

BRIGHTER TENNESSEE



A Publication of the UT Institute for Public Service

INVESTMENT
RISK
SYSTEMS
FINANCE
VACANCIES

GREAT RESIGNATION

SOLVING TENNESSEE'S
GRAND CHALLENGES

LIMITED ENGLISH PROFICIENCY
SUPPLY CHAIN

SHUTDOWNS ECONOMIC RESILIENCY
WORKFORCE COMMUNITY RESOURCES

Addressing Tennessee's
Challenges Head on with

**SUCCESSFUL
CONNECTIONS**

OPERATIONS

UTILITIES

RECRUITING

HEALTH & SAFETY

PANDEMIC

ECONOMIC DEVELOPMENT

RETIREMENT

VULNERABILITY

EMERGENCY PREPAREDNESS

CYBERSECURITY TRAINING

LEGISLATION



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A Word from

Dr. Byrd



In early 2020, we all experienced challenges like we never have before. We witnessed family, friends and colleagues struggle with a virus that was new to everyone around the world; the landscape of workplaces changed as employees packed up laptops to set up home offices. Work for some changed completely as they decided to switch jobs or open their own businesses.

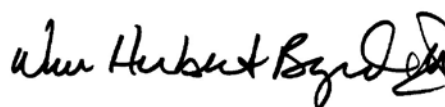
Fast forward two years. While day-to-day activities have resumed, many of us, including our customers, are continuing to face challenges—some that began as a result of the COVID-19 pandemic and some that started before the virus became part of our vocabulary. In this issue of Brighter Tennessee, we take a look at grand challenges faced by our customers and how our agencies' expert consultants and trainers are helping them tackle these challenges.

The Center for Industrial Services' aim is to use their real-world experience and expertise to give businesses and communities the tools they need to grow, succeed and create good jobs. They've stayed true to their mission as they continue to help their customers navigate the ever-changing business world. They currently partner with the U.S. Department of Commerce, Economic Development Administration to provide a comprehensive approach to building resilience in the state's manufacturing sector and within Tennessee's communities. This approach

includes a guide for building resilient communities as well as working with manufacturers to help them develop and retain workers.

Hiring and retaining workers is not just a challenge facing the private sector these days. State and local governments also face the same issue. With many public sector employees facing retirement and others switching careers altogether, city and county governments, along with the state of Tennessee, are struggling to find workers to fill their open positions. You'll read several examples on the following pages of our employees assisting customers with their workforce issues.

Recognizing the needs of our customers and finding solutions to these needs is what we do. No matter the challenge—and we've all run across new ones these days—our agencies are prepared to help address them.



Dr. Herb Byrd III, Vice President



INVESTING IN THE WORKFORCE

with Language Services

Tennessee is currently in a tight labor market, with thousands of jobs listed by the Tennessee Department of Labor and Workforce Development going unfilled. One barrier to recruitment and hiring can be reaching, onboarding and training qualified candidates with limited English proficiency (LEP).

The Tennessee Language Center (TLC), an agency of the UT Institute for Public Service, recently provided services that eliminated that obstacle at Oldcastle BuildingEnvelope in the upper East Tennessee region. Oldcastle, located in Midway, had a number of associate positions they needed to fill. Steven Dunn, human resources manager, realized that if language was not a barrier to recruitment, safety and training, the pool of candidates could be much larger.

Oldcastle reached out to TLC to request in-person Spanish/English interpretation to assist with onboarding and training new employees at their manufacturing plant. Outfitted in safety gear, TLC interpreters joined the new employees on the floor. They shadowed the employees and facilitated questions about process and safety in the facility.

Oldcastle BuildingEnvelope, a part of North America's largest building materials company CRH, is the leading

supplier of products specified to close the building envelope. They include custom-engineered curtain walls and window walls, architectural windows, storefront systems, doors, skylights and architectural glass.

"They invested in their workforce with language access," said TLC Executive Director Janice Rodriguez. "Now they are reaping the benefits of better trained new hires."

If your company needs help recruiting candidates for open positions, specifically those with limited English proficiency, contact the Tennessee Language Center. A TLC interpreter can assist in the following ways:

- Translate recruiting ads and materials
- Conduct initial language assessments of candidates
- Translate training manuals and instructions
- Provide in-person interpreters for interviews
- Provide in-person interpreters for onboarding and training

In addition to translation and interpretation services, TLC can work with companies that already have a diverse workforce. Their training includes diversity and cultural awareness training as well as in-person and online English and Spanish classes.



Addressing Tennessee's Challenges Head on with *Successful Connections*

County Technical Assistance Service (CTAS), Municipal Technical Advisory Service (MTAS), and the Tennessee Comptroller of the Treasury are partnering to strengthen local government operations across Tennessee. Seeing that local leaders would benefit from access to additional financial resources and information, the Comptroller's Office reached out to CTAS and MTAS for assistance. The novel solution the agencies created is aptly named Successful Connections.

