Summer 2017



ST

TENNESSEE

NAIFEH CENTER LAUNCHES CPM PROGRAM JANUARY 2018

INSTITUTE FOR PUBLIC SERVICE

ON SOCIAL MEDIA

Naifeh Center for Effective Leadership

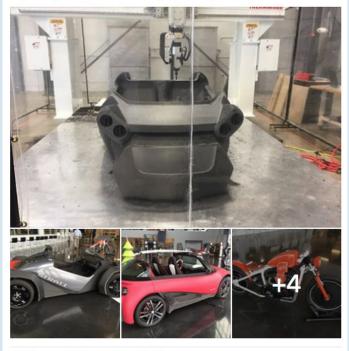
Today the Naifeh Center for Effective Leadership staff hosted an orientation for 49 state government executives who will be participating in this year's TN Government Executive Institute (TGEI). This is the largest TGEI class ever. Congrats, TGEI Class of 2017!



📫 Like 🛛 💭 Comment 🛛 🌧 Share

University of Tennessee Center for Industrial Services added 7 new photos. January 13 · @

What an informative and fun visit to Local Motors! #3DPrinting https://3dprintingindustry.com/.../3d-printing-industry-revi.../



📫 Like 📕 Comment 🍌 Share

Follow IPS and its agencies on Facebook & Twitter!



UT CIS @UTCIS · Aug 11 "Knowing your target cust

"Knowing your target customer: 1st step of govt contracting" #PTAC Govt Contracting 101 teaches #SmallBusiness how to secure a contract.









CONTENTS



IPSCONNECT is a publication of The University of Tennessee Institute for Public Service

> 1610 University Avenue Knoxville, TN 37921 Phone: (865) 974-6621 Fax: (865) 974-1528

Dr. Joseph DiPietro President

Dr. Herb Byrd, III Vice President of Public Service

> Charles E. Shoopman Assistant Vice President

> Steven T. Thompson Assistant Vice President

The University of Tennessee does not discriminate on the basis of race, sex, color, religion, national origin, age, disability, or veteran status in provision of educational programs and services or employment opportunities and benefits. This policy extends to both employment by and admission to the university.

The University does not discriminate on the basis of race, sex, or disability in its education programs and activities pursuant to the requirements of the Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act (ADA) of 1990.

Inquiries and charges of violation concerning Title VI, Title IX, Section 504, ADA or the Age Discrimination in Employment Act (ADEA) or any of the other above referenced policies should be directed to the Office of Equity and Diversity (OED), 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone (865) 974-2498 (V/TTY available) or 974-2440.

Requests for accommodation of a disability should be directed to the ADA Coordinator at the UTK Office of Human Resources, 105 Student Services Building, Knoxville, TN 37996-4125

Cover Story | Naifeh Center Launches CPM Course

| A Word from Dr. Byrd | 4 |
|---|------|
| Spotlight Gabe Looney | 6 |
| New MTAS Executive Director | .8 |
| First Management & Leader Certificate Graduates | .12 |
| Active Shooter Training | . 22 |





Municipal Management Academy

IPS Annual Conference Awards 2017

A WORD FROM DR. BYRD

T seems that we live in a highly reactive society. Do you remember chemistry lab? Events provide the reactive agent. A tweet posts and a catalyst gets added to the mix. Perhaps we add a little bit of heat through a Facebook group. Maybe a little bit of stirring in the form of partisan rhetoric and then the reaction. Sometimes the violence of the reaction produces a destructive force. Other times the result is a beneficial precipitate. We've seen it lately, perhaps playing out even now.

Last week we completed our 2017 West, Middle and East Tennessee visits with UT IPS (CIS, CTAS, LEIC, MTAS and Naifeh Center) customers. Along with Dr. Joe DiPietro and others, we heard again and again the stories of outstanding work, support, and relationships. Each employee in the institute makes a positive difference either by quick reactions to an emerging need or by proactive education to prevent destructive outcomes. Allow me to highlight some of these that quickly come to mind.

