



Advancing the HR Profession, 2015
Application from the Tennessee Department of Human Resources

Program Title:	HR Master	State:	Tennessee
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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. Applicants from different agencies are chosen to encourage cross-departmental and cross-career level networking. 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.

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



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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.

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. Twenty-six members have graduated from HR Master Series and the 2015 program began in January 2015 with twelve new participants.

3. Why was this program created? 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.

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.

4. What are the costs of this program?

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



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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.

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 2014 class were \$23,944, and the anticipated operating cost for 2015 is \$27,500.

HR Masters	
Fiscal Year 2013-2014	
Gen Business Consulting Svcs	16,500
Operational Supplies	1,223
Other_708	1,743
Other_725	1,177
Printing & Reproduction by St	470
Publication Subscriptions	1,123
Training Supplies	1,708
Grand Total	23,944

Budget for FY 15:	
Gen Business Consulting Svcs (contracts)	\$ 20,500
Operational & Training Supplies	2,000
Catering	3,000
Printing	1,000
Publication Subscriptions	1,000
	<u>27,500</u>
	\$ 27,500

5. 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 twelve participants for 2015, at \$1,000 per participant, so the Department of Human Resources will absorb approximately \$15,500 of the total operational cost for the year.

6. 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, contributing insight into how subsequent years can be improved. Based on the strong application response for the 2015 program, the program’s reputation for both learning and cross-departmental



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contact has grown. Participant response from the 2014 class included a marketing video, initiated, conceptualized and created by the graduates, as to why the program should be continued.

7. 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. Other notable changes made for the 2015 class include an adjustment in the line-up of outside speakers to progress professional development and the certified DOHR leaders entering more of a teaching role to give participants an increased focus on enterprise.