report

State
Of The
State Employee

TN Department of
Human Resources

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Human Resources

Introduction from the Commissioner

Tennessee Department of Human Resources (DOHR) drives the strategic direction of human resources for the State of Tennessee and its workforce of more than 43,000 employees. We are passionate about recruiting, retaining, and rewarding the best players for TeamTN, because we impact 6.7 million citizens who call Tennessee home and over 100 million visitors to our great state each year.

Tennessee's HR Excellence story began taking shape in 2012 when the Tennessee Excellence Accountability and Management (T.E.A.M.) Act was passed to transform the State's practices from a tenure-based model to an innovative, performance-based model. The T.E.A.M. Act created the opportunity to transition the state's HR function from transactional to transformational. Today, strategic HR practices focus on promoting organizational success and increasing employee performance and engagement. In addition to recruiting great talent, we focus on growing our own workforce. As a result, the State of Tennessee has become a true learning organization where employees thrive in contributing their talents and ideas to improve the lives of citizens.

Organizational performance is directly tied to the workforce. Citizens count on us to create a brighter tomorrow for future generations of Tennesseans. Every state employee has a role in making Tennessee the best place to live, work, and raise a family, and DOHR has the responsibility to ensure employees can be successful at the service they contribute each day.

Thank you for taking the time to review our 2018 annual report. We have been committed to position the State of Tennessee as an employer of choice, and we are proud of the results. Today, we are confident that the *State of the State Employee* has never been better!

Sincerely,

Rebecca R Hunter

Rebecca Hunter, Commissioner

Mission	**Vision**	**Values**
To provide strategic human resources leadership and partner with customers for innovative solutions.	To strategically drive transformation through innovative human resources leadership and practices to shape the best workforce for State government.	Our values are continuous improvement, collaboration, customer-driven excellence, data-driven decision making, respect, and visionary leadership.

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8 Years in Review

2011
- Enterprise Top to Bottom Reviews and Survey of ideas for efficient, effective, customer-focused government
- Employee Listening Tour

2012
- **T.E.A.M. Act**
  - Transformed employment practices
  - Transitioned from tenure-based employment practices to performance-based
  - Increased the focus on learning and development
- Job Descriptions based on knowledge, skills, abilities, and competencies (KSAC) and SMART Work Outcome Statements
- Ten (10) practices of Talent Management

2013
- Performance Coaching introduced
- Adoption of the Baldridge Framework of Excellence

2014
- Robust Performance Management System
- Get S.M.A.R.T.er Coaching for Higher Performance

2015
- Management and Leadership Learning Pyramid
- S.M.A.R.T. Goal Reviews & Get S.M.A.R.T.er Workshop

2016
- Pay for Performance
- Launch of enterprise Exit, Engagement, and Climate Surveys/Stay Interviews
- Strategic Business Planning

2017
- PM 2.0
  - Introduced Behavioral Competencies
    Customer Focus for all employees
    Developing Direct Reports and Others for all supervisors
  - Provided employees the opportunity to share comments about their performance
- Strategic HR Delivery
  - Streamlined HR processes and placed a focus on strategic human resources goals, including recruitment, on-boarding, engagement, succession planning, and retention

2018
- HR Communications 2.0
  - Increased internal communications to state employees - #TeamTN is #servingTN
  - Promotion of employer brand to applicants

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The T.E.A.M. Act

On April 24, 2012, Governor Bill Haslam signed the Tennessee Excellence, Accountability, and Management (T.E.A.M.) Act into law, which transitioned state employment practices from a tenure-based model to a performance-based model designed to recruit, retain, and reward a talented workforce. The legislation positioned the State of Tennessee to attract, select, retain and promote employees and provided agencies with greater flexibility to manage their workforce to be more efficient, effective, and customer-focused. The T.E.A.M. Act also made state government a more competitive employer through implementation of HR strategy and best practices, which included a heightened focus on Learning and Development.

Learning and Development Impact Timeline

2012
- 1st State Chief Learning Officer
- TGL Council
- DOHR's Next Level Leadership Academy and Statewide Framework
- Newly Designed Statewide Human Resources Conference
- S.M.A.R.T. Performance Planning
- G.R.E.A.T. Customer Service
- Ten Practices of Talent Management

2013
- HR Master Series
- Adoption of the Baldridge Framework of Excellence
- TGL Book Clubs
- TGL Black Belt Program
- Agency Specific Leadership Academies
- Performance Coaching
- Nine Box Performance-Leader Potential Matrix
- TGL LINK

2014
- Learning and Development Council
- Accelerated Leadership Institute
- Get S.M.A.R.T.er Coaching for Higher Performance
- STAR Principles of G.R.E.A.T. Customer Service
- Proactive On-Boarding for Hiring Managers and Supervisors
- Stay Interviews
- How to Facilitate Certification

2015
- 1st State Black Belt Leaders Awarded
- Management and Leadership 4 level Certificate Learning Pyramid with 28 Workshops
- TGL Toastmasters

2016
- Engagement Survey
- Climate Survey
- TGL Executive Leadership Certificate Program
- Boards and Commissions Leadership Academy
- TN Leadership Academy Excellence in Disability Services
- Treasury's Leadership Academy

2017
- LEAD Tennessee Alumni Symposium
- TGL Lunch and Learn Series
- Learning and Development Conference
- Performance Management 2.0 for Supervisors and Employees
- Developing Direct Reports and Others
- Executive Assistants Conference
- Strategic Business Planning

