

2023 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: Recruiting Academy State: TN

Contact Person: Kimberly Mantlo

Contact's Title: HR Program Administrator, Recruiting

Agency: Department of Human Resources

Mailing Address: 312 Rosa L Parks Avenue; 17th Floor, Tennessee Tower, Nashville TN 3743

Telephone: 615-478-8411

E-mail: Kimberly.Mantlo@tn.gov

NOMINATOR INFORMATION

Nominator: Lesley T. Farmer Title: Deputy Commissioner & General Counsel

State: TN Agency: Department of Human Resources

Telephone: 615-761-8163

E-mail: Lesley.T.Farmer@tn.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements
- Meet deadline requirements
- Include a complete nomination packet
- Conform to all copyright laws

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ONE-PAGE SUMMARY

The State of Tennessee has faced severe recruiting shortfalls for the past three years due to the following issues.

- Changing job market
 - COVID - lingering impact
 - Decreasing participation rates
 - Increasing wages by competitors
 - Reduced candidate requirements by competitors
- Changing technology
- Competitor agility in hiring vs. state government process
- Limited branding for state government
- Lack of recruiting training at the agency level

These challenges have been addressed by the DOHR Recruiting Division, serving as a strategic business partner to the agencies by developing and facilitating an enterprise recruiting academy.

The Recruiting Academy is a weeklong immersive learning program where agency participants learn and practice the skills to enhance quality candidate outreach and attraction. They were exposed to live role plays, technical training, and sourcing candidates for live jobs, culminating in a virtual career fair at the end of the week. By learning these skills, the participants become true recruiters for their agencies. They are well equipped with the knowledge of locating and approaching passive candidates and then driving them to apply for career opportunities within Tennessee State Government. This groundbreaking program highlights the successful collaboration between DOHR and state agencies and serves as a model for other state governments challenged with recruiting issues. We hope that you find our Recruiting Academy to be an excellent solution to address state government recruiting challenges in this competitive labor market.

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DETAILS

1. Please provide a brief description of this program.

The Tennessee Department of Human Resources Recruiting Academy Program is an innovative weeklong training event where the agency participants learn and practice the skills needed to enhance candidate outreach and attraction.

2. How long has this program been operational (month and year)?

This program began as the Recruiting Bootcamp focused on attracting state troopers, starting in February of 2021. Due to the overwhelming success of the Recruiting Bootcamp, the program was expanded to the full Recruiting Academy as it exists today.

3. Why was this program created? (What problem[s] or issues does it address?)

The Recruiting Academy was created due to a significant decrease in candidates that apply to

Tennessee State Government jobs due to several reasons:

- Changing job market
 - COVID - lingering impact
 - Decreasing participation rates
 - Increasing wages by competitors
 - Reduced candidate requirements by competitors
- Changing technology
- Competitor agility in hiring vs. state government process
- Limited branding for state government
- Lack of recruiting training at the agency level

4. Why is this program a new and creative method?

The Recruiting Academy is groundbreaking in that the learn-practice method has never been used in training programs in Tennessee State Government. Concepts and skills were taught each morning, and actual practice, including sourcing candidates for current postings, occurred in the afternoon. The Recruiting Academy ended with a live virtual career fair, resulting in over

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250 candidates being interviewed. 100% of the participants for the recruiting academy reported that they felt this learning method was highly effective and resulted in connecting with a significant number of candidates that they would not have otherwise been able to do. The participants also reported that the DOHR Recruiting Team accelerated their learning by providing an open, supportive environment where they felt comfortable practicing newly learned skills in live role plays.

5. What was the program's startup costs?

The Recruiting Academy had a cost-effective start-up because state resources were used to create and facilitate this training. The following items were paid for by billing the agencies for each participant:

- Lodging for five nights in a Tennessee State Park lodge
- Food (breakfast, lunch, dinner, and snacks were provided to all participants daily)
- Printing (a recruiting resource manual, course materials, and a graduate certificate was provided to each participant)
- Promotional items (water bottle, pen, and recruiting event cart) are all branded with the TN State logo
- Travel and lodging for two internal guest speakers that taught competencies of strategic agility and diversity and inclusion as it relates to recruiting
- A one-month subscription to the Indeed recruiting databases for all participants
- The agency paid the mileage expenses to the employees directly

The total was approximately \$56,000 to train 19 HR staff from 9 state agencies.

6. What are the program's operational costs?

This academy has no ongoing operational costs as the Recruiting Division staff manages this program as part of their daily duties.

7. How is this program funded?

The Recruiting Academy was funded by the event participation fee and the normal monthly billing charged to the agencies for DOHR services.

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8. Did this program originate in your state?

This innovative program originated in Tennessee State Government.

9. Are you aware of similar programs in other states?

To our knowledge, no other state government uses this training method for agency staff. We have already seen great success in that the number of candidates attending the recruiting academy virtual career fair was the largest we have hosted since we purchased the Brazen career platform six months ago. Additionally, a participant survey was sent out to the participants after the academy was completed. Again, the results were very positive, with 100% of the participants reporting that they would highly recommend this academy to other agencies.

