

Spring 2017

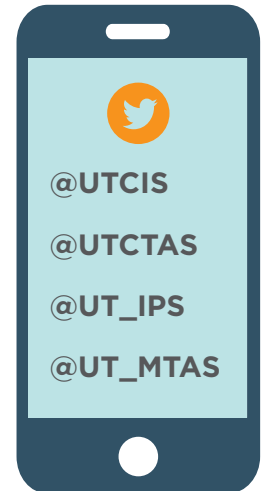
IPSconnect

A Publication of The University of Tennessee Institute for Public Service



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Naifeh Center for Effective Leadership with Macel Ely. February 22 •

Today is "UT Day on the Hill" in Nashville at the TN State Legislature. IPS Vice-President, Dr. Herb Byrd, and Naifeh Center Director, Dr. Macel Ely visited the offices today of those legislators who successfully completed the TN Legislators Academy back in January. Pictured here is Dr. Herb Byrd presenting Representative Paul Sherrell his diploma.



Like Comment Share

UT County Technical Assistance Service February 21 •

We've started our InfoBytes series on Operating Budgets! These 10-15 minute pre-recorded slideshows will teach you what you need to know fast. <http://ctas-notes.ips.utk.edu/storyli.../opbudget/.../story.html>

County Budgeting InfoBytes Series



<http://www.ctas.tennessee.edu/content/infobytes>

Like Comment Share

UT CIS @UTCIS · Jan 19

Today's East TN Small Business Growth Conference was a huge success! Thank you to everyone who played a part in making it so! #SmallBiz



Paul H. Jennings

1 8

UT IPS @UT_IPS · Mar 29

IPS employees helping to form the Power T at Neyland this morning. #rokerthon



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IPS Strategic Plan Launch



Newly Elected Legislators Workshop

12 18

Dr. Byrd addresses the Nashville
Strategic Planning Session (2016)



A **WORD** FROM **DR. BYRD**

Planning (for a little while) is done.
Now for the DOING!

If you enjoyed watching the Star Wars saga, you are probably already remembering a Yoda quote. While being challenged in his training, Luke tells Yoda that he is trying. Yoda in turn challenges Luke by replying “No! Try not. Do, or do not. There is no try.”

Yoda’s wisdom could also apply to the strategic planning process. The best planning in the world is useless if that plan is celebrated, put away somewhere and never put to use. That’s why I’m excited to be able to tell you that even though our published plan documents just went out in mid-March, teams are already working on initiatives and are producing tangible results.

To refresh your memory, our strategic plan consisted of four main goals in the areas of a sustainable financial future, delivery of excellent programs, developing a diverse and highly skilled workforce and communicating IPS impact, value and success stories. Within each of the main goals we developed a total of 19 micro-goals, and the work on at

least two micro-goals in each main goal are underway.

Each team has established a timeline for completion, milestones to meet along the way, resources needed, and ways to measure our progress toward completion. For instance, one team is working on the roll-out of a new, and much needed, learning management system. Another is working on consistent look and feel, and required elements of our web presence. The workforce team is establishing guidelines for professional development, and plans to have this completed by June! Our financial future is in good hands as this team will put strategies in place to ensure we are able to meet customer needs in a sustainable way. Each of these goals is expected to be complete at least by the time we are together for our UT Institute for Public Service Annual Conference in August. I’m looking forward to the celebration of these accomplishments then, and expect we will have already moved on to working on additional micro-goals!

You can probably tell that I’m just a little bit excited to see all of the

great work already going on. As much as I like strategic planning, I have to say my favorite part is in the strategic doing. Barry Posner, in a 1990 Journal of Leadership Education article said, “Developing leaders is not the result of wishful thinking, reading a book, or taking a class. Developing leaders is the result of determined doing, from the inside out.” There is no doubt that determined doing from a basis of strong internal motivation gets results.

Determined doing...-now that’s some kind of fun! Thanks go out to all of the individuals and teams that made the work we are now engaged in possible. Now, I can hardly wait to be able to talk about our results!

Herb

(PS. If you did not receive a copy of our strategic plan, please let us know and we’ll get one to you. It is also available on the web at <http://www.ips.tennessee.edu/strategic-planning>)

Employee Profile | Judie Martin

After serving the Institute for Public Service (IPS) for 11 years, Judie Martin officially retired in February. Martin worked at the city of Knoxville for 32 years before she began her career at IPS. She spent her first year working at the Law Enforcement Innovation Center (LEIC) and then became the human resource and operations manager for the IPS administration office.