2018
- Leading 26 Agency Specific Leadership Academies
- TN Ambassador League and Institute
- Tennessee Executive Assistant Leaders
- Supervisor Essentials Certification
- Art of Consultative Mindset
- Criminal Justice Leadership Academy
- TN Ambassador League Institute
- Judicial Leadership Academy
- Division of TennCare Leadership Academy
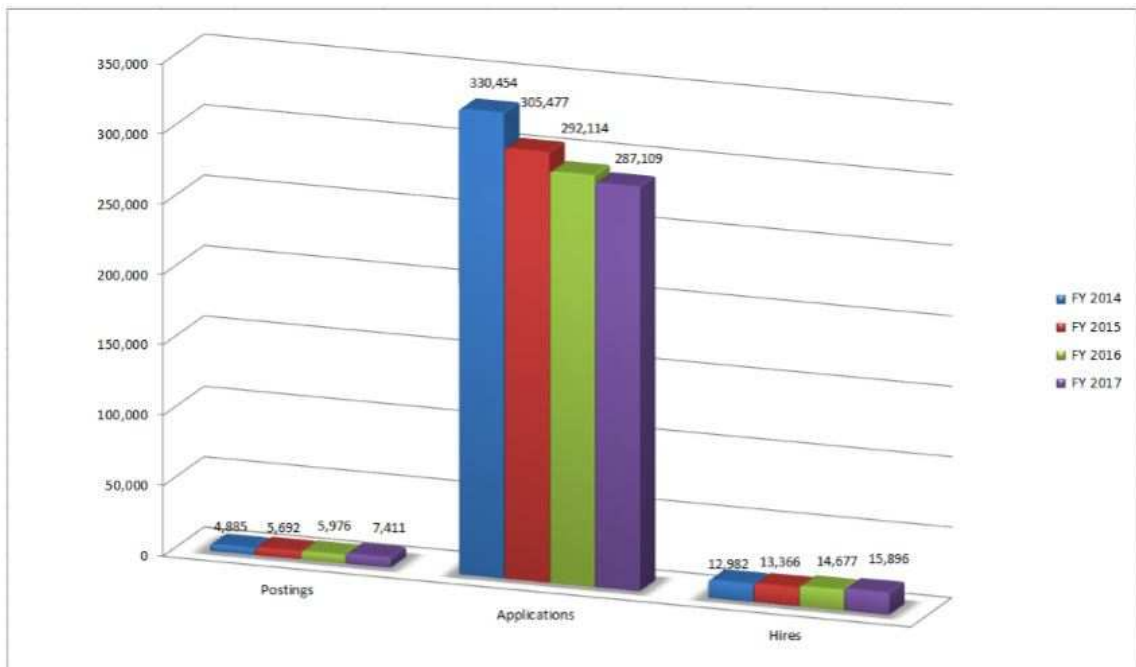
State of the State Employee Overview

The State of Tennessee's workforce is diverse and represents many different generations, talents, ideas, and backgrounds.

Executive Branch Employees by Generation (2014 - 2018)
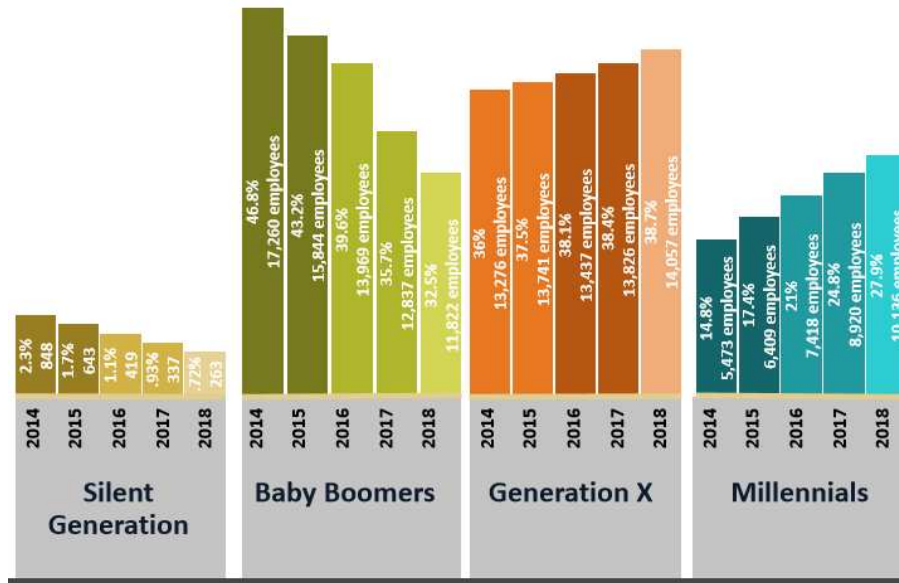
Although applications have declined over the past few years an increased focus on recruiting has positively impacted the State's ability to hire.
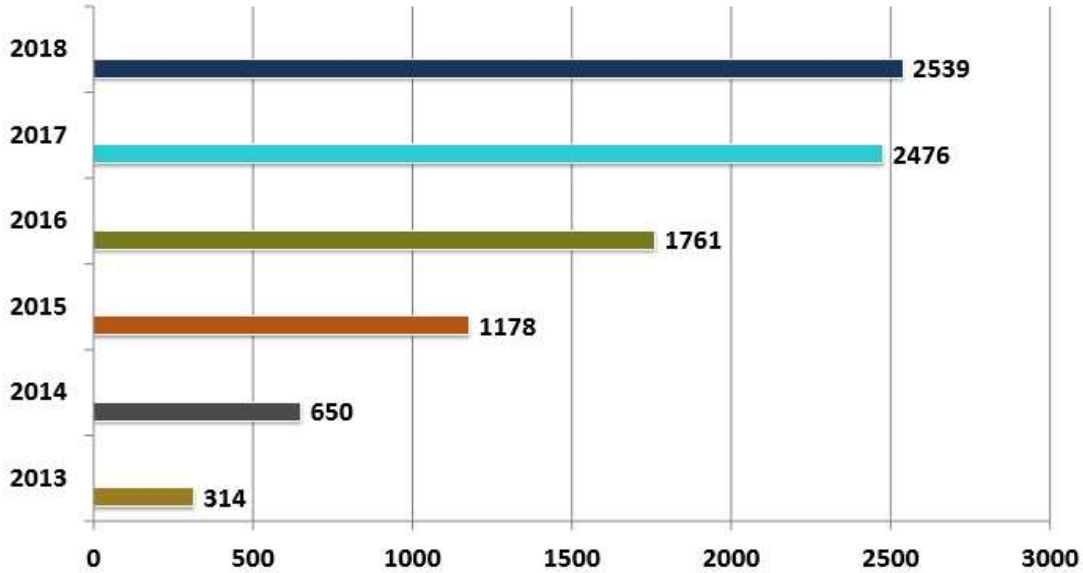
Hiring Metrics

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State of the State Employee Overview

A focus on learning and leadership development sets the foundation for continuous improvement and supports leaders in being more engaged, effective, and inspirational in leading great teams.

