

# BRIGHTER TENNESSEE



A Publication of the UT Institute for Public Service

## CONTINUING

## *Education*

At the Institute for  
Public Service,  
Employee Learning  
Never Stops





Municipal Technical Advisory Service Legal Consultant Elisha Hodge leads a session of the Naifeh Center for Effective Leadership's Certified Public Manager class.

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# A Word from Dr. Byrd



Institute for Public Services agencies are so valuable to their customers because of employee subject-matter expertise. IPS employees collectively have up-to-date knowledge and experience in areas like human resources, local government operations, leadership, fire management, health, safety and emergency preparedness, medical interpretation, forensic crime scene investigation and many more. A legendary fly fishing expert, Lefty Kreh practiced what he often stated, “Knowledge is to be shared, not displayed.” Our folks share what we know to enable our customers to excel in meeting their respective missions.

Liz Wiseman has said, “It’s not the extent of one’s knowledge that matters in the current environment but the speed at which one learns.” Most new employees come to us with extensive practical expertise. Just as important among all of our employees, though, is a practice of continuing professional development. Through our six agencies and SMART initiative, we provide consulting and training for local and state government, law enforcement, business and industry and citizens seeking language assistance. Therefore, it is critical that everyone in IPS continues their learning journeys throughout their career with IPS.

Some IPS employees hold professional licenses (attorneys, CPAs and engineers) and are required by the state to receive a certain number of continuing

education units in their field in order to keep their licenses current. Employees who’ve attained certification through such organizations as American Talent Development or the National Certified Public Manager Consortium are also required to acquire continuing education units each year. Even without a professional requirement, all IPS employees complete at least 32 hours of professional development training each year!

In Fiscal Year 2022, our agencies trained 29,946 local and state government employees, law enforcement personnel, business and industry employees and citizens seeking to learn new languages. We certainly hope to surpass that number this year as we provide tried and true, as well as new and exciting, training courses across the state. Marshall Goldberg reminds us that “what got you here won’t get you there.” Or, as Julian King puts it, “Existing skills matter less than the ability to learn new ones.”

We’re on our own continuous learning journey and are privileged to accompany many in Tennessee and across the country as they traverse their learning landscape.



Dr. Herb Byrd III, Vice President





Former UT Martin Chancellor Keith Carver, IPS Vice President Herb Byrd, UT Southern Interim Chancellor Linda Martin, UT System President Randy Boyd, UT Knoxville Chancellor Donde Plowman, UT Health Science Center Chancellor Peter Buckley and UT Chattanooga Chancellor Steve Engle met with Tennessee House Speaker Cameron Sexton (fifth from left) at UT Day on the Hill.



The UT System president, chancellors and IPS vice president also met with Lieutenant Governor Randy McNally.

# UT Day — on — the Hill



While meeting with legislators at UT Day on the Hill, Tourville and Norris ran into colleague Andre Temple of CIS. Temple's daughter Paige shadowed Rep. Johnny Shaw for two days.



MTAS Executive Director Margaret Norris and SMART Executive Director Jennifer Tourville met with Senator Becky Massey from Knoxville.





# MTAS Reimagines

## LEADERSHIP TRAINING FOR TENNESSEE MUNICIPALITIES

*“After you’ve done a thing the same way for two years, look it over carefully. After five years, look at it with suspicion. And after ten years, throw it away and start all over.” - Alfred Edward Perlman*

Since 1949, MTAS has worked with Tennessee municipalities to improve the lives of those they serve. One of the many ways the agency achieves this mission is by providing training and professional development to cities across the state. With continuous improvement always in mind, MTAS asks: Is what we deliver still working for our cities? What can we do better?

In just the past three years, MTAS has redesigned elected officials training, introduced new continuing education topics and offered new delivery methods. The agency has also made incremental updates to its signature management training program, Municipal Management Academy (MMA), in the decades that the program has been offered. More recently, however, MTAS identified a need for an enhanced training revision in light of organizational and workforce changes. Recruitment concerns, retention issues and other changes in the world of work have created challenges for all organizations. MTAS recognized an opportunity to support municipalities in managing these issues.