“The university is a great place to work and offers so many opportunities and benefits for their employees,” said Martin. “I enjoyed my job and traveling across the state and meeting all of the employees.”

Outside of her usual role as the HR and operations manager, Martin also enjoyed working on the three IPS Leadership Academies and values the idea of a wellness program for employees which began with Leadership Academy II as part of its’ employer of choice project and was later designed as a work-life balance program by Leadership Academy III.

Personal wellness is also important to Martin. In 2001, she began walking for exercise. Her goal is to walk two miles every day with the help of her FitBit. Martin says she is often asked what keeps her walking, and she enthusiastically replied “I walk to eat!”

Living in Tennessee means that sometimes the weather is unpredictable. However, this does not stop Martin from getting her steps in. Although she prefers to walk outside, she has also found a way to keep walking when weather conditions may not permit. Every morning before work, Martin would drive to Thompson Bowling Arena and walk

the concourse. At the end of the year, Martin likes to see how many miles she walked and apply that to a particular destination, for example, Daytona Beach, FL.

Succeeding Martin as HR and operations manager is Tomi Rogers. Before joining IPS, she served as an extension specialist in Extension within the University of Tennessee’s Institute of Agriculture. She joined UT in 2001 as an intern in human resources and has gradually been afforded opportunities to grow her career as a human resources professional. She received her bachelor’s degree in human resource development and her master’s in human resource management, both from the University of Tennessee, Knoxville. She is currently pursuing a doctorate in learning and leadership from the UT, Chattanooga.



In addition to her career with UT, she has worked for companies such as TEAMHealth, Amazon.com, and the University of South Carolina. One of her passions is helping individuals grow through professional and personal development from topics such as leadership and supervisory skills, communication, customer service, mediation, mentoring, and strategic planning. She considers herself fortunate to have been afforded countless opportunities to share her passion of personal and professional development with others.

Rogers was born and raised in Memphis. She has been married to Boris for almost 10 years and has a 7-year old son, Matthew. In addition to her love of being a wife and mother, she enjoys attending UT football games, reading novels, and cheering for her son at his baseball, basketball, and flag football games.

Judie Martin celebrates her retirement
from IPS with Pat Hardy (2016)





NAIFEH CENTER, BAKER CENTER HOST NEW LEGISLATORS

The Institute for Public Service's Naifeh Center for Effective Leadership and the Howard H. Baker Jr. Center for Public Policy partnered to host the biennial Newly Elected Tennessee Legislators workshop Jan. 18-20.

The workshop included sessions on keys to being an effective legislator, the Tennessee budget and budget process and a roundtable discussion with former Governor Don Sundquist, former House Speaker Jimmy Naifeh and former Senators Jo Ann Graves and Bill Clabough. The newly elected leaders also had a behind-the-scenes tour of Neyland Stadium followed by dinner hosted by UT President Dr. Joe DiPietro.



LEIC OFFERS TRAINING ON USE OF FORCE DECISION MAKING SIMULATOR

Police officers respond to a public drunkenness call in a back alley during the daylight. As they are trying to communicate with the subject of the call, a shooter ambushes them out of a stopped vehicle. This situation is just one of the real-life scenarios in a simulator used for training at the University of Tennessee Law Enforcement Innovation Center (LEIC).

Helping law-enforcement officers make better decisions when deciding when to use force has become increasingly important in light of the public debate on the appropriate use of force, which is the main reason LEIC, an agency of the UT Institute for Public Service, invested in the Use of Force Decision Making Firearms Simulator. A Washington Post report found that 1,153 people in the U.S. lost their lives in 2016 due to interactions with law enforcement – 963 of those by gunfire. The National Law Enforcement Officers Memorial Fund reported that 64 officers were killed in firearm-related incidents in 2016 — a 56 percent increase over 2015.

“With the implementation of virtual firearms simulators in law enforcement officer training we are able to encounter realistic situations as opposed to static range scenarios.”

“Officers receive shooting instruction on the ranges, but this simulator is unique in that it places the officers in the potentially hostile scenario,” said LEIC Executive Director Don Green. “This 300-degree simulator provides participants an immersive training experience to react to scenarios using verbal commands, Taser, and firearms. Officers experience a diverse range of scenarios during the class designed to challenge their knowledge and decision making abilities.” LEIC is the only agency in Tennessee with a 300-degree simulator.



Greg Coker of the LEIC discusses the value of VirTra technology



LEIC's Chris Jones and Greg Coker demonstrate how to utilize VirTra Technology.

