

2024 NASPEs AWARD

Eva N. Santos Communication Awards

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.

NOMINATION INFORMATION

Title of Nomination: *State of the State Employee Annual Report: Investing in Purpose-Driven Culture*
State: TN

Contact Person: Karl Houston

Contact's Title: Chief Communications Officer

Agency: Department of Human Resources

Mailing Address: 312 Rosa L. Parks Ave., Nashville, TN 37243

Telephone: 629-259-0353

E-mail: karl.houston@tn.gov

NOMINATOR INFORMATION

Nominator: Karl Houston Title: *State of the State Employee Annual Report: Investing in Purpose-Driven Culture*

State: TN Agency: Department of Human Resources

Telephone: 629-253-0353

E-mail: karl.houston@tn.gov

ALL SUBMISSIONS MUST:

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

2024 NASPEs AWARD

Eva N. Santos Communication Awards

DETAILS

Feel free to include links to websites and snapshots as part of your nomination.

1. Please provide a brief description of the submission.

The Tennessee Department of Human Resources (DOHR) released its annual report, *State of the State Employee: Investing in Purpose-Driven Culture*, for the 2023 fiscal year, covering the period from July 1, 2022, to June 30, 2023. This report is a testament to the tireless efforts of the department to create a workplace driven by a sense of purpose. It provides a comprehensive account of the department's initiatives, achievements, and key metrics defining its commitment to fostering a purpose-driven workplace.



This year's *State of the State Employee* report considerably expanded on what DOHR reported in previous years and has set a new standard of excellence when it comes to analysis and data. With a detailed account of both qualitative and quantitative data, the report showcases the profound impact these numbers have on the state of our employees.

ALL SUBMISSIONS MUST:

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

2024 NASPEs AWARD

Eva N. Santos Communication Awards

Key Highlights:

1. Employee-Centric Initiatives: The report encapsulates a year marked by strategic efforts to enhance the employee experience, focusing on innovation, collaboration, and growth. It highlights DOHR's topline accomplishments, including the recognition of Forbes America's Best Employers, the new salary structure, and key legislative updates.

2. Workforce Report: This report takes a deep dive into the diverse and dynamic workforce of Tennessee State Government. It shows the demographics of employees in all branches of government, with a focus on the executive branch. It includes voluntary self-identification, generation distribution, gender balance, and ethnic diversity.

3. Employee Engagement: The annual report spotlights the recruitment landscape within Tennessee State Government. The metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice. Our employees are committed to Tennessee citizens, and the report documents the core elements that fuel their unwavering support.

4. Learning: Learning and Leadership Development programs are influential for Tennessee State Government employees. This year's report showcases the impact of DOHR learning and leadership development programs through employee satisfaction.

The 2023 *State of the State Employee: Investing in a Purpose-Driven Culture* report visually represents the focus on progressing employees through DOHR initiatives and programs. The report's visual theme emanates a sense of joy and accomplishment through its bright and energetic design elements. Incorporating the secondary colors from the Tennessee State Government brand guidelines' palette made the report more vibrant and visually appealing.



ALL SUBMISSIONS MUST:

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

2024 NASPEs AWARD

Eva N. Santos Communication Awards

The expanded color palette and geometric shapes created a powerful visual language emphasizing progress, growth, and collaboration. Each individual shape came together to form a reliable foundation, just like DOHR's functions for the Enterprise. The geometric theme helped us create a fresh visual layout for each section, highlighting the diversity and collaboration of our divisions within DOHR. By avoiding the use of stock photography, we were able to celebrate our own human resources authentically. Instead of using stock photography, the report proudly highlighted winners of the Department of General Services 2023 State Employee Photo Contest. Together, this design represented our themes of a culture driven by purpose and inspired progress, inspiring us to focus on expansion, movement, growth, and flexibility. Additionally, the hyperlinked Table of Contents makes it easier for readers to navigate through the report, enhancing their overall experience.



2. How long has the submission been in existence?

The *State of State Employee Annual Report* has existed since 2017. Over time, it has progressed from a simple one-page report to a comprehensive digital report of 43 pages. This report now caters to two audiences with specific reports: the Tennessee State Government workforce report and the agency and team accomplishments internal report. This year's report is unique because it incorporates more data than ever and has qualitative copy to explain the impact of the data. Compared to previous reports, this year's report contains triple the amount of content, making it an excellent representation of our agency's accomplishments. It sets a new precedent for our agency and tells our story in more detail and comprehensively.

ALL SUBMISSIONS MUST:

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

2024 NASPEs AWARD

Eva N. Santos Communication Awards

The full annual report was divided into two sections:

External Report – "State of the State Annual Employee" report for the Enterprise (Tennessee State Government)

This section of the report was released publicly and showcased DOHR's topline accomplishments and Tennessee State Government employee characteristics. These metrics include employee demographics, year-over-year recruitment increases, employee engagement responses, and the impact of learning and leadership development programs. The State of the State Employee annual report is available for public access at this [Link](#).

Internal Report

Not released publicly, the internal version of the report highlighted the department's remarkable achievements and the exceptional performance of DOHR's employees! The report evaluated the department's strategic objectives for the year, recognized employees who embodied its core values, and showcased a year of triumphs through each division's metrics. This section of the report concludes by looking ahead to the department's strategic goals for the 2024 fiscal year, inspiring the department's employees to strive for greatness.



View the full report [here](#)!

ALL SUBMISSIONS MUST:

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

2024 NASPEs AWARD

Eva N. Santos Communication Awards

3. Why was this submission created?

The *State of the State Employee Annual Report* was created to be a powerful tool that helps the Department of Human Resources showcase its value to the Tennessee State Government. By analyzing their past year's performance, the report offers insights that lead to informed decision-making and facilitate the development of accurate and realistic goals for the upcoming year. The report guides stakeholders in developing follow-up plans and helps communicate the department's contributions, driving strategic decisions. The report's tailored content ensures it reaches its intended audience, whether it's the Governor's office, Commissioners, the HR community, or employees. It's an inspiring platform highlighting the department's accomplishments and challenges, aligning HR practices with important KPIs and OKRs.

4. How does this submission support the goals and objectives of your agenda/department?

The *State of the State Employee Annual Report* is a powerful tool that helps us showcase the impact of the Department of Human Resources and support HR goals and objectives. It enables us to quantify our achievements and challenges and provides evidence of how our initiatives have contributed to the Tennessee State Government. By aligning with the overall objectives of the Enterprise and offering detailed insights that stakeholders may not immediately realize, we can understand our impact beyond surface-level metrics. Reviewing key initiatives and their results inspires us to aim higher and achieve even more in the future. With the help of essential workforce metrics, we can measure and track our progress, make informed decisions, and set ambitious goals for the following year. By providing an overview of workforce trends, this report empowers us to make long-term strategic decisions that will shape the future of our department and Tennessee State Government as a whole. Ultimately, it supports our goal of providing better service to the citizens of the great state of Tennessee.

5. Have you been able to measure the effectiveness of this submission? If so, how?

Through the Enterprise, we have received overwhelmingly positive feedback from many stakeholders regarding the annual report's quality and usefulness. This feedback is a testament to our commitment to excellence and our unwavering determination to provide valuable insights and information to our stakeholders. Additionally, DOHR's [LinkedIn](#) post announcing the report had a click-through rate of 3 percent and over six thousand impressions. The post had a positive engagement rate of almost 4 percent. We will continue striving to meet and exceed

ALL SUBMISSIONS MUST:

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

2024 NASPEs AWARD

Eva N. Santos Communication Awards

the expectations of all those with a vested interest in Tennessee State Government and its success.

ALL SUBMISSIONS MUST:

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



2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT



Tennessee
State Government



2023 Tennessee Employee
Photo Contest Winner
"Sunrise at Clingmans Dome"

Joella Holland,
Department of Labor
& Workforce

2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT

Investing in Purpose-Driven Culture

TABLE OF CONTENTS

Welcome Letters	
from Governor Bill Lee	4
from Department of Human Resources Commissioner Juan Williams	5
Department of Human Resources	
Mission, Vision, Values	6
Topline Accomplishments	7-10
External Metrics	11-19
Division Accomplishments	20-23
2022 Department Strategic Goals	24-25
Metrics by Division	26-37
Cheers for Peers	38-39
2023 Department Strategic Goals	40-41
Conclusion	
Nurturing Purpose, Inspiring Progress	42



Welcome

Dear Tennessee State Employees,

I'm honored to share the Department of Human Resources Fiscal Year 2023 annual report, which celebrates the incredible dedication of Tennessee State employees like you. It is with deep gratitude that I express my appreciation for your unwavering service to people across our state.

Tennessee's greatest asset is her people, and our State employees are no exception. It is your passion, skill, and commitment that allows us to provide essential services, improve communities, and create a brighter future for all Tennesseans.