Successful Connections is a state and local government partnership program geared toward networking, sharing best practices and relationship building. Through a series of panel discussions and breakout sessions, city and county mayors, utility district managers and other government staff will benefit from direct interaction with finance experts and guidance from CTAS and MTAS.

"Successful Connections began with a simple idea to facilitate connections between local officials and finance staff members from the Comptroller's Office, with the goal to make governments work better in Tennessee," said Lori Barnard, financial analyst in Region 1 of the Tennessee Comptroller's Division of Local Government Finance. "CTAS, MTAS and the Comptroller's Office joined forces to create a program driven by the needs of the state's local governments so they can learn from one another and proactively address challenges faced by governments, both large and small."

The first session took place in Nashville in February and attracted 329 participants online and in person. Comptroller of the Treasury Jason Mumpower kicked off the meeting, followed by a panel moderated by Knox County Chief Financial Officer/Co-Chief of Staff Chris Caldwell. The second session was held in person at the Institute for Public Service training center on Polk Avenue and online.

"Betsy Knotts, director of local government finance for the Tennessee Comptroller's office talked to Margaret (Norris) and me about beginning this training and having our staff mediate the breakout sessions," said CTAS Executive Director Jon Walden. "The next session was the same format, and the goal is to have a session each quarter."

The second session focused on employee retention and succession planning and was moderated by Kristine Brock, chief finance officer for the city of Franklin. Panel members were Williamson County Mayor Rogers Anderson, MTAS Human Resources Consultant John Grubbs, Erwin Utilities Authority President and Chief Executive Officer Lee Brown, and Sumner County Human Resources Director Cheryl Lewis-Smith.

Meeting participants complete a survey after each session. Their replies on the survey will determine what the next session's topic will be.

CIS BRINGS ECONOMIC RESILIENCY TO MANUFACTURERS AND COMMUNITIES

With support from the U.S. Department of Commerce, Economic Development Administration, the University of Tennessee Center for Industrial Services (CIS) is providing a comprehensive approach to building resiliency within Tennessee's manufacturing sector. The CIS Tennessee Manufacturing Resiliency Initiative focuses collaborative regional, state and federal resources to help manufacturers address impacts due to economic disruptions and build long-term resiliency capacity in Tennessee.

The Coronavirus pandemic has shown that manufacturers must be able to respond quickly during and after a disaster, or they risk suffering catastrophic losses from even short-term shutdowns. Estimates show that U.S. manufacturing output in the first quarter of 2020 fell by the greatest amount in 74 years. The longer that manufacturing operations and supply chains are disrupted, the greater the risk for long-term losses and even permanent closure as impacts ripple through the supply chain layers. Some projections indicate that 90 percent of smaller companies fail within a year of a disaster unless they can resume operations within five days.

While data show that manufacturers who have taken steps to address potential risks are able to respond and recover more quickly and significantly lessen adverse impacts to their companies, most manufacturers are not well prepared. Many of the manufacturing firms in Tennessee are small or medium in size and lack the resources of larger firms. This makes it more difficult to address disruptions and opportunities within supply chain and production — or to pivot as demands change.

Through this initiative, CIS is connecting manufacturers and communities to resources including the Manufacturing Extension Partnership (MEP), the Occupational Safety and Health Administration (OSHA), the University of Tennessee Economic Development Agency (EDA) University Center, Tennessee Development Districts, state and regional economic development organizations (EDOs) and others to strengthen business, retain jobs and build long-term economic resiliency.

The team of experts at CIS will assess a firm's strengths and vulnerabilities and offer customized services to strengthen their ability to operate, generate revenue, retain employees and serve customers both during and after an event. The team at CIS will then assist with improving manufacturing operations; strengthening supply chains; enhancing health, safety, and emergency preparedness; and reducing cybersecurity risk.

In addition to working directly with manufacturers, CIS is helping communities across the state identify resources and develop strategies to align community planning and assistance with manufacturing needs. Recognizing that economic developers, government officials and other community leaders are often the first points of contact in the event of a disaster, CIS is providing training in principles and practices of community economic resiliency and has developed a comprehensive Community Economic Resiliency Guidebook for community leaders called "5 Pillars of Economic Resiliency."

5 PILLARS OF ECONOMIC RESILIENCY

Economic resilience refers to “the ability to withstand, prevent or quickly recover from major disruptions—or shocks—to its underlying economic base.

— Economic Development Agency (EDA)

In response to the widespread impact of COVID-19, the UT Center for Industrial Services’ EDA University Center developed “5 Pillars of Economic Resiliency.” This guide provides economic developers and community leaders with practical tips and resources to build resiliency into all aspects of their economic development strategies.