The eight-hour course offered at the LEIC facility in Oak Ridge helps students increase situational awareness, increase their communication skills and practice decision-making under stress. After a simulation, participants can review video, which records when they fired their weapon, what was visible on the suspects at the time, and what the officers said leading up to the shooting. A trained instructor debriefs each scenario. LEIC does not allow personal firearms in its facility. For this training, the officers use actual firearms that are fitted with a non-permanent drop in laser recoil kit, as well as having a Taser or less lethal option.

“With the implementation of virtual firearms simulators in law enforcement officer training we are able to encounter realistic situations as opposed to static range scenarios,” said Maureen Velez with the Tennessee Highway Patrol.



STRATEGIC PLAN

 THE UNIVERSITY OF TENNESSEE
INSTITUTE FOR PUBLIC SERVICE

IPS LAUNCHES FIVE-YEAR STRATEGIC PLAN

Almost a year ago, the Institute for Public Service (IPS) embarked on a strategic planning process that took them through three planning retreats and four listening sessions across the state. The results of these meetings shaped the new strategic plan that will guide IPS and its agencies into the future.

A diverse group of employees appointed to a steering committee spearheaded the process starting with a planning retreat at Montgomery Bell State Park. Led by facilitator Mitch Owen of Mitchen Leadership and Organization Development and assisted by the Center for Industrial Services' Martha Kelley, the committee became familiar with what the process would include and what its roles would be. What followed was a whirlwind schedule of listening sessions in Jackson, Nashville and Oak Ridge. More than 300 IPS employees and stakeholders contributed their insights on various questions including what works well at IPS and what trends their organizations face in the next 10 years.

After collecting thousands of data points, the steering committee organized and analyzed them to chart the course for the institute over the next five years. The plan, which officially launched March 13, will use these goals as the road map to take the institute and its agencies into the future:

- IPS Funding will Meet Expanding Customer Needs by 2022
- IPS Will Deliver Best-in-Class Customer-Focused Education and Technical Assistance
- We Will Develop a Diverse and Highly Skilled Workforce that Embodies the Values of Integrity, Accountability and Professionalism
- We will Communicate the Impact, Value and Story of IPS

These goals reflect the dedication, expertise and innovation of employees and stakeholders to maintain and strengthen the institute's work with business and government across the state. The entire plan is posted on the IPS website under the About IPS tab.

Strategic Plan Steering Committee

Herb Byrd III	Stefani Mundy
Macel Ely	Keith Ridley
Adam Foote	Robin Roberts
Scott Gordy	Susan Robertson
Don Green	Marty Spears
Paul Jennings	Lisa Shipley
Martha Kelley	Chris Shults
Jeff Lindsey	Jim Thomas
Libby McCroskey	Steve Thompson
Judie Martin	Gail White
Emily Miller	Rick Whitehead



Guests and hosts of the 2017 NFA Symposium pose for a group photo in Nashville.

FORENSIC ACADEMY ALUMS ATTEND SYMPOSIUM



More than 90 law enforcement officers from around the country attended the National Forensic Academy (NFA) Symposium in Nashville. The symposium is hosted every other year by the Law Enforcement Innovation Center and is attended by many alumni of the NFA. Sessions included forensic application of genetic genealogy and aftermath of an active shooter: investigation and crime scene considerations.

PRESENTERS OF THE 2017 NFA SYMPOSIUM



COLLEEN FITZPATRICK, PHD



Fitzpatrick has been involved in high profile forensic cases, including the identification of the Unknown Child on the Titanic and the Amelia Earhart project; she is now the Forensic Genealogist on the Abraham Lincoln DNA Project.

LESLEY HAMMER, MA, MSC, D-ABC, CFWE



Lesley Hammer is a private Forensic Consultant with experience in latent print, footwear, tire track, and crime scene disciplines. Hammer worked at the Alaska State Crime Lab for 15 years and supervised the Physical Evidence Unit.

DET. BRIAN COCHRAN



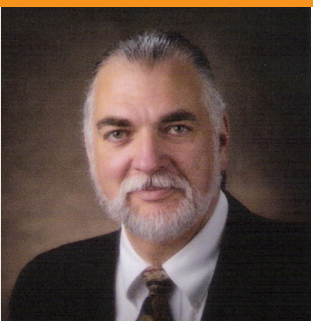
Cochran is a member of the International Association of Identification, and a certified instructor for the Department of Criminal Justice Training in Kentucky.