This year's annual report underscores our steadfast commitment to investing in Tennessee State employees. Empowering our workforce is essential for Tennessee's continued success, and we have prioritized several key initiatives to ensure your well-being, professional growth, and job satisfaction. I encourage you to explore this report as a testament to your remarkable contributions and a key resource for opportunities available to you.

I'm proud to serve alongside you as we work together to make Tennessee an even better place for families to live, work, and raise a family. Thank you for your commitment to Tennessee and her people.

Warmest Regards,



Bill Lee
Governor
State of Tennessee

Dear colleagues,

I am delighted to welcome you to the annual report for Fiscal Year 2023. This document encapsulates the incredible journey of our Tennessee State Government employees in fostering a purpose-driven culture.

Over the years, we have witnessed a remarkable transformation within our workforce. It is not just about the tasks we perform. It is about the passion, dedication, and unwavering commitment that underlies every action we take. It is the knowledge that we are not just employees, but stewards of the public's trust and well-being.

The theme of this year's report, "Investing in a Purpose-Driven Culture," resonates deeply with our department's goals. It reflects our recognition that our work is not merely a job. But, it is a calling to serve the employees of Tennessee State Government with excellence and compassion.

Our purpose-driven culture is not a top-down directive; it is a shared goal that we all play a vital role in shaping the future of our great state.

We celebrate the initiatives, both large and small, that have fostered a sense of purpose within our workforce. Whether it's a team streamlining a critical process, a mentor guiding a new colleague, or an employee volunteering their time to support our communities, these actions exemplify the heart of our purpose-driven culture.

I encourage you to take your time perusing this report. Reflect on the milestones we've achieved, the challenges we've surmounted, and the opportunities that lie ahead. Our journey towards a purpose-driven culture is ongoing, and your continued dedication will be the compass guiding our path forward.

As we delve into this annual report, remember that it is a testament to your hard work, your dedication, and your commitment to making Tennessee a better place for all. Each page turned is a tribute to the difference Tennessee State Government employees make in the lives of our citizens.

Thank you for your invaluable contributions. I look forward to continuing this journey together as we invest in a purpose-driven culture that defines us as Tennessee State Government.

Sincerely,



Juan Williams
Commissioner
Department of Human Resources

Mission Vision Values

Mission

To lead enterprise human capital management for the optimal customer experience.

Vision

For Tennessee State Government to be the best place to work in the Southeast.

Values

Customer Focus

Integrity & Trust

Data Informed Decision Making

Continuous Improvement

TOPLINE ACCOMPLISHMENTS

Empowering Excellence: A year of milestones for the Department of Human Resources

We are delighted to showcase the Department of Human Resources' top accomplishments from the past year. From earning a distinguished spot on Forbes' 2023 America's Best Employers list, to implementing a new salary structure, and steering critical legislative updates, these milestones underscore the department's commitment to cultivating a purpose-driven, employee-centric workplace.

At the heart of the achievement is the dedicated DOHR team. We are committed to serving Tennessee State Government employees.

These strategic initiatives not only enhance our reputation as an employer of choice but also underscore the department's dedication to nurturing a culture that values and champions our exceptional workforce. Each milestone contributes to the department's ongoing efforts in advancing our employees, and by extension, our shared mission of service and excellence.

AMERICA'S
BEST-IN-STATE
EMPLOYERS
TENNESSEE

Forbes
2023

POWERED BY STATISTA

Forbes 2023: Tennessee State Government Among America's Best Employers

Forbes and Statista included Tennessee State Government on America's Best Employers for 2023 list! This is the third year Forbes has recognized Tennessee State Government as one of America's Best Employers.

Employee-Driven Excellence

This recognition is special because it relies on direct and indirect feedback from our employees. Statista asked them to rate their willingness to recommend Tennessee State Government as an employer. And you did!

A Thriving Workplace

"We are thrilled to be one of America's Best Employers based on the experience and recognition of our employees," said Commissioner Juan Williams. "Our employees continue to serve citizens and drive Tennessee to be the best place to live and work in the Southeast."

Our inclusion in America's Best Employers lists is a testament to the workplace our agencies have built. It showcases the dedication and commitment of our outstanding workforce.

Attracting Top Talent

In addition to the Forbes recognition, the metrics speak volumes. This year saw a 32.5 percent increase in applicants from 2022. This is a 45.4 percent increase from 2021. Applicants increase, and a decrease in turnover underlines the growing appeal of Tennessee State Government as an employer of choice. We are proud of the work that our employees do, and the positive feedback given to Forbes.



Investing in Tennessee's Workforce: The New Salary Structure

In December 2022, the Departments of Human Resources and Finance and Administration introduced a new salary system. The Total Compensation project redesigned how we determine salaries for executive branch workers.

Why Did We Make This Change?

Tennessee State Government believes in staying ahead of the game to ensure our employees have every chance to thrive. The project team took a close look at how the current compensation measures up against the industry standards.



What's Different Now?

Our new salary structure is simpler. We've replaced the old "A" to "Y" grades with a new system that aligns with our "Pay-for-Performance" approach. Using data from the job market, we've assigned over 2,300 jobs to this new structure. This allows our employees to earn more as they become more skilled in their roles.

What's Next?

We want to be the best, and that means being competitive in every aspect, including salaries. We want to attract top talent and retain our exceptional employees. We are investing in a compensation package that reflects our employees' worth. Total Compensation is a continuing comprehensive approach to total compensation.

Legislative Updates

DOHR worked to pass three significant laws during the 2023 legislative session that directly affect State employees.

Juneteenth – A New State Holiday

Juneteenth was added as a legal holiday in Tennessee. State employees have time off to honor this historic occasion. Juneteenth commemorates the end of slavery in the United States.

Sick Leave Bank Update

Starting July 1, 2023, members of the Sick Leave Bank can use their benefits to care for a minor child with an illness. Previously, these benefits were for the member's own health. This change provides flexibility for State employees to use Sick Leave Bank benefits to support family needs.

Paid Parental Leave for State Employees

Beginning on July 1, 2023, eligible State employees can take up to six work weeks of leave with pay for the birth of their child or the placement of a child for adoption. Importantly, this leave will not deduct from the employee's accrued leave balance. We support our employee families and new parents taking time to bond with their new child/children.

Legislative Support

DOHR is dedicated to passing legislation that supports our employees. Thank you to the dedicated partners across various state agencies, the Governor's Office, and the legislators who played an instrumental role in making these successes possible. Together, we are building a brighter future for our state.

EXTERNAL METRICS

State of the State Employee: Unveiling the Workforce Tapestry*

This segment of the annual report focuses on the diverse and dynamic workforce of Tennessee State Government. This external report is an overview of the demographics of employees in all branches of government, with a focus on the executive branch.

This includes voluntary self-identification, generational distribution, gender balance, and ethnic diversity. Beyond the static figures, the report shows the dynamic impact of recruitment strategies, engagement initiatives, and learning programs.

**All metrics are as of June 2023*

Tennessee State Government Employee Characteristics

Tennessee State Government Employees by Branch

Total Tennessee State Government Employees

42,617

Judicial Branch

• 2,733

Legislative Branch

• 1,711

Executive Branch

38,133

Tennessee State Government Employee Characteristics

Staffing Location by County: Statewide

County	Employee Headcount	% of Total
Anderson	303	0.71%
Bedford	221	0.52%
Benton	95	0.22%
Bledsoe	716	1.68%
Blount	305	0.72%
Bradley	241	0.57%
Campbell	231	0.54%
Cannon	24	0.06%
Carroll	215	0.50%
Carter	180	0.42%
Cheatham	94	0.22%
Chester	67	0.16%
Claiborne	66	0.15%
Clay	19	0.04%
Cocke	123	0.29%
Coffee	298	0.70%
Crockett	26	0.06%
Cumberland	342	0.80%
Davidson	17,837	41.85%
DeKalb	71	0.17%
Decatur	38	0.09%
Dickson	285	0.67%
Dyer	188	0.44%
Fayette	187	0.44%
Fentress	120	0.28%
Franklin	144	0.34%
Gibson	208	0.49%
Giles	97	0.23%
Grainger	52	0.12%
Greene	508	1.19%
Grundy	54	0.13%
Hamblen	321	0.75%
Hamilton	1,684	3.95%

Staffing Location by County: Statewide (Continued)

County	Employee Headcount	% of Total
Hancock	29	0.07%
Hardeman	517	1.21%
Hardin	179	0.42%
Hawkins	115	0.27%
Haywood	82	0.19%
Henderson	176	0.41%
Henry	279	0.65%
Hickman	314	0.74%
Houston	16	0.04%
Humphreys	84	0.20%
Jackson	49	0.11%
Jefferson	141	0.33%
Johnson	396	0.33%
Knox	2,116	4.97%
Lake	434	1.02%
Lauderdale	558	1.31%
Lawrence	214	0.50%
Lewis	48	0.11%
Lincoln	95	0.22%
Loudon	70	0.16%
Macon	45	0.11%
Madison	1,270	2.98%
Marion	113	0.27%
Marshall	234	0.55%
Maury	397	0.93%
McMinn	124	0.29%
McNairy	90	0.21%
Meigs	26	0.06%
Monroe	120	0.28%
Montgomery	475	1.11%
Moore	10	0.02%
Morgan	665	1.56%
Obion	104	0.24%
Overton	127	0.30%
Perry	34	0.08%
Pickett	44	0.10%
Polk	58	0.14%
Putnam	728	1.71%

