

Spring 2020

Brighter Tennessee

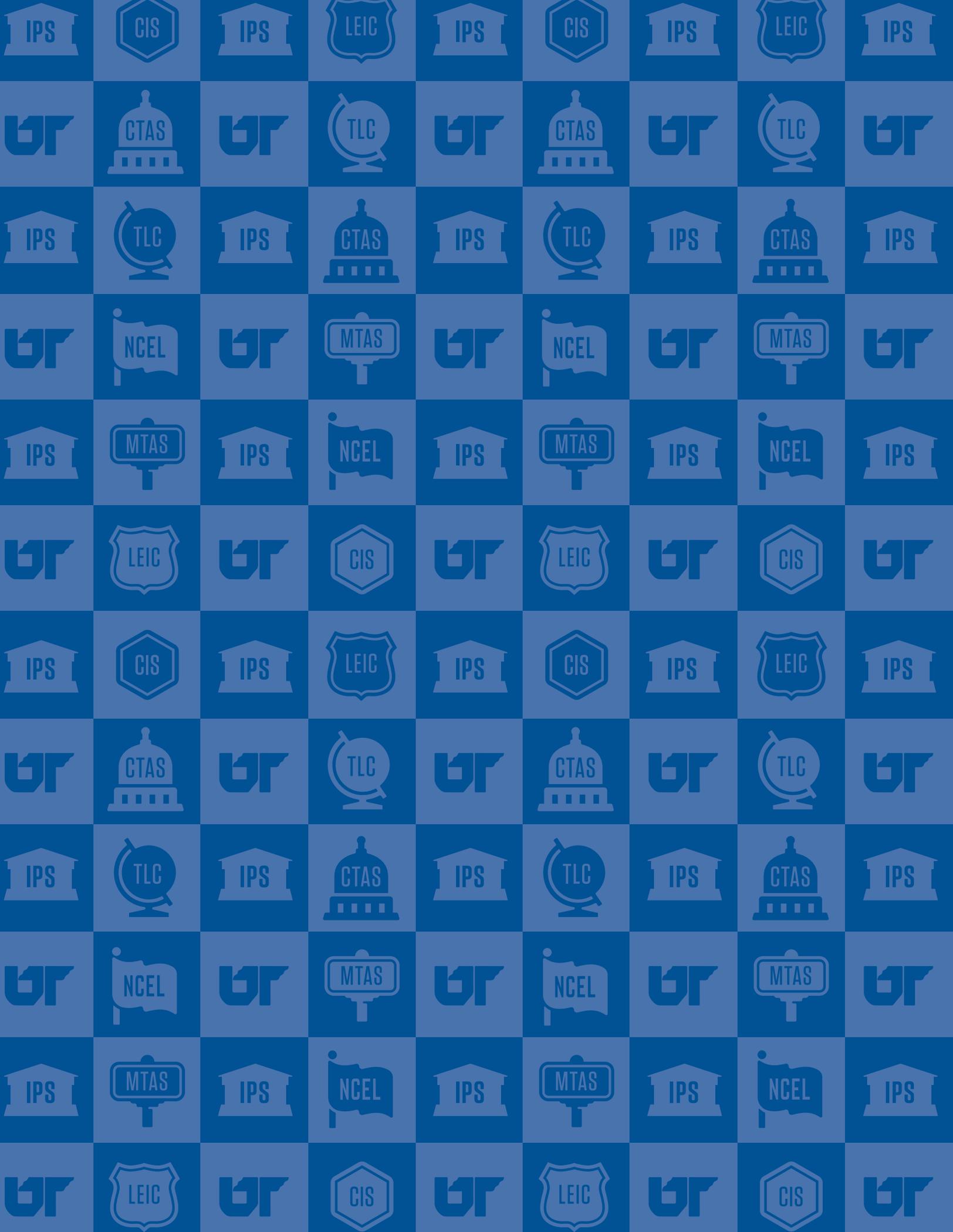


A Publication of the UT Institute for Public Service

Government Employees Earn CPM Designation

Inside:

CTAS Conducts
Jail Liability Seminar
Across the State





Cover Story | CPM Graduation

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INSTITUTE for PUBLIC SERVICE



Vice President's Message

A Word from Dr. Byrd

“No company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

-- Jack Welch, writer and former CEO of General Electric who recently passed away at the age of 84.

