

Fall 2018

A Publication of The University of Tennessee Institute for Public Service

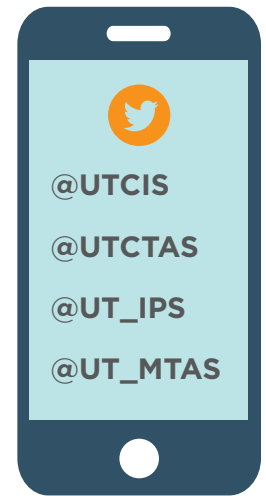
IPS CONNECT

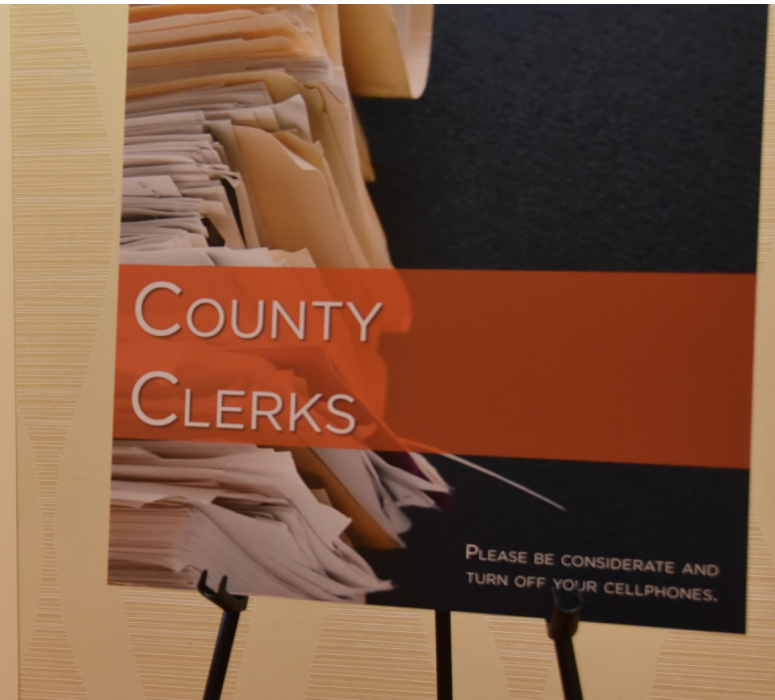
County Technical Assistance Service
INSTITUTE FOR PUBLIC SERVICE

Welcome to
County Officials
Orientation Program 2018

County Technical Assistance Service
INSTITUTE FOR PUBLIC SERVICE
Welcome to
County Officials Orientation Program

INSTITUTE FOR PUBLIC SERVICE ON SOCIAL MEDIA





8

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

All qualified applicants will receive equal consideration for employment and admission without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, genetic information, veteran status, and parental status. In accordance with the requirements of 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 of 1990, the University of Tennessee affirmatively states that it does not discriminate on the basis of race, sex, or disability in its education programs and activities, and this policy extends to employment by the university. Inquiries and charges of violation of Title VI (race, color, and national origin), Title IX (sex), Section 504 (disability), the ADA (disability), the Age Discrimination in Employment Act (age), sexual orientation, or veteran status should be directed to the Office of Equity and Diversity, 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone 865-974-2498. Requests for accommodation of a disability should be directed to the ADA Coordinator at the Office of Equity and Diversity.

IPSS3 • E13-0110-053-19

Cover Story | CTAS Hosts COOP

A Word from Dr. Byrd.....	4
IPS Award Winners.....	6
Department of Commerce and Insurance.....	10
New LEIC Director Named.....	11
MTAS CMFO Program.....	12



14

Fire Department Strategic Planning



18

ThreeStar Leadership Program

A WORD FROM DR. BYRD

With recent events around the state, including the County Officials Orientation Program, I've had an opportunity to visit with many of our partners, stakeholders, customers and co-workers. Several have reflected, "there have been a lot of changes over the past few years." In many ways, those statements are true.

There is nothing permanent except change.

Heraclitus

There is nothing so stable as change.

Bob Dylan

We often hear that people dislike change. Sometimes that's true, yet at other times we really like what change brings. I wish my hair was not turning grey, but I'm glad for deeper relationships, growing wisdom, and realized goals that have been enabled with passing time. Perhaps the reality of change is that people sometimes fear the uncertainties that come with change. Too, we dislike attempts of others to change us.

