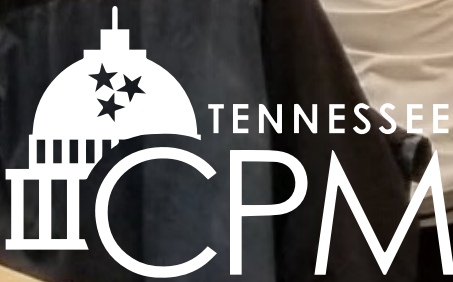


Winter 2019

A Publication of The University of Tennessee Institute for Public Service

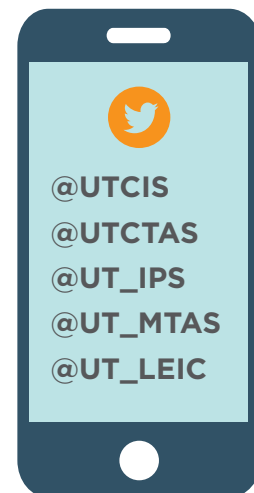
# IPS CONNECT



TENNESSEE CPM PROGRAM  
RECEIVES FULL ACCREDITATION

**UT** INSTITUTE FOR  
PUBLIC SERVICE

# UT INSTITUTE FOR PUBLIC SERVICE ON SOCIAL MEDIA



**Naifeh Center for Effective Leadership**

October 29 at 11:49 AM · 🌐

The Women in Criminal Justice Symposium is off to an awesome start with a great lineup of speakers! We look forward to a productive day as we focus on the specific role women play in law enforcement. If you are interested in future events like this or other leadership events offered by the Naifeh Center, check out our website at [www.leadership.tennessee.edu](http://www.leadership.tennessee.edu).



👍 10

2 Shares

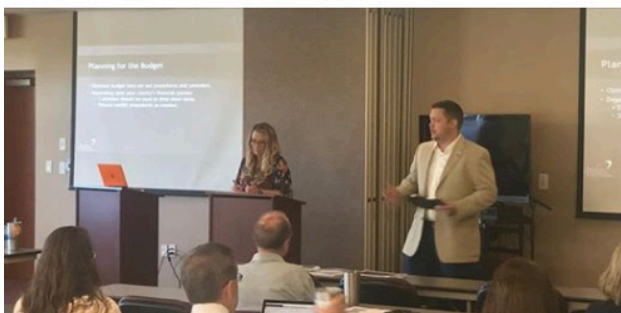


**UT County Technical Assistance Service**

September 14 · 🌐

CCFO Class 2: County Budgeting is on a roll in Cookeville today! Participants will learn the ins and outs of how counties develop and manage their budgets.

Interested in enrolling in CCFO? The 2019 series beginning next year is still open for applications: <https://buff.ly/2p6ssDt>



👍 5

1 Share



**UTCIS** @UTCIS · Nov 15

These folks are working on their leadership and communication skills at the TCED "Managing Economic Development" course today! #WeServeTennesseans



💬

🔄

👍 4



**UT IPS** @UT\_IPS · Oct 17

Yesterday's Building Relations Through Generational Awareness training proved that no matter what generation you belong to, your experiences and strengths can contribute to the success of your team. Thanks, @UT\_MTAS!



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👍 1



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**Southeastern OTI Education Center**



**New MTAS Information Tool**

# A WORD FROM DR. BYRD



On the heels of the mid-term elections, I'm reminded of a story I once heard.

The story I recall is about a missionary in England, who was teaching his teenaged daughter how to drive. As is the case in that country, those who are learning to drive must display the letter L in the back window of the car. In a hurry one day, the missionary took off in the family car. Forgetting he was across the pond and still being in teacher mode, he was traveling on the wrong side of the road. He was the subject of honking horns and scornful glances before he was forced off the road by the oncoming traffic. He exited the vehicle to what he thought would be an angry mob, but the fellow drivers showed him nothing but patience when they saw the L for learner displayed in the window.

Just as the other drivers showed patience toward the missionary because they thought he was learning to drive, we need to give our newly elected officials some grace after they take their oath of office and start their lives as public servants. For many of these newly elected officials, no matter what level

of government, this is their first venture into public service.

In August, I spent time at the UT County Technical Assistance Service's (CTAS) County Officials Orientation Program (COOP) with close to 1,000 newly elected county officials.