Continued on next page

Staffing by Location by County: Statewide (Continued)

County	Employee Headcount	% of Total
Rhea	93	0.22%
Roane	158	0.37%
Robertson	134	0.31%
Rutherford	663	1.56%
Scott	77	1.18%
Sequatchie	84	0.20%
Sevier	163	0.38%
Shelby	2,289	5.37%
Smith	81	0.19%
Stewart	29	0.07%
Sullivan	408	0.96%
Sumner	268	0.63%
Tipton	119	0.28%
Trousdale	47	0.11%
Unicoi	42	0.10%
Union	62	0.15%
Van Buren	233	0.55%
Warren	184	0.43%
Washington	692	1.62%
Wayne	169	0.40%
Weakley	166	0.39%
White	69	0.16%
Williamson	169	0.40%
Wilson	222	0.52%
Out of State	60	0.14%
Total	42,617	

Equal Employment Opportunity

Veteran Status*

Branch	Veteran Identification	Veteran %
Total	2,605	6.11%
Executive	2,500	6.55%
Judicial	83	3.04%
Legislative	22	1.29%

*Veteran status is a voluntary identification made by employees.

Equal Employment Opportunity (Continued)

Disability Status*

Branch	Disability Identification	Disability %
Total	2,545	5.97%
Executive	2,504	6.57%
Judicial	18	0.66%
Legislative	23	1.34%

*Disability status is a voluntary identification made by employees.

Executive Branch Characteristics

Staffing by Generation

Social Generation Band	Employee Headcount	% Total
Baby Boomer	7,225	8.95%
Generation X	15,089	39.57%
Generation Z	2,228	5.84%
Millennial	13,486	35.37%
Silent	105	0.28%

Staffing by Gender

Gender Name	Employee Headcount	% Total
Female	21,591	56.62%
Male	13,542	43.38%

Staffing by Ethnicity

Ethnic Group Name	Employee Headcount	% Total
Asian	613	1.61%
Black or African American	8,191	21.48%
Hispanic or Latino	630	1.65%
Native American	81	0.21%
Native Hawaiian or Other Pacific Islander	16	0.04%
Other	316	0.83%
Two or More Races	176	0.46%
Unassigned	15	0.04%
Unknown	138	0.36%
White	27,957	73.31%

Recruitment

This section spotlights the recruitment landscape within Tennessee State Government. These metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice and the success of recruitment strategies.

Applications to Tennessee State Government jobs increased by 32 percent from 2022, and 45 percent from 2021. Turnover decreased from almost 18 percent in 2022 to under 13 percent in 2023.

48.43 Days
Average Time to Fill

Total Jobs Posted:

12,713

Total Preferred Service
Job Postings:

11,725

Total Executive Service
Job Postings:

988

Job Postings by Service

Turnover

Branch	Employee Headcount	Employee Turnover Rate %	Voluntary Turnover Rate %	Retirement Count
Total	42,617	19.74%	14.78%	1,134
Executive	38,133	19.81%	14.75%	951
Judicial	2,733	18.37%	17.04%	143
Legislative	1,711	20.39%	11.71%	40

Engagement

Tennessee State Government employees are committed to Tennessee citizens, and these are the core elements that fuel their unwavering support. The top four reasons cited include the flexibility of working from home, competitive pay, robust retirement plans, and comprehensive benefits. These pillars not only retain our valuable workforce but also echo their dedication to making Tennessee a great place to live and work.

Reasons Why Employees Stay

Availability to work from home (AWS)
Pay
Retirement
Benefits
Supervisor
Type of work
Schedule flexibility

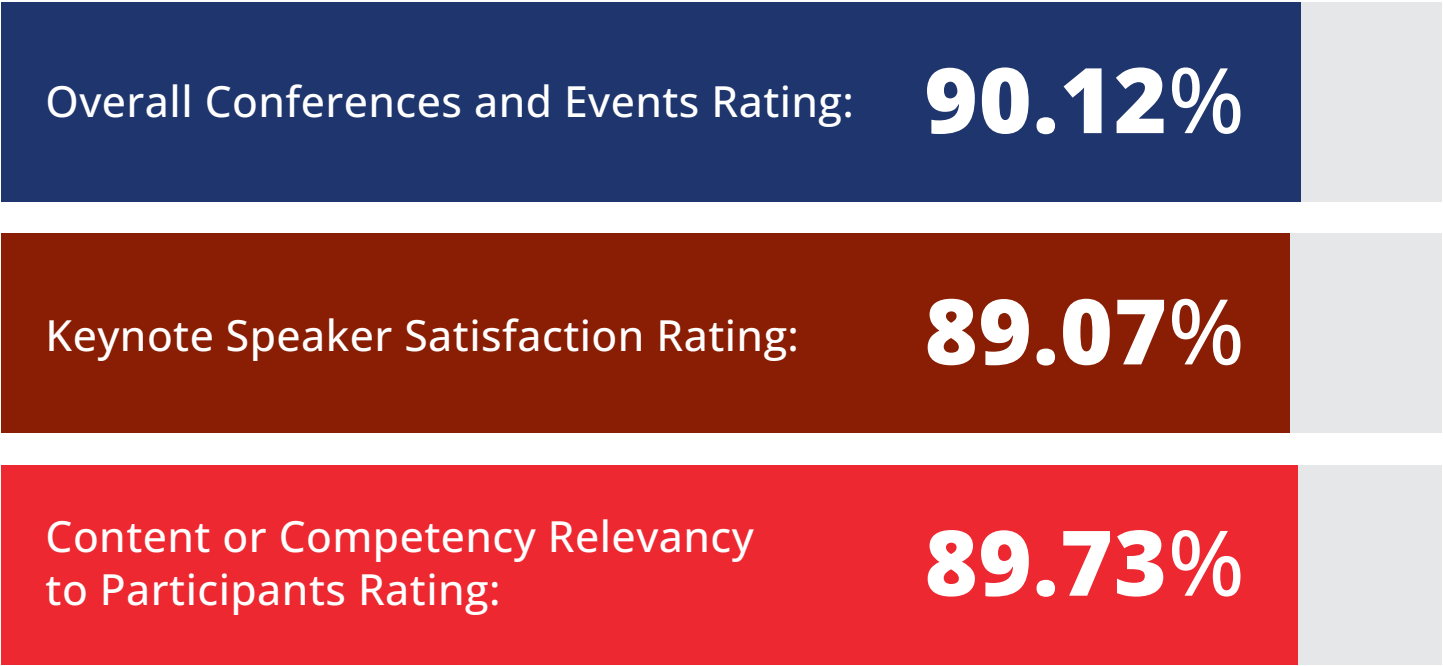
Response Percentages

16%
16%
15%
13%
12%
12%
10%

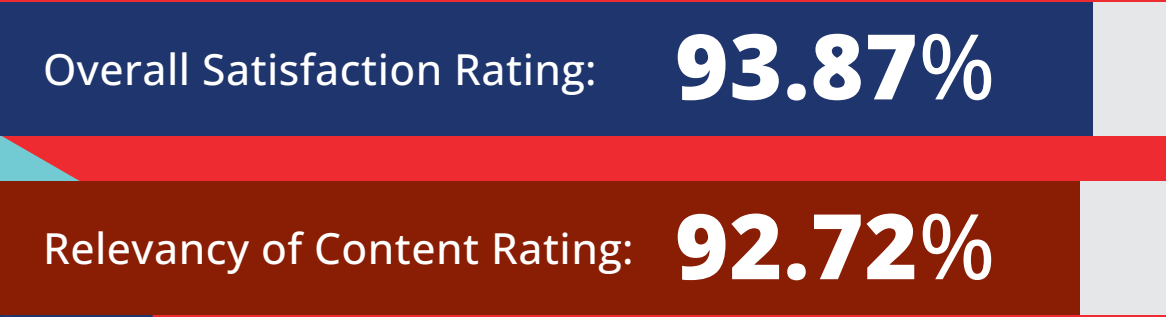
Learning

Learning and Leadership Development programs are influential for Tennessee State Government employees. The figures are a testament to the effectiveness of Tennessee Government Leadership’s commitment to fostering continuous growth and leadership excellence within the State’s workforce. For information about Learning and Leadership Development programs, visit tn.gov/hr/-learning.