Leadership Development Program Participation

By placing a focus on learning and leadership development, the State of Tennessee has grown its own talent within the organization and promoted employees to new responsibilities and challenges.
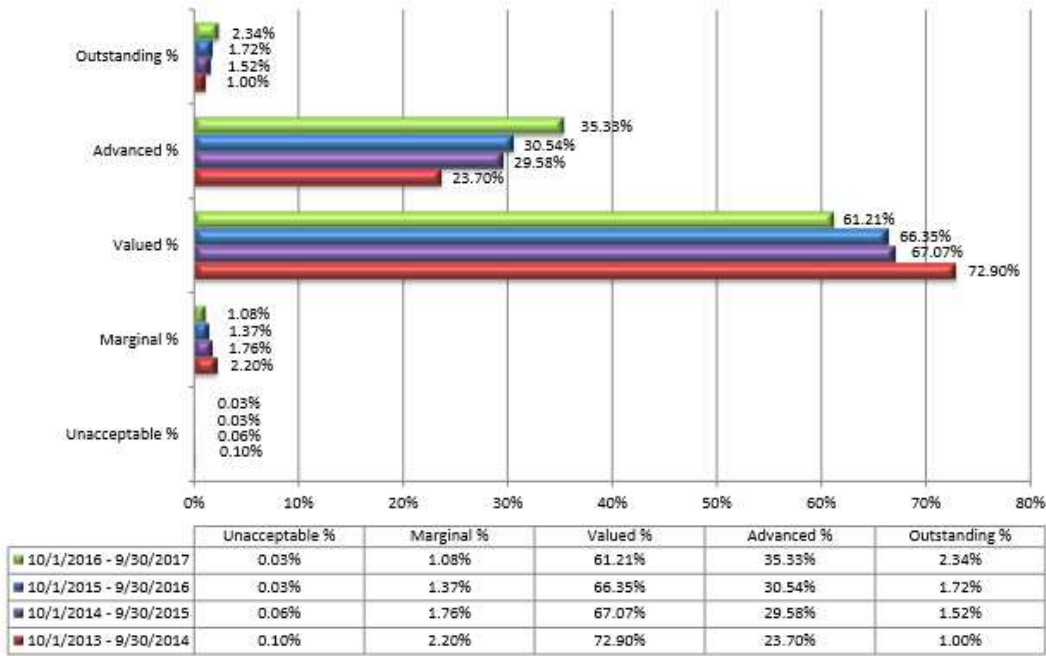
Promotions since T.E.A.M. Act

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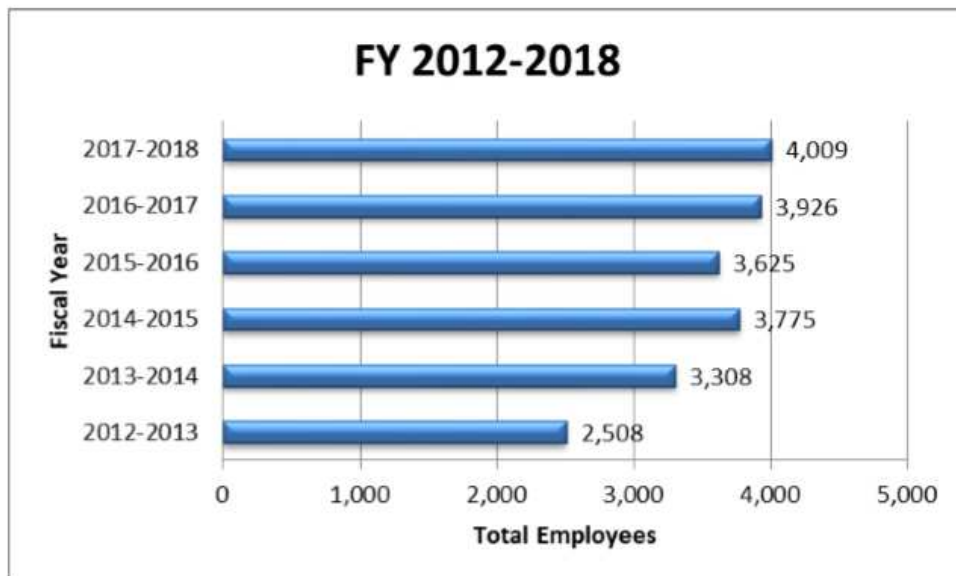
STATE OF THE STATE EMPLOYEE OVERVIEW

While performance goals become more challenging each year, state employees continue to raise the quality of their work and impact of results.

Performance Management Rating Distribution (2014-2017)

	Unacceptable %	Marginal %	Valued %	Advanced %	Outstanding %
10/1/2016 - 9/30/2017	0.03%	1.08%	61.21%	35.33%	2.34%
10/1/2015 - 9/30/2016	0.03%	1.37%	66.35%	30.54%	1.72%
10/1/2014 - 9/30/2015	0.06%	1.76%	67.07%	29.58%	1.52%
10/1/2013 - 9/30/2014	0.10%	2.20%	72.90%	23.70%	1.00%

Employees are rewarded for great performance through Pay for Performance bonuses, and market adjustments are conducted to ensure the State of Tennesse is competitive with the market. As a result, the average state employee salary has increased $10,000 since 2011.

Compensation Trends

Average Salary

Year (as of 6/30)	Average Salary
2018	$46,927
2017	$45,175
2016	$42,580
2015	$41,290
2014	$40,924
2013	$38,601
2012	$37,700
2011	$36,984

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State of the State Employee Overview

DOHR has placed a focus on HR strategy to transition the HR function from transactional to transformational.