During the recent orientation program, I heard more than one of the CTAS attorneys informing new officials what changes they can or cannot make once they take office. The COOP gathering provides county officials, 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. The week after COOP, CTAS and the Tennessee Sheriff's Association team up to hold a school for new sheriff's. Even after the training sessions, CTAS employees are available to assist officials with everything from budgets and finance to environmental issues to fire management.

County officials aren't the only ones who receive orientation upon being elected. Our Naifeh Center for Effective Leadership, which provides leadership training to

employees at all levels, partners with the Howard H. Baker Jr. Center for Public Policy at UT Knoxville, every other year to host a workshop for newly elected Tennessee legislators. In fact, invitations to all of the newly elected General Assembly members will go out soon. While some of these new legislators may already have served at the local level, this workshop familiarizes them with state government. They hear from nationally recognized speakers on such topics as transitioning from campaigning to governing to state budgeting, and they receive an overview on Tennessee's revenue structure and the state's budget.

Our Law Enforcement Innovation Center (LEIC) and Municipal Technical Advisory Service (MTAS) also get into teaching mode with basic training for new school resource officers and the elected officials academy, respectively. Through these trainings, our agencies realize that these public servants need orienting to their new roles. Even though they don't have an L in their windows, I hope that you, too, will have patience with them as they adjust to their new professions in public service.

**Herb**

## CTAS EMPLOYEES WIN AWARDS FOR PUBLIC SERVICE



CTAS County Government Consultant Ben Rodgers was honored with the Public Service Award by the State Court Clerks Association of Tennessee. Pictured left are Ben and Kenneth Todd, Carroll County Clerk & Master.

CTAS Information Specialist Liz Gossett was recognized by the County Officials Association of Tennessee at its' annual convention with the Outstanding Public Service Professional Award.

## CIS BECOMES FINALIST FOR UEDA AWARD

The Asset Based Planning in Rural Tennessee Counties program, facilitated by the Center for Industrial Services, was one of four finalists for a University Economic Development Association (UEDA) award in the Place category. CIS didn't win, but received recognition for being a finalist and made a presentation at the conference about the program and its success.



## LAUER GRADUATES FROM NATIONAL EMERGENCY MANAGEMENT ADVANCED ACADEMY

C TAS Fire Management Consultant Kevin Lauer recently graduated from the National Emergency Management Advanced Academy.

The National Emergency Management Advanced Academy reinforces the qualities needed to lead emergency management programs, provides relevant management theories and concepts, and utilizes appropriate case studies. Advanced Academy participants work within a collaborative environment on projects and establish a network of peers.

The Academy is designed for Emergency Management managers wanting to advance their skillset. Students learn skills critical to performing emergency management responsibilities, such as: program management and oversight, effective communication at all levels, integrated collaboration, and strategic thinking, along with completing a research project one month prior to attending the final course. Lauer's research paper addressed the current capabilities and program needs for the Swiftwater Rescue Team program in our state.

The recent graduates represented Georgia, Alabama, South Carolina, Mississippi, Tennessee and Kansas. There are approximately only 500 people in the nation that have completed the program.

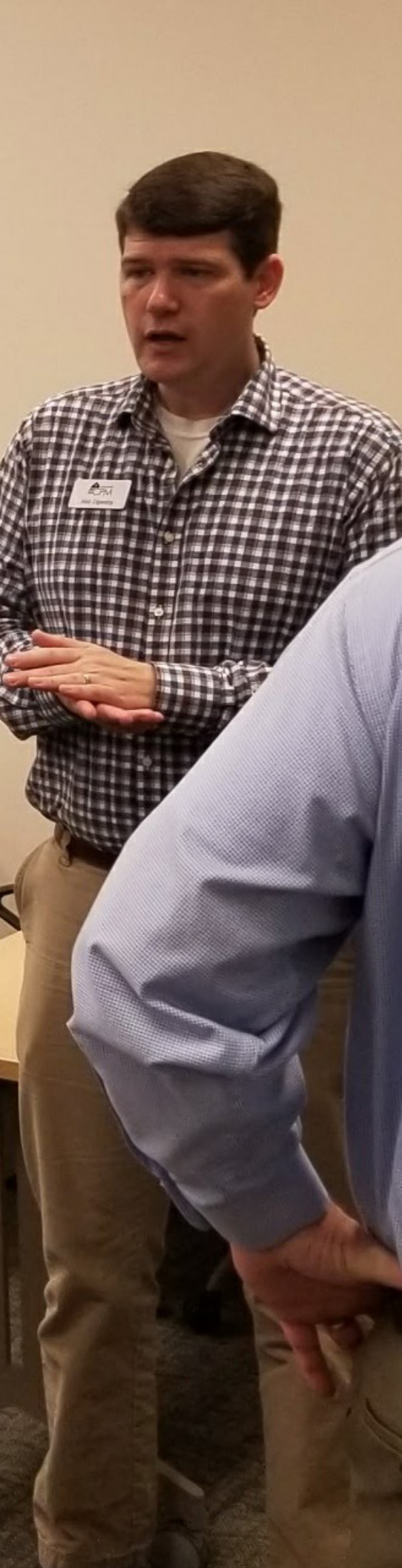
Brian Gard, the Emergency Management Director for UT Knoxville, also completed the program.