“We asked ourselves, how can MTAS help leaders stay agile in the face of rapid organizational and workforce shifts?” said MTAS Training and Development Program Manager Abb Oglesby. “Assessing our existing leadership training seemed like an obvious place to start.”

In summer 2022, MTAS began assessments to identify leadership development needs for municipalities. Feedback gleaned from focus groups and customer surveys revealed the need for a leadership development model and interest in training programs for three distinct audiences: emerging, mid-level and senior leaders.

In response to customer feedback, MTAS started by creating a leadership development framework and the mid-level training program first. The Municipal Leadership Development Framework was announced in January 2023, and pilots of the mid-level municipal leadership program Connect are being scheduled this spring. Connect focuses on leadership mindset, critical thinking and how leaders influence culture in their cities. The program offers a collaborative learning experience and features assessments, mentoring, small group engagement and virtual and classroom meetings. Connect will be offered regionally as an open-enrollment program. Regional cohorts will be scheduled in different areas of the state throughout the year.

More municipal leadership programs are in the pipeline as MTAS develops training for emerging and senior leaders. Future programs will be announced as information is ready to share.





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## *To Assist Customers, IPS Employees Keep Certifications Updated*

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In addition to having college degrees, employees of the Institute for Public Service's six agencies have years of practical expertise in their subject areas, but their learning hasn't stopped there.

Many of the 178 employees statewide have certifications in their specialty areas and are required to receive continuing education hours each year to keep those certifications up-to-date. The University of Tennessee also strongly encourages, through its Employee Professional Development and Training Policy, all employees to participate in a minimum of 32 hours of training and professional development each year.

"Continuing education is extremely important to consider for anyone who has achieved a degree, certification or other certificate," said Naifeh Center for Effective Leadership's (NCEL) Training Specialist Trent Clagg, who is a Certified Public Manager and Executive Coach. "As work trends and best practices evolve around us, it is imperative for individuals to continually keep a mindset of growth and development to be competitive in the workforce. As an

administrator of certifications and recertifications in Tennessee, I have personally seen the positive effects of continuing education in certified professionals."

Five of the eight NCEL staff are Certified Executive Coaches through the Association for Talent Development (ATD). NCEL staff and many other IPS employees also hold certifications as facilitators in assessing instruments such as CPI 260, Hermann Brain Dominance (HBDI), Everything DiSC Workplace, Gallup-Certified Strengths and others. A number of employees with the County Technical Assistance Service and the Municipal Technical Advisory Service hold designations as Certified Professional in Training Management or Certified Professional in Talent Development from ATD.

Attorneys on staff with the CTAS and MTAS keep their law licenses current by receiving the required Continuing Legal Education hours each year. Professional engineers and Certified Public Accountants must also secure required continuing education each year (40 hours) to keep their licenses updated. In addition to being licensed





*Commit yourself to lifelong learning. The most valuable asset you will ever have is your mind and what you put into it.*

- Albert Einstein

CPAs, many of the finance and accounting consultants and trainers are also Certified Municipal Finance Officers and Certified County Finance Officers.

Subject matter experts in human resources hold certifications from the Society of Human Resource Management and the International Public Management Association for HR; while fire management consultants have certifications, through the state of Tennessee, as fire safety officers, emergency medical technicians or responders and fire inspectors. The two fire management consultants with MTAS also hold the Chief Fire Officer and Fire Marshal credentials from the Center for Public Safety Excellence Commission. Law Enforcement Innovation Center employees also hold certifications in their areas of expertise: Certified Latent Print Examiner through the International Association for Identification; Certified Police Instructors through the Tennessee Peace Officer Standards and Training Commission; and Certified Fraud Examiner.

Tennessee Language Center employees have certifications as medical interpreters in Spanish, court interpreters and as Teaching English as a Second Language instructors. The Center for Industrial Services (CIS), which delivers technical assistance and training to businesses and communities throughout Tennessee, employs consultants who are professional engineers and who have received certifications in Lean Six Sigma Green Belt, Production and Inventory Management and Innovation Engineering Black Belt. CIS' consultants who advise businesses on how to secure government contracts hold the designation of Certified Procurement Professional; and the agency's economic development instructors maintain their Certified Economic Developer designations.