10. How do you measure the success of this program?

We measure success by comparing the number of candidates and hires before and after participants attend the academy. In addition, a time-to-fill comparison before and after the academy will also be used to measure the effectiveness of this program.

11. How has the program grown and/or changed since its inception?

This is the first year we offered the entire enterprise the recruiting academy. As mentioned, we conducted a Recruiting Bootcamp for our Department of Safety (focusing on State Trooper positions). As a continuous improvement organization, we are already seeking ways to improve and expand this program for the next cohort. Our goal would be to have a subject matter expert in each agency to assist with recruiting challenges.

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4/12/23

Dear Selection Committee,

We are excited to submit the Tennessee Department of Human Resources Recruiting Academy for consideration for the Eugene H Rooney, Jr. Award for Innovative State Human Resource Management Program

For the past three years, the State of Tennessee has faced serious recruiting shortfalls due to the following issues

- ✓ Changing job market
 - COVID - lingering impact
 - Decreasing participation rates
 - Increasing wages by competitors
 - Decreased candidate requirements by competitors
- ✓ Changing technology
- ✓ Competitor agility in hiring vs state government process
- ✓ Limited branding for state government
- ✓ Lack of recruiting training at the agency level

These challenges have been addressed by the DOHR Recruiting Division serving as a strategic business partner to the agencies by developing and facilitating an enterprise recruiting academy. The Recruiting Academy is weeklong immersive learning program in which agency participants learn and then practice the skills needed to enhance quality candidate outreach and attraction. They are exposed to live role plays, technical training, sourcing candidates for live jobs all culminating with a virtual career fair at the end of the week. By learning these skills, the participants become true recruiters for their agencies. They are well equipped with the knowledge of how to locate and approach passive candidates and then drive them to apply to career opportunities in Tennessee State Government. This groundbreaking program highlights the successful collaboration between DOHR and state agencies and serves as a model for other state governments that find themselves challenged with recruiting issues. We hope that you find our Recruiting Academy to be an excellent solution, deserving of the prestigious Eugene H. Rooney, Jr. Award for Innovative State Human Resource Management Program, to address state government recruiting challenges in this competitive labor market.

The Tennessee Department of Human Resources Recruiting Academy Program is an innovative weeklong training event in which the agency participants learn and then practice the skills needed to enhance candidate outreach and attraction.

This program began as the Recruiting Bootcamp focused on attracting state troopers which was started in February of 2021. Due to the overwhelming success of the Recruiting Bootcamp, the program was expanded to the full Recruiting Academy as it exists today.

The Recruiting Academy was created due to a significant decrease in candidates that apply to Tennessee State Government jobs as a result of the following

Changing job market

- COVID - lingering impact
- Decreasing participation rates
- Increasing wages by competitors
- Decreased candidate requirements by competitors

Changing technology

Competitor agility in hiring vs state government process

Lack of branding for state government

Lack of recruiting training at the agency level

The Recruiting Academy is groundbreaking in that the learn - practice method has never been used in training programs in Tennessee State Government. Concepts and skills were taught each morning and actual practice including sourcing candidates for current postings occurred in the afternoon. The week ended with a live virtual career fair in which resulted in over 250 candidates being interviewed. 100% of the participants for the recruiting academy reported that they felt this method of learning was highly effective and resulted in connecting with a significant number of candidates that they would have not otherwise been able to do. The participants also reported that their learning was accelerated by the DOHR Recruiting Team providing an open, supportive environment where they felt comfortable practicing newly learned skills in live role plays.

The Recruiting Academy had a cost effective start up due to state resources being used to create and facilitate this training. The following items were paid for by billing the agencies for each participant

- Lodging for 5 nights in a Tennessee State Park lodge
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The total was approximately \$56,000 to train 19 HR staff from 9 state agencies

There are no real ongoing operational costs for this academy as the Recruiting Division staff manages this program as part of their daily duties.

The Recruiting Academy is funded by the event participation fee and the normal monthly billing that is charged to the agencies for DOHR services.

This innovative program originated in Tennessee State Government.

To our knowledge no other state government uses this method of training for agency staff.

We have already seen great success in that the number of candidates to attend the recruiting academy virtual career fair was the largest that we have hosted since we purchased the Brazen career platform 6 months ago. A participant survey was sent out to the participants after the academy was completed. The results were very positive with 100% of the participants reporting that they would highly recommend this academy to other agencies.

We measure success by comparing the number of candidates and hires before and after participants attend the academy. A time to fill comparison before and after the academy is also used to measure the effectiveness of this program.

This is the first year that we offered the recruiting academy to the entire enterprise. As mentioned previously, we conducted a Recruiting Bootcamp for our Department of Safety (focusing on State Trooper positions). As we are a continuous improvement organization, we are already seeking at ways to improve and expand this program for the next cohort. Our goal would be to have a subject matter expert in each agency to assist with recruiting challenges.