Change can be frightening, and the temptation is often to resist it. But change almost always provides opportunities - to learn new things, to rethink tired processes, and to improve the way we work.

Klaus Schwab

Four years ago, I made a big change in moving within our university system to the Institute for Public Service. In organizations, personnel are always changing. Retirements, roles/responsibilities, promotions, location or other moves –seem to always be changing. We rejoice in the upward movement of colleagues or in their retirements, yet we miss their expertise and presence. But their replacements bring amazing skills, new perspectives and ideas. Their fresh eyes can help us see new approaches to old problems. We are blessed to celebrate with departing friends and welcome new colleagues. We also welcome a new agency, the Tennessee Language Center to IPS.

Change is the end result of all true learning.

Leo Buscaglia

I can't change the direction of the wind, but I can adjust my sails to always reach my destination.

Jimmy Dean

Goals allow you to control the direction of change in your favor.

Brian Tracy

When you really take a look, we are always changing. We work to improve our programs. We have even added a number of new programs to better serve our customers. The Certified Public Manager program rolled out this past year and is just completing the accreditation process. We now offer a Certified County Financial Officer program to complement the acclaimed counterpart in MTAS (CMFO).

The Naifeh Center and the Center for Industrial Services are rolling out a new partnership, for now called the ThreeStar Leadership program. If we really look at it, our customers almost never come to us because they want to stay the same. They come to us with a problem to be solved, a crisis to be averted, a process to be improved, expenses to be reduced, or needs for personal/professional growth. In this issue of Connect, you'll see examples of effective planning, the impacts of knowledge gained in training, and results seen through goals achieved. These are all examples of positive change.

**Change is the law of life. And those who
look only to the past or present are certain
to miss the future.**

John F. Kennedy

**Change is not a destination, just as hope is
not a strategy.**

Rudy Giuliani

**It is not strange... to mistake change
for progress.**

Millard Fillmore

In a research study on people's inclinations toward change, Chris Musselwhite (2004) found that we fall into three main groupings. Some of us are "conservers" who very much dislike changing anything unless absolutely necessary and would never change something that seemed to be working. The group in the middle, "pragmatists," are willing to change when a reasonable case can be made for the need for change. Then there is a group he calls "originators" who like constant change, i.e. if the furniture has not been rearranged in the last week it's time for a new arrangement! Regardless of where any of us fall on the change styles continuum in IPS, you can count on a few things to never change.

We take our public service mission very seriously and will never take the privilege to serve in this capacity for granted. Because we are committed to your success, we will strive toward constant improvement ourselves, in knowledge, processes, technology and capacity. We'll focus on what's possible, rather than settling for solutions that may stop short of the goal. And, we'll always be motivated by the fact that in "serving business and government to improve the lives of Tennesseans," our job is never done.

**Dreams are the seeds of change. Nothing ever grows
without a seed, and nothing ever changes without a
dream.**

Debby Boone

Thanks to all who make stories of positive change like the ones shared in this issue of Connect possible. Thank you for letting us be your partner in creating a better Tennessee!

Herb



Dr. Byrd welcomes newly-elected county officials at County Officials Orientation Program (COOP) in August

Musselwhite, C. (2004). *Dangerous Opportunity: Making Change Work*. (n.p.): Author.

2018 IPS ANNUAL CONFERENCE AWARDS

TOM AND DIANE BALLARD EXCELLENCE IN PUBLIC SERVICE

Christine Anderson, IPS Admin (1)

ROBERT S. HUTCHISON OUTSTANDING PUBLIC SERVICE

Paul Middlebrooks, CIS

HORIZON RECOGNITION AWARD

Melisa Kelton, CTAS (2)
Trent Clagg, NAIFEH
Amy Hall, LEIC (3)

BEACON AWARD

Sharon Sexton, LEIC (4)

PINNACLE AWARD

Walter Idol, CIS

PROJECT OF THE YEAR AWARD

MTAS Training Team (5)
Abb Oglesby, Doug Brown, Cyndy Edmonds, Johanna
Owenby, Kurt Frederick, Chris Shults, Paige Edwards,
Sarah Curtis