Strategic HR Initiatives

Recruitment

On boarding

Employee Engagement

The Department of Human Resources deploys enterprise exit, engagement, climate, and stay interview surveys to support data-driven HR strategies at the State of Tennessee.

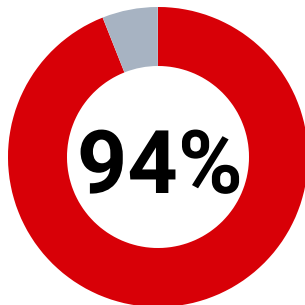Workforce and Succession Planning

Leadership Development

Performance Management

Today, we are proud that the State of the State Employee is better than ever before. Employees believe that the State of Tennessee is a great place to work.

Employee Engagement Survey Results

94%

of employees surveyed reported that they feel aligned with their agency mission, vision, and values

84%
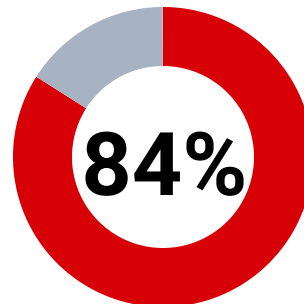
of employees surveyed indicated they would refer the State of Tennessee to a friend, compared to the industry benchmark of 81%

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**The Department of Human Resources accomplishes its vision of building the best workforce for state government with 136 full-time employees.
Through its 9 unique divisions, the department provides strategic and technical human resources services for the State of Tennessee and its workforce of more than 43,000 employees.**

HR Business Solutions

Employee Relations

Strategic Learning Solutions

Recruiting

Agency Resource Center

HR Service Center

Organizational Performance and Data Management

Legal

Quality Assurance and Records Management

HR Business Solutions

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HR Business Solutions drives the Strategic HR Service Delivery model that streamlines the HR function to a more centralized HR business framework and guides implementation of HR strategy across the enterprise. The division also provides direct HR services to the Department of Human Resources, the Department of General Services, and 11 smaller executive branch agencies, including the Governor's Office, through Memoranda of Understanding (MOU) agreements.

2018 By The Numbers

Provided strategic HR consultation and services to 21 Executive Branch agencies

Provided direct management of total HR services to 12 Executive Branch agencies and commissions through formal oversight and MOU agreements, supporting over 650 managers and employees.

61.54% of MOU customers reported being 'very satisfied' with the quality of service received.

Successfully transitioned 8 Executive Branch agencies to a more streamlined and strategic HR model through the Strategic HR Service Delivery initiative, and has begun the transformation with 8 additional agencies.

Created an employee recognition program for Department of General Services leaders and coworkers to recognize agency employees for their contributions.

Strategic HR Service Delivery

The Strategic HR Service Delivery initiative is transforming the HR function to position the State of Tennessee as an employer of choice and drive long-term success in recruiting, retaining, and rewarding a talented workforce. The transformation includes the centralization of many HR transactions and deployment of surveys for senior leaders to identify critical HR issues. In response to the survey results, strategic action plans are developed to address the most urgent needs. DOHR's shared service offerings include, learning and development, strategic business planning, and recruitment to support agencies in meeting their goals.

Agencies Receiving Direct HR Services:

Alcoholic Beverage Commission
Arts Commission
Bureau of Workers' Compensation
Commission on Aging and Disability
Commission on Children and Youth
Council on Developmental Disabilities
Department of Human Resources
Governor's Office
Health Services & Development Agency
Human Rights Commission
State Museum

Top strategic needs identified through Strategic HR surveys:

- Classification & compensation
- Workforce & succession planning
- Recruitment & selection
- Employee engagement
- Retaining valuable employees in competitive market

Transaction efficiency gains:

- 1.3 (4.3) day transaction reduction
- 2,013 total service tickets for agencies through Strategic HR Service Delivery initiative
- 16 minute average response time, faster than target of 30 minutes
- 94% positive HR Service Center satisfaction, near target of 95%

Through a three-phased approach the Department of Human Resources will complete the Strategic HR Service Delivery transformation with all 23 Cabinet agencies in the Executive Branch by July 2019.

Phase I
Complete
Phase II
In Process
Phase III
Initiated with three agencies

Employee Relations

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The Employee Relations division strengthens relationships in the workplace to support the State of Tennessee in functioning smoothly and ensuring that employees can perform at their best. In addition to managing the State's robust Performance Management program, the division administers statewide programs that add value to the employee experience, including the Employee Suggestion Award Program, Tennessee Employees Charitable Campaign, Employee Discount Program, Service Awards, and enterprise Exit Surveys. The division also guides employees through protected leave utilization to help balance work and family responsibilities.

2018 Highlights

Launched "ER Roundtables" a platform for ER Managers to engage and participate in important conversations that increase knowledge, experience, and best practices in Employee Relations

Added significant enhancements to the enterprise-wide Exit Survey process, including divisional and demographic data. Produced 16 agency exit survey result reports and one enterprise-wide report

Implemented Tennessee Employee Charitable Campaign (TECC) automation, allowing employees to pledge on-line donations to charities through Edison, increasing total amount of pledges by $3,710.75

Updated the Employee Suggestion Award Program guidelines and procedures in accordance with legislative updates

Pay for Performance successfully implemented for the past 3 years. In January of 2018, employees with a performance rating of Valued, Advanced, or Outstanding received a 3% increase in base salary. Employees with Advanced or Outstanding performance received an additional one-time cash bonus of 1.5% or 3% of their base pay

Piloted the centralization of protected leave (FMLA, Workers' Compensation, and Sick Leave Bank)

2018 Sick Leave Bank (SLB) Summary

Applications Received	358
Applications Processed within 10 days	358
Applications Approved	286
SLB Appeals	0

