

the EXCHANGE

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University expertise for community and workplace needs

Tennessee Municipal Benchmarking Project Gets Underway

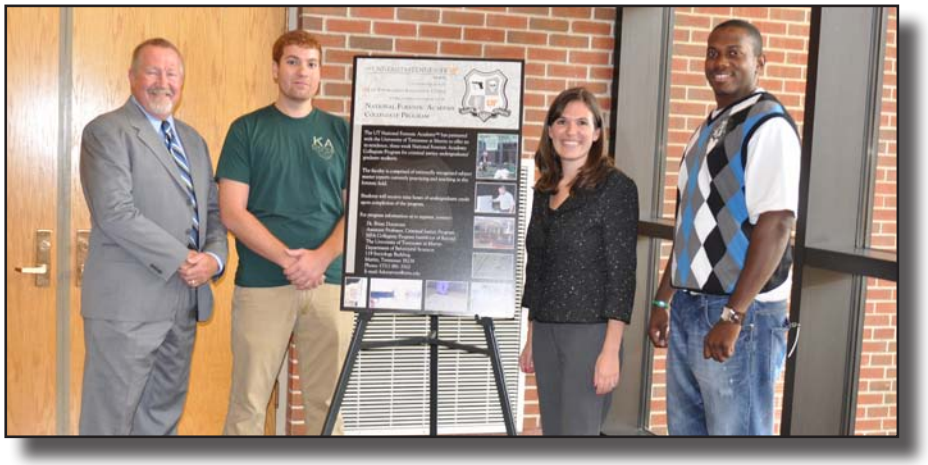
On Aug. 23, representatives from the 10 cities participating in the Tennessee Municipal Benchmarking Project (TMBP) gathered in Franklin at the Eastern Flank Battlefield Park at the Carnton Plantation to kick off the FY2011 project.

The meeting was coordinated by the UT Municipal Technical Advisory Service (MTAS) with the generous assistance of staff from Franklin. The meeting covered the highlights of the FY2010 report, timeline for the FY2011 process which begins with the August meeting, and the review of data definitions to ensure consistency in data collection and comparisons.

The TMBP is a city-driven endeavor to benchmark service areas of police, fire, refuse collection and disposal, recycling, employment benefits, human resources, finance services, code enforcement, building inspection, and planning and zoning. Performance and cost measures are collected for these service areas. In the annual report, historical trends are provided for police, fire and refuse as data has been collected on these services from the beginning of the project. Each participating city is also compared to averages for selected service benchmarks in the areas of fire, police, refuse and employment benefits.

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UT Law Enforcement Innovation Center to Offer College Forensic Program



LEIC Executive Director Don Green (left) and Curriculum Specialist Emily Miller recently met with UT Martin criminal justice students to discuss the NFA Collegiate Program. The students, Brad Barnes and David Gilton Jr., are both criminal justice majors.

The UT Law Enforcement Innovation Center (LEIC) is partnering with the criminal justice program at UT Martin to offer the National Forensic Academy™ (NFA™) Collegiate Program.

Currently, LEIC offers the NFA twice a year to professional crime scene investigators from across the country. It is an intensive 10-week training program funded by the Bureau of Justice Assistance and is designed to meet the needs of law enforcement agencies in evidence identification, collection and preservation. The NFA is offered in-residence and uses curriculum developed by leading forensic practitioners from across the United States.

The NFA Collegiate Program will run for three weeks and give criminal justice undergraduates the opportunity to increase their knowledge in forensic science and help to prepare them for careers

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LEIC to Offer College Forensic Program

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in the criminal justice field. Students will receive hands-on experience while conducting practical exercises and investigating mock crime scenes and instruction from nationally recognized subject matter experts.

"The NFA has been strictly limited to professional law enforcement. The benefit we see (with this collegiate program) is that this aids in preparing criminal justice majors for a career in the field and enhances their college education by providing practical skills they may apply upon entry into a law enforcement agency," said LEIC Executive Director Don Green, who received his undergraduate degree from UT Martin. "Because of these advantages, it may also make them more marketable to an agency that is selecting applicants."

Students will receive nine hours of undergraduate credit for completing the course. They will study topics involved in crime scene management including digital photography, latent fingerprint processing, crime scene mapping, forensic anthropology and bloodstain pattern analysis.

"It's almost like combining a class with an internship," said Dr. Brian Donavant, UT Martin assistant professor of criminal justice and instructor of record. "Many students want to become criminal profilers, and there are only 12 in the country. The other career goal is CSI (crime scene investigation) work, but you have to attend college elsewhere to do this work. (With the success of the NFA Collegiate Program) this would become a concentration (at UT Martin)." ■

Tennessee Municipal Benchmarking Projects Gets Underway

(continued from page 1)

This is the 10th year of the TMBP, and some enhancements are in the works for the project this year, such as the availability of a comprehensive user manual for participants that defines all performance and costs measures collected for the project.