COLLABORATION OF THE YEAR AWARD

Manufacturing Extension Partnership (MEP)
Meet-Your-Match (6)
CIS | Veronica Clark, Jennifer Hagan-Dier, Felicia Roberts,
Danny Norman, James Ruble, Erin Ketelle

IPS Admin | Scott Gordy, Hannah Holder

External | Misty Adfield, Ashley Frye (TAMA), Logan
Moore (Hall Strategies), Victoria Hirschberg (TN ECD),
Ehren Hutchens (Rutherford County Chamber) CIS, IPS
Admin, External Partners

FACULTY EXCELLENCE AWARD

Dr. Heather Walsh Haney, LEIC (7)

FIVE FRANKLINS AWARDS

Steve Austin, CTAS (8)
Misty DePriest, CIS (9)
Mike Galey, CTAS (10)
Nancy Gibson, MTAS (11)
Hannah Holder, IPS Admin (12)
Chris Jones, LEIC (13)
Warren Nevad, MTAS (14)
Mo Silvera, TLC (15)

VICE PRESIDENTIAL CITATION

Tennessee Certified Public Manager (CPM) program (16)
Trent Clagg, Dr. Macel Ely, Patrick Mills

SCHOLARSHIPS

MARY AND JACK JINKS SCHOLARSHIP

Bradley Arms | Linda Arms (mother)
Adrienne L. Branch | Lori Barton (mother) (17)
Hadley O'Hara | Justin O'Hara (father) (18)

MARIE AND JIM MURPHY SCHOLARSHIP

Lawson Maxwell,
Kristie Maxwell (Trustee & mother)
William Spencer III,
Mildred Estes (Monroe Register of Deeds)





NEWLY ELECTED COUNTY OFFICIALS GATHER IN MURFREESBORO

Close to 1,000 newly elected county officials attended the UT County Technical Assistance Service's (CTAS) County Officials Orientation Program (COOP) recently in Murfreesboro.

COOP provides county officials, both newly elected and re-elected, with important information to help prepare them to assume office. Topics include county offices and authority, oaths and bonds, personnel issues, ethics, conflicts of interest, open meetings and records.

Clerks of court, county clerks, registers of deeds and trustees met for orientation during the first part of the week. County commissions, county mayors/executives and highway officials met during the second part of the week. Each of the officials is directed to the CTAS website after the conference to find a checklist for their specific offices.



NAIFEH CENTER CONTINUES TRAINING WITH STATE DEPARTMENT OF COMMERCE AND INSURANCE

By Patrick Mills, training coordinator, Naifeh Center

The Naifeh Center for Effective Leadership wrapped up its 2017-2018 mentoring program with the Tennessee Department of Commerce and Insurance Legal Division in August. During this year-long program participants completed seven trainings ranging from How to Deal Tactfully with Difficult People and Situations to Conflict Management – The Thomas Kilmann Instrument. Throughout the program over 200 Commerce and Insurance employees completed training.

“The Naifeh Center did an excellent job working with the Tennessee Department of Commerce and Insurance Legal Division to create and implement a mentor and mentee program, as well as provide leadership classes both to the Legal Division and to other agency leadership,” said Deputy General Counsel Michael Drive. “Throughout the process, the Naifeh Center staff worked closely with the Legal

Division’s leadership to identify our needs and to provide high-quality training to meet those needs. We benefited from training on conflict management, dealing tactfully with difficult people and situations, and provided both kick-off and wrap-up events to help set the tone for the program. Trent Clagg recently spoke for the wrap-up session, and it demonstrated how engaged our staff was with the process. The Naifeh Center staff was professional and knowledgeable. We are definitely looking forward to opportunities to work with them in the future and think that their training programs have been an asset to our team.”

The Naifeh Center for Effective Leadership will be continuing their partnership with the Tennessee Department of Commerce and Insurance in 2019-2020.



UT INSTITUTE FOR PUBLIC SERVICE NAMES NEW DIRECTOR FOR LEIC

The UT Institute for Public Service (IPS) has tapped Clinton Police Chief Rick Scarbrough to serve as the next executive director for its Law Enforcement Innovation Center (LEIC). Scarbrough succeeded Don Green, who retired July 31 after 10 years with the center.