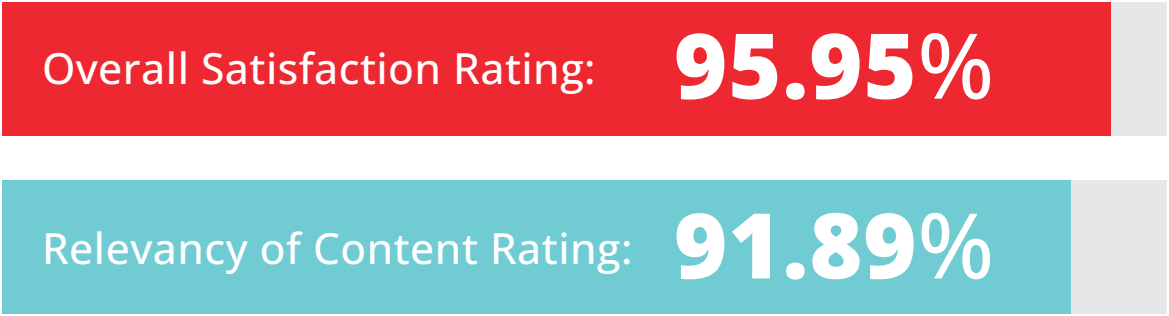
Overall Rating of All Conferences and Events



Facilitator-Delivered Workshops Mandatory for Supervisors



Facilitator-Delivered AWS Workshops for Supervisors and Employees



CONCLUSION

Nurturing Purpose, Inspiring Progress

The 2023 State of the State Employee report is full of pride and optimism for the journey over the last year. DOHR has navigated challenges, embraced opportunities, invested in Tennessee State Government employees, and pursued the cultivation of a purpose-driven culture.

DOHR's commitment to excellence is unwavering. Every endeavor this year was a step towards fortifying the core of our mission, from securing a coveted spot on Forbes' America's Best Employers list to implementing progressive strategies for talent management, diversity, and compensation. The impact of recruitment, engagement, and learning is a testament to the resilience and dedication of Tennessee State Government's workforce.

Investing in a purpose-driven culture is more than a theme; it's DOHR's guiding principle. It's in the efforts to streamline operations, employee development initiatives, and legislative strides. DOHR's belief in the potential of every individual, the commitment to providing second chances and enhancing diversity upholds our vision to be the best place to work in the Southeast.

As DOHR looks to the future, we have unwavering confidence in our employees and teams. The seed planted in FY 2023 will undoubtedly blossom into greater achievements. The journey doesn't end here; it transforms into a new chapter of innovation, service, and sustained excellence. DOHR will continue to invest in a purpose-driven culture to ensure that Tennessee State Government is a beacon of progress and fulfillment.

Thank you for being a part of this journey. Here's to a future illuminated by purpose and fueled by the collective spirit of DOHR and the Tennessee State Government Workforce.

2023 Tennessee Employee
Photo Contest Winner
FIRST PLACE
"Lavender Love"

Robert Campbell
Department of Finance
& Administration





Follow DOHR on Social Media



www.tn.gov/hr

Tennessee Tower, 17th Flr. • 312 Rosa L. Parks Blvd • Nashville, TN 37243



2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT



Department of
Human Resources



2023 Tennessee Employee
Photo Contest Winner
"Sunrise at Clingmans Dome"

Joella Holland,
Department of Labor
& Workforce

2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT

Investing in Purpose-Driven Culture

TABLE OF CONTENTS

Welcome Letters	
from Governor Bill Lee	4
from Department of Human Resources Commissioner Juan Williams	5
Department of Human Resources	
Mission, Vision, Values	6
Topline Accomplishments	7-10
External Metrics	11-19
Division Accomplishments	20-23
2022 Department Strategic Goals	24-25
Metrics by Division	26-37
Cheers for Peers	38-39
2023 Department Strategic Goals	40-41
Conclusion	
Nurturing Purpose, Inspiring Progress	42



Welcome

Dear Tennessee State Employees,

I'm honored to share the Department of Human Resources Fiscal Year 2023 annual report, which celebrates the incredible dedication of Tennessee State employees like you. It is with deep gratitude that I express my appreciation for your unwavering service to people across our state.

Tennessee's greatest asset is her people, and our State employees are no exception. It is your passion, skill, and commitment that allows us to provide essential services, improve communities, and create a brighter future for all Tennesseans.

This year's annual report underscores our steadfast commitment to investing in Tennessee State employees. Empowering our workforce is essential for Tennessee's continued success, and we have prioritized several key initiatives to ensure your well-being, professional growth, and job satisfaction. I encourage you to explore this report as a testament to your remarkable contributions and a key resource for opportunities available to you.

I'm proud to serve alongside you as we work together to make Tennessee an even better place for families to live, work, and raise a family. Thank you for your commitment to Tennessee and her people.

Warmest Regards,



Bill Lee
Governor
State of Tennessee

Dear colleagues,

I am delighted to welcome you to the annual report for Fiscal Year 2023. This document encapsulates the incredible journey of our Tennessee State Government employees in fostering a purpose-driven culture.

Over the years, we have witnessed a remarkable transformation within our workforce. It is not just about the tasks we perform. It is about the passion, dedication, and unwavering commitment that underlies every action we take. It is the knowledge that we are not just employees, but stewards of the public's trust and well-being.

The theme of this year's report, "Investing in a Purpose-Driven Culture," resonates deeply with our department's goals. It reflects our recognition that our work is not merely a job. But, it is a calling to serve the employees of Tennessee State Government with excellence and compassion.

Our purpose-driven culture is not a top-down directive; it is a shared goal that we all play a vital role in shaping the future of our great state.

We celebrate the initiatives, both large and small, that have fostered a sense of purpose within our workforce. Whether it's a team streamlining a critical process, a mentor guiding a new colleague, or an employee volunteering their time to support our communities, these actions exemplify the heart of our purpose-driven culture.

I encourage you to take your time perusing this report. Reflect on the milestones we've achieved, the challenges we've surmounted, and the opportunities that lie ahead. Our journey towards a purpose-driven culture is ongoing, and your continued dedication will be the compass guiding our path forward.

As we delve into this annual report, remember that it is a testament to your hard work, your dedication, and your commitment to making Tennessee a better place for all. Each page turned is a tribute to the difference Tennessee State Government employees make in the lives of our citizens.

Thank you for your invaluable contributions. I look forward to continuing this journey together as we invest in a purpose-driven culture that defines us as Tennessee State Government.

Sincerely,



Juan Williams
Commissioner
Department of Human Resources

Mission Vision Values

Mission

To lead enterprise human capital management for the optimal customer experience.

Vision

For Tennessee State Government to be the best place to work in the Southeast.

Values

Customer Focus

Integrity & Trust

Data Informed Decision Making

Continuous Improvement

TOPLINE ACCOMPLISHMENTS

Empowering Excellence: A year of milestones for the Department of Human Resources

We are delighted to showcase the Department of Human Resources' top accomplishments from the past year. From earning a distinguished spot on Forbes' 2023 America's Best Employers list, to implementing a new salary structure, and steering critical legislative updates, these milestones underscore the department's commitment to cultivating a purpose-driven, employee-centric workplace.

At the heart of the achievement is the dedicated DOHR team. We are committed to serving Tennessee State Government employees.

These strategic initiatives not only enhance our reputation as an employer of choice but also underscore the department's dedication to nurturing a culture that values and champions our exceptional workforce. Each milestone contributes to the department's ongoing efforts in advancing our employees, and by extension, our shared mission of service and excellence.

AMERICA'S
BEST-IN-STATE
EMPLOYERS
TENNESSEE

Forbes
2023

POWERED BY STATISTA

Forbes 2023: Tennessee State Government Among America's Best Employers

Forbes and Statista included Tennessee State Government on America's Best Employers for 2023 list! This is the third year Forbes has recognized Tennessee State Government as one of America's Best Employers.

Employee-Driven Excellence

This recognition is special because it relies on direct and indirect feedback from our employees. Statista asked them to rate their willingness to recommend Tennessee State Government as an employer. And you did!

A Thriving Workplace

"We are thrilled to be one of America's Best Employers based on the experience and recognition of our employees," said Commissioner Juan Williams. "Our employees continue to serve citizens and drive Tennessee to be the best place to live and work in the Southeast."

Our inclusion in America's Best Employers lists is a testament to the workplace our agencies have built. It showcases the dedication and commitment of our outstanding workforce.

Attracting Top Talent

In addition to the Forbes recognition, the metrics speak volumes. This year saw a 32.5 percent increase in applicants from 2022. This is a 45.4 percent increase from 2021. Applicants increase, and a decrease in turnover underlines the growing appeal of Tennessee State Government as an employer of choice. We are proud of the work that our employees do, and the positive feedback given to Forbes.



Investing in Tennessee's Workforce: The New Salary Structure

In December 2022, the Departments of Human Resources and Finance and Administration introduced a new salary system. The Total Compensation project redesigned how we determine salaries for executive branch workers.