Still, additional employees earned the Certified Public Manager designation from the Naifeh Center or the Certified Administrative Professional title through the International Association of Administrative Professionals.



## THE PINNACLE OF TRAINING FOR PUBLIC INFORMATION PROFESSIONALS

In the event of a community emergency, citizens often want to hear what's going on from the first responders. Realizing this, the UT Law Enforcement Innovation Center (LEIC) developed a 40-hour Master Public Information Officer Certification.

The Peace Officer Standards and Training Commission (POST)-approved course is for law enforcement personnel who serve as public information officers (PIO) or command staff who, in the event of an incident, address the public through media platforms. PIOs interact with the public through press releases, media releases or media and press conferences. They also work to positively represent their agency through social media platforms.

The Master Public Information Officer Certification is the first university-based program of its kind. Through pre-work, instruction, networking and a group project, participants discuss writing, agency branding, social media, emotional intelligence and how to communicate to the public through a crisis.

According to the Federal Emergency Management Agency (FEMA), "Before, during and after an incident, coordinated and timely communication to the public is critical. Effective communication can save lives and property and can promote credibility and public trust." This makes the PIO role a vital one in today's law enforcement structure.

Response to this program has been amazing, with 30 individuals completing the November 2022 week-long certification kickoff. Cohort one's participants represented city and county law enforcement agencies, the Tennessee Department of Correction and the Tennessee Department of Environment & Conservation. The Spring 2023 cohort consists of agencies across Tennessee, as well as representation from Massachusetts, Virginia and North Carolina.

LEIC has assembled a knowledgeable team of instructors for this program, with topics covering agency branding, expository writing, social media and video



marketing, crisis management and a group project. Participants also receive an emotional intelligence assessment. Instructors include Sergeant Evie West, Cleveland Police Department; UT System Director of Communications Melissa Tindell; Mary Scott DeVault, Crist Communications; Captain Tyler Chandler, Mt.

Juliet Police Department; Colonel Dereck Stewart, former Tennessee Highway Patrol; Director of Communication Dr. Dorinda Carter, Tennessee Department of Correction; Assistant Director of Communication Justin Brown, Tennessee Department of Correction; and LEIC Training Specialist Jeff Hundley.



Top left (left to right): Jeff Hundley, LEIC Training Specialist; Michael Carmen, Sumner County Sheriff's Office; and Colonel Dereck Stewart, LEIC Teaching Associate.

Bottom left (left to right): Jeff Hundley, LEIC Training Specialist; Sydney Hamon, Chattanooga Police Department; Colonel Dereck Stewart, LEIC Teaching Associate.

Top right (left to right): LEIC Training Specialist Jeff Hundley with Tennessee Department of Correction Communication Team: Dr. Dorinda Carter, Justin Brown, Sarah Gallagher, Robert Rayburn and Bradley Canada.



*Introducing*

# THE OPTIMIZED PEOPLE DEVELOPMENT SYSTEM

***Improve your system that finds, trains and retains people.***

Tennessee manufacturers know the future they want, but the volatile labor market and an unstable workforce threatens that future vision every day.

The University of Tennessee Center for Industrial Services (CIS) feels the frustrations of manufacturers and has helped organizations across Tennessee with their workforce challenges for 50 years.

The Optimized People Development System (Optimized PDS) provides customized solutions for organizations to help them strengthen their workforce. Formerly known in Tennessee as Smart Talent Systems, the Optimized PDS promotes a systems-thinking approach that helps organizations assess and improve the key processes they use to find, train and retain people.

There are many workforce issues that are beyond our control: changing attitudes about work and career, the lack of key skills, shifting cultural norms and many others. The organization that does not adapt and improve their people development efforts will struggle in this new reality.

The Optimized PDS approach provides customized solutions for your organization to help you strengthen your internal workforce efforts, helping you focus on the things you can control.