In the Center for Industrial Services, safety educational programs help to reduce accidents and risk while preparing manufacturing workers in the proper emergency response when a situation arises. Economic development certification programs produce individuals who are catalysts for growth all over Tennessee. The Procurement Technical Assistance Center prepares and assists manufacturers in securing federal contracts, resulting in jobs sustained or created and bolstering local economies. Then there are programs like our Manufacturing Extension Partnership, supply chain management, LEAN manufacturing, 6-Sigma and Blackbelt, or supervisory leadership programs that build capacity in small, mid-size, and even large industries. With our County Technical Assistance Service, the regular turnover in county government presents a formula for calamity. Put CTAS in the mix though and citizens can rest assured that any inexperienced elected officials will have the help necessary to maintain and grow the services county residents take for granted. Programs like the County Officials Orientation Program prepare county mayors, commissioners, assessors, sheriffs, road superintendents, or finance officers for the basics of the job and the ethical exercise of duties. It is hard to measure the disasters that don't happen because of what we do. I'm confident that our CTAS consultants and supporting cast make a positive difference beyond measure.

Clientele of our Law Enforcement Innovation Center are charged with keeping us safe and ensuring that lawbreakers are brought to justice. But they do more than that. Programs like the Southeastern Leadership Academy help to qualify and prepare officers for future advancement. Active shooter trainings are helping organizations of all kinds be prepared should the unthinkable happen in their workplace. De-escalation training in a video-based simulator helps train law enforcement officers better equipped to prevent volatile outcomes. And, training first responders in proper use of Naloxone saves opioid overdose endangered lives.

The Municipal Technical Advisory Service works to ensure good municipal government in Tennessee's 345 incorporated towns and cities. A recent study of one educational program, the Certified Municipal Finance Officer program, has shown that it significantly reduces the number and severity of municipal audit findings. MTAS aids cities in making good hires by helping them with searches, ensures local firefighters are equipped and



at the top of their game when the alarm rings, and even works with cities to minimize negative impacts of waste on the environment.

Programs of the Naifeh Center for Effective Leadership grow the capacity of Tennessee's public servants at all levels of government service. Programs like the Tennessee Government Executive Institute and the Tennessee Government Management Institute teach mainly state-level leaders the skills, behaviors and art of leadership. Newly elected state legislators who attend the orientation we provide along with the UT Baker Center, are enthusiastically grateful for the head start this program gives them as the General Assembly convenes. Government officials at the municipal, county and state levels grow in their capacity to lead when they attend the Local Government Leadership Program. And one spoiler alert – stay tuned for more good things to come as the Naifeh Center ramps up the Certified Public Manager program this fall.

The Institute for Public Service represents a great university all over the state. But, as Dr. DiPietro has shared in our visits across the state, sometimes we only get coverage of "near misses and crashes," the negative things happening with or around us. We don't want to bottle up the proactive work and resulting impacts you make happen.

To all of you who make these great stories possible, thank you. To all of our program partners and participants, you are our reason for engagement. We're grateful for our relationship with you, the opportunities you give us to serve, and for making us a part of your story.

Herb

EMPLOYEE SPOTLIGHT | GABE LOONEY

Gabe Looney is a property assessment consultant with the County Technical Assistance Service (CTAS). He provides assistance to county officials with solutions to issues they may encounter. Looney appreciates that his job allows him to help people.

"The diversity of the work ensures that no two days are the same, but providing information that helps a county official solve a problem is most rewarding," Looney said.

Looney has been with CTAS since March of 2017. He received his bachelor's degree in psychology with a minor in criminal justice from the University of North Florida in Jacksonville. Previously, Looney worked for the Blount County government in the property assessor's office for 10 years.

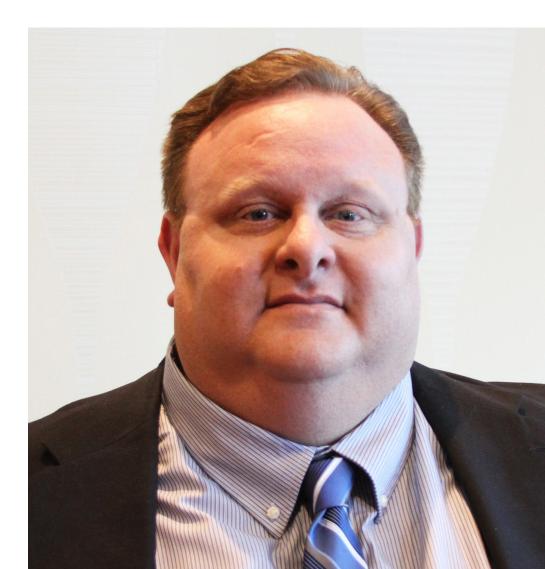
Among his professional projects, one of his favorites involves his duties as the vice president of the Tennessee Chapter of the International Association of Assessing Officers.