## TENNESSEE CPM PROGRAM RECOGNIZED AT INTERNATIONAL CPM CONFERENCE IN ATLANTA

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*By Ehren Green, training specialist, NCEL*

The Tennessee Certified Public Manager (CPM) Program, based in the Naifeh Center for Effective Leadership (NCEL), received full accreditation through 2024 from the National Certified Public Manager Consortium (NCPMC). After compiling an extensive self-study during the spring and summer of 2018 and then a two-day site visit in August, the program unanimously received full approval from its national and international board members during its recent international conference held in Atlanta.

The Tennessee CPM program strives to assist Tennessee public managers in discovering new methodologies and philosophies. This is successfully done by exposing participants to current trends in public management through subject matter experts with field-proven experience to assist in the successful completion of current and relevant managerial demands. The program then proceeds to educate public sector managers on learning trends and best practices of positive workflows and styles within organizations to produce the best possible outcomes. Finally, the Tennessee CPM program connects the candidates to their individual agencies by providing active research opportunities in key problem areas and applying real solutions based upon key factors learned throughout the program.

The program requires participants to demonstrate proficiency in seven fundamental public management competencies:

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**Personal & Organizational Integrity**  
**Developing Self**  
**Managing Work**  
**Public Service Focus**  
**Leading People**  
**Change Leadership**  
**Systemic Integration**

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After completing the required 300 hours of training and practical application, the inaugural Tennessee CPM class will graduate on January 3, 2019 at the Old Supreme Court Chamber with Tennessee Secretary of State Tre Hargett providing the official keynote address. Fifteen participants will graduate as members of the inaugural class. The inaugural class includes participants with positions in local, state, and federal government.

According to Cheryl Robertson, acting Chairperson of the National Certified Public Manager Consortium (NCPMC), having Tennessee join the national consortium with

such a rigorous and highly esteemed program is something the organization is pleased to announce. Robertson states: “It is with great delight that we welcome the Tennessee Certified Public Manager® Program (CPM) to the National Certified Public Manager® Consortium (NCPMC).” The Tennessee CPM Program received its initial accreditation at the 2018 NCPMC Annual Meeting.

Beginning in the spring of 2019, Nashville will launch its first CPM cohort and Knoxville will begin its second class concurrently. For information about the Nashville and/or Knoxville cohorts, please contact Trent Clagg at [tclagg@utk.edu](mailto:tclagg@utk.edu).



# CIS OFFERS OSHA COURSES REGIONALLY AS PART OF SOUTHEASTERN OTI EDUCATION CENTER

It's a typical classroom setting with an instructor and a small group of students, however that's where the similarities end. The instructor is Occupational Safety and Health Administration (OSHA)-Authorized with more than 30 years of industry and consulting experience in safety and quality, and the students are trainers themselves who are interested in teaching the 10- and 30- hour general industry safety and health outreach program to employees in their organizations.

This class is the #501 Trainer Course in OSHA Standards for General Industry led by UT Center for Industrial Services' (CIS) OSHA Consultant Bryan Lane. The students are safety professionals from various organizations and industries across the Southeast U.S., including Dollywood, Tennessee OSHA and The University of Tennessee. While Lane leads the course, it's input from the students that adds to the learning environment.

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"One of the great things about this class is all of the different people with different expertise," Lane said. "You get so many different viewpoints."

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Students in the #501 class said there is a level of credibility and cost effectiveness with the OTI courses offered by CIS. They also added that these courses "offer them the opportunity to network with peers in the area" and that "the resources they receive are immeasurable."

CIS received the designation as an OSHA Training Institute (OTI) 10 years ago and continues to offer high quality, nationally recognized training to public and private sector workers, supervisors and employers. CIS partners with North Carolina State University to form the Southeastern OTI Education Center, which is one of 28 centers nationwide.