I believe this applies to places like ours too. I'm grateful for IPS employees who work tirelessly across the state through our six agencies. We have 165 employees who work in 12 offices from Memphis to Johnson City. About three years ago, we launched a strategic plan with the mission “We Serve Business and Government to Improve the Lives of Tennesseans.” Our employees embody that mission every day.

We are fortunate that many of our employees have more than 20 years of employment with IPS. Even before they came to work here, they had years of practical experience under their belts. That's just one of the reasons you can count on them for unbiased, tried and true, wise assistance.

One such employee is CTAS Jail Management Consultant Jim Hart (you can read about the jail liability training conducted by Jim on page 14). Jim began his career in corrections in 1975 while serving in the U.S. Marine Corps. He spent 22 years working in five different Marine Corps correctional facilities and as director of Marine Corps Corrections. He is a certified jail manager with the American Jail Association and a certified corrections executive

with the American Correctional Association.

Another one of our expert employees is CIS Solutions Consultant Norma Wilcox. Norma contributed the article about her customer, Gibson Brands, using the services of CIS. Norma has 29 years of experience with CIS serving customers in the Middle Tennessee region. She previously worked with the Small Business Development Center at The University of Central Missouri. She also has experience with The General Electric Company as a sales engineer for the motors and motor control division and The Eaton Corporation as a product application coordinator.

Norma and Jim are just two of our experts who consult with and train local and state government employees, businesses and industries and law enforcement officers. A few pages over, we introduce you to seven new employees! As you read about them, you will see that they all bring valuable, practical experience to their new roles at IPS.

The average tenure of our employees is close to 11 years, that's on top of the years of experience they had before they joined IPS. Our employees are dedicated, energized public servants who believe in our mission. More importantly, though, each and every day they work to achieve it!





Agency Experts Speak At Environmental Conference



Kingsport will welcome approximately 500 participants to the 19th Tennessee Environmental Conference in March. According to the event's hosts, "the Annual Tennessee Environmental Conference is the state's largest and most comprehensive educational opportunity". Participants will include property appraisers, federal governments, agribusiness, local governments, property assessors, economic developers & councils, local chambers, environmental engineers, environmental consultants as well as any "others with a strong interest in environmental programs in Tennessee."

The primary objective of Tennessee Environmental Conference is to discover strategies to bridge the gap between economics, health, industry and economic development. Industry professionals from the Center for Industrial Services (CIS), County Technical Assistance Service (CTAS) and Municipal Technical Advisory Service (MTAS) will participate in a panel at the conference. These representatives are:

- Keith Ridley, UT CIS Environmental Health and Safety Director

- Kim Raia, UT CTAS Environmental Management Consultant
- Warren Nevad, Municipal Management Consultant

These Institute for Public Service (IPS) experts will discuss how IPS agencies can help Tennessee communities with infrastructure and energy efficiency. This conference will talk about environmental management strategies and techniques for promoting the economical advancements, as well as water resources management, environmental affairs and solid waste management. Beneficial business opportunities will also be explored here.

Gibson Brands Begin TWI Journey



By Norma Wilcox, CIS solutions consultant

Gibson Brands, headquartered in Nashville, has shaped the sounds of generations of musicians for years.

Recently, the company was looking for assistance with the implementation of TWI (Training Within Industry) at their manufacturing facilities. Gibson Brands chose The University of Tennessee Center for Industrial Services to provide training for them in the TWI, Job Instruction Program. They have many skilled craftsmen creating the guitars and were looking for a way to impart the knowledge to new employees. The initial training was completed in December 2019 by Keith Groves, UT CIS Solutions Consultant and received very positive reactions from the participants.