"I have been involved in the planning and organizing of the annual chapter meeting," Looney said. The purpose of the organization's annual meeting is to serve property assessors, their staff, and Division of Property Assessments (DPA) employees throughout the state.

"My specific duties included creating an education program and securing guest speakers," he said. "The feedback has been positive, our membership numbers have increased, and we are scheduled to have one of the largest attended meetings in several years."

When he's not problem solving for county officials or serving members of the International Association of Assessing officers, Looney enjoys fishing, target shooting, and is a college sports enthusiast.

"Football, baseball, basketball- honestly anything in the Southeastern Conference," he said.





DIPIETRO VISITS IPS CUSTOMERS IN CHATTANOOGA AREA

In his statewide tour to visit Institute for Public Service customers, UT President Joe DiPietro recently made a stop in the small Bradley County city of Charleston, home to Wacker Polysilicon North American. After beginning operation in 2016, Wacker called on the Center for Industrial Services' Health and Safety program to provide training for its 32-person emergency preparedness team.

Wacker Emergency Preparedness Director Dan King and Assistant Fire Chief Michael Shillings discussed the various programs CIS conducted for their staff over the last two years. The training includes 24-hour industrial firefighter bridge, 40-hour emergency rope rescue, confined space rescue, industrial rope rescue and fire brigade refresher. Wacker Vice President and Site Manager Mary Beth Hudson gave the group, which also included IPS Vice President Herb Byrd III, a tour of the multi-acre property that produces 20,000 metric tons of polysilicon annually.

The UT group then met with city and county officials from the southeastern area of the state at the Cleveland Regional Jetport. The local government officials talked about the value they receive from IPS agency training and consulting.

UT INSTITUTE FOR PUBLIC SERVICE NAMES NEW MTAS EXECUTIVE DIRECTOR

The University of Tennessee Institute for Public Service announced that Margaret Norris is the new executive director of its Municipal Technical Advisory Service (MTAS). Norris currently is a municipal government consultant for the East Tennessee region, a position she's held for the last 16 years.

"We are pleased to bring Margaret in as executive director," said IPS Vice President Herb Byrd III. "She has a strong background in working with and serving the needs of Tennessee cities. I am confident in her abilities to lead MTAS and promote the services of the agency across the state."

Norris was selected from a final pool of three candidates. The search committee members recommended her as a finalist based on her strengths of: having strong relationship-building skills; her excellent reputation of servicing and training her customers; and her knowledge of current issues facing Tennessee cities.

Norris received her bachelor's degree in psychology and Spanish from UT Knoxville and her master's in public administration from UT Chattanooga. While in the MPA program at UTC, she served as an intern with MTAS. Following graduation, she served a post-graduate public management internship with the city of Kansas City, Mo. She's also held the city manager's position in South Pittsburg and was a finance director for the city of Lumberton, N.C.

She will work out of the MTAS main office in Knoxville and began her duties on Aug. 14.

Q: How have you seen things change in your 16 years with MTAS?

The organizational structure has morphed and changed through my tenure; but sometimes, the more things change the more they stay the same.

The greatest change has been in people. It is amazing the impact that a single person can have on an organization,

and you often do not feel or understand that impact until that particular person is no longer with the group. This has happened repeatedly through the years.

Another change has been in communications with customers. When I first began with MTAS we produced printed publications, carried pagers, and did not use email to the extent we do now - most requests came via landline telephone calls. We also sent a lot of information via fax. Today we can reach thousands of municipal officials with the click of a button.

Q: How have you seen things change with cities during that time?

The complexity of cities has definitely grown in 16 years. Also, when I first started as a city manager, I brought the first computer into the city manager's office. Technology has definitely made a difference, and will continue to do so.

Q: What do your first 90 days look like as the new MTAS director?

There will be a lot of listening and learning during those first 90 days. As a management consultant, I often used the phrase "you don't know what you don't know" when talking to city officials. I am self-applying that advice and trying to absorb as much new information as I can.