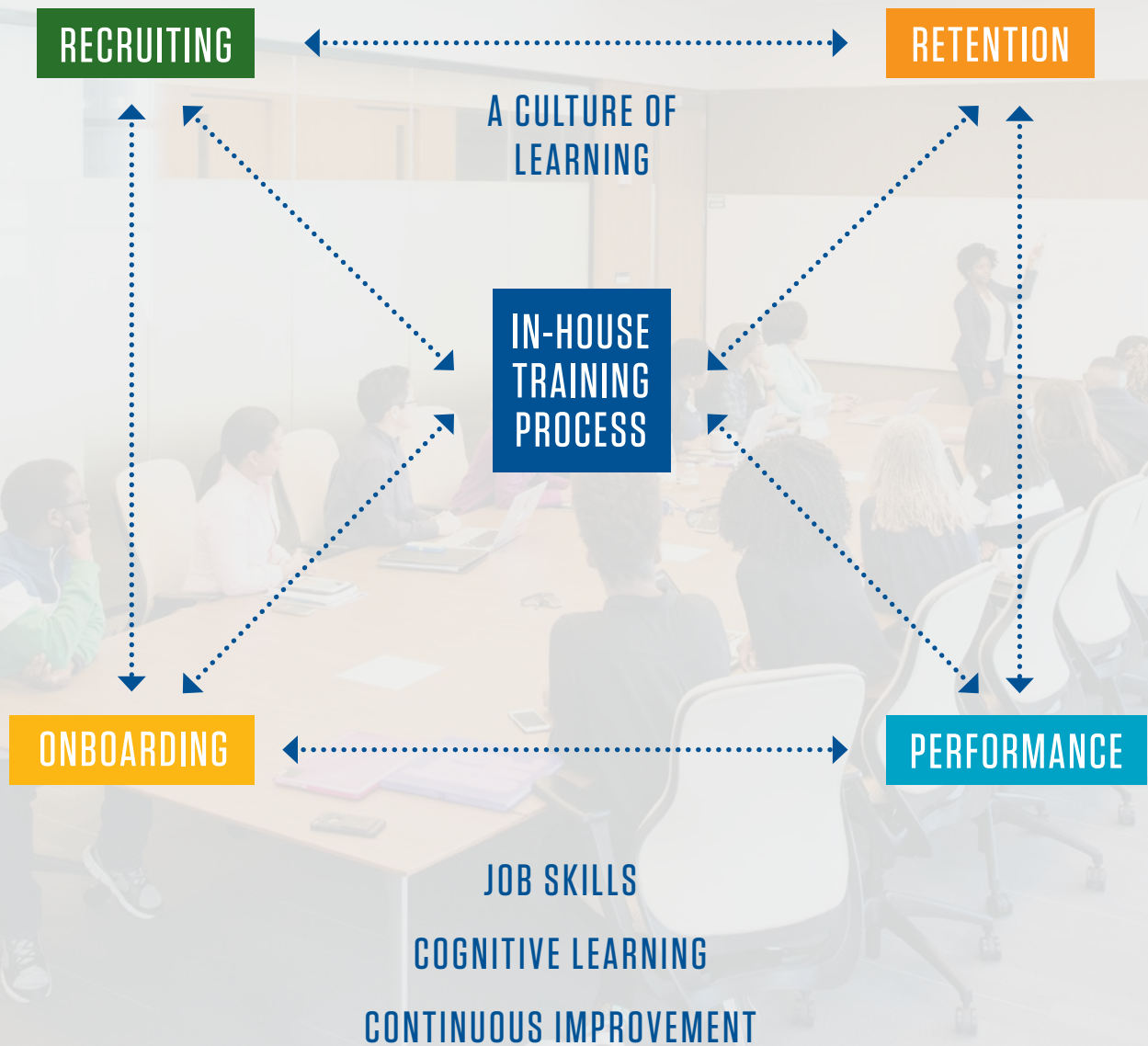
The advantages of optimizing your PDS include:

- ensuring that training is effective and efficient.
- expanding recruiting options.
- decreasing the time to proficiency for new hires.
- reducing turnover by driving engagement.
- higher labor efficiency due to a more flexible workforce.
- streamlined processes at every step in an employee's development.