SR SPECIAL AGENT CORY LATHAM



Latham is court qualified as an expert in the areas of Crime Scene Analysis, Shooting Reconstruction and Bloodstain Pattern Analysis. He is also a graduate of the National Forensic Academy, Session 26.

JAMES WILLIAMS, MD



Apart from being an experienced competitive shooter in smallbore pistol, combat pistol, trap, and sporting clays, Williams is also the Emergency Department Medical Director for Christus Spohn Hospital Alice, in Alice Texas.

SR SPECIAL AGENT ROBERT JACOBS



Jacobs has been an agent with the Kansas Bureau of Investigation since 2001. He also graduated from the National Forensic Academy in 2011 and is a certified crime scene investigator through the International Association of Identification (IAI).

CIS HELPS COUNTIES WITH ASSET-BASED PLANNING

After listening sessions with the UT Institute for Public Service and its agency the Center for Industrial Services (CIS) in each of the state's 23 designated distress counties, the counties developed action-oriented, short-term goals based on their assets. Following the planning, the Tennessee Department of Economic and Community Development announced the availability of grants to assist in improving economic indicators in our distressed counties.

“Each of our communities have unique assets that can be leveraged to drive economic development.”

The Asset Enhancement Grants are available to communities that completed the Asset-Based Planning process that was conducted with CIS last fall. To participate in this program, counties were designated as distressed in FY2016 or FY2017 based on the economic indicators of poverty rate, per capita income and unemployment rate. These communities are in the bottom 10 percent of the counties in the nation. The 23 participating counties are eligible for up to \$50,000 or \$100,000 for regional applications for projects that allow the community to meet at least one of their asset-based goals and have measurable outcomes and impact on key economic indicators.

“Each of our communities have unique assets that can be leveraged to drive economic development,” TNECD Assistant Commissioner of Rural Development Amy New said. “We held listening sessions across the state in an effort to help these communities pinpoint assets and develop a plan around them. Since these counties are our most distressed, we knew additional resources were necessary to implement these plans.”

The Asset Enhancement Grants are funded through the Rural Economic Opportunity Act that was passed by the state legislature in 2016 to improve the economic indicators in rural communities across Tennessee.

DID YOU KNOW?

Tennessee is the only three-time winner of “State of the Year” for economic development by *Business Facilities* magazine.

IPS EMPLOYEES PARTICIPATE IN CERTIFICATE PROGRAM TO STRENGTHEN TRAINING FOR CUSTOMERS

Thirty-two Institute for Public Service employees participated in two, separate training sessions facilitated by the Association for Talent Development (ATD). The sessions convened in both Knoxville and Nashville and participants of the ATD certificate program represented all five of the institute's agencies. This opportunity for employee development was entitled Introduction to Training and facilitated by training expert Nadine Martin, former director of training for the LL Bean Corporation.

Topics included identifying effective methods for training, critical components required for preparing adult learning as well as demonstrating effective use of facilitation techniques for adult learners. The seven-hour training course had several themes including how adults learn best, how to deliver like a professional and how best to open and conclude a training course for participants.

The IPS Training Idea Exchange (TIE) Committee with the support of the IPS Leadership Team made the training available for a group of IPS employees. Future training opportunities for the continuous development of IPS employees will be available in the future.

The class was great for re-enforcing the importance of the core principals employed in delivering valuable training to the participant.

It really reminded me that training doesn't just occur to 'check a box' for those attending training, but to truly insure that learning occurs so that it can be translated into performance results...this is mission critical!

John Grubbs, MTAS HR Consultant

The ATD training was a good basic overview of adult learning principles and how to flex our teaching skills to reach more participants. We learned from the expertise of our ATD facilitator as well as capitalizing on the experience and best practices of our IPS colleagues.

Martha Kelley, CIS Consultant

Association for Talent Development

The Association for Talent Development (ATD) is a professional membership organization supporting those who develop the knowledge and skills of employees in organizations around the world. The association was previously known as the American Society for Training & Development (ASTD).

More than 70,000 professionals have enrolled in ATD Education programs. ATD's members come from more than 120 countries and work in organizations of all sizes and in all industry sectors.



IPS employees attending training in Nashville and discussing best practices and how best to improve training for customers of the five agencies.

CIS employees Debbie Barber, Paul Jennings, Paul Middlebrooks, Russell Toone, and Felicia Roberts represent PTAC at the 2017 East TN Small Business Growth Conference in Clinton.