Q: What are the challenges you see for MTAS in the next five years?

The challenges for MTAS are not that dissimilar to municipal challenges: external budgetary impacts; personnel changes with Baby Boomers leaving the workforce, and retaining top talent; technological advances; better linking efforts to outcomes; and meeting expanding customer needs.

Q: What are you looking forward to the most in taking over as director?

I am looking forward to leading an incredibly talented staff who strives to help Tennessee cities and towns be the best they can be.

TENNESSEE CERTIFIED PUBLIC MANAGER® (CPM) LAUNCHES JANUARY 2018

Submitted by Trent Clagg, Naifeh Center

The Naifeh Center for Effective Leadership is accepting applications for the inaugural Tennessee Certified Public Manager (CPM) program, which begins in January 2018. The CPM is a comprehensive management development program specifically designed to prepare managers for careers in federal, state, local government and in other organizations with a public purpose.

CPM is a nationally accredited management program and certification where participants develop and strengthen their management skills through competencybased curriculum and activities. The program can fill a training gap for staff with significant technical expertise who seek to further their knowledge of current management practices.

Program participants will be able to sharpen their personal and professional leadership styles and expand the knowledge and skills needed to manage and inspire positive change in their workplaces and communities. Participants will meet for a total of 12 days over a period of a year. The instruction, comprised of four modules, will take place with instructor-led classes as well as online coursework. During the modules, students will complete a capstone project for their organization or agency before obtaining the public manager certification at the end of the program.

The National Certified Public Manager Consortium and its accreditation body have awarded the University of Tennessee's Naifeh Center for Effective Leadership an active status in becoming the sole provider of the certification for Tennessee. UT will now join the ranks of other universities across the country including University of Georgia, Florida State, and Rutgers University.

The Naifeh Center is experiencing interest from federal,



state and local government agencies and their leaders in anticipation of its newest program. Seats are filling fast and the curriculum promises to be an excellent growth opportunity for those wishing to excel in their public service careers.

For more information or to enroll in the program's first Tennessee cohort, contact Naifeh Center Training Specialist Trent Clagg, trent.clagg@tennessee.edu or visit leadership.tennessee.edu/cpm.



MEMPHIS GRADUATES FIRST MANAGEMENT & LEADER CERTIFICATE CLASS

The city of Memphis in partnership with MTAS celebrated the first Management & Leader Certificate Program graduating class. Sixtyseven managers, supervisors and team leaders participated in this inaugural program. Mayor Jim Strickland and Chief Human Resources Officer Alex Smith honored the graduates at a ceremony held in the city's Hall of Mayors.

MTAS and Memphis's Professional Development Institute (PDI) are continuing this endeavor by expanding to three certificate track programs: Administrative Certificate Program, Professional Certificate Program, and Management & Leader Certificate Program.

Memphis's PDI helps city government become more efficient and effective, and assists employees in achieving professional success and personal growth.

"PDI offers learning courses, certificate programs, and leadership development programs to position individuals for career advancement. The mission of PDI is consistent with the goals and objectives of City Government – to help employees move ahead in their careers by better equipping them with the tools they need to improve their lives and those of citizens," said Alex Smith, chief human resources officer, Memphis.







MTAS's Abb Oglesby and Ronnie Neil participate in Management & Leader Certificate graduation



2017 TGMI IS IN THE BOOKS

Submitted by Patrick Mills, Naifeh Center

The Tennessee Government Management Institute (TGMI) saw its largest class ever graduate recently in Franklin. The Naifeh Center for Effective Leadership in partnership with the Tennessee Department of Human Resources administer TGMI.

During the two-week institute, the goal is to improve middle management leadership, self-management techniques, maximization of human capital, communication, ethical issues, and ensuring the success of complex projects in state government. The class of 2017 looked to the final day of TGMI not as goodbye but as "the beginning of new friendships and powerful networking opportunities."

Forty-four state government managers representing over 30 Tennessee state government agencies made up the 2017 graduating class.