## REQUEST A CONSULTATION

Interested in how the Optimized People Development System can benefit your organization? Contact CIS Workforce Consultant Tim Waldo at [tim.waldo@tennessee.edu](mailto:tim.waldo@tennessee.edu) or (865) 974-3185.

# THE OPTIMIZED PDS: EXPANDING BEYOND JOBS SKILLS TRAINING





# BEYOND OUR BORDERS

## *Teaching English as a Second Language Training Available Online*

**T**he Tennessee Language Center (TLC) has provided a quality, in-person Teaching English as a Second Language (TESL) instruction course to aspiring English teachers for 20 years. When TLC started offering the TESL course, there were very few opportunities for training in teaching English as a Second Language (ESL) in Tennessee. The creation of this program filled that gap.

TLC's 150-hour TESL course consists of instructional lessons led by certified TESL trainers and demonstrates communicative teaching methods followed by an in-person practicum. The practicum provides a valuable opportunity for TESL students to rehearse newly learned teaching methods with actual ESL students under the observation of a trainer.

Until the pandemic shut classes down in 2020, the training course had always been offered at TLC's headquarters

in Nashville. This limited participation to students who live nearby or who are able to travel to Nashville. TLC's English Programs Director Jenny Rish decided to use the downtime to explore ways to expand the reach of the TESL program statewide. She was eager to include more Tennessee residents who were not be able to commute or stay in Nashville for the full length of the course.

"I knew if we could accommodate more students who live farther from our center, we could help improve the quality of English teaching statewide, offer more employment opportunities and help Tennessee's immigrant and refugee population in their English language acquisition," Rish said.

Rish brought in her colleagues, TLC Assistant Director of English Programs Erin Keafer and several existing TESL trainers, to collaborate on developing an entirely online



TESL course. TLC is proud to report that the first online cohort graduated in September 2021, ready to teach.

Suzanne, a TESL student, reported that the skills she learned in the training course went far beyond those she learned in her four years of college. Additionally, she found the instructors to be knowledgeable and dedicated in training a new group of ESL teachers.

TLC has expanded beyond the state-wide initiative and now reaches across the state, the U.S. and the globe. In the last year, TESL had students from 10 Tennessee counties, California, Illinois, Arkansas and even a student taking the course from Vietnam!

## TLC'S TESL COURSE SERVES:

### Tennessee Counties

McMinn  
Bedford  
Cheatham  
Davidson  
Knox  
Loudon  
Robertson  
Rutherford  
Williamson  
Wilson

### States

Illinois  
California  
Arkansas

### Countries

United States  
Vietnam

## DID YOU KNOW?

While some students continue to teach English for TLC, others used their new skills and experience to travel to different parts of the world to teach English. Like Mike, who taught English in Russia, or Kami, who went to Kenya.

**“The TESL course gave me the techniques and experience needed to begin teaching. Without TESL, I would have basically been blind walking into the classroom and would have been a much less effective teacher.”**

- Mike, ESL teacher in Russia



Students learn letters of the Russian alphabet with an interactive game.

**“The training you receive during the course more than prepares you for what you experience while abroad. The resources TESL provided are priceless. Many times, I found myself referencing the book we studied and the many teaching tools and creative ideas we used while in the TESL course.”**

- Kami, ESL teacher in Kenya

# RECOVERY AMBASSADORS

## MAKING STRIDES ON KNOXVILLE CAMPUS



Since moving to the Institute for Public Service, the SMART Initiative has launched multiple projects in partnership with state agencies and prevention organizations to help tackle substance-abuse problems in Tennessee.

The Rocky Top Recovery Ambassadors, a pilot program sponsored by the Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) but managed by SMART, has put on several social and educational events, such as trainings provided by state experts. In the Fall of 2022, TDMHSAS Director of Collegiate Recovery Nathan Payne provided a Recovery Ally training at the University of Tennessee, Knoxville (UT Knoxville) College of Social Work.