Scarbrough, who started on August 1, served as Clinton's police chief since 2002. He's worked with the city of Clinton since 1995 when he started as a community education officer. Since 2015, he's served part-time as an instructor for several LEIC classes including STOP Domestic Violence awareness training, capital budgeting, leadership and community policing. He received his bachelor's and master's degrees in organizational management from Tusculum College.

"Rick not only has strong law enforcement ties throughout the state, he's also very familiar with LEIC and its training having served as an instructor for the last three years," said IPS Vice President Herb Byrd III. "We appreciate everything Don has worked diligently to accomplish with LEIC and are confident that Rick will continue building upon the agency's success."

Scarbrough said he is looking forward to this opportunity with UT.



"I'm enthusiastic about what we can do at LEIC and look forward to working with law enforcement professionals across the state," he said. "The men and women that represent the respected profession of law enforcement will be our number one priority."

LEIC, one of six agencies in the IPS organization, provides training for the law enforcement community across the nation. The center offers the National Forensic Academy and the Southeastern Leadership Academy as well as individual courses on forensic investigation, school safety, response to an active shooter and officer decision making.

CTAS OFFERS CERTIFIED COUNTY FINANCE OFFICER TRAINING

More than 200 county finance officials are participating in the Certified County Finance Officer, a joint effort between the Tennessee Comptroller of the Treasury and the County Technical Assistance Service (CTAS).

The two organizations developed the program to provide county financial officers an opportunity to learn about accounting and financial reporting principles, understand how county governments are structured in Tennessee and enhance their skills in order to carry out their responsibilities for the fiscal affairs of their county or department. CTAS administers the education program and testing to achieve CCFO designation while the Comptroller's office has the certification authority.

Marty Spears, CTAS assistant director in charge of training, said 204 people are registered in the CCFO program. CTAS is teaching the courses in four locations across the state – two in Knoxville, two in Franklin, two in Jackson and one in Cookeville. The program includes 11 modules and Spears said the first class will graduate in June 2019.

Those interested in the program need to enroll through the Comptroller's CCFO website. They need to create an account, complete an application for the program, and during the program they can report Continuing Professional Education hours and keep personal information updated. To register for courses, participants must do so through the CTAS website.

MTAS SPECIALIST PUBLISHES STUDY ON CMFO PROGRAM

Chris Shults, a grants and training specialist with the Municipal Technical Advisory Service (MTAS), and David Folz, professor and director of the master of public administration and public policy program at UT Knoxville, recently published a paper in the *State and Local Government Review*. The paper examines a study the pair conducted on the MTAS Certified Municipal Finance Officer program.

Abstract

Many academics and practitioners value professional training and certification programs as important ways to improve management practice and organizational performance. However, these programs often are among the first cutback targets in times of fiscal stress. Evidence that documents the actual impacts of specialized training and certification on public organizational performance is sparse. This longitudinal panel study examines the effects of a state-mandated Certified Municipal Finance Officer program on cities' financial management performance and finds that the program had a statistically significant independent impact on the observed reduction in the number of annual outside audit findings. The program's impact on improved financial management performance underscores the need for scholars to evaluate similar programs, the results from which may help to alter public officials' cutback calculus and restore public confidence in the public service.

To read the paper in its entirety, visit the IPS website AT bit.ly/MTASCMFO

MTAS ASSISTS CLINTON IN HIRING NEW HR MANAGER

By John Grubbs, human resource consultant, MTAS

When the city of Clinton started the process of hiring its first ever human resource manager, they reached out to the Municipal Technical Advisory Service (MTAS).

City Manager Roger Houck, and Finance Director Gail Cook asked MTAS Consultants John Grubbs (human resources) and Angie Carrier (municipal management) to assist in developing an assessment center for the selection of the HR manager.

An assessment center is a comprehensive evaluation approach that allows candidates an opportunity to demonstrate their skills in various situations. Using the structured interview model integrated with exercises it allows candidates to demonstrate capabilities, simulating the conditions of a managerial level job. The process has proven very successful over time in assisting cities with making the selection of candidates with not only the right knowledge, skills, and abilities for the position – but the right fit for the city, as well.