The document is packed full of links to key resources including state and federal partners, checklists and assessments to assist in the response during a disaster and throughout the recovery.

Economic developers play a vital role in building economic resiliency in their local and regional economies. Being prepared on the front end and knowing what resources are available can significantly affect a community’s ability to bounce back after a disruption.

To successfully assist their communities in becoming more economically resilient, economic developers must think holistically and creatively while embracing diversity and regionalism. From maintaining a robust business retention/expansion plan, to digitizing the recruitment tools and transforming the workforce for the future, the “5 Pillars of Economic Resiliency” is here to help.

Tip: Access the 5 Pillars PDF at bit.ly/cis-5-pillars

THE REAL WORKFORCE CHALLENGE



CONTRIBUTED BY TIM WALDO,
CIS WORKFORCE DEVELOPMENT SPECIALIST

It's never been more challenging to hire people than it is today. Every organization from practically every sector of business, government and industry is struggling to fill open positions. The labor market has always vacillated back and forth, giving certain advantages to employers for a while, then to employees. Those cycles have been relatively short in duration, and tradeoffs were easier to see and to negotiate. This current cycle feels different, though. For a variety of reasons, this cycle seems to demand that employers make some important changes to the fundamentals that have always guided their hiring and retention processes.

There are a number of influences on the labor markets that have converged and are creating new dynamics for all employers. These include waves of social changes, shifting generational attitudes about work and careers, and volatile economic pressures. Add to these, rapid changes in technology, the drive of globalization, and, of course, a world-changing pandemic, and you have a perfect storm, buffeting employers at all levels and millions of people who are trying to make a living. These larger market-

based conditions have a definite impact. Each labor pool experiences its own local market phenomena as well; intense competition within a limited population, missing skill sets, the impact of drug abuse and others. These external challenges are the new normal for all employers. They are overwhelming and, frankly, there is little that employers can do to change them. Unfortunately, many employers are using out-dated recruiting, training and retention methods that have not evolved to take advantage of the changes in the labor markets. The real challenge then, the one that is actually within the control of organization leaders, is to adapt and adjust their internal workforce systems and processes.

A good place to start is to begin asking questions about your internal people development systems. Are your tools — those used in recruiting, training, communicating, etc. — up to these new challenges? For example, taking time to rework job descriptions and job postings (these two are very different tools) can ensure that both are tailored to current market conditions, increasing their effectiveness. Does the mission and vision of the organization use



language that will resonate with prospective employees from multiple generations? It is important when speaking to the various audiences you wish to reach to use language they will understand and appreciate.

Are you appealing to multiple groups? Diversity is a competitive advantage because it brings a wider range of capabilities, experiences and perspectives. It is also one of the most important socially focused expectations of today's workforce. Different generations demand different things from work. Are you clearly communicating the value your organization seeks to bring? For many younger workers, money is not the most important driver. Taking the time to accentuate the positives that are important to your organization — community service, environmental impacts, social actions, etc. — communicates meaning and purpose. Opportunities for development are another crucial component of an effective, internal workforce development system. Do your training programs need to be redesigned to provide these opportunities?

Probing the current state of your onboarding processes and looking intently at the way your performance management efforts are designed can also reveal some potential upgrades and improvements that could help improve the organization's ability to attract and retain talent. New market dynamics can point to the need to modify or perhaps even replace some practices currently in use.

These are uniquely challenging times. All employers, from city and county governments to law enforcement to manufacturing, face the same labor market conditions. Purposefully modifying the fundamentals of an organization's people development systems requires concentrated effort to understand a raft of signals from the market and the willingness to look deeply at how the organization is positioned relative to those signals. Adopting a mindset of continuous improvement for your people development systems will allow your team to remain flexible and to make timely adjustments to these external forces even as they continue to evolve and present new types of challenges for employers and employees alike.

CAPTAIN BARRY BRADY

A Legacy of Lives Saved



CONTRIBUTED BY STEVEN CROSS,
MTAS FIRE MANAGEMENT
CONSULTANT

Eligible Tennessee firefighters will receive an additional benefit from the 112th General Assembly effective July 1, 2022. The benefit is in the form of two additional cancers being added to Tennessee Code Annotated (T.C.A.) § 7-51-201(d) Cancer Presumption Law (Barry Brady Act). The 111th General Assembly passed the original legislation in 2019, establishing certain cancers to potentially be considered a workplace illness for eligible firefighters. This act is legacy legislation named for Sparta Fire Captain Barry Brady.

Brady left a great legacy of being a dedicated public safety public servant. He not only served the residents and visitors of Sparta, but his efforts in fire service professional associations were impactful across our state. Unfortunately, Brady found himself battling late-stage colon cancer, but he never lost his passion for public service. His unwavering love and support to his wife Dawn, family and members of the fire service inspired many to help get this legislation passed.