The Recovery Ally training provides students with the resources needed to identify and intervene in potential moments of crisis suffered by individuals who are struggling with addiction. The training helps increase understanding, raise awareness and build the confidence of people who are struggling, or want to help others who are struggling, with substance misuse or mental health disorders on campus. The training aims to do this by breaking misconceptions of social norms around the college experience of binge drinking, drug experimentation or other dangerous behaviors. Equipped with a working knowledge of available resources and guidance in direct intervention, students are trained in vital primary prevention strategies. Payne and the ambassadors will continue providing this as well as a

sister course on Mental Health Allyship at UT Knoxville this spring.

Other trainings the ambassadors have hosted include How to Keep, Store and Use the Opioid Reversing Medication Naloxone, provided by the regional overdose prevention specialist for the Knoxville area.

The pilot of the Rocky Top Recovery Ambassadors program has been so successful under SMART that it is now becoming a permanent part of UT Knoxville life. Starting July 2023, Rocky Top Recovery Ambassadors will be housed under UT Knoxville's Center for Health Education and Wellness (CHEW), where they will continue to provide events and trainings on substance misuse and mental health disorders.



Current Rocky Top Ambassadors (Left to right): Vanessa Betancourt, Isabel Eiler, Grace Hardin, Morgan Schmitz, Quincey Pawlikowski.





## Naifeh Center

### TAKES LEADERSHIP TRAINING ACROSS THE STATE

**T**he Naifeh Center for Effective Leadership (NCEL) recently launched its Professional Excellence Series to provide leadership development courses for employees across the state.

Courses are provided from a library of 30 classes in a variety of leadership competencies in three NCEL domains: self, relational and organizational. The library includes courses for the individual contributor, frontline supervisors, middle management and executives. Series classes are held quarterly in Knoxville, Nashville and Jackson. One day of training includes two courses, and

lunch is provided for those participating in both courses on one day. Each 2.5- to 3-hour course is \$150.

“The NCEL Professional Excellence Series allows participants to affordably invest in leadership training—affordable in both time and cost,” said NCEL Executive Director Kim Harmon. “Every leader is unique in strengths and challenges. These affordable courses allow any leader to craft their own path of leadership growth.”

Class dates and topics can be found on the Naifeh Center website at [leadership.tennessee.edu](https://leadership.tennessee.edu).



# ***WE ARE UNDER CONSTRUCTION!***

2023-2025

## **IPS STRATEGIC PLAN**

### **MISSION**

We serve business and government to improve the lives of Tennesseans.

### **VISION**

We envision Tennessee as a global leader with thriving business and industry, efficient and effective government, and vibrant communities.

### **VALUES**

We value people, diversity, relationships, integrity, and excellence.

People: Our greatest asset and the focus of our services.

Diversity: Enriches and strengthens us, and the people and organizations we serve.

Relationships: The foundation for superior service and positive influence.

Integrity: Protects, empowers and unites us.

Excellence: Always striving for what ought to be.

We're working together to create a better IPS! Here are our four focus areas and goals for the next three years. Follow our progress at [tiny.utk.edu/strategic-plan](https://tiny.utk.edu/strategic-plan).

## FINANCIAL STABILITY

1. Diversify and increase non-appropriated revenue.
2. Emphasize the value and importance of the IPS internal budget process.
3. Grow financial opportunities through collaboration.
4. Increase appropriated revenue.

## MARKETING & COMMUNICATIONS

1. Expand marketing and communications capacity, efficiency and consistency.
2. Develop a cross-agency marketing strategy for external audiences including UT System and Knoxville campus staff.
3. Improve internal marketing and communications to boost transparency, collaboration and employee engagement.

## PEOPLE

1. Identify new ways to celebrate successes across IPS and to encourage sharing career milestones across the Institute.
2. Encourage inter-agency cross-training and networking.
3. Seek ways to integrate additional life balance for employees.

## PROGRAMS

1. Develop and maintain customer relationships through programming and technology.
2. Capture, manage and retain expert knowledge as well as customer and agency information.
3. Integrate additional platforms for ongoing feedback from current and potential customers.



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