TGMI graduation convened this year at the Franklin Marriott Cool Springs and featured keynote speaker Jeremy Kingsley. Kingsley is a best-selling author, leadership expert, and one of the most sought after speakers in the country. Kingsley's masterful storytelling connected with the audience through the perfect blend of humor, content, inspiration, and relevant principles to help each individual, and was a perfect culmination to end TGMI. Kingsley and the 2017 TGMI class were met and represented by a record breaking attendance of their supervisors, peers and family.

TGMI Class President Kaycee Wolf, from the Department of Commerce and Insurance, addressed the graduates, challenging them to make great accomplishments while serving the citizens of Tennessee and to continue to be the "Best class ever."

Pictured above are the Naifeh Center for Effective Leadership staff accompanied by TN Department of Human Resources Commissioner Rebecca Hunter and the 2017 Tennessee Government Management Institute (TGMI) Class of 2017.

IPS ANNUAL CONFERENCE AWARDS

Tom and Diane Ballard Excellence in Public Service Award Michelle Buckner, MTAS

Robert S. Hutchison Outstanding Public Service Award Kevin Lauer, CTAS

Horizon Award Hannah Holder, Administration

> Horizon Award Kim Denton, CIS

Beacon Award Sherri Cooper Duru, CIS

Pinnacle Award Jeff Metzger and Kristy Brown, CTAS

Project of the Year Chemical Weapons Security Training Chris Jones, Howard Hall and Don Green

Collaboration of the Year

Asset-Based Planning Initiative for Rural Distressed Counties CIS: Michael Codega, Kim Denton, Adam Foote, Keith Groves, Paul Jennings, Martha Kelley, Erin Ketelle, Rod Kirk, Beth Phillips and Andre Temple CTAS: Rick Hall, Ben Rodgers and Wesley Robertson MTAS: Warren Nevad and Dana Deem Faculty Excellence Award Howard Hall, UT Knoxville

Five Franklins Award Pat Hardy, MTAS

Five Franklins Award Cyndy Edmonds, MTAS

Five Franklins Award Bryan Lane, CIS

Five Franklins Award Dwaine Raper, CIS

Five Franklins Award Felicia Roberts, CIS

Five Franklins Award Tanya Todd, CTAS

Vice Presidential Citation K@TE Team Administration: Scott Gordy MTAS: Cyndy Edmonds CTAS: Chris Payne CIS: Felicia Roberts LEIC: Emily Miller and Sharon Sexton

Vice Presidential Citation PTAC Team, CIS Debbie Barber, Russell Toone, Paul Middlebrooks and Veronica Clark

Congratulations to this year's winners!

CHATTANOOGA COUNCIL MEMBERS ATTEND EOA

A n Elected Officials Academy was held for the newly elected city of Chattanooga councilmembers. The new members were very inquisitive and excited to build upon their knowledge regarding municipal operations. They were a very lively group and enjoyable to work with over the two days. They attended classes on the foundations of government, charters and codes, finance, ethics, and working together as a council.



Attendees hard at work

Attending were (left to right in picture): Erskine Oglesby Jr, Anthony Byrd, Demetrus Coonrod and Darrin Ledford.



SERVE HEALTHY EMPLOYEE WELLNESS SPOTLIGHT | LINDA ARMS

Linda Arms, administrative coordinator at CIS in Knoxville, loves to play tennis. Currently a U.S. Tennis Association member, Arms was introduced to the sport while her daughter was taking lessons in middle school. This was another way for her to spend time with her daughter in a fun and competitive environment. Although she plays tennis year round, her favorite time to play is in the spring because winter has passed and matches are outside again.

Arms loves the exercise, competition, and social aspect tennis provides. She has met a lot of other people who also love the game and enjoy the sport. She feels confident that tennis is good for her health both physically and mentally. "It gets me off the couch and keeps me moving in a fun way. It is also a very mental game," she said. "You really have to concentrate on keeping score and observing how your opponent plays. The cardio is also great. I hope I am able to play for many more years."

Before hitting the court, Arms recommends consulting with a tennis pro or local instructor. Preparation in advance can help with form, proper racket size, preventing tennis elbow, and tendinitis.

Linda is pictured below (middle) with two members of her tennis team.

SERVE HEALTHY

Serve Healthy is a wellness initiative of the IPS leadership Academy. Each quarter, we will highlight employee wellness.