2018 FMLA Summary (Beg. April 2018)

Applications Received	256
Applications Processed within 5 days	245

Performance management 2.0

- Developed an Enterprise-wide SMART Bank in collaboration with the HR community to feature SMART work outcomes for agency specific classifications, as well as examples for general job classifications that are standard across the enterprise

- Created "The ReviewER" a communication for PM reviewers that provides information and tips during each procedural step to ensure they are actively engaged and successful as they review PM documents

- Launched a PM due date and rating calculator in Edison, to calculate due dates for employees that are not on the standard cycle

- Added an alert in Edison to remind employees to enter comments for competencies

- Conducted SMART reviews for all cabinet agencies and boards and commissions to ensure work outcomes are written using the SMART formula

2017-2018 S.M.A.R.T. Review Results

● 2015-2016 ● 2016-2017 ● 2017-2018
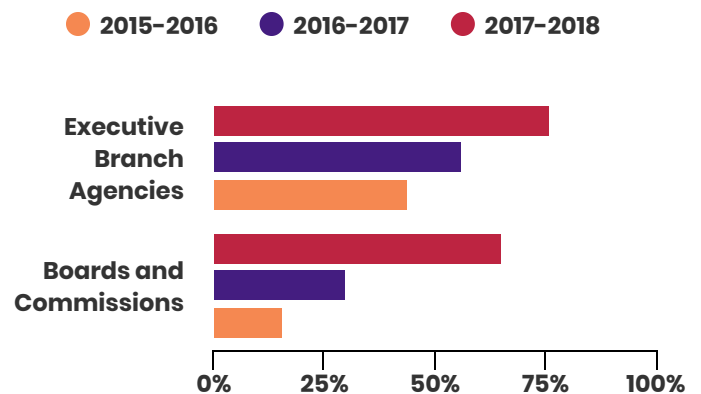
Performance Management Survey

The Performance Management survey was conducted by the Employee Relations division to critically assess the effectiveness of the State's Performance Management Program (PMP) and its alignment with the Governor's priorities. The survey was administered to the employees of the Department of Human Resources as a pilot.

70% of employees felt that the quality of feedback they received from their supervisor was good

75% of raters and reviewers had positive views as it pertained to feedback and discussion, training, rating, PM 2.0 and quality of feedback

80% of employees feel that the content of discussions and amount of feedback they receive is adequate

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Strategic Learning Solutions
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Strategic Learning Solutions (SLS) drives enterprise learning and development, including leadership development programs, workforce planning, strategic business planning, succession planning, and talent management strategies. Through consulting and partnering with agency leaders, SLS delivers customized learning strategies to develop and sustain a high performing workforce. The division drives a culture of continuous learning and supports the State of Tennessee in growing its own talent by equipping employees, supervisors, and leaders with the tools needed to excel in their roles.

2018 By The Numbers

Provided 5 enterprise leadership programs and 26 agency-specific leadership academies, with over 2,600 combined participants maintaining a 95% relevancy rate by program participants

Held 5 enterprise leadership development conferences, attended by a total of over 1,550 state employees

Over, 2,200 state employees participated in leadership academy alumni activities
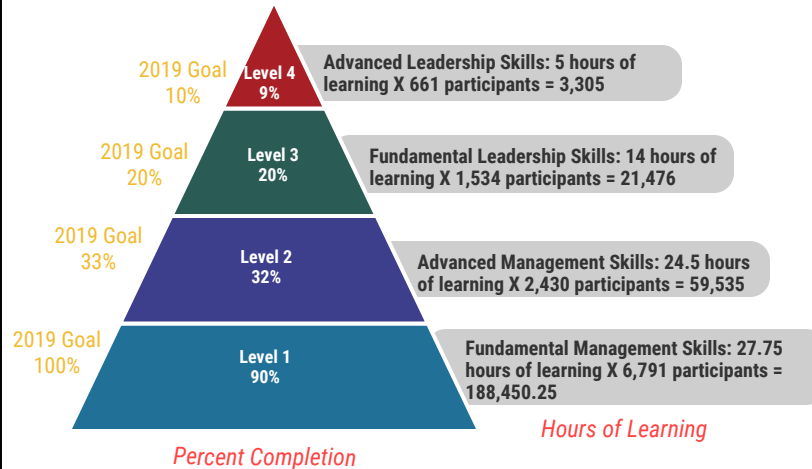
In total, SLS provided more than 100 learning and development offerings, which served more than 7,100 state employees
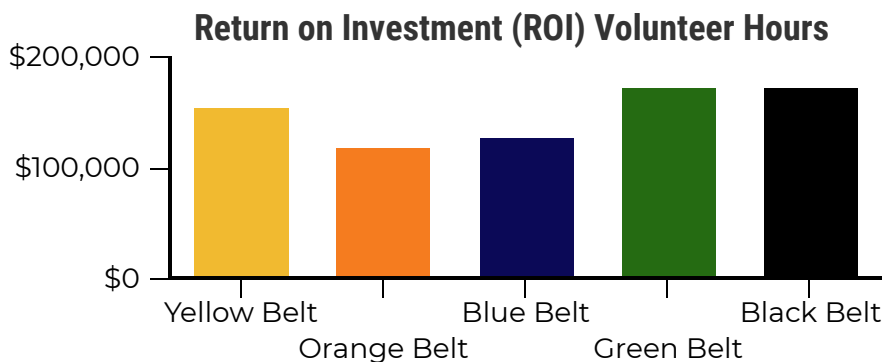
Learning Pyramid

The State of Tennessee develops great supervisors through the Management and Leadership Learning Pyramid, a four-level certificate program with 28 learning modules and over 90 hours of content. As of October 1, 2018, supervisors have completed a total of 218,460 hours of learning to excel at leading their teams.

