



Eugene H. Rooney, Jr. 2013 Innovative State Human Resource Management Program
Application from the Tennessee Department of Human Resources

Program Title:	LEAD Tennessee	State:	Tennessee
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1. Please provide a brief description of this program. The goal of LEAD Tennessee is to continuously develop current and emerging leaders in eight leadership core competencies, thereby creating a talent pool for state government. Participants learn a combination of behaviors, knowledge and skills through intense, high impact development and experiential learning that drives effective job performance. Mastery and demonstration of leadership core competencies elevate an employee from an average to a superior performer. LEAD Tennessee utilizes executive leadership in the state to govern and validate the principles of the initiative. An Executive Leadership Council, which includes cabinet members and a senior member of the Governor’s staff, provide guidance and input. Members of this council actively participate in the program by hosting and speaking on competency topics at each summit; participants also hear from at least one additional key government or community leader at each summit in the “Opportunity with a Master” portion.

2. How long has this program been operational (month and year)? In June 2009, with the endorsement of the Governor, thirteen appointing authorities from various state agencies assembled to determine essential leadership skills needed to effectively improve both individual and organizational performance. The initiative became operational in October of 2009, when agencies selected 130 inaugural participants. The first of six leadership summits took place in February 2010. LEAD Tennessee is now in its fourth year, with an average of 115 participants in each Alliance.

3. Why was this program created? What problems or issues does it address? Data collected by the Department of Human Resources (DOHR) in 2009 showed that of the 44,995 people employed full-time by the



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state of Tennessee, over 6,500 were eligible to fully retire at any time. The demographic breakdown showed that 60% of the total number of employees were 46+ years old; and of that group 53% of them (14,403) were 55 years old and older. In the face of the potentially significant loss in leadership that could ensue in the wake of baby boomers' retirement from state employment, DOHR created LEAD Tennessee to enhance the leadership development pipeline. Demographic data continues to support the probability that more than 40% of the state's overall workforce will be eligible to retire within five years.

4. Why is this program a new and creative method? LEAD Tennessee has three unique features that distinguish it from most other leadership development programs: 1) a 360° assessment in the leadership core competencies at the beginning and conclusion of the 12-month period; 2) the underlying philosophy of **Learn, Apply, LEAD**, communicating to all participants the expectation that they will immediately apply skills and abilities learned in each summit to their leadership role in the workplace; and 3) a focus on specific leadership core competencies supported by one-on-one coaching for each participant. State employees who participate in LEAD Tennessee receive the benefit of extensive, cutting edge leadership training and development. Participants who graduate will demonstrate the identified behaviors that exemplify each of the core competencies. State government benefits through higher productivity, increased efficiency, and overall improved organizational performance. Better trained leaders provide clearer direction and guidance to employees, who in turn provide agencies with desired accomplishments and results. Employees are better equipped as public servants to serve the citizens of Tennessee.

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



In lieu of start-up budget/costs, the Department of Human Resources partnered with state agencies to fund the initial years of LEAD Tennessee through its Strategic Learning Solutions (SLS) Division. Modest operational costs per participant per department (\$1,800 for 2010; \$2,400 for 2011, 2012 and \$2,800 for 2013) were established and supplemented by SLS. Existing staff (6 members) and two members of the department’s leadership team were critical to the high expectations and success of LEAD Tennessee in 2010. In addition, existing laptops and LCD projectors were utilized. As the summits progressed, additional equipment was purchased or rented to meet the needs of a specific day (e.g., GPS units; flip cameras; 25 wireless laptops for use in a simulation). All purchased items are available for use in subsequent years.