Why Did We Make This Change?

Tennessee State Government believes in staying ahead of the game to ensure our employees have every chance to thrive. The project team took a close look at how the current compensation measures up against the industry standards.



What's Different Now?

Our new salary structure is simpler. We've replaced the old "A" to "Y" grades with a new system that aligns with our "Pay-for-Performance" approach. Using data from the job market, we've assigned over 2,300 jobs to this new structure. This allows our employees to earn more as they become more skilled in their roles.

What's Next?

We want to be the best, and that means being competitive in every aspect, including salaries. We want to attract top talent and retain our exceptional employees. We are investing in a compensation package that reflects our employees' worth. Total Compensation is a continuing comprehensive approach to total compensation.

Legislative Updates

DOHR worked to pass three significant laws during the 2023 legislative session that directly affect State employees.

Juneteenth – A New State Holiday

Juneteenth was added as a legal holiday in Tennessee. State employees have time off to honor this historic occasion. Juneteenth commemorates the end of slavery in the United States.

Sick Leave Bank Update

Starting July 1, 2023, members of the Sick Leave Bank can use their benefits to care for a minor child with an illness. Previously, these benefits were for the member's own health. This change provides flexibility for State employees to use Sick Leave Bank benefits to support family needs.

Paid Parental Leave for State Employees

Beginning on July 1, 2023, eligible State employees can take up to six work weeks of leave with pay for the birth of their child or the placement of a child for adoption. Importantly, this leave will not deduct from the employee's accrued leave balance. We support our employee families and new parents taking time to bond with their new child/children.

Legislative Support

DOHR is dedicated to passing legislation that supports our employees. Thank you to the dedicated partners across various state agencies, the Governor's Office, and the legislators who played an instrumental role in making these successes possible. Together, we are building a brighter future for our state.

EXTERNAL METRICS

State of the State Employee: Unveiling the Workforce Tapestry*

This segment of the annual report focuses on the diverse and dynamic workforce of Tennessee State Government. This external report is an overview of the demographics of employees in all branches of government, with a focus on the executive branch.

This includes voluntary self-identification, generational distribution, gender balance, and ethnic diversity. Beyond the static figures, the report shows the dynamic impact of recruitment strategies, engagement initiatives, and learning programs.

**All metrics are as of June 2023*

Tennessee State Government Employee Characteristics

Tennessee State Government Employees by Branch

Total Tennessee State Government Employees

42,617

Judicial Branch

• 2,733

Legislative Branch

• 1,711

Executive Branch

38,133

Tennessee State Government Employee Characteristics

Staffing Location by County: Statewide

County	Employee Headcount	% of Total
Anderson	303	0.71%
Bedford	221	0.52%
Benton	95	0.22%
Bledsoe	716	1.68%
Blount	305	0.72%
Bradley	241	0.57%
Campbell	231	0.54%
Cannon	24	0.06%
Carroll	215	0.50%
Carter	180	0.42%
Cheatham	94	0.22%
Chester	67	0.16%
Claiborne	66	0.15%
Clay	19	0.04%
Cocke	123	0.29%
Coffee	298	0.70%
Crockett	26	0.06%
Cumberland	342	0.80%
Davidson	17,837	41.85%
DeKalb	71	0.17%
Decatur	38	0.09%
Dickson	285	0.67%
Dyer	188	0.44%
Fayette	187	0.44%
Fentress	120	0.28%
Franklin	144	0.34%
Gibson	208	0.49%
Giles	97	0.23%
Grainger	52	0.12%
Greene	508	1.19%
Grundy	54	0.13%
Hamblen	321	0.75%
Hamilton	1,684	3.95%

Staffing Location by County: Statewide (Continued)

County	Employee Headcount	% of Total
Hancock	29	0.07%
Hardeman	517	1.21%
Hardin	179	0.42%
Hawkins	115	0.27%
Haywood	82	0.19%
Henderson	176	0.41%
Henry	279	0.65%
Hickman	314	0.74%
Houston	16	0.04%
Humphreys	84	0.20%
Jackson	49	0.11%
Jefferson	141	0.33%
Johnson	396	0.33%
Knox	2,116	4.97%
Lake	434	1.02%
Lauderdale	558	1.31%
Lawrence	214	0.50%
Lewis	48	0.11%
Lincoln	95	0.22%
Loudon	70	0.16%
Macon	45	0.11%
Madison	1,270	2.98%
Marion	113	0.27%
Marshall	234	0.55%
Maury	397	0.93%
McMinn	124	0.29%
McNairy	90	0.21%
Meigs	26	0.06%
Monroe	120	0.28%
Montgomery	475	1.11%
Moore	10	0.02%
Morgan	665	1.56%
Obion	104	0.24%
Overton	127	0.30%
Perry	34	0.08%
Pickett	44	0.10%
Polk	58	0.14%
Putnam	728	1.71%

Continued on next page

Staffing by Location by County: Statewide (Continued)

County	Employee Headcount	% of Total
Rhea	93	0.22%
Roane	158	0.37%
Robertson	134	0.31%
Rutherford	663	1.56%
Scott	77	1.18%
Sequatchie	84	0.20%
Sevier	163	0.38%
Shelby	2,289	5.37%
Smith	81	0.19%
Stewart	29	0.07%
Sullivan	408	0.96%
Sumner	268	0.63%
Tipton	119	0.28%
Trousdale	47	0.11%
Unicoi	42	0.10%
Union	62	0.15%
Van Buren	233	0.55%
Warren	184	0.43%
Washington	692	1.62%
Wayne	169	0.40%
Weakley	166	0.39%
White	69	0.16%
Williamson	169	0.40%
Wilson	222	0.52%
Out of State	60	0.14%
Total	42,617	

Equal Employment Opportunity

Veteran Status*

Branch	Veteran Identification	Veteran %
Total	2,605	6.11%
Executive	2,500	6.55%
Judicial	83	3.04%
Legislative	22	1.29%

*Veteran status is a voluntary identification made by employees.

Equal Employment Opportunity (Continued)

Disability Status*

Branch	Disability Identification	Disability %
Total	2,545	5.97%
Executive	2,504	6.57%
Judicial	18	0.66%
Legislative	23	1.34%

*Disability status is a voluntary identification made by employees.

Executive Branch Characteristics

Staffing by Generation

Social Generation Band	Employee Headcount	% Total
Baby Boomer	7,225	8.95%
Generation X	15,089	39.57%
Generation Z	2,228	5.84%
Millennial	13,486	35.37%
Silent	105	0.28%

Staffing by Gender

Gender Name	Employee Headcount	% Total
Female	21,591	56.62%
Male	13,542	43.38%

Staffing by Ethnicity

Ethnic Group Name	Employee Headcount	% Total
Asian	613	1.61%
Black or African American	8,191	21.48%
Hispanic or Latino	630	1.65%
Native American	81	0.21%
Native Hawaiian or Other Pacific Islander	16	0.04%
Other	316	0.83%
Two or More Races	176	0.46%
Unassigned	15	0.04%
Unknown	138	0.36%
White	27,957	73.31%

Recruitment

This section spotlights the recruitment landscape within Tennessee State Government. These metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice and the success of recruitment strategies.

Applications to Tennessee State Government jobs increased by 32 percent from 2022, and 45 percent from 2021. Turnover decreased from almost 18 percent in 2022 to under 13 percent in 2023.

48.43 Days
Average Time to Fill

Total Jobs Posted:

12,713

Total Preferred Service
Job Postings:

11,725

Total Executive Service
Job Postings:

988

Job Postings by Service

Turnover

Branch	Employee Headcount	Employee Turnover Rate %	Voluntary Turnover Rate %	Retirement Count
Total	42,617	19.74%	14.78%	1,134
Executive	38,133	19.81%	14.75%	951
Judicial	2,733	18.37%	17.04%	143
Legislative	1,711	20.39%	11.71%	40

Engagement

Tennessee State Government employees are committed to Tennessee citizens, and these are the core elements that fuel their unwavering support. The top four reasons cited include the flexibility of working from home, competitive pay, robust retirement plans, and comprehensive benefits. These pillars not only retain our valuable workforce but also echo their dedication to making Tennessee a great place to live and work.