Groundwork was laid for the process during June where MTAS consultants led stakeholder interviews to collect information, and to make sure that the process was targeted at serving Clinton's needs. Four candidates interviewed for the position in July. Assessors for the center included subject matter experts from the city management and human resources arenas. At the conclusion of the center, the panel of assessors recommended a list of candidates to the city for further consideration for the HR manager position.

Assessment Center panel pictured left to right: Cindi Gordon – human resources/risk manager, city of Oak Ridge; Amber Scott – city administrator, Lenoir City; and Matthew Marshall – city manager, Norris.





CUSTOMER-DRIVEN STRATEGIC PLANNING GUIDE TO FUTURE EXCELLENCE

By Steve Cross, fire management consultant, MTAS

Fire department strategic planning is an essential component of a department's success as well as the department earning accreditation through the Center for Public Safety Excellence (CPSE).

Recognizing this need, the Municipal Technical Advisory Service (MTAS) developed a customer-driven strategic planning process that provides a framework for consultants to lead fire departments through planning of their ideal future. Using MTAS's customer-driven strategic planning model will save municipalities across the state tens of thousands of public dollars by not having to hire outside consultants to lead their initial strategic planning process and/or subsequently, lead their strategic plan revision sessions. Murfreesboro Fire Rescue Department was the first department in Tennessee to request this service as a part of earning their CPSE accreditation.

No one questions the dedication and bravery demonstrated daily by members of the Tennessee fire service as well as members of our other first responder agencies. John F. Kennedy, 35th US President, sums it up like this, "Efforts and Courage are not enough without Purpose and Direction". The strategic plan identifies and formalizes the purpose and direction.

MTAS fire management consultants customize the components of the planning process to meet the municipality's needs and expectations. This

customization allows the department to capture its unique information to see the department's ideal future in the plan. Each project begins with MTAS staff interviewing the department's strategic planning leadership team. This initial meeting sets the tone for the process. MTAS staff develops an internal job satisfaction survey that is anonymously completed by as many members of the department and other municipal stakeholders as possible. MTAS staff utilizes the data as part of the internal customer survey to develop an external customer survey. Staff conducts the external survey by meeting in person with stakeholder groups around the community to gather as much input as possible. Interacting with civic groups, members of faith-based organizations, and lunch & learn meetings have proven to be excellent ways to meet external customers.

The next step is to plan and host a strategic planning retreat. The strategic planning retreat is usually two consecutive days, but may require an additional day(s) based on the scope and complexity of the department. The retreat is part training experience and part sleeves rolled-up working workshop. A significant number of department members are included representing a cross section of rank, seniority, and background. All the information collected, to this point, is analyzed and formatted in a way to be utilized at the retreat.

The retreat begins with an introduction of the strategic planning team and other participants. We then work

our way through the process by reviewing what has been accomplished to this point, an overview of the CPSE fire department accreditation process, and participating in individual and group activities that guide participants to identify their personal and consensus departmental values, vision, and mission. Now that the department has a draft values statement, vision statement, and mission statement, the team uses the C.O.W.S. analysis to identify departmental challenges, opportunities, weaknesses, and strengths.

Everyone has accomplished so much together but there is still more to do. All the information amassed will assist participants in identifying any departmental critical issues. Critical issues are those issues that could harm the organization and/or create a gap(s) in service to either internal and/or external customers. All critical issues will be recorded; similar issues will be grouped together.

The final activity of the strategic planning retreat is to develop SMART (specific, measurable, achievable, relevant, and time-bound) goals to address each critical issue/critical issue group. This step in the process sometimes requires the group to leave the retreat with homework to bring to a future follow-up retreat meeting.

The final stage of this initial customer-driven strategic planning process is to develop the draft strategic plan document. This document is a detailed account of all the demographics, information, data, and SMART goals that have been identified and developed as part of this process. The draft document is presented to the fire chief for review. Once the document meets the department's expectations, the document is provided to the elected officials for consideration and ultimately

adopted by the jurisdiction.