TWI is a proven job training method designed to

provide supervisors with the ability to lead, instruct and improve the methods of their jobs. The TWI approach may help assist companies that are experiencing changing workforce demographics. It provides a method to capture institutional knowledge, skills and experience needed to train the next generation of workers.

Founded in 1894, Gibson Brands has a legacy of world-class craftsmanship, legendary music partnerships and progressive product evolution that is unrivaled among musical instrument companies.

UT CIS looks forward to continuing to assist Gibson Brands in the implementation of TWI at their manufacturing facilities.

Did you know? The U.S. government developed Training within Industry (TWI) during World War II to help U.S. companies rapidly increase production output.





“I am confident the CPM graduates are not only going to make a positive difference on the future of our state but will inspire others to a higher level of performance as well.”

- Tennessee Secretary of State
Tre Hargett



Group photo of the Tennessee Certified Public Manager (CPM) program graduates at the Capitol Building in Nashville

Participants in the Tennessee Certified Public Manager (CPM) program, based in the UT Institute for Public Service's Naifeh Center for Effective Leadership, finished their program and graduated in January at the Capitol Building in Nashville.

Twenty-five participants from local, state, and federal government positions graduated as members of the program's 2019 class. In just its second year, the Tennessee CPM program had cohorts in both Knoxville and Nashville. The Knoxville class graduated nine participants while Nashville graduated 16. The ceremony included an address from Tennessee Secretary of State Tre Hargett. "I am confident the CPM graduates are not only going to make a positive difference on the future of our state but will inspire others to a higher level of performance as well," Hargett said. "I know this program will yield great dividends for Tennessee."

The 2019 graduates and the titles of their capstone projects are:

- Scott Collins, city of Fayetteville; Enhancing Economic and Community Development in Fayetteville.
- Chinwe Ejiofor, Department of Intellectual and Developmental Disabilities; Improving Efficiency in Securing DIDD Waiver Provider Nursing and Medical Residential Provider.
- Leigh Ferguson, Department of Commerce & Insurance; From Many to One: Streamlining Public Records Requests.
- Dean Flener, Department of Military; Help Before Help Arrives: Renewing & Sustaining Community Emergency Response Teams in Tennessee.
- Michael Foster, city of Rocky Top; City of Rocky Top Strategic Plan.
- Diane Giddens, Williamson County; Building on Communication.

- Mike Gregory, University of Tennessee System; University of Tennessee Fleet Management.
- Jeff Hundley, Naifeh Center for Effective Leadership; Utilizing University Resources by Capturing Rewards.
- Gary Jaeckel, UT Municipal Technical Advisory Service; Use of Alternative Work Sites in the University of Tennessee Institute for Public Service and the Municipal Technical Advisory Service.
- Bill Lord, Tennessee House Development Agency; Realigning the Physical Property Inspection Requirements and Processes Across Multiple THDA Divisions.
- Jeff McCormick, city of Goodlettsville; Debris Management Plan for the city of Goodlettsville.
- Crystal Ottinger, Cocke County; Funding in a Rural Community.
- Denise Paige, Tennessee Municipal League; TML Municipal Advocacy Committee
- Michael Parson, Tennessee Bureau of Investigation, TBI Leadership Development Program.
- Lisa Piefer, city of Germantown; Travel Initiatives: Increasing Employee Satisfaction and Process Efficiencies.
- Floyd Price, TennCare; TennCare Provider Fraud, Waste and Abuse Recoveries and Cost Savings.
- Dwaine Raper, UT Center for Industrial Services; Leveraging Customer Feedback at UT CIS.
- Mark Ridings, Tennessee Wildlife Resource Agency; Utilizing Agency Resources - Finding the Most Efficient Data Solutions for TWRA
- Susan Robertson, UT Institute for Public Service: Digital Asset Management: Saving Time with Easier Access.
- Cameron Ross, city of Germantown; Designing Efficiency: The Case for Improvements to the Germantown Development Services.