2019 Goal 10% — **Level 4 9%** — Advanced Leadership Skills: 5 hours of learning X 661 participants = 3,305

2019 Goal 20% — **Level 3 20%** — Fundamental Leadership Skills: 14 hours of learning X 1,534 participants = 21,476

2019 Goal 33% — **Level 2 32%** — Advanced Management Skills: 24.5 hours of learning X 2,430 participants = 59,535

2019 Goal 100% — **Level 1 90%** — Fundamental Management Skills: 27.75 hours of learning X 6,791 participants = 188,450.25

Percent Completion   *Hours of Learning*

Leadership Black Belt Program

The Leadership Black Belt Program for leadership academy alumni provides a framework for individuals to drive their own continuous learning and development. To graduate from one level to the next, participants must earn points in strategic development and service. The emphasis on service increases as the levels advance to promote the importance of investing in others and giving back. Based on the national average value of $21.98 per volunteer hour, the total dollar contribution of state leaders giving back to their community is $748,350.

Return on Investment (ROI) Volunteer Hours

$200,000

$100,000

$0

Yellow Belt   Blue Belt   Black Belt
        Orange Belt   Green Belt

Total ROI Impact
$748,350

As of 09/10/18

RECRUITING DIVISION

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TN Department of **Human Resources**

To support the State's focus on recruiting, retaining, and rewarding a talented workforce, the Recruiting division serves agencies as a consultant for recruiting and hiring. The Recruiting division assists agencies in sourcing, attracting, and hiring qualified talent for difficult to fill roles. As the State workforce needs continue to change, the division also supports agencies by focusing on positions with high turnover or succession gaps to increase efficient and effective workforce planning.

2018 RECRUITING BY THE NUMBERS

Received 390 position assignments to recruit the best talent to join the State workforce and successfully hired for 358 positions (92% fill rate)

Reduced the average time to fill for preferred service positions by 9% and executive service positions by 20%

Submitted an average of 37 qualified candidates for each assigned position

Saved the State over $150,000 by utilizing free social media and job board resources

Organized professional recruitment events in Clarksville and Murfreesboro that featured 17 State agencies, and connected with more than 650 qualified candidates

TENNESSEE LEADERS OF TOMORROW INTERNSHIP

The division launched the State's first enterprise internship program, Tennessee Leaders of Tomorrow, in 2018 to prepare today's young leaders for future opportunities in public service. The program aligns the State's efforts to develop and recruit talent by taking a comprehensive approach to planning and executing an effective internship program. Survey results from the first cohort revealed that participants were highly engaged and completed the program with increased interest to pursue a career in state government.

SURVEY RESULTS FROM SUMMER 2018:

- 75% of interns reported that their experience was highly relevant to their field of study
- 87% of the interns reported that as a result of their internship experience they would consider a career with the State of Tennessee
- 100% of the interns reported that they would recommend the internship to their peers

BRAND CONSULTANT AND STRATEGIC PARTNER

The Recruiting division reviews each assigned job description, making recommendations on the most effective content and formatting options to convey the State of Tennessee brand. The division also serves as a resource to provide employment market information, execute job postings, and collaborate on succession planning.

f @JoinTeamTN   **twitter** @DOHRtn   **in** State of Tennessee

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Agency Resource Center
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The Agency Resource Center (ARC) approves and processes essential HR transactions for the enterprise, including hires, promotions, equity increases, job classifications, separations, and compensation. Four domains within the ARC support the division in meeting agency-specific needs in an efficient, effective, customer-focused manner. Whether completing transactions, verifying gross pay for employees, or determining classification and compensation for new positions, the division has a focus to support agencies in hiring and supporting the right talent for their team.

2018 By The Numbers

Successfully processed Pay for Performance bonuses impacting 15,138 employees who received increases to base salary and one-time cash bonuses, impacting more than 40% of the executive branch

Served over 45,000 customers, including employees in all branches of government, applicants, and employee family members

Processed 61,412 transactions with a 99.82% accuracy rate

Managed 305,699 submitted applications for employment and hired 8, 294 employees

Supported the transition of 7 out of 23 cabinet agencies to the ARC through the Strategic HR Service Delivery model that centralizes HR transactions and increases strategic HR initiatives and enterprise efficiency

New HR Business Model

To enhance and streamline the HR function, the State is transitioning to a more centralized HR business framework through the Strategic HR Service Delivery model, with a key change being centralizing HR transactions in the ARC. This year, 7 agencies and 40 employees successfully transitioned to the ARC through the initiative, leading to more timely and accurate processing of HR transactions for agencies, by reducing the number of days to complete a transaction.

Before HR Service Delivery model — 7

After HR Service Delivery model — 4

# of days to complete transaction
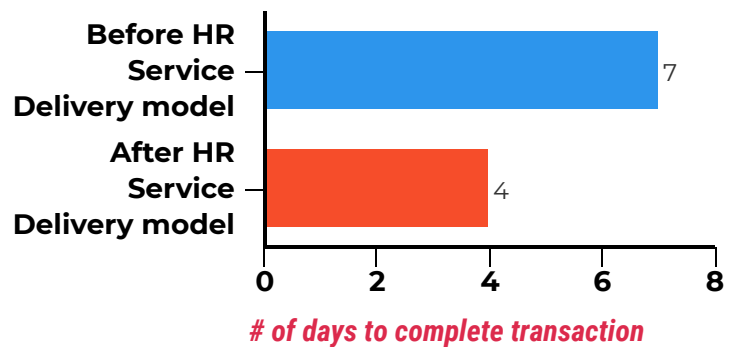
Strategic Workforce Planning

The ARC's classification and compensation consultants specialize in working with agencies to restructure and reorganize divisions in order to meet strategic workforce planning needs. ARC consultants increased the number of unique agency site visits from 2 in 2017 to 8 in 2018, supporting their efforts to better understand and meet agency-specific staffing requirements. All ARC consultants are trained in 'The Art of the Consultative Mindset' workshop facilitated by Strategic Learning Solutions to provide a best-in-class professional experience when working to meet strategic workforce planning needs.

HR Service Center

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The HR Service Center (HRSC) is housed within the Department of Human Resources to assist all state employees and applicants with routine HR inquiries. By providing a central HR point of contact, the center increases customer service and yields crucial call and customer satisfaction data through a ticket tracking system. The HRSC supports Agency HR teams by creating additional capacity to focus on strategic initiatives identified in their Strategic HR survey, such as recruitment and hiring processes, onboarding, talent management, and employee engagement.