Another new development will be the use of online meeting technology for participants to meet as needed to discuss data collected, which is an important part of the process. An online interface for participants to input data and retrieve reports will be explored as well. A complete reformatting of the annual report is also among the improvements planned for this year.

Sarah Young, a doctoral candidate in the political science department at UT Knoxville will be the intern for the fall 2011 semester working on the TMBP. Nurgul Aitalieva will continue her assistance to the program even though her official internship has concluded. Nurgul was integral to the completion of the FY2010 Annual Report.

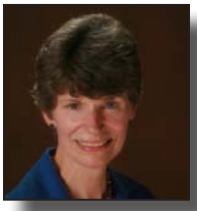
Staff support for the project at MTAS follows: Frances Adams-O'Brien and Rick Whitehead are the project coordinators. Sharon Rollins, Rex Barton, Ron Darden, Al Major, Dennis Wolf, Bonnie Jones and Richard Stokes serve as service area experts for the project.

Faculty support for the project is provided by Dr. David Folz, professor and faculty associate at the Howard Baker Jr. Center for Public Policy, UT Department of Political Science.

MTAS will facilitate the efforts of the following cities as they work to improve services to their communities: Athens, Bartlett, Brentwood, Chattanooga, Cleveland, Collierville, Franklin, Germantown, Kingsport and Morristown. ■


Frances Adams-O'Brien


Rick Whitehead

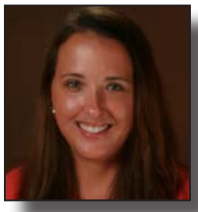

Sharon Rollins


Rex Barton


Ron Darden


Al Major


Dennis Wolf


Bonnie Jones


Richard Stokes

TGEI Opens with First Session in Knoxville

Twenty-seven high-level state employees gathered in Knoxville for a week in August for the first session of the 2011 Tennessee Government Executive Institute (TGEI).

For more than 25 years, TGEI has helped prepare state government leaders for public service and stewardship. This year's class worked on team-building skills during an outdoor challenge at Cove Lake State Park to discuss emotional intelligence as well as systems thinking. Lunch speakers for this session included Commissioner Bill Gibbons of the Tennessee Department of Safety and Homeland Security and Tennessee Secretary of State Tre Hargett.

Each year approximately 30 state government leaders are chosen to participate in TGEI. The main focus of TGEI is to build partnerships among the departments of state government and to increase the leadership, knowledge and skill of state leaders. TGEI offers state government senior-level managers the opportunity to broaden their perspectives of executive responsibility through study, analysis and discussion. ■



(Left) Commissioner of the Tennessee Department of Safety and Homeland Security Bill Gibbons speaks at the first session of the 2011 TGEI.

(Right) Tennessee Secretary of State Tre Hargett (second from right) talks with TGEI participants along with Assistant Vice President Mike Tallent (right).



CTAS Introduces e-Li

The UT County Technical Assistance Service (CTAS) is launching a new information website that will house a comprehensive electronic library (e-Li). Starting in October, answers to Tennessee county government questions will be just a click away.

CTAS staff members Mary Ann Moon and Jon Walden worked to develop e-Li using Drupal, a free software package that allows anyone to easily publish, manage and organize a wide variety of content on a website. e-Li will include all the information found in CTAS publications but organized by topic to help make the information easily searchable. CTAS was also able to link pages and topics within e-Li, link to external URLs and import and link to pdfs.

CTAS will be able to keep the information up-to-date to ensure accurate, easy-to-find answers to every day questions to anyone at any time. Through e-Li, users can assemble information for a presentation and print to a pdf or Word document. e-Li will also drastically reduce, if not eliminate, reliance on costly printed publications. CTAS is currently working to develop e-Li apps for Droid and i-Phone, as well as an RSS feed that will alert subscribers when e-Li materials are updated or added. Users can also share e-Li pages through e-mail.

e-Li can be accessed from the Reference Materials page of the CTAS website. ■

MTAS Leads Strategic Planning Session for Bartlett

Margaret Norris and Rick Whitehead, UT Municipal Technical Advisory (MTAS) municipal management consultants, recently conducted a two-day strategic planning session with the city of Bartlett's board of mayor and aldermen.

The objectives of the process were to create a mission statement, look at what is happening internally and externally, and then devise goals and objectives to guide the city in achieving its mission.