- Rick Scarbrough, UT Law Enforcement Innovation Service; Law Enforcement Professional Development Initiative.
- Chris Shults, UT Municipal Technical Advisory Service; Are we Meeting the Training Needs of Tennessee Municipalities? Using Data to Develop a Strategic Approach to Providing Training Services to Tennessee Municipalities.
- Laura Smith, city of Decatur; Personnel Policy Manual Creation.
- Marty Spears, UT County Technical Assistance Service; County Technical Assistance Service Consulting for the Future.
- Joseph Waldrum, Tennessee Highway Safety Office; Cost Savings and Data Driven Approach to Media.
- Jerremy Weaver, Finance & Administration; Development and Implementation of the Office of Inspector General CID Field Training Evaluation Program

Participants in the yearlong program learn about current trends in public management by hearing from subject-matter experts with experience in the field.

The program helps participants gain proficiency in seven fundamental areas: personal and organizational integrity, self-development, work management, public service, leadership of people, change leadership and systemic integration. The Tennessee CPM program is accredited by the National Certified Public Manager Consortium and available to UT employees.

For more information on the CPM program visit leadership.tennessee.edu.

CPM Project Helps Fayetteville Economic Development



Fayetteville City Manager Scott Collins (center) with Dr. Herb Byrd III, Dr. Macel Ely, Trent Clagg, and Tennessee Secretary of State Tre Hargett

During the course of working on his Certified Public Manager (CPM) capstone project, Fayetteville City Manager Scott Collins realized his topic was much broader than he originally thought.

“The project started as ‘how do we enhance economic and community development in Fayetteville,’” Collins said. “After we started CPM, I’d come back from one of the sessions with so many ideas.”

Collins started his project by thinking he just wanted to organize a team whose focus would be enhancing economic development in the city. After each CPM session, it became clear to him that the project would include the team he assembled, plus many more employees and would be a multi-year process considering more factors than he originally thought.

The city of Fayetteville Economic and Community Development team he assembled and had approved by the Fayetteville Board of Mayor and Aldermen includes himself; Human Resources Coordinator Adriane Gay; IT Director Jerry Taylor; Planning and Codes Coordinator Kristi Gentry; and Property Maintenance Coordinator Lenace Vaughn. The team will focus on retail recruitment as well as general livability issues.

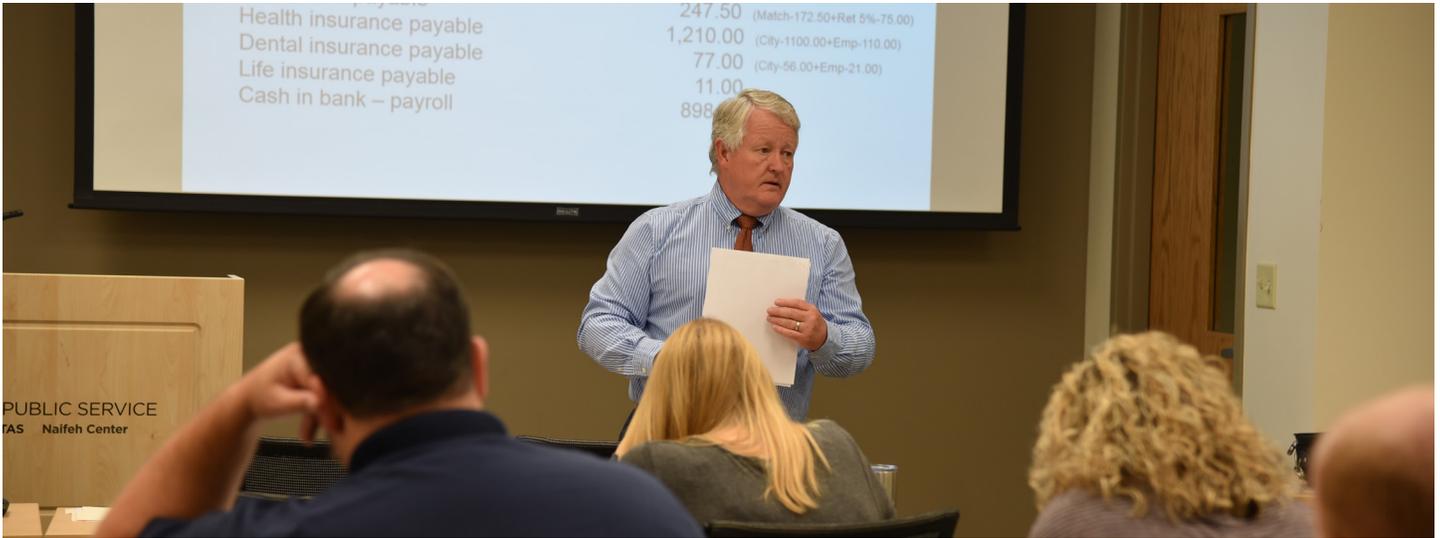
The team will address the following issues:

