

2019 NASPEs AWARD

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

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

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

Additionally, please attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

PROGRAM INFORMATION

Program Title: Tennessee Government Leadership Black Belt Program

State: TN

Contact Person: Dr. Trish Holliday, SPHR, SHRM-SCP, IPMA-SCP, CPC

Contact's Title: Assistant Commissioner & State Chief Learning Officer

Agency: Tennessee Department of Human Resources

Mailing Address: WRS TN Tower, 312 Rosa L. Parks Avenue, Nashville, TN 37243

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NOMINATOR INFORMATION

Nominator: Dr. Trish Holliday, SPHR, SHRM-SCP, IPMA-SCP, CPC Title: Assistant Commissioner & State Chief Learning Officer

State: TN

Agency: Tennessee Department of Human Resources

Telephone: 615-741-4126 Fax: 615-532-0728

E-mail: Trish.Holliday@tn.gov

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Innovative State Human Resource Management Program

DETAILS

1. Please provide a brief description of this program.

The Tennessee Government Leadership Black Belt Program (BBP) is a self-directed, structured development opportunity for leaders in Tennessee State Government. This innovative self-paced leadership development program is a first of its kind in the country and demonstrates the Tennessee State government's commitment to its talent pipeline for the future.

Leaders begin their BBP journey upon graduation from one of the DOHR-sponsored statewide or agency-specific leadership programs. These include: LEAD TN, TN Government Management Institute (TGM I), TN Government Executive Institute (TGEI), HR Masters, Accelerated Leadership Institute (ALI), one of 30-plus Commissioner Leadership Academies. Alumni may continue their journey of continuous learning and leadership development through participation in the Leadership Black Belt Program.

There are six levels of the Leadership Black Belt Program: White Belt, Yellow Belt, Orange Belt, Blue Belt, Green Belt, and Black Belt. To advance from one Belt level to the next, participants must earn the specified number of points in Strategic Development and in Service. At the initial Belt levels, Strategic Development is the most emphasized component because personal learning is fundamental to professional development. As participants advance through the Belt levels, Service – both internal to state government and external to the community – becomes the more emphasized component.

The program culminates at the Black Belt level where, in addition to the Strategic Development and Service points, the participant must complete a "Pay-It-Forward" Project recognizing the importance of investing in and focusing on others.

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

The TN Government Leadership Black Belt Program was developed in January 2013 by the Vision Committee of the inaugural Tennessee Government Leadership Council (TGLC). The TGLC is made up of representatives from the Executive and Legislative branches of State government. The BBP is administered by members of the current TGLC, the BBP subcommittee, and the Commissioner and State Chief Learning Officer of the TN Department of Human Resources.

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

As the largest employer in the state, Tennessee State government is dedicated to becoming a learning organization. The State wanted to model the way that learning is a journey, not an event, and that if we are going to be a Go-To-Place-To-Work, we wanted to show our

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commitment to developing our workforce. With a focus on continuous improvement, the Leadership Black Belt Program not only encourages our leaders to remain lifelong learners, it also incentivizes them to model servant leadership by giving back to their organization and their community via their Leadership Black Belt “Pay-It-Forward” Project.

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

The first of its kind in the country, the TN Government Leadership Black Belt program provides an opportunity for State leaders to model giving back. Participants are able to “pay back” State agencies for the time and money invested in their development as a leader, by learning the knowledge, developing the skills, and having the competencies to become more effective and efficient in their respective job roles. This provides a tremendous return-on-investment for State government. In addition, the program provides a guided venue for participants to continue their leadership development and to pay it forward to the State and to their local community through acts of service, fostering a vibrant learning community.

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

The Leadership Black Belt Program was developed by members of the Tennessee Government Leadership Council (TGLC) who volunteered their time to conceive and implement the program. As co-sponsor of the program, the Department of Human Resources’ Strategic Learning Solutions (SLS) division absorbed all the administrative cost. Since 2013, the colored cloth belts have been donated by Tricor. The only direct cost to the BBP is the expense of printing the Leadership BBP Handbook. This public document is annually printed in bulk by the TN Department of General Services and promulgated by DOHR/SLS at a per unit cost of \$.76.

6. What are the program’s operational costs?

The program is managed by the Department of Human Resources’ Strategic Learning Solutions division in partnership with the TN Government Leadership Council (TGLC). The TGLC is made up of representatives from every State cabinet agency. There is no charge to participants who enroll in the BBP. Also, most of the BBP activities can be completed at no cost. However, some activities may involve a fee, such as taking a TGL Alumni Leadership module or attending a professional conference. In those cases, it is the participant’s responsibility to either pay the fee or obtain their agency’s consent to cover the cost. As indicated above, the colored belts are donated to the program leaving the printing of the BBP Handbook (at \$.76 each) as the only direct cost to the program.

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7. How is this program funded?

The cost of printing the BBP Handbook (less than \$500/yr) is absorbed by DOHR/SLS.

8. Did this program originate in your state?

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

If yes, how does this program differ?

Click or tap here to enter text.

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

First, the annual rate of new graduates from DOHR-sponsored enterprise-wide leadership development programs who then enroll in the Leadership Black Belt program is tracked. Second, those enrolled participants who actively complete a color level and then advance on to the next Belt color are recognized. Third, those who complete their BBP Pay-It-Forward Project and go on to earn Black Belt level status are celebrated at the annual TGL Conference held in the fall and attended by 600+ leaders and executives from across all three branches of State government. Lastly, we track the dollar value of volunteer service hours given back to the local community. Since the BBP's inception in 2013, BBP participants have logged in more than 32,409 hours of volunteer service to the State and/or their local community. Based on the Independent Sector's latest gauge for determining the dollar value per hour of volunteer time (\$25.43/hr), the cumulative life-to-date value of BBP service hours is more than \$824,000 (ref. <https://www.independentsector.org/resource/the-value-of-volunteer-time>).

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

Since 2013, the number of DOHR-sponsored leadership program offerings as well as the number of graduates from each program has grown exponentially. Since 2017, all new graduates are now automatically enrolled in the BBP. In 2018, the state automated the BBP point tracking program making it easier for participants to earn their BBP Belt colors. Incidentally, this point tracking initiative was completed at no cost to the State because it was done by a TGLC member who volunteered to automate the point tracking process as her Black Belt Pay-It-Forward project. To date, a total of 524 participants from 42 State government entities have enrolled in the TN Government Leadership Black Belt Program.

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Tennessee Government Leadership Black Belt Program

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