Submitted by PJ Snodgrass, MTAS

Knoxville Mayor Madeline Rogero presented 30 Staff members from the city with certificates of completion in the Municipal Management Academy Level 1 course facilitated by the Municipal Technical Advisory Service. Staff members were from various departments including Parks and Recreation, Fleet Management, Solid Waste, and Engineering.

The city hosted the ceremony, which was attended by many department heads, at the City County building.

Several participants commented that they liked the interactive teaching style and real-world examples.

Kent Johnson, training coordinator, Civil Service Department City of Knoxville worked with MTAS to schedule the program and select staff to participate.

"We had a tremendous amount of positive feedback from the supervisors that completed the level 1 course. Not only did they think it was valuable, but they are now wanting to attend the level 2 MMA course as well," Johnson said. "They were excited to take what they have learned and apply it. The instructors had practical experience and encouraged discussion of real issues that the city deals with, and work on problem solving. Our administration was very pleased and very supportive of future partnerships with MTAS"

The Municipal Management Academy is a three-level program. The first level includes 32 hours of training delivered by MTAS consultants. Topics include management, planning and organizing, work-styles, workplace harassment, performance management, communication, human resources, and motivation.



MAYOR ROGERO PRESENTS CERTIFICATES TO MUNICIPAL MANAGEMENT ACADEMY PARTICIPANTS



IPS STRATEGIC PLAN UPDATE

A fter more than six months of meetings, conference calls, drafting and reviewing, the Institute for Public Service's strategic plan implementation teams wrapped up their work on the first micro-goals for each of the four main goals.

Following is a recap of the work completed for the micro-goals:

Goal: IPS Funding will Meet Expanding Customer Needs by 2020. Micro-goal 1: Ensure long-term financial viability.

This team, made up of Gail White (IPS Administration), Robin Roberts (CTAS), Don Green (LEIC), Rick Whitehead (MTAS), Beth Phillips (CIS) and Keith Ridley (CIS), designed a five-year plan to address financial challenges and uncertainties. The plan is an opportunity for IPS to position itself financially in order to meet its customers' expanding needs and expectations.

The five-year plan includes current financial information for IPS and its individual agencies, an economic forecast, a timeline and action items. Action items include:

- Implementation of a financial model to assist in decision;
- Identification, evaluation and implementation of alternative funding sources;
- Maximization of current funding sources;
- Development of guidelines for strategic use of reserves;
- Identification of internal resource needs and constraints; and
- Development of scorecard values to measure financial health.

Goal: We will Develop a Diverse and Highly Skilled Workforce that Embodies the Values of Integrity, Accountability and Professionalism.

Micro-goal 1: Establish professional development guidelines by June 2017.

The professional development team started its work by reviewing IPS current professional development guidelines and reviewing historical records. Keeping in mind that the UT system encourages 32 hours of professional development annually for each employee, the team surveyed IPS staff to gather their thoughts on the types of professional development available to them.

The result of this team's work is a values statement as well as revised professional development guidelines for IPS employees.

Values Statement: At the Institute for Public Service, we strive to attract and retain employees who are at the forefront and serving as leaders in their respective areas of expertise. We understand that the continuing development of our employees is an essential component of providing quality service to our customers and achieving the overall goals of the university. Therefore, the institute is committed to providing our employees with the very best learning opportunities and resources possible.

Team members: Macel Ely (Naifeh Center), Felicia Roberts (CIS), Emily Miller (LEIC), Mary Ann Moon (CTAS), Tomi Rogers (IPS Administration), Abb Oglesby (MTAS), Libby McCroskey (CTAS), Ron Tredway (UT human resources), Elisha Hodge (MTAS) and Jeff Lindsey (LEIC).

Goal: IPS will Deliver Best-in-Class Customer-Focused Education and Technical Assistance.

Micro-goal 1: Implement a new learning management system in 2017.

IPS partnered with the UT System, the UT Institute of Agriculture and other university entities to identify a learning management system (LMS) that would meet the ever-changing needs of customers. Customers use the LMS to register for courses, participate in online courses and to keep track of their transcripts. After the bid process, data transfers for all previous records, numerous meetings, training sessions, prototype workshops and pilot launches, IPS agencies rolled out the new LMS known as K@TE (Knowledge and Training Excellence).

