



Eugene H. Rooney, Jr. 2014 Innovative State Human Resource Management Program
Application from the Tennessee Department of Human Resources

Program Title:	HR Master	State:	Tennessee
Contact Person:	Rebecca Hunter	Title:	Commissioner
Agency:	TN Dept of Human Resources	Telephone:	615.741.0936
Fax:	615.741.7880	Email:	Rebecca.Hunter@tn.gov
Address:	505 Deaderick Street, 1 st Floor, Nashville, TN 37243		

1. **Please provide a brief description of this program.** The HR Master Series is based on the competencies designated by both IPMA-HR and SHRM as necessary for successful HR leaders and was designed as a development tool for HR leadership within Tennessee state government. The format is interactive, best practice, experiential learning for raising the understanding of HR leadership in the concepts presented, with an expectation of knowledge transfer on the practical application of these concepts to their daily role.

There are approximately 100 individuals in 32 agencies at the HR Director, Assistant Director or HR Program Director level eligible to participate, and the program is offered on an application basis to a maximum of 15 participants per year. Participants meet for full day forums six times during the course of a year, where they are offered presentations and experiential learning opportunities with both qualified, certified DOHR leaders and outside speakers and educators who have relevant expertise in five major topic areas: Continuous Improvement, Leadership, Measurement, Organizational Approaches, and Strategic Business. Each of the topic areas is broken down into distinct competencies with definitions, behaviors and proficiency standards by career level, again based on the IPMA-HR and SHRM Competency Models. Studies of books by recognized thought leaders in the relevant topic areas or individual competencies are used in the alternate months as a significant component of the program. Each book study is one half day and includes a facilitated discussion session.

2. **How long has this program been operational (month and year)?** The program began in January 2013 with a grant from IPMA and CPS Consulting, and the first class of eleven members graduated in November 2013. The second class of fifteen members was selected in December 2013 and began meeting in January 2014.



3. Why was this program created? What problems or issues does it address? Human Resources inside Tennessee state government has historically been decentralized, and consisted of purely transactional functions, frequently supervised within the fiscal division of an agency. HR Directors in the agencies understand the rules and guidelines by which to operate, and are relatively proficient in the technology currently used to record transactions. However, transactional HR is no longer enough to help state agencies move toward a more efficient and effective government with a high performing workforce, and agency HR Directors and their management teams need both capacity and capability in the strategic leadership competencies necessary to give direction and provide consultative services to their executives.

4. Why is this program a new and creative method? The HR Master program has several unique features that distinguish it from most other general leadership development programs: 1) it focuses solely on human resources competencies; 2) participants utilize a 360° assessment in the identified competencies at the beginning and conclusion of the 12-month period; 3) the Strengths Deployment Index is used as a tool to help participants with internal relationships; 4) the results of the 360° and the SDI allow participants to focus on specific core competencies supported by one-on-one coaching for each participant, and 5) it includes facilitated book studies that complement the specific competencies being targeted at different times during the year.

Employees who participate in HR Master receive the benefit of extensive, cutting edge leadership training and development. Participants who graduate will demonstrate the identified behaviors that exemplify each of the core competencies. State government benefits through higher productivity, increased efficiency, and overall improved organizational performance. Better trained leaders provide clearer direction and guidance to employees, who in turn provide agencies with desired accomplishments and results. Employees are better equipped as public servants to serve the citizens of Tennessee.

5. What was the program's start up cost? (Provide detailed information about specific purchases for the program, staffing needs and other expenditures as well as existing materials, technology and staff already in place.)



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DOHR is a support agency of state government, and internal service fund monies make up the largest part of our budget. These funds cover the salary and benefits of most of our employees and give us the ability to provide services to all agencies of the state in the areas of classification/compensation, employee relations, technical services and recruiting management, as well as required training for compliance. The Strategic Learning Solutions division, which has the responsibility for learning and development programs, utilizes a fee for service model for programs and services that are not required for employees (leadership development, talent management, etc.). An initial grant of \$25,000 was utilized to fund a portion of the development costs for the first year. Subsequent year budgets will not contain development costs.