The OTI Education Centers provide training nationwide to private sector and federal personnel from agencies outside OSHA. Centers are selected based on organizational experience, staff experience, location and training facilities,

marketing and recruitment, administrative capabilities, evaluation, and the ability to provide training throughout a given region. The OTI Education Centers program was created in 1992 to complement the OSHA Training Institute in Arlington Heights, Ill., which provides training and education to OSHA compliance officers.

OTI courses offered by CIS include the #500 Trainer Course in OSHA Standards for Construction, the #502 Update for Construction Industry Outreach Trainers, the #511 Occupational Safety and Health Standards for General Industry and more.



# CTAS FIRE CONSULTANT AIDING RCFR IN DETERMINING FUTURE STATION LOCATION

The Rutherford County Fire Rescue (RCFR) Department was selected to receive federal grant money to help recruit and hire 15 additional full-time employees. RCFR was named in this year's class of FEMA's Staffing for Adequate Fire and Emergency Response (SAFER) grant program recipients.

The SAFER grant provides approximately \$1.7 million to subsidize the salaries of 15 additional full-time firefighters — enough to staff a future third county station.

“This grant is a great help for Rutherford County in the fact that these services are being demanded and this will help put some additional support in the field,” said Kevin Lauer, a fire management consultant with County Technical Assistant Service (CTAS).

Lauer works to analyze relevant data to create a recommended plan for how to serve the community's public safety needs in the future.

He said he looks at incident data, call location, response time and other factors before using computer modeling to highlight the areas of the county that are most in need.

“Based upon that, he said, we'll look at alternative scenarios and figure out where to recommend it be built,” Lauer said. “We know there's not an unlimited amount of money, we want to look for where best placement of resources would be.”

Because of the rapid growth of the area, Lauer said he will only focus on data from the past couple of years; anything recorded before that is much less relevant.

*This story previously appeared in the Murfreesboro Daily News Journal.*



## IPS EMPLOYEES COMPLETE CERTIFICATE PROGRAM TO PROVIDE HIGHEST QUALITY OF TRAINING TO CUSTOMERS

*By Patrick Mills, training coordinator, NCEL*

Part of the overall UT Institute for Public Service's (IPS) Strategic Plan includes the ability to deliver the highest quality training and technical assistance to IPS customers. Employees who work in the area of training and development take that priority very seriously when it comes to providing the best customer service and training possible.

Recently 15 employees from all six IPS agencies participated in a three-day, intensive certificate program facilitated by the Association for Talent Development (ATD). The primary purpose for the training was to assist IPS employees in utilizing best practices in instructional design for future

course development for customers.

The certificate program, facilitated by ATD Instructor Shannon Tipton, was entitled Instructional Design. Tipton is a learning professional and business partner with over 15 years of experience and has successfully developed infrastructures for learning and development departments and training start-ups for organizations in North America, Europe and Korea; effectively closing the gap between capabilities and achieving business strategic goals.

IPS employees spent three days learning about all areas of training and best methods for developing



courses in adult education. Some of the key principals talked about were the ROPES and ADDIE models.

ROPES stands for Review, Overview, Presentation, Exercise, and Summary. The ADDIE model is the process traditionally used by instructional designers and training developers. The five phases—Analysis, Design, Development, Implementation, and Evaluation—represent a dynamic, flexible guideline for building effective training and performance support tools.

“The ATD Instructional Design Course was an excellent opportunity for trainers across IPS to learn the same language when it comes to designing courses for our customers,” said MTAS Training and Development Manager Abb Oglesby. The IPS Training Idea Exchange (TIE) Committee with the support of the IPS Leadership Team made the training available for IPS employees

who serve in the capacity of development or delivery of training to IPS customers.

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“I enjoyed the ATD training. It gave me a completely new perspective on design and delivery of our future presentations,” said CTAS County Government Consultant Ben Rodgers. “I definitely benefitted from the training and would recommend it to anyone looking to improve their courses.”

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Training opportunities for the continuous development of IPS employees will be available in the future.

# CTAS JAIL MANAGEMENT CONSULTANT LEADS JAIL LIABILITY SEMINAR

*By Jim Hart, CIM, CCE, jail management consultant, CTAS*

In a program sponsored by the Local Government Insurance Pool, the County Technical Assistance Service (CTAS) delivered an annual Jail Liability Seminar across the state.