Team members: Scott Gordy (IPS Administration), Emily Miller (LEIC), Chris Payne (CTAS), Cyndy Edmonds (MTAS), Sharon Sexton (LEIC) and Felicia Roberts (CIS).

Goal: We will Communicate the Impact, Value and Story of IPS. Micro-goal 1: Consistent website look and feel across agencies.

As the strategic planning process started, it was clear that institute lacked consistent branding throughout its communication tools. The obvious place to start, because each agency was in the process reviewing its website design, was with the main IPS and each agency site. The implementation team developed a website style guide that includes common elements for each site.

The main IPS site launched on July 1 and agency sites will launch throughout the fall.

Team members: Susan Robertson (IPS Administration), Hannah Holder (IPS Administration), Adam Foote (CIS), Lisa Shipley (MTAS), Frances Adams-O'Brien (MTAS), Liz Gossett (CTAS) and Dan Anselment (LEIC).



UT THE UNIVERSITY OF TENNESSEE INSTITUTE FOR PUBLIC SERVICE

2017-2022

STRATEGIC

ACTIVE SHOOTER TRAINING SHOULD BE PART OF ORGANIZATIONS' DRILLS

By Chris Jones, LEIC

I n light of recent events and the onset of what appears to be a growing trend, there has never been a better time to be prepared for an active shooter than now. I have presented on active shooter and workplace violence awareness at different venues across the state and, inevitably, there is always one prevailing fact that troubles me the most. It is eerily uncommon to come across organizations that have active shooter response plans in their emergency management protocol. We are all typically given instruction on what to do in case of a fire, tornado, snow storm, and maybe even an earthquake among other emergencies; however, how many of us can say that we are confident in knowing what to do in the case of an active shooter? Active shooter response has become, unfortunately, a necessary evil in today's society. It is imperative that organizations know what to do if this very dangerous and rapidly evolving incident were to transpire. None of us are immune and being prepared could literally be the difference between life and death.

There are many acronyms being used today to facilitate learning and preparedness, all of which are effective and very similar in comparison. The thing to remember in any traumatic or stressful event is that the more complicated something is, the less likely you are to remember it. For this reason, the most commonly adopted and nationally recognized vernacular for active shooter response is the run, hide, fight model. Individuals need to know which strategy will be the most beneficial to them when presented with different scenarios. Run, is always a great option, especially when you can escape safely, but there are times when you might be running right into the path of another shooter. Hide is also very effective, but only if you do it correctly. Initially, fight was to be used only as a last resort; however, we now conclude that there are times when fight might be the only or most viable option, depending on the situation.

I realize this concept may come across as elementary, but that's the intent. When drawing up your emergency management plans, keep it simple. Our stress response to traumatic events will inhibit most of us from remembering complex procedures. Furthermore, we must practice what we put in place. Steven Crimando, a behavioral sciences expert, stated it best when he said; "we do not rise to the occasion, we fall to our training." We can take for granted the fact that the chances of us experiencing an active shooter event are about as good as winning the lottery, but tell that to the survivors and families involved in these incidents at Columbine, Sandy Hook, San Bernardino, Dallas, the Panama City School Board, the Orlando night club, Paris, the Washington Navy Yard, and the list keeps going. I would dare say that the chances of experiencing an active shooter are not too far from those of being involved in a fire, but I bet most of you practice fire drills at least annually.

The run, hide, fight model should be an integral part of your organization, whatever it may be, and practiced throughout the year via drills. If not, it will likely never have been taken seriously and most likely forgotten altogether. Proper training on active shooter response should be required of all employees, preferably in an orientation phase, just as fire and other emergencies are. Employers have a duty to protect their own. It is my contention that we cannot prevent every attack from happening, but we can certainly ensure that those around us are well-equipped to have the best chance of survival possible.

Chris Jones is a training specialist with the Law Enforcement Innovation Center, an agency of The University of Tennessee Institute for Public Service. He is a former officer with the Kingsport Police Department.

Chris Jones teaches IPS Employees about responding to an active shooter (2016)

Emergency Managemt & Risk Mitigation

Do you have a plan?





1610 University Avenue Knoxville, TN 37921 FIRST CLASS U.S. POSTAGE **PAID** PERMIT #481 KNOXVILLE, TN

Employee volunteers prepare for the IPS Annual Conference 5K Run/Walk