Reasons Why Employees Stay

Availability to work from home (AWS)
Pay
Retirement
Benefits
Supervisor
Type of work
Schedule flexibility

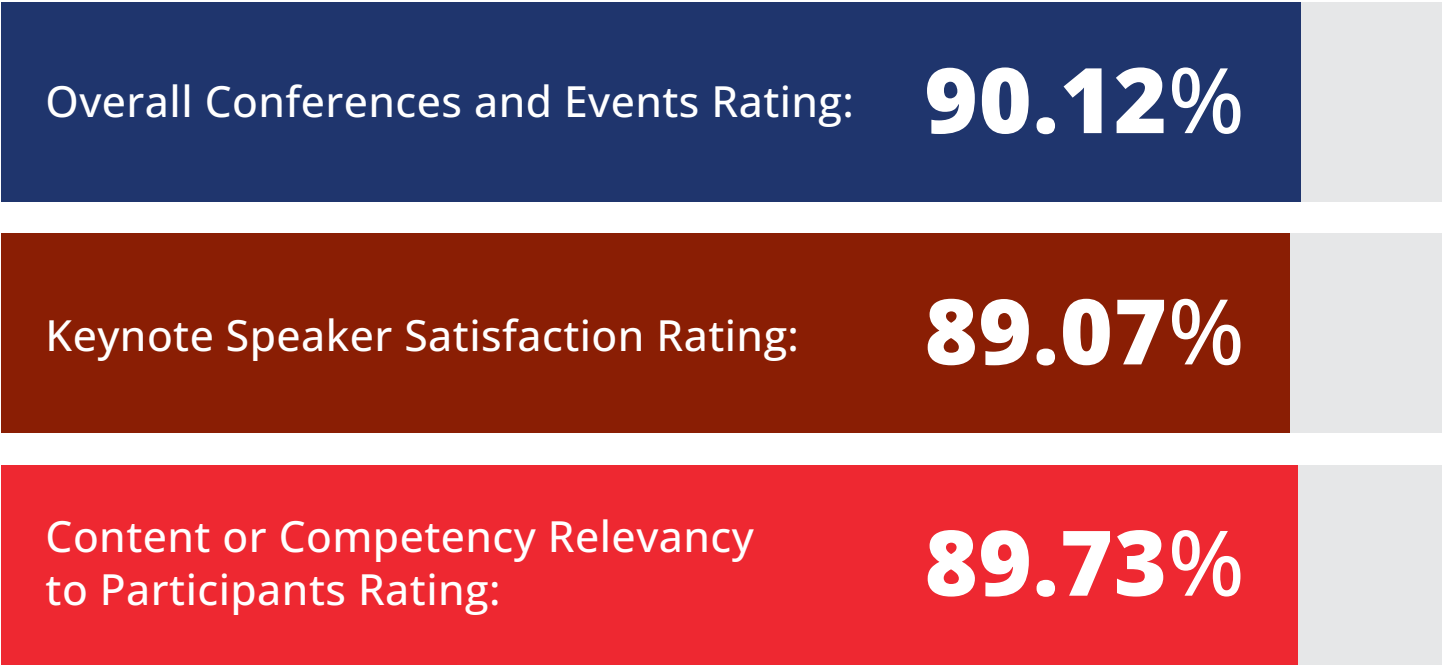
Response Percentages

16%
16%
15%
13%
12%
12%
10%

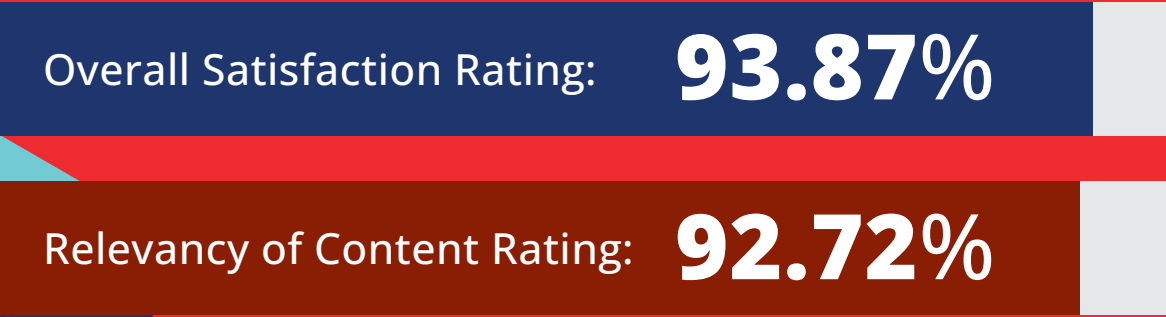
Learning

Learning and Leadership Development programs are influential for Tennessee State Government employees. The figures are a testament to the effectiveness of Tennessee Government Leadership’s commitment to fostering continuous growth and leadership excellence within the State’s workforce. For information about Learning and Leadership Development programs, visit tn.gov/hr/-learning.

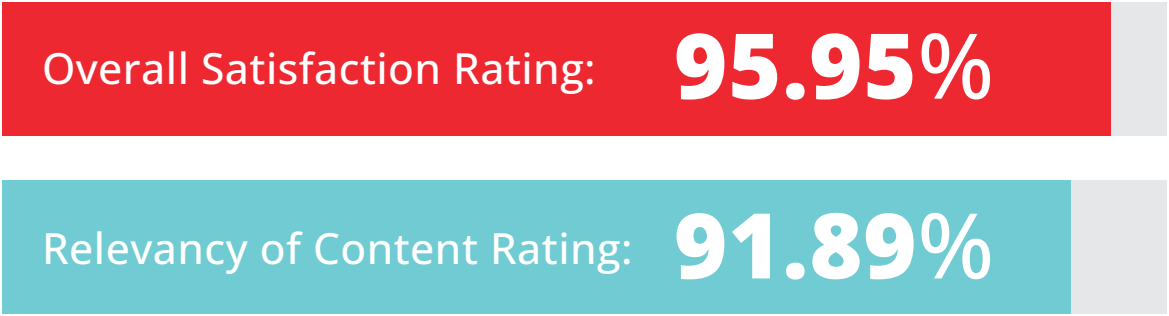
Overall Rating of All Conferences and Events



Facilitator-Delivered Workshops Mandatory for Supervisors



Facilitator-Delivered AWS Workshops for Supervisors and Employees



DIVISION ACCOMPLISHMENTS

DOHR's Annual Report: A Focus on Internal Operations

This section of the report zooms in on what's happening inside the Department of Human Resources. It's about the people who make DOHR work, the leaders who guide teams, and the strategic goals shaping its efforts. The following pages celebrate the achievements within DOHR.

Strategic Goals: Blueprint for Success

Strategic goals function as DOHR's blueprint to align the efforts of every division. These pillars are crucial to create a purpose-driven work culture that positions Tennessee as a leader in workforce management.

Cheers for Peers: Monthly Celebrations of Excellence

DOHR employees don't just work; we celebrate. Monthly Cheers for Peers awards express gratitude and acknowledge the contributions of outstanding team members.

Service Awards: Nurturing Long-Term Commitment

Service awards is a formal recognition of long-term commitment that honors employees for their years of service. Whether it's five years or three decades, annual service awards underscore the dedication of DOHR's team.

Metrics and Achievements: Divisional Triumphs in Focus

Each division's metrics and achievements offer a detailed perspective on team performance. These highlights illustrate the collective impact of DOHR throughout the year.

Peering Into Tomorrow: Anticipating Next Year's Strategic Goals

The DOHR Report concludes with a look at the future. Next year's strategic goals are opportunities for growth. DOHR embraces the future and continues its mission to lead enterprise human capital management for the optimal customer experience.

Key Management

This section sheds light on the key figures leading the department. Each member of the executive and senior leadership teams shapes the trajectory of DOHR.

Executive Leadership Team

Commissioner

Juan Williams

Deputy Commissioner and General Counsel

Lesley Farmer

Assistant Commissioner

Kim Yap

Assistant Commissioner

Coretta Young

Assistant Commissioner

Craig Raymer

Senior Leadership Team

Chief Operating Officer

Cindy Hobbs

Chief Communications Officer

Karl Houston

Senior Policy Advisor

Eric Mayo

Deputy General Counsel

Melanie Koewler

Recruiting Administrator

Kimberly Mantlo

Agency Resource Center Administrator

Kimberly Hall

Office of People, Performance and Culture Administrator

Sundi Wright

Learning and Leadership Development Administrator

Rena Hall

HR Service Center Director

Sharon Moidja

Equal Employment Office and Americans with Disabilities Act Director

Andrea Smith

HR Business Solutions Administrator

Melissa Thomas

Department of Human Resources Team Expansion and Promotions

DOHR takes pride in the growth and achievements of our dedicated workforce. Our agency added 19 new team members from July 2022 to June 2023. 16 current employees got well-deserved promotions. Remarkably, 91.67 percent of promotions were internal, a testament to the talent and commitment within our agency.

The unwavering dedication of our existing employees made our successes possible. As DOHR propels forward, growing both in services and team members, our mission remains clear: to continually enhance the professional lives of Tennessee State Government employees. Together, we chart a course toward greater excellence and impact.