- Conduct a Branding/Marketing Initiative for the development of a marketing campaign.
- Oversee the development of the Fayetteville Downtown Master Plan.
- Address livability factors with beautification and blight elimination programs.
- Determine best practices for retail recruitment.
- Develop a mechanism for an outreach program for regional partnerships, as well as coordinated efforts by local entities to improve economic development opportunities.

The Fayetteville board will soon be hearing about the branding initiative and the downtown master plan.

“I can’t say enough about the CPM program and the impact it’s had on my career. The capstone was more than a project, it will be having an impact on Fayetteville five to 10 years from now,” Collins said. “From the online classes to the instructors to the capstone project, the program was phenomenal.”

MTAS Training 2020: New Year, Sharper Focus



MTAS understands that for cities to effectively serve your customers, they need to be up-to-date with information relevant to what happens do in the city. With that in mind, the MTAS training team is constantly at work keeping a sharper focus on training needs. In 2020, MTAS debuted enhancements to three of their major program areas!

The Certified Municipal Finance Officer (CMFO) program, Elected Officials Academy (EOA), and Municipal Management Academy (MMA) have undergone significant content and design updates. The improvements and modifications to these programs ensure that training participants experience current information, focused skill-building, and a smoother classroom experience overall. Program enhancements were overseen by training staff along with MTAS subject matter experts, including management, finance and legal

consultants. Keep an eye on CMFO and EOA offerings near you, and for those interested in MMA, contact MTAS directly to learn more.

In addition to these three program areas, they enhanced coordination of open enrollment training to provide topics that better fit customer needs. Be sure to check out the website offerings available under Continuing Municipal Education.

MTAS is committed to continuous improvement in what they do and how they serve cities.

CTAS's Hart Conducts Jail Liability Seminar



In collaboration with the Local Government Insurance Pool, the County Technical Assistance Service Jail Management Consultant Jim Hart recently conducted a jail liability seminar. The six-hour seminar was conducted at seven locations across the state (Johnson City, Knoxville, Chattanooga, Cookeville, Clarksville, Franklin, and Jackson).

This is Hart's sixth year presenting jail liability seminars. Due to its popularity it has grown from 2014 where the presentation was conducted in three locations for a period of three hours to the last three years being presented in seven locations across the state for a six-hour period.

Sheriffs, chief deputies, county mayors, county commissioners, jail administrators, medical and mental health professionals, county attorneys, county risk managers, and various jail staff members attended the seminar. Staff from various city police

departments responsible for the operation of lock-ups were also among the almost 500 attendees included

Topics covered in the seminar included:

Root Cause Analysis – shifting from blame to what were the causes of things happening – policies and procedures, training, supervision, poor inspection practices.