Program Development	73 hours x \$375 per hour development cost	\$27,375
Curriculum Development	73 hours x \$100 per hour development cost	\$7,300
Books Material Design Printing	6 books x 20 x \$35 = \$875 73 hours x \$100 per hour design cost = \$7,300 6 sessions x \$100 = \$600	\$8,775
Staffing	146 hours x 2 x \$39 per hour	\$11,388
Meals and Incidentals for 6 classes	6 x 20 x \$29 per person	\$3,480
Total Program Cost		\$58,318
Grant Funds		(\$25,000)
Adjusted Program Cost		\$33,318
Cost per Participant	\$1,000	\$15,000
Cost Funded by DOHR		(\$18,318)

6. What are the program's operational costs?

Operational costs each year include the 360° Assessment (created and administered in-house), the SDI, catering, the cost of books and printed materials, and any outside speakers that may be asked to facilitate certain competency sessions.

The Department of Human Resources partners in this program with the Executive Learning Center at Belmont University, so space for the classes and the instructor for one competency area are provided at no cost. Total operational costs for the 2013 class in addition to initial setup were \$7,700, and the anticipated operating cost for 2014 is \$33,200.



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7. How is this program funded? The Department of Human Resources philosophy on leadership development is that participants are more invested in the program if they know their agency had to invest in them. Currently, agencies contribute \$1,000 per participant over the twelve month development period. Remaining costs are absorbed by the Department of Human Resources. There are fourteen participants for 2014, at \$1,000 per participant, so the Department of Human Resources will absorb \$19,200 of the total operational cost for the year.

8. Did this program originate in your state? Yes.

9. Are you aware of similar programs in other states? No. If yes, how does this program differ?

10. How do you measure the success of this program? Program participants complete survey information after each forum and again at the end of the program.

11. How has the program grown or changed since its inception? As part of the continuous improvement process, the Department of Human Resources evaluates all programs annually to determine whether changes or updates are necessary. Considering participant feedback and the nature of the program, a significant change to the book study portion of the program was made for the 2014 class – rather than have the instructors facilitate each book study, participants will gradually increase their participation in that process, and will be expected to facilitate the final study themselves after intensive out of class work in small groups.



HR MASTER SERIES: UNLOCKING THE DOORS TO HR LEADERSHIP

HR Master Series-at-a-Glance

All Book Studies and Forums will be located at Belmont University Center for Executive Education Room 400

Book Study Times: 8:00-12:00 P.M.

Forum Times: 8:00-4:30 P.M.

Forum Format:

- 7:30 A.M. Continental Breakfast/Networking
- 8:00 A.M. Welcome, Forum Overview, Community Builder
- 8:30 A.M. Competency Presentation and Keynote
- 11:00 A.M. Group Work
- 12:00 P.M. Lunch
- 1:00 P.M. Group Work Continues
- 3:00 P.M. Integration Strategy
- 4:30 P.M. Adjourn

January 8, 2014 – Orientation and Self Assessment Day

Program Orientation – Forum & Book Study learning format
Review of 360 Assessment, SDI – Individual Development Plan

February 7, 2014 – Book Study One

SWITCH –

Chip Heath and Dan Heath

March 7, 2014 – Forum One

Organizational Approaches

- Communication
- Consultation
- Relationship Management

April 4, 2014 – Book Study Two

Managing Transitions –

William Bridges

May 2, 2014 – Forum Two

Continuous Improvement

- Change Agent
- System Model

June 20, 2014 – Book Study Three

Blink –

Malcolm Gladwell

July 25, 2014 – Forum Three

Measurement

- Critical Evaluation

August 8, 2014 – Book Study Four

Change the Culture, Change the Game –

Roger Conners and Tom Smith

September 12, 2014 – Forum Four

Leadership

- Ethical Practice
- Cultural Effectiveness
- Organizational Leadership and Navigation

October 10, 2014 – Book Study Five

Winning –

Jack Welch

November 7, 2014 – Forum Five

Strategic Business

- Business Acumen
- Human Resources Technical Expertise & Practice

December 3, 2014 – Graduation