2018 By The Numbers

- The HRSC processed the 50,000th ticket in July 2018

- On average, provided a response time of 0.2 hours, faster than the KSI goal of 0.3 hours, and a full resolution time of 1.2 hours, with many inquiries resolved immediately

- Received an average Customer Satisfaction Rating of 96%, better than the KSI goal of 95%

HR Service Center Team

- Comprised of State employees having experience working in many different departments
- Specialized team with training to provide agency-specific & employee-specific information to all state employees and applicants
- Has a passion for G.R.E.A.T customer service
- Information captured by the HR Service Center allows the Department of Human Resources and other departments to make data-driven decisions

Inquiries Directed to the HR Service Center

Attendance and Leave
- Annual & Sick Leave
- Bereavement Leave
- Comp Time & Overtime
- Holiday Schedule
- How to read a paycheck

Benefits Summary
- Employee Discounts
- How to change a beneficiary
- Insurance Options
- Mediation
- Service Awards
- Wellness Break

Learning & Development
- Class Schedules
- Class Completion Status
- Statewide Learning & Development Programs

Performance Management
- Performance Cycle Dates
- S.M.A.R.T. Goal
- Rating Scale Definitions

Application Process
- How to Apply
- Application Status
- 1st Round Interview FAQs

The HR Service Center is available by phone, e-mail and web-based chat Monday - Friday, 8:00 a.m. to 4:30 p.m. CT.

615-741-4841

HR.ServiceCenter@tn.gov

hrsupport.tn.gov

Organizational Performance and Data Management

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The Organizational Performance and Data Management (OPDM) division is the human capital data collection and management unit for the State of Tennessee. OPDM provides analysis to business leaders to increase efficiency, reporting and performance tracking to optimize strategy and performance. The division manages the Key Service Indicator Dashboard which drives the quarterly accountability meeting with the DOHR Leadership team and tracks the DOHR customer service monthly metrics. The division also manages the deployment and analysis of enterprise Exit, Engagement, and Climate surveys, as well as HR surveys to identify strategic priorities within each agency. By providing services to increase efficiency, accuracy and analysis of data, OPDM supports leaders in driving continuous improvement and organizational success.

2018 Highlights

Delivered 253 Data Report Requests within 4 days of request – meeting the division's service goal 100% of the time

Created 5 Surveys within 10 days of request – meeting the division's service goal 100% of the time and delivered 81 survey reports within 10 days of request - meeting division's service goal 100% of the time

Expansion of Data Management to include the development of a Business Intelligence tool for human capital in the Executive Branch data

2018 in review

Development of a LEAN/Six Sigma Process Improvement team that focuses on continuous improvement, increased efficiency and automation through process mapping.

Held 8 Process Improvement events with the 5 agencies depicted below:

- Established process mapping that was either non-existent or outdated
- Identified inefficiency and opportunities for improvement within current processes
- Assisted agencies in preparing for automation of process and reporting projects
- Increased employee knowledge of the entire process (start to finish)
- Identified best practice processes and implemented across regions with minor alterations based on location

Process Improvement

1 division completed: Department of General Services - STREAM

4 divisions in process:
1. Department of General Services - Vehicle Asset Management *(VAM)*
2. Department of Human Services - *(Intake Services)*
3. Department of Military - *(Procurement)*
4. Revenue - (Alignment of L&D Process Data)

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Legal Division

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The Legal division oversees all legal issues within DOHR, offering counsel and technical assistance to state agencies and employees on employment law matters. This division manages enterprise HR policy implementation, workplace investigations, employee appeals, and mediation. In addition, the Legal division serves as the enterprise General Counsel for State HR practices, and assists in developing and facilitating workshops on HR compliance and employment law matters.

2018 By The Numbers

48 Step III appeals processed for hearing in accordance with the 120 day statutory requirement

123 Step II appeals processed within the 30 days to meet statutory requirement

The EEO Division held the first-ever Tennessee Employee Mediator Program learning academy, and created the first statewide ADA reasonable accommodation policy

24 free Continuing Legal Education courses offered through the State's CLE Cooperative to attorneys across state government

Investigated and processed 130 workplace discrimination and harassment, workplace violence, and abusive conduct (workplace bullying) complaints from October 2017 through October 2018

TN Mediation Program

The Mediation Program is available at no cost to employees. Mediation improves communication and provides a neutral and confidential setting in which employees can openly discuss their views on the underlying dispute. Mediation helps to discover real issues in the workplace. Employees share information, which can lead to a better understanding of issues affecting the workplace.

# of mediations conducted	90
# of active program mediators statewide	24
# of Rule 31 mediator courses offered	3

89% *of mediations resulted in successful settlement*

40 workshops by the EEO Division to include courses on workplace investigations, FMLA, ADA, and affirmative action planning

8 continuing mediation education (CME) courses offered for current mediators

9 Step I designee workshops conducted

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Quality Assurance and Records Management

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The Quality Assurance and Records Management division has a crucial role in ensuring that the Department's operations and work products meet certain thresholds of excellence. The team conducts annual Quality Reviews, work systems process reviews, and ensures financial integrity compliance, with the ultimate goal to improve the department's efficiency by reducing waste. Enterprise records (separated employee personnel files, service records, retirement information) and all Department of Human Resources records are also maintained by the division. The team is responsible for making the records available by request in accordance with the Tennessee Public Records Act.