Promotions

Julie Brindle

HR Program Administrator

Alexandra Friend

Procurement Officer 1

Kimberly Hall

HR Program Administrator

Lalena Hill

ARC Consultant

Elizabeth Hufham

Assistant Counsel

Melanie Koewler

HR Program Administrator

Stephanie McGuire

HR Manager 2

Andrew Puryear

Senior Associate Counsel

Craig Raymer

Assistant Commissioner 2

Andrea Smith

HR Program Director 3

Paige Taylor

Learning Facilitator Senior

Nesanet Temesghen

DOHR Legal Associate

Jonathan Terrell

Associate Counsel

Amber Weaver

ARC Consultant - Advanced

Felicia Whitehead

Executive Administrative Assistant 3

Leslie Yanez

HR Business Partner 3

New Hires

Travis Aspegren

Alyssa Cave

Stacie Denton

Brandie Freeman

Alexandra Friend

Rena Hall

Lisa Hudson

LaKeshia Jones

Tina Kersey

Kimberly Leifker

Janice Littrell

Kristy Milan

Rachel Pickel

Aziz Popal

Ranesa Shipman

Paige Taylor

Nesanet Temesghen

Jourdan Tonti

Betty-Rose Warren-Gonzalez

Total DOHR Turnover: 5.38%



2022

DEPARTMENT STRATEGIC GOALS

Elevating Excellence for Employees: 2022-2023 Agency Goals

The Department of Human Resources has steadfastly pursued the enhancement of customer focus through a comprehensive set of operational and strategic goals.

Customer Focused Government exists to create and innovate a better Tennessee State Government. CFG helps state agencies accomplish a variety of business goals and objectives in support of their mission and customers.

Operational Goals

Operationally, DOHR successfully reduced unhealthy turnover, streamlined internal processing times, and enhanced recruitment and retention efforts across various departments and job classifications.

Goals:

1. Reduce unhealthy turnover.
2. Streamline and reduce internal processing time for department personnel paperwork. Improve customer service by reducing wait time for customers.
3. Improve the recruitment and retention of high-quality candidates for eight departments and 14 job classifications.
4. Measure time to fill for executive and preferred service positions to inform realistic business planning and streamline the hiring process.
5. Measure employee training on performance management to increase employee performance and customer results.

Strategic Goals

Strategically, our focus expanded to standardizing processes, fostering diversity programs, optimizing compensation, and implementing a human capital management model. Our commitment extended to legislative leadership, automation initiatives, and a holistic approach to employee engagement and program effectiveness.

Goals:

1. Standardize and streamline DOHR processes and services, including onboarding, recruiting, hiring, and branding.
2. Engage all departments to ensure a robust and aligned approach to diversity programs for Tennessee State Government employees.
3. Implement results of the total compensation study to improve the competitiveness of Tennessee State Government's total compensation package to recruit and retain top talent.
4. Develop and implement a strategy to enhance the effectiveness of the State's performance management program.
5. Implement the recommendations to transition to a human capital management model to best support State government.
6. Implement the Second Chance Employment strategy.
7. Lead legislative efforts on department legislative package.
8. Partner with stakeholders to automate key operation processes through robotics process automation.
9. Partner with stakeholders to streamline and automate the technical components of onboarding.
10. Administer an enterprise engagement survey to gain employee insight and address opportunities that increase engagement and impact employee experience.
11. Evaluate and strengthen the use of evidence in the department budgeting process for programs to promote the best outcomes for program participants.

METRICS BY DIVISION*

Agency Resource Center

The Agency Resource Center is a hub of expertise. The ARC ensures excellence in HR operations by providing guidance and reviewing HR-related transactions for the executive branch.

Average Days to Complete an HR Transaction: **1.35**

Average Days to Complete Supplementals: **0.42**

Appeals**

The Appeals team navigates the intricate landscape of appeals that ensures a fair and transparent process for employees.

***See the Step II and Step III appeals process in [Tenn. Code Ann. § 8-30-101 et seq](#)*

Total Step II Appeals: **85**

Total Step III Appeals: **45**

Business Process Improvement and Quality Assurance

The Business Process Improvement & Quality Assurance Division (BPIQA) ensures that DOHR operates at peak efficiency and service excellence. BPIQA specializes in business process improvement, quality assurance, and other operational excellence activities.

Mapping Sessions, Report Outs, and Surveys

Completed Mapping Sessions: **68**

Report Outs Drafted: **28**

Percentage of Report Outs Drafted within 2 Weeks: **100%**

Follow-up Sessions: **36**

Percentage of Follow-up Sessions Completed in 90 Days: **100%**

Report Outs Completed: **44**

Percentage of Surveys Sent within 3 Business Days: **100%**

**Based on metric availability as of June 2023.*

Classification and Compensation

The Division of Classification and Compensation serves as a consultant with agencies that specialize in crafting tailored strategies and solutions to meet objectives. This division ensures that each role within the workforce aligns with organizational goals and employee value.

Electronic Position Change Requests

Total Number of ePCRs:
1,710

Percent Processed within 1 Business Day
79.71%

Electronic Personnel Action Forms

Total Number of ePAFs:
616

Percent Processed within 3 Business Days
78.90%

Diversity and Equity

The Diversity and Equity Division cultivates an environment where employees not only survive but thrive. The division oversees impactful programs such as the State as a Model Employer program, This is Me campaign, and facilitates employee training sessions.

Employee Voluntary Self-Identification Disability Status

Baseline Percentage of Employees Self-Identifying Disability Status in Edison:
18%

Percentage of Employees Self-Identifying Disability Status in Edison as of June 2023:
31.20%

Employee Training Participation

Total Employee Participation in Various Diversity Training:
1,543

Employee Relations

The Employee Relations Division makes sure work relationships are smooth and impactful. This team facilitates employee mediation according to [DOHR Policy 12-055](#) and oversees the Tennessee Employee Charitable Campaign program. Tennessee State Government employees have donated \$1,871,089 since 2014.

Tennessee Employee Charitable Campaign Satisfaction

Percentage of Participating Charities Satisfied with the TECC Process:

96.15%

Mediations

Total Mediations Received:

21

Percentage of Mediations Scheduled:

90.5%

Engagement and Recognition

The Engagement and Recognition Division understands and enhances the employee experience. This division works with agencies to review exit report insights and develop engagement action plans. This team ensures continuous improvement and fosters a workplace culture that resonates with every employee.

Agency Action Plans

Agencies Needing Action Plans:

35

Percentage of Agency Action Plans Developed:

100%

Agency Exit Reports

Total Number of Exit Reports Produced:

27

Percentage of Agencies Receiving an Exit Summary within 30 Days of Their Cycle Ending:

100%

Equal Employment Opportunity

The Equal Employment Opportunity Division cultivates an inclusive and fair working environment across Tennessee State Government. The EEO division collaborates with customers to ensure compliance, provide guidance, promote education, and prioritize customer needs.

Continuing Legal Education Courses and Attendance

Total Continuing Legal Education Courses Offered:

22

Attendance Percentage:

39.47%

Fiscal Services

The Fiscal Services Division ensures the seamless financial function of DOHR. Fiscal Services manages contracts, oversees procurement, offers IT Workstation Support, handles mail logistics, and facilitates billing processes.

DOHR New Hires Provisioned On or Before Their Start Date

DOHR New Hires:

41

Percentage Provisioned On or Before Their Start Date:

100%

Vouchers Processed

Vouchers Received:

552

Percentage Processed within 5 Business Days:

93.3%

Delegated Authority Contracts Executed

Contracts Received:

80

Percentage Executed within 5 Business Days:

86.25%

Human Resources Business Solutions

The Human Resources Business Solutions Division fosters collaborative partnerships that propel HR operations to new heights. The HR Business Solutions team supports 14 state agencies by providing solutions to meet their diverse HR needs. Through a Memorandum of Understanding (MOU), the team extends their expertise to various boards and commissions in Tennessee State Government.

New Employees Enrolled in Learning Classes

New Hires:

108

Percentage Enrolled within 5 Business Days:

96.3%

DOHR Cheers for Peers Division Participation

Percentage of Division Participation in Cheers for Peers Nominations:

90.5%

DOHR Talent Management* Percentage of Reviews Completed by Deadline

New IPP Plans:

82.61%

Interim 1 Review

94.44%

Annual Review

100%

MOU Agency Talent Management* Percentage of Reviews Completed by Deadline

New IPP Plans:

99.77%

Interim 1 Review

97.17%

Annual Review

95.16%

*Due to updates to the Performance Management process, the Interim 2 Review did not take place for the 2022-2023 PM Cycle. See [DOHR Policy 12-064](#).

Human Resources Service Center

The Human Resources Service Center (HRSC) is a hub of streamlined support. The HRSC is a one-stop shop for State employees, applicants, and agency HR teams to have their HR-related questions answered quickly.

Ticket Completion and Customer Satisfaction

Total Received Tickets:

25,081

Customer Satisfaction:

90.5%

Learning and Leadership Development

The purpose of Learning and Leadership Development (LLD) is to collaborate with agency leaders to craft learning and cultural strategies for a high-performing workforce. The LLD team collaborates with agency leaders to design learning solutions to foster a continuous learning culture that grows every employee, supervisor, and agency leader.