Various medical-related situations – adequate screening at intake, monitoring your health care contract, working within your licensure restrictions, withdrawal/detoxification issues, mortality review (again connecting to root cause analysis), and hunger strikes.

Exhausting administrative remedies (grievance systems).

Continued on Page 15

Use of force investigations, answering the why.
What can be done short of employing force.

Using the Turner Test before making decisions
on policies, procedures, new practices, other
regulations.

1st Amendment Audits. A new trend, what are they?
Are you prepared?

Conditions of confinement – cleanliness, lighting,
infestation concerns, toilet paper, dampness, etc...

Religious head coverings – what is your policy?

Avoiding deliberate indifference – do something!

Connecting with Tennessee

UT Day on the Hill



Gov. Bill Lee (fifth from left) met with UT Interim President Randy Boyd (fourth from left) along with UT's vice presidents and chancellors. UT IPS Vice President Dr. Herb Byrd III (second from left) was among the group.

Manufacturers, Are You Ready For This?

By Tim Waldo, CIS Workforce Consultant

How quickly things change. These days, we can certainly add...how often things change. The common belief is that change is difficult and that virtually nobody likes it. However, we are more than familiar with the fact that change is inevitable. For many, these truisms lead to a love/hate relationship with the whole idea of change. Today, there is a fast moving transformation in the world of manufacturing. Processes, materials, markets, supply chains, technology...everything is changing. Some of the most demanding changes are those dealing with the people involved in manufacturing. This presents manufacturers with a twofold challenge - finding the right people with the right attitudes, aptitudes and skills; while at the same time building a culture that is engaging and innovative.

This may be one of the most complex changes that makers face. As would be expected, today's workers are unlike the generations that came before them. For many of the younger workers, the concepts of work and career simply do not mean what they did years ago. What is done for a living seems to be guided more by personal aspirations. There is a perceived need for a different level of engagement in work that leads to deeper personal growth and fulfillment. Workers place greater value on opportunities to learn and to gain a wider range of experiences. This is why manufacturers not



only have to make quality products and provide outstanding customer service; they also have to create a workplace environment that can live up to the demands of this new mindset.

Teams that seek to create an environment that promotes learning and fosters personal development alongside organizational development are sometimes referred to as learning organizations. They understand that this means the organization will change. Because to learn is to change. When people add to their levels of experience, knowledge and wisdom, it changes them. When people grow

in this manner, they tend to change the groups they are part of – families, friends, communities and their workplaces. The types of changes they might bring to the workplace, and the changes that will be necessary to keep them on the team, will modify the organization’s approach to management and leadership. It will alter certain ideas and influence the team’s ability to adapt to the avalanche of change that has become the norm.

There is plenty of research by numerous authors teaching us that a learning organization will be different from the typical command and control type organization. For example, leaders of learning organizations understand the need to allow learners time for reflection (the time to ask questions and make observations during and after a learning experience). They understand that important learning opportunities can come through failures, and because they know this, they encourage experimentation. They also know that learning is a social experience, so they facilitate team learning.

Manufacturers who make the transition to learning organizations will see people differently. The company identity changes from something like, “We make the world’s best widgets” to something more along the lines of, “We develop world class talent, and those talented people make the world’s best widgets.” This takes a change of perspective. This is a type of directional change that embraces

what scholars have implied when they tell us that the ability to learn and adapt (instead of just accumulating knowledge) is where the real competitive advantage is. This perspective values the proposition that learning opportunities are more than just occasional training initiatives. Learning is a never-ending process that focuses on continuous improvement for the individual and for the organization. True learning changes things. One of the key challenges manufacturers will face is their readiness and willingness to foster change within their organization.

A new year brought a number of new employees onboard at UT Institute for Public Service (IPS) agencies.

Betsy Cunningham, John Eskew, Yolanda Dillard and Peter Voss joined the Municipal Technical Advisory Service (MTAS). The County Technical Assistance Service (CTAS) welcomed Jacob Kennedy, Jeff Stiles came onboard with the Naifeh Center for Effective Leadership (NCEL) and Nashma Carrera joined the Tennessee Language Center (TLC).