Through the first five classes across the state over 300 people attended. Attendees included sheriffs, sheriff offices command staff, county mayors, county commissioners, risk managers, jail leadership, facility training officers, line corrections supervisors and officers, detention facility specialists, agency internal affairs investigators, health care providers and architects.

Jail operations present a host of challenges to county leaders, sheriffs, and jail administrators. Decisions made to ensure safety, security, custody and control are frequently scrutinized by the courts, media, local communities, and special interest groups. In many instances jail leadership finds they have to do more with often times less funding and staffing. Community leaders also face the challenge of ensuring adequate physical plants, and funding for staffing as well as inmate medical and mental health care.

This is the 11th year for the seminar and the fourth year presented by CTAS Jail Management Consultant Jim Hart. This year's topics focused on measures to minimize exposure to risk and jail liability; use of force; developing sound policies and procedures; suicide awareness; exhaustion of administrative remedies; and issues surrounding failure to protect and staff vicarious trauma.



# UT CIS CERTIFIES SIX NEW ECONOMIC DEVELOPERS

The University of Tennessee Center for Industrial Services graduated its ninth class recently through its Tennessee Certified Economic Developer (TCED) Program. This cohort brings the total number of Tennessee certified economic developers to 58.

This year's fall graduates gathered in Nashville to present their Capstone Projects, the final requirement for certification. TCED candidates completed a week-long Basic Economic Development Course in addition to a series of six core courses pertinent to economic and community development. The TCED Program gives participants a broad-based knowledge of economic trends, tools and core components required to compete in today's global economy.

"All of our Tennessee certified economic developers made a serious commitment to achieve this designation," said Kim Denton, director of the TCED Program. "They now will be able to use this in-depth knowledge to benefit their communities and regions."

New graduates will be invited to join the TCED Alumni Group, which provides continuing education and

networking opportunities several times throughout the year.

The fall 2018 TCED graduates are:

**Chad Davis**, CFP, Owner,  
Davis Wealth Services, Dyersburg

**Emily Johnson**, Executive Director,  
Henderson-Chester County Chamber of Commerce,  
Henderson

**Bob Rial**, Mayor,  
Dickson County, Charlotte

**Gordon Reed**, Solutions Consultant,  
UT Center for Industrial Services, Crossville

**Dennis Tumlin**, Executive Director,  
Rhea Economic and Tourism Council, Dayton

**Kayce Williams**, Economic Development  
Coordinator, City of Spring Hill



## NCEL PROVIDES KEYNOTE FOR TENNESSEE FIREFIGHTERS ASSOCIATION CONFERENCE

*By Trent Clagg, training specialist, NCEL*

**N**aifeh Center for Effective Leadership (NCEL) Director Macel Ely recently presented the keynote address for the Tennessee Chapter of the International Association of Arson Investigators (IAAI) in Pigeon Forge. The annual Tennessee IAAI conference strives to train local firefighters and staff on new technology and trends in arson investigation.

The recent growth trend for the Tennessee chapter of IAAI has combined a new generation of firefighters with highly experienced well-seasoned individuals. The gap in culture and experience illustrated the need for Ely's class, Bridging the Generational Gap in the Workplace. Ely shared the need to understand

the viewpoints of different generations and how it is possible to use the knowledge from the past and present to contribute to the success of our everyday work. This rallied all generations in the class to garner the best from everyone and encourage collaboration to produce the best workforce possible.

Approximately 200 participants walked away from this presentation feeling a deeper appreciation for both the differences and similarities of the various generations currently in the American workforce, specifically arson investigators. For more information about the Naifeh Center or the class offerings available go to [www.leadership.tennessee.edu](http://www.leadership.tennessee.edu).



# COMING SOON!

**New Year, New Tool in  
Your Information Toolbox!**

## What's in Your Toolbox?

**A new information tool from MTAS, that's what!**

MOLLY (MTAS OnLine LibrarY) has been providing access to the books, documents and journal articles in the Research and Information Center's collection since 2001. Yes, you read that right – 2001! MOLLY is due for an update and MTAS is excited to introduce customers to a new and updated search tool is on its way.

Visitors to the virtual MTAS library will be able to create their own accounts, see what they have checked out, save searches, be notified of new items added to the collections, and place items on hold or make a suggestion for new materials to help us build a relevant and targeted collection.

Stay tuned and look for more announcements soon via MTAS's website, Facebook and Twitter.

IPS holds reception to welcome Randy Boyd as Interim President of the University.