6. What are the program’s operational costs?

OPERATIONAL COSTS	2010	2011	2012	2013
360° Assessment/Leadership Portrait Instrument	\$12,798	\$17,673	\$12,223	\$14,138
Catering	\$48,502	\$44,629	\$33,423	\$35,703
Coaches/facilitators	\$198,875	\$137,500	\$133,500	\$133,915
Participant, Executive Sponsor, and Speaker Gifts/Awards	\$17,531	\$12,772	\$9,379	\$15,000
Materials	\$10,163	\$3,195	\$25,187	\$19,106
Printing	\$9,372	\$9,371	\$4,757	\$5,000
Reading Material	\$14,080	\$14,080	\$15,353	\$22,475
Sound Equipment/Stage/Room Fees	\$7,138	\$13,387	\$5,910	\$3,500
Speakers	\$29,894	\$29,895	\$12,750	\$15,000
Van Rentals	\$720	\$720	\$720	\$1,000
TOTAL	\$349,073	\$283,942	\$254,496	\$264,837
Number of Participants	130	110	115	117

7. How is this program funded?

Agencies currently invest a total of \$2,800 per participant over the twelve month development period. The



number of seats available per agency is based upon the size of the agency, giving all departments an equitable opportunity to participate.

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

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

10. How do you measure the success of this program? Program participants complete survey information after each summit and again at the end of the program. Survey data collected over the three full alliances to date show participants fully engage in the summits and utilize the principle of Learn, Apply, LEAD in their work. Overall customer satisfaction metrics show more than 91 percent of customers rate our programs as 4 or better on a 5 point scale. DOHR routinely receives feedback from participants who have been promoted which credits their participation in LEAD Tennessee for preparing them to advance in their careers.

11. How has the program grown or changed since its inception? As part of the continuous improvement process, the Executive Council evaluated the entire program at the end of Alliance 3, refining/changing the core competencies and focus areas to maintain alignment with the current Governor's goal of being the number one state in the southeast for jobs, and his focus areas of performance, improved accountability and increased efficiency. As a result, the overall number of competencies was reduced from the original twelve to the current eight: Self Management, Mission Driven, Customer Focused, Innovative, High Performing, Courageous, Talent Focused, and Integrity. New curriculum was then developed to support the changed competencies and integrated into the existing program for Alliance 4. Another enhancement in 2012 expanded the executive coaching element of the program to include the members of the Executive Council.



LEAD Tennessee-at-a-Glance

"What you do speaks so loudly that I cannot hear what you say."

Ralph Waldo Emerson

*Orientation and Graduation held at the Department of Military, Houston Barracks
All Summits held at Lipscomb University*

Summit Format:

- 7:30 A.M. Continental Breakfast/Networking
- 8:00 A.M. Large Group; Opening Remarks by Executive Sponsor; Keynote Presenter
- A.M. Competency Workshops
- Lunch – "Opportunity with a Master"
- Afternoon Opening Remarks by Executive Sponsor
- P.M. Competency Workshops
- Executive Sponsors Q & A
- Integration Strategy with Coach
- 5:00 P.M. Adjourn

November 13, 2012

Orientation – 10:00 A.M. – 12:30 P.M. Heavy Hors D'oeuvres after Orientation

January 22, 23, 24, 2013

Coaching Labs – James K. Polk Building, 1st Floor – Times 8:30 a.m.-11:30 a.m. and 1:00 p.m.-4:00 p.m.

February 25, 2013

Summit 1 Competency Focus: Self-Management

Self-Management

Commissioner Raquel Hatter
Chief Executive Officer Patricia Weiland

April 22, 2013

Summit 2 Competency Focus: Mission-Driven and Customer Focused

Mission-Driven

General Max Haston
Commissioner John Schroer

Customer Focused

Commissioner Mark Emkes

June 24, 2013

Summit 3 Competency Focus: Innovative and High Performing

Innovative

Commissioner Derrick Schofield

High Performing

Commissioner Steve Cates

*August 6, 7, 8, 2013 – James K. Polk Building, 1st Floor – Times 8:30 a.m.-11:30 a.m. and 1:00 p.m.-4:00 p.m.
Coaching Labs*

August 26, 2013

Summit 4 Competency Focus: Courageous and Talent Focused

Courageous

Deputy Commissioner Darin Gordon

Talent Focused

Commissioner Rebecca Hunter

October 21, 2013

Summit 5 Competency Focus: Integrity

Integrity

Commissioner Greg Gonzales
Commissioner Many-Bears Grinder

November 25, 2013

Summit 6: Essence of Leadership: Seize the Moment

Commissioner Bob Martineau
Director Mark Gwyn

**"LEAD On" Celebration
December 9, 2013**