- Cunningham joined MTAS as a human resources consultant for the East Tennessee region. She has experience in the field most recently with Massey Electric in Alcoa where she served as human resources and safety manager. From 2003-2011 she served as director of human resources for Blount County Government.



- Kennedy joined CTAS as a database consultant. He came to CTAS from Williamson County Government where he served as an accounting database administrator. He received his bachelor's degree in accounting from Middle Tennessee State University as well as a master's in business administration from MTSU.



- Eskew will serve as the municipal court specialist for MTAS and will work in the Nashville office. He comes to MTAS after serving as risk manager and assistant human resources director for the city of Clarksville. He received his bachelor's degree in political science from UT Knoxville and his doctor of jurisprudence from the UT College of Law.



- Dillard works in the Memphis office and is a training and development consultant for MTAS. She most recently served as associate director of employer partnerships for the University of Memphis Career Services. She received her bachelor's degree in electrical engineering from Southern Illinois University and her master's in business administration from Union University. Yolanda served as an officer in the U.S. Air Force and Tennessee Air National Guard.



- Voss joined MTAS as an HR consultant. He will work out of the Jackson office. He most recently served as the HR director for the city of Hendersonville. From 1983 to 2016, he worked for the city of Bartlett in a number of positions including director of personnel. He received his bachelor's in business administration from Memphis State (the University of Memphis).



- Carrera joined TLC as Spanish bilingual administrative coordinator. She has a bachelor's degree in criminal justice from the University of Central Florida and a bachelor's in international affairs from Florida State University. She also holds a master's in public history from Florida State and a master's in American studies and U.S. folklore from the University of Wisconsin. She has experience as a lecturer and an English as a Second Language instructor.



- Stiles joined NCEL as a program manager. He came to NCEL after serving as a captain with the Knoxville Police Department. He began teaching for IPS in 2002. Since that time, Stiles has been a frequent trainer, speaker and keynote for local and state government agencies. He was the training director and the criminal investigation supervisor during his tenure at KPD. Stiles served on the department's special operations squad (SWAT) for 20 years. He holds a bachelor's degree from the University of Tennessee, Knoxville as well as an MBA from American Military University.



Veterans make countless sacrifices. They miss birthdays, holidays and other life events to protect their country. Their mission is not complete even when they return home. Many return to society as community advocates, doctors, police officers or even entrepreneurs. PTAC client Dwan Branson, owner of Etchmark Pavement Maintenance Experts, is one such veteran.

1. In what branch of the armed forces did you serve?

I served in the U.S. Navy as an Aviation Electronic Technician Petty Officer 2nd Class and UAS Operator.

2. What made you go into the service?

After losing focus in college, I joined the Navy. I later returned and earned a B.S. in Industrial Engineering.

3. What made you start a business?

Etchmark has an ironic start. In the spring of

2008, I competed in an engineering expo as an undergraduate. My team developed a smart parking lot that made parking more time efficient and assisted drivers in parking center of parking stalls. Our team placed 3rd over 50 other teams.

In 2016, one of my team members and I discussed the idea of maintaining parking lots. I had many questions and played devil's advocate in questioning if there was a market for it. I began market research and found there was a market for this service.

We later attended a trade show, where we met industry leaders and validated my market research by personal interviews of company owners that attended.

I've had a few business ventures early on that I learned from. I have years of experience working in corporate America. I believe I can generate the revenue earned or more with the same effort I put in my business.

4. Tell me about your family.

I am the proud father of a beautiful 2-year-old girl. My daughter and I reside in Lebanon (Tenn). My extended family resides in my hometown Sicily Island, La.

Thank you for your service! The PTAC team is extremely proud of Branson. Over the last year, he has worked extremely hard and was recently awarded a subcontract with Skanska.





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