Brady was, like many other firefighters, a hometown hero. He used his hands to touch and save many lives in and



Left: Former City of Sparta Fire Captain Barry Brady.

Below: Governor Bill Lee, officials and supporters at the signing of the Barry Brady Act.



around Sparta. Through this legislation, Captain Brady's legacy continues to save the lives of brother and sister firefighters from across the state.

The act passed by the 111th General Assembly originally covered four cancers including colon cancer, non-hodgkin's lymphoma, skin cancer and multiple myeloma. The 112th General Assembly amended the act, adding two additional cancers: leukemia and testicular cancer.

Firefighters owe a debt of gratitude to the members of the 111th and 112th General Assembly and Governor Bill Lee for recognizing the inherent dangers associated with the profession of firefighting and passing legislation to help fight these covered cancers.

Visit the MTAS Knowledgebase to review a more comprehensive report and other resources related to the Barry Brady Act at mtas.tennessee.edu/knowledgebase.

If MTAS consultants can be of service to your community, please do not hesitate to contact us. We are here to help and serve.

Wrapping up the **INAUGURAL PROFESSIONALS INSTITUTE**

Poet Victor Hugo once wrote, “All the forces in the world are not so powerful as an idea whose time has come.”

After more than 30 years of the Tennessee Government Executive Institute (TGEI) and over 20 years of the Tennessee Government Management Institute (TGMI), the Tennessee Government Professionals Institute (TGPI) launched in February of 2022. Sixty exemplary subject matter expert employees participated in the inaugural class for TGPI. Participants shared in a rigorous two-week program that included the competencies of:

- Conflict management
- Courage
- Customer focus
- Drive for results
- Innovation
- Integrity and trust
- Relationships (with superiors and peers)

The two weeks were led by Dr. Macel Ely, Jeff Stiles and the Naifeh Center for Effective Leadership (NCEL) team in Knoxville, followed by courses in Martin. Presenters included UT Martin Chancellor Keith Carver, Dr. David Rausch, Dr. Izetta Slade, Sharon Couch, Discovery Park of America CEO Scott Williams, Discovery Park of America Historian Polly Brasher, and UT Athletic Department Assistant Director of Development and VFL, Stave Hamer. The TGPI participants were also treated to a special tour of Discovery Park of America and Neyland Stadium.

The TGPI program is a partnership with the Naifeh Center for Effective Leadership and the Tennessee Department of Human Resources. “This program, along



Participants of the inaugural TGPI class engage in teambuilding activities at one of their sessions.

with TGEI and TGMI would not be possible without the partnership that we have with the Department of Human Resources,” said NCEL Executive Director Kim Harmon. “The inaugural class of TGPI was a tremendous success.”



LEIC DELIVERS

Sexual Assault Investigations Class

ACROSS TENNESSEE

The Law Enforcement Innovation Center (LEIC), through a partnership with the Tennessee Office of Criminal Justice Programs, offers 16 hours of Peace Officer Standards and Training Commission (POST) approved training to participants of the sexual assault investigations course. This two-day course, funded under an agreement with the State of Tennessee's Office of Criminal Justice Programs, provides instruction for investigating sexual assault incidents including key terminology, law review, patrol response, trauma-informed response and victim advocacy. The training is a combination of classroom time and practical exercises that provide current law enforcement response skills in a variety of sexual assault-related areas.

A key portion of the training is provided by LEIC's teaching associate and sexual assault nurse examiner (SANE). The SANE nurse provides information on trauma and forensic medical exams, as well as a hands-on approach to employing the Tennessee sexual assault kits used to collect evidence from a victim of sexual assault.

According to the Rape Abuse Incest National Network (RAINN), only 310 out of 1000 sexual assaults will be reported to law enforcement, in comparison to 619 out of 1,000 robberies that will be reported. Out of those 310 reports, only 50 will lead to an arrest, and only 25 of those will lead to incarceration. This means that of the 1,000 sexual assault incidents, 975 of those offenders

will walk free. It is vital that law enforcement officers receive training to identify sexual assault, recognize the impact of trauma on victim response, and understand the importance of victim advocacy while responding to reports of sexual assault.

In recognition of April as Sexual Assault Awareness Month, LEIC partnered with the new Anderson County Family Justice Center (ACFJC) in Oak Ridge to host a class in the new Family Justice Center facility. The class of 30 included officers from the University of Tennessee Police Department, Oak Ridge Police Department, Clinton Police Department, Jefferson County Sheriff’s Office, Johnson County Sheriff’s Office, Greeneville Police Department, Elizabethton Police Department, Morristown Police Department, Mt. Juliet Police Department, the Tennessee District Attorney’s Office for District 7, and domestic violence professionals from the Helen Ross McNabb Center and the Anderson County Family Justice Center.





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