2018
By The Numbers

Processed 9,623 public records requests, meeting the goal to respond to a request within 3 days 100% of the time (the Statue requires a 7 day response time)

By converting paper files to electronic files, successfully completed reduction in physical paper space by total of 310 cubic feet, saving the State $9,300

Completed 8 quality reviews with approximately 78 recommendations to improve overall efficiency of DOHR operations

Financial Integrity

The State of Tennessee's Financial Integrity program is guided by the Tennessee Financial Integrity Act to assist managers in improving the accountability and effectiveness of state government. The program supports efficient and effective operations by implementing enterprise risk management practices and establishing internal controls. To support the program within the Department of Human Resources, the Quality Assurance and Records Management team collaborates with every division to discuss objectives, assess risk, and define control measures to ensure objectives are met in an efficient and effective manner. The team generated a Department of Human Resources Financial Integrity report which was submitted to the Department of Finance and Administration and Comptroller of the Treasury showing:

1. Accountability for meeting program objectives
2. Operational efficiency and effectiveness
3. Reliability of financial statements
4. Compliance with laws, regulations, rules, contracts, and grant agreements
5. Reduction of financial risk or other losses due to fraud, waste, and abuse

Records Scanned to Electronic Format

Year	Total Cubic Feet
2015-2016	265.56
2016-2017	247.62
2017-2018	314
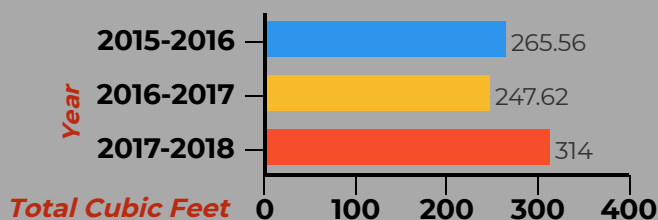
Public Records Requests Processed

Year	Total
2015-2016	13,316
2016-2017	11,916
2017-2018	9,623

Paper Reduction Initiative

Year	Starting Cubic Feet	Ending Cubic Feet	Reduction Total
2014-2015	2515 cf.	1272.5 cf.	1242.5 cf.
2015-2016	1272.5 cf.	1208 cf.	64.5 cf.
2016-2017	1208 cf.	861 cf.	347 cf.
2017-2018	861 cf.	551 cf.	310 cf.

Succession Planning Strategy

5 Statewide Annual Leadership Development Programs in Operation

LEAD Tennessee (150 Seats)
- 1,036 Graduates
Tennessee Government Executive Institute (36 Seats)
- 1,023 Graduates
Tennessee Government Management Institute (60 seats)
- 705 Graduates
Accelerated Leadership Institute (36 seats)
- 53 Graduates
HR Master Series (20 seats)
- 71 Graduates

Total Participants to date = 2,872

Executive Branch 20 Customized Agency Leadership Development Programs in Operation

Agriculture - Commissioners Leadership Academy (CLA) – 25
Bureau of Workers' Compensation – Leadership Academy (LA) – 12
Children's Services – Commissioner's Cornerstone Leadership Academy – 130
Correction (CLA) – 96
Division of TennCare (LA) – 25
Economic and Community Development (CLA) – 22
Environment and Conservation – Green Leadership Academy – 339
Finance and Administration (CLA) – 22
Financial Institutions (CLA) – 57
General Services (CLA) – 50
General Services – Emerging Leaders Institute – 38
Human Resources – Executive Leadership Institute – 34
Human Resources – Next Level Leadership Academy – 87
Human Services – Mission Possible (CLA) – 202
Human Services – Mission Possible Emerging Leaders (LA) – 98
Labor – Adult Education Academy of Academic Excellence – 47
Mental Health and Substance Abuse Services (CLA) – 22
Military – The Adjutant General's Leadership Academy – 10
Revenue (CLA) – 72
Safety and Homeland Security (CLA) – 77
Veterans Services (CLA)– 20

Total Participants to date = 1,485

Executive Branch 4 Cross-Agency Leadership Development Programs in Operation

Boards & Commissions Leadership Academy - 20
- Arts Commission
- Commission on Aging and Disabilities
- Commission on Children and Youth
- Council on Developmental Disabilities
- Health Services & Development Agency
- Human Rights Commission
- State Museum

Criminal Justice Leadership Academy (*in design*) - 25

Tennessee Ambassador League Institute - 21
- Health
- Human Services
- Labor
- Housing and Development Agency
- Transportation
- Economic and Community Development
- Commission on Aging and Disability

Leadership Academy for Excellence in Disability Services - 60
- Commission on Aging and Disabilities
- Council on Developmental Disabilities
- Education
- Health
- Human Services
- Intellectual & Developmental Disabilities
- Division of TennCare
- Veterans Services

Legislative Branch: Customized Agency Leadership Development Program in Operation

Treasury – Treasurer's Leadership Academy - 30
Total Participants to date = 30

Judicial Branch: Customized Agency Leadership Development Program in Design

Judicial Leadership Academy
Potential Participants = 25

5 Statewide Annual Development Conferences

Human Resources Conference - 550
Tennessee Government Leadership (TGL) Annual Conference - 537
Executive Assistant Conference - 198
Learning and Development Conference - 184
LEAD TN Alumni Symposium - 116

Total Participants in 2018 = 1,585

Department of Human Resources
Awards and Recognition

2018

1. Level III Baldrige Award from the Tennessee Center for Performance Excellence
2. Innovation in State Government Award from National Association of State Chief Administrators
3. Large Agency of HR Excellence Award from the International Public Management Association for HR
4. Innovative State HR Management Program for the Management and Leadership Learning Pyramid from National Association of State Personnel Executives

2017

1. Level II Baldrige Award from the Tennessee Center for Performance Excellence
2. Top Development Program for LEAD Tennessee by HR.com
3. Top Leadership Partner Awarded to CLO by HR.com
4. Learning Innovator Leader of the Year to CLO, Chief Learning Officer

2016

1. HR Executive of the Year awarded to Commissioner by the Middle TN Society for Human Resources Management
2. Development Professional of the Year awarded to CLO, Middle Tennessee Society for Human Resources Management
3. Award for Excellence in HR Management to CLO, International Public Management Association for HR

2015

1. Advancing the HR Profession Award for the HR Master Series from National Association of State Personnel Executives
2. Outstanding Achievement and Leadership by a State HR Management Executive awarded to Commissioner by National Association of State Personnel Executives