Overall Rating of All Conferences and Events

Overall Rating:

90.12%

Keynote Speaker Satisfaction Rating:

89.07%

Content or Competency Relevancy to Participants:

89.73%

Commissioner's Leadership Academies

Overall Satisfaction Rating:

98.55%

Relevancy Rating:

98.37%

Transfer from Learning to Practice:

98.2%

Organizational Performance and Data Management

The Organizational Performance and Data Management Division is the analytical backbone, translating human capital management data into actionable insights. Specializing in staffing, turnover, demographics, and survey services, they create automated reporting tools and guide the development of Key Service Indicators, driving strategic decision-making across the department.

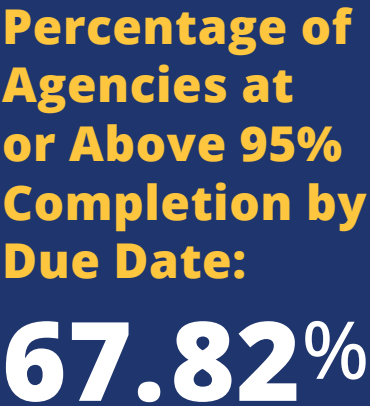


Total Public Information Reports: 30

Performance Management

The Performance Management team oversees the performance management program. This team defines performance standards, expected outcomes, and competencies for employees.

The objective of the performance management program is to align individual performance with agency objectives by providing continuous feedback, developmental opportunities, and maintaining a record of employee performance to ensure merit is recognized.



Records Management

The Records Management Division ensures accuracy, accessibility, and confidentiality for DOHR and employees. The Records Management Division manages employee files, handles public record requests, provides employment verification, and maintains prior service records.

Digital Separation Files*



Digital Separation File Corrections, Scanning, and Merging



Prior Service Requests*



Valid Record Requests*



*Records requests are responded to by statute under the Tennessee Public Records Act in Tenn. Code Ann. § 10-7-501, et seq. See [DOHR Policy 12-042](#).

Recruiting

The Recruiting Division’s goal is to match open jobs with candidate skills and experience. The team supports DOHR’s vision of being a top workplace in the Southeast. Recruiting helps build Tennessee State Government one successful hire at a time.

Job Postings by Service

Total Jobs Posted: **12,713**

Total Division Career Fair Events: **34**

Executive Service Job Postings: **988**

Preferred Service Job Postings: **11,725**

Sick Leave Bank

The Sick Leave Bank (SLB) team is committed to the well-being of Tennessee State Government employees. The SLB provides crucial support to qualifying members during times of personal illness, injury, disability, medical conditions, or quarantine. The Sick Leave Bank supports approximately 18,000 active members.

Total Applications Received: **486**

Percentage of Determinations Made within 3 Business Days: **97.94%**

Strategic Communications Division

Media Requests*

Total Media Requests: **52**

Percentage of Requests Processed within 7 Days: **100%**

The Strategic Communications Division specializes in both internal and external communications for State employees.

*Media requests are responded to under the Tennessee Public Records Act in Tenn. Code Ann. § 10-7-501, et seq. See [DOHR Policy 12-042](#).

Communications

Total Comms: **151**

All Employee Comms: **29**

Appointing Authorities, HROs, and Talent Managers Comms: **122**

Talent Management

The mission of the Talent Management Division is to cultivate and maximize the potential of employees in Tennessee State Government’s workforce by fostering a culture of continuous growth and achievement. Through strategic initiatives, development solutions, and innovative talent solutions, this division is the heartbeat of success in DOHR.

Facilitator-Delivered Workshops Mandatory for Supervisors

Total Workshops Held: **131**

Overall Satisfaction: **93.87%**

Relevancy of Content: **92.72%**

Facilitator-Delivered AWS Workshops for Supervisors and Employers

Total Workshops Held: **52**

Overall Satisfaction: **95.95%**

Relevancy of Content: **91.89%**

CHEERS FOR PEERS

Employee Recognition

Cheers for Peers is DOHR’s employee recognition program. Recipients are nominated by team members and selected by the Executive Leadership Team for exemplifying one or more of DOHR’s values. **This year’s Cheers for Peers recipients are:**

JULY '22	SEPTEMBER '22	OCTOBER '22	NOVEMBER '22
Lori Bogaerts	Felicia Whitehead	Brittnay Kohls	Jonathan Terrell
DECEMBER '22	JANUARY '23	FEBRUARY '23	MARCH '23
Julie Brindle	Nateya Mora	Marie Jones	Brandon Kling
APRIL '23	MAY '23	JUNE '23	CONGRATS TO ALL OUR WINNERS!
Kodi Temes	Markesiah Jackson	Kimberly Hall	

DOHR VALUES

Customer Focus

Integrity & Trust

Data Informed Decision Making

Continuous Improvement

2023 STRATEGIC GOALS

Charting Future Excellence: DOHR's Customer Focus Goals for the Coming Year

The Department of Human Resources (DOHR) is unwavering in its commitment to elevating customer focus through a visionary set of operational and strategic goals for next year.

Operational Goals

Operationally, our focus continues to be reducing turnover and increasing retention across multiple departments and job classifications, thereby enhancing our ability to attract high-quality candidates. We aim to streamline and expedite agency personnel transactions, ensuring a seamless customer experience by minimizing wait times.

Goals:

1. Reduce turnover and increase retention for eight departments and 20 job classifications to improve the recruitment and retention of high-quality candidates.
2. Reduce time to fill for executive and preferred service positions.
3. Streamline and reduce the processing time of agency personnel transactions to improve customer service by reducing wait time for customers.
4. Reduce unhealthy turnover in the executive branch.

Strategic Goals

On the strategic front, DOHR will continue to implement the Second Chance Employment program and maximize the potential of a new compensation structure designed to align wages with individual proficiency. The evolution of our performance management program, an aligned approach to diversity programs, and the establishment of a consistent employer brand for Tennessee State Government mark key strategic milestones. As we delve into the coming year, DOHR's commitment extends to developing talent through programs like train-the-trainer, fostering a culture of continuous learning and leadership development.

To fortify our future, we are poised to engage State agencies in understanding their HR-related legislative needs, ensuring we attract, hire, and retain top talent effectively. By partnering with key stakeholders to assess engagement survey results, establish key metrics, and craft action plans, DOHR is dedicated to impacting retention and enhancing employee engagement across the board. We strive to standardize and streamline DOHR processes, specifically focusing on onboarding, to ensure a consistent and efficient experience for all stakeholders.

Goals:

1. Continue implementation of the Second Chance Employment program.
2. Advance and leverage the new compensation structure that aligns employee wage with individual proficiency.
3. Enhance the effectiveness of the State's Performance Management program.
4. Engage departments in a comprehensive and aligned approach to diversity programs for the State of Tennessee workforce.
5. Establish an employer brand for Tennessee State Government for a consistent approach to attracting, hiring, and retaining top talent.
6. Extend the train-the-trainer program to the talent management community.
7. Increase learning and leadership development trends.
8. Gain insight and feedback from State agencies on HR-related legislative needs to help attract, hire, and retain top talent.
9. Partner with key stakeholders to review engagement survey results, establish key metrics, and develop action plans to impact retention and enhance employee engagement.
10. Standardize and streamline DOHR processes and services for onboarding.

CONCLUSION

Nurturing Purpose, Inspiring Progress

The 2023 State of the State Employee report is full of pride and optimism for the journey over the last year. DOHR has navigated challenges, embraced opportunities, invested in Tennessee State Government employees, and pursued the cultivation of a purpose-driven culture.

DOHR's commitment to excellence is unwavering. Every endeavor this year was a step towards fortifying the core of our mission, from securing a coveted spot on Forbes' America's Best Employers list to implementing progressive strategies for talent management, diversity, and compensation. The impact of recruitment, engagement, and learning is a testament to the resilience and dedication of Tennessee State Government's workforce.

Investing in a purpose-driven culture is more than a theme; it's DOHR's guiding principle. It's in the efforts to streamline operations, employee development initiatives, and legislative strides. DOHR's belief in the potential of every individual, the commitment to providing second chances and enhancing diversity upholds our vision to be the best place to work in the Southeast.

As DOHR looks to the future, we have unwavering confidence in our employees and teams. The seed planted in FY 2023 will undoubtedly blossom into greater achievements. The journey doesn't end here; it transforms into a new chapter of innovation, service, and sustained excellence. DOHR will continue to invest in a purpose-driven culture to ensure that Tennessee State Government is a beacon of progress and fulfillment.

Thank you for being a part of this journey. Here's to a future illuminated by purpose and fueled by the collective spirit of DOHR and the Tennessee State Government Workforce.

2023 Tennessee Employee
Photo Contest Winner
FIRST PLACE
"Lavender Love"

Robert Campbell
Department of Finance
& Administration





Follow DOHR on Social Media



www.tn.gov/hr

Tennessee Tower, 17th Flr. • 312 Rosa L. Parks Blvd • Nashville, TN 37243