Now that the department has a strategic plan, what's next? The work is far from over, strategic planning is a continual process. The plan must be communicated to every member of the team by publishing the plan on the website for internal and external customers to refer to. The department must consider its strategic plan a living document; one that is referenced regularly to assist in decision making, budget preparation, capital equipment purchases, etc. It is recommended to thoroughly review and revise the strategic plan annually, and repeat the entire strategic planning process every five years. This schedule works perfectly for CPSE-accredited departments because their accreditation status is also on a five-year cycle. The strategic planning team leader must ensure that the members responsible for accomplishing tasks associated with the identified goals meet on a regular basis to ensure timelines and deadlines are met and goals are accomplished as described in the plan. Goals that are accomplished should be noted in the document at annual review. If new goals are needed, the annual review is a great time to add them to the strategic plan.



Steve Cross leads a strategic planning session

Get social with UT IPS!

IPS employees proudly serve business and government each day,
and we want to share our stories with you!

Follow us on social media and look out for our hashtag:

#weservetennesseans

 INSTITUTE FOR PUBLIC SERVICE
CIS CTAS LEIC MTAS NCEL TLC

TWITTER

@UTCIS
@UTCTAS
@UT_IPS
@UT_MTAS
@Naifeh_Center
@ut_tlc

FACEBOOK

@UTCIS
@UTIPS
@UTLEIC
@UTMTAS
@Naifeh Center
@TN.Language.Center
@UTCCountyTechnicalAssistanceService

THREESTAR LEADERSHIP PROGRAM

By Ehren Green, training specialist, Naifeh Center

The Naifeh Center for Effective Leadership and the Center for Industrial Services (CIS) are partnering with the Tennessee Department of Economic and Community Development to provide leadership and economic training to leaders in rural counties across the state. The program, currently referred to as the ThreeStar Leadership Program, is a final step in Governor Bill Haslam's Rural Task Force initiative. The Naifeh Center and CIS will provide participants in Tennessee's 78 rural counties 16 hours of leadership and economic development training over a two-month time period.

The objective of the program is to provide basic leadership and economic community development training for local elected officials, with a focus on newly elected leaders. The application for interested participants is scheduled to be available in November 2018 with the program launching the first cohort in April 2019. The program will be made available to participants in all three grand divisions of the state.

The Governor's Rural Task Force established two main needs for rural communities, capacity building and placemaking. The ThreeStar Leadership Program will address needs determined by the task force under the Community Capacity Building designation. Graduates of the program will have a better understanding of the economic factors benefiting and impacting their communities, and will be better able to communicate, influence, and lead to increase their community's economic potential.

Questions about this new program can be sent to Naifeh Center Training Specialist Ehren Green at ehren.green@tennessee.edu.



LEIC APPROVED PROVIDER FOR SEXUAL MISCONDUCT INVESTIGATION TRAINING

The Law Enforcement Innovation Center (LEIC) is now a provider for sexual misconduct training required for employees, who investigate such matters, for public higher education institutions. This is the result of a state bill that took effect July 1, which mandates that any employee of a public institution of higher education who investigates sexual misconduct must participate in annual training.

“I sponsored this bill because I want to ensure that due process is provided to any student in a Title IX situation,” said Rep. John Ragan, who sponsored the bill in the Tennessee House. “This is training to make sure people are capable of conducting a fair investigation to all – the students involved and the institution. I want to protect the higher education institutions in these situations, protect the tax payer dollars and make sure the funding they get from us is going to education.”

LEIC, an agency of the UT Institute for Public Service, will release dates soon for one-day training courses across the state. This training will satisfy the requirements of Title IX and the Clery Act.



MANUFACTURING DAY October 5, 2018

*A celebration of modern manufacturing meant to
inspire the next generation of manufacturers.*

THE CURRENT WORKFORCE

Manufacturing is the **6TH** largest
employer in the US

12 MILLION people are employed
by the manufacturing workforce

17.4 MILLION jobs
supported by the workforce

80% of workers ages 45-65 years old
employed by manufacturing jobs

THE NEXT GENERATION

8.65 MILLION STEM jobs
projected to grow by 2018

Get Involved with your local Manufacturing Day
Event! Visit bit.ly/CIS_contactus

Sources: Federal Reserve Economic Data, Bureau of Economic
Analysis, National Science Foundation, Bureau of Labor Statistics,
U.S. Census Bureau, Export.Gov, International Trade Administration

IPS employees from across the state meet in Knoxville for the IPS Annual Conference

