

## NASPE Advancing the HR Profession Award

### Nomination

Program title: HR Master Series

State: Tennessee

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1. Please provide a brief description of this program:

HR Master Series is a 12-month leadership development initiative for human resources (HR) professionals in state government, which includes five one-day forums of interactive, best practice, experiential learning focused on raising the understanding of HR leadership in the conceptual level and an expectation of practical applications.

The goal of the HR Master Series is to enhance HR leadership across state government by moving HR from the transactional model to the current best practice, which is to have HR help drive strategy within an agency. HR Directors need these competencies in order to understand the direct correlation between effective workforce planning and effective organizational strategy.

Participants study distinct competencies, behaviors, and proficiency standards by career level, based on the International Public Management Association for Human Resources (IPMA-HR) and Society for Human Resource Management (SHRM) Competency Models. The five key content areas are Continuous Improvement, Leadership, Measurement, Organizational Approaches and Strategic Business.

The program will be offered on an application basis to a maximum of 15 participants per year at the director or assistant director level. Class size will be limited so that

participants can maximize the opportunities in each session for individual discussion, coaching and feedback. Participants will meet for presentations and experiential learning opportunities with both qualified, certified DOHR leaders and outside speakers who have relevant expertise. Studies of books by recognized thought leaders in the relevant topic areas or individual competencies will be used in the alternate months as a significant component of the program. Each book study will include a facilitated discussion session led by SPHR certified DOHR leaders.

**Competency Focus:** Business Acumen, Change Agent, Communication, Consultation, Cultural Effectiveness, Ethical Practice, Human Resource Technical Expertise and Practice, Organizational

2. How long has this program or effort been operational?

The HR Master Series has been in operation since 2013.

3. Why was this program/effort created?

The Tennessee Department of Human Resources (DOHR) has made a concentrated effort to provide leadership development opportunities for aspiring and current leaders to create a pipe line of qualified leaders to assume future roles. Though these programs have been and continue to be successful, the need to focus on developing leaders within the HR profession in state government was seen as critical. As the HR profession is moving from being focused solely on the transactional roles to becoming a strategic business partner, a program that would prepare state HR professionals to function more strategically became apparent. State government utilizes a large number of HR personnel to carry out the multitude of transactional processes. Those employees who serve as Directors or high-level managers reached those levels due to their ability to perform the transactional processes, but were not ready to become more strategic partners within their departments. The HR Master Series was developed to meet this critical need to prepare upper-level HR professionals in state government to learn how to function as strategic partners.

4. What are the costs of this program?

An itemized list of costs for the program is as follows:

Subject Matter Experts to present at sessions (6 sessions x \$5,000 each) = \$30,000

Books for participants for the book study sessions = \$1, 080

Food during all sessions = \$5, 280

Materials = \$1,200

Graduation plaques = \$360

Total = \$37, 920

Note: The Department of Human Resources received a grant of \$25,000 to develop and launch the program. The above reflects the ongoing costs to run the program.

5. How is the program funded?

Each participant's sending department pays \$1,500 per participant accepted into the program. The average class size is 12 participants, resulting in \$18,000 collected from sending departments. The difference is covered through departmental funds.

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

Surveys are sent out after each session, as well as at the end of the program. The surveys gather data as to participant satisfaction and the relevance of each session to the workplace, in particular to their role as an HR professional in state government.

7. How has the program changed since its inception?

The only changes have been in acquiring different subject matter experts is participants rated one lowly on the feedback survey. This has enabled the department to keep the program content current as well as bringing in presenters that can both engage participants and show the relevance of the content to their jobs.

Note: Participants receive 30 recertification credits toward the PHR/SPHR certification.

Link for more information:

<http://www.tn.gov/hr/topic/agency-leadership-program>

See under HR Master Series.