Margaret Norris



Rick Whitehead

"We discussed the different roles that elected officials and staff perform and the percentages of time that each group should devote to planning," Norris said. "Using a boat as an analogy, the board's role is to "steer" the boat while the staff is charged with "rowing" the boat. If either participant tries to take on the other's role then no forward progress is made. The board should spend a greater amount of time in planning (steering) than any other group in the municipal government."

Through a process of worksheets and small group discussions, the board created a mission statement: The City of Bartlett's mission is to plan for and provide superior services and economic growth to the community in a clean and safe environment with integrity and responsiveness.

The board then studied a variety of statistics about the global economy, the incoming workforce (the class of 2015), U.S. labor data, state information, Shelby County facts and city specific statistics. Using this information, the board came up with a vision statement that builds upon the city's mission and takes it to the next level.

The planning session also included the group conducting a SWOT (strengths, weaknesses, opportunities and threats), identifying key issues and developing goals and objectives for those issues.

Finally, there was a discussion on the issue of internal communications. It was informally agreed that the mayor will begin writing a monthly report on his city-related activities. If board members have questions, they are to contact city administration for more information. ■

International Student in LEIC's Online Course

The UT Law Enforcement Innovation Center's (LEIC) web-based course, Supervising Crime Scene Investigators, recently enrolled its first international student – Pier Paolo Mariani of Italy.

Mariani is an archaeologist and anthropologist who graduated from the Faculty of Archaeology in Florence. He currently is a forensic anthropologist conducting scientific research. Mariani was particularly interested in taking LEIC's online course because he is looking to specialize in forensic anthropology. After completing the course, Mariani told LEIC Curriculum Specialist Emily Miller the class was "well designed, easy to follow and taught him a great amount." ■



This group of loyal Vols attended a mini-tailgate party in the IPS Central Office prior to kick-off at Tennessee's first game of the 2011 season against Montana. IPS is inviting a few customers to be its guests at each UT home football game. Left to right are Paul and Alice Jennings, Becky Peterson, Curtis and Pat Vandiver, Gabi Tallent, Gary and Connie Baskette and Mike Tallent.

Public Service Intern, Jeremy Johnston, Featured

Jeremy Johnston is a rising third-year student at the University of Tennessee College of Law. He holds bachelor's degree in communications from the University of Tennessee at Chattanooga. He participates in several extra-curricular activities at the UT College of Law and reached the Dean's List in his first year.

Before attending the UT College of Law, he worked for two years as a policy analyst on Governor Bredesen's staff in the State Office of Policy and Planning. Jeremy has also worked in various areas of Tennessee Education, including working very closely on the Tennessee Diploma Project, which directly led to a $600M federal grant in 2010. He has also worked directly with Chattanooga-area high schools, advising students on post-secondary scholarship opportunities.

Jeremy is entering his final year of law school and is considering several options for the future. He worked last summer in a medium-sized law firm in order to get a grounding in real-world legal work. He chose over the summer to work for the Institute for Public Service to get a better understanding of other legal options beyond the private sector, and as a way to align his previous experience in public service to his new skill-set. Jeremy's main goal is to provide himself with a hands-on, diverse set of experiences to provide a solid background for any potential future employment decisions. ■

Staff Applause

To: CTAS COCTP Program

I would like to share my appreciation of the COCTP. Recently, I had the honor and privilege of serving as the president of the National Association of County Collectors, Treasurers and Finance Officers. Part of my responsibility was to travel to various state conferences and promote our association. While visiting each state, I had the opportunity to witness the education programs offered to conference members. I have to say that without a doubt, the University of Tennessee has one of the best programs in the country. We are so fortunate to have such a talented staff of individuals who have the skills to offer customers the information we need to run our counties and offices as efficiently as possible.

Lance Beshires, Chester County Trustee



Don Johnson



Ben Rodgers



Gary Hayes

To: Mike Garland, MTAS

I just wanted to send you a note about a few of your outstanding staff members: **Don Johnson, Ben Rodgers, Gary Hayes** and **Wesley Robertson**. They have been of enormous assistance to me and my office the past few months. All have gone far beyond the requirements of their positions. This e-mail could go on and on singing their praises, but I will keep it short. Just wanted to let you know that you have some excellent people working at CTAS and should be extremely proud of their work. In fact, they probably deserve some extra days off because of all the time and effort they extended to my office!

Marna Maynard Hull, Monroe County Trustee



Deidra Phillips

To: Deidra Phillips, LEIC

I tried the Spanish I learned (in Survival Spanish for Law Enforcement). I went into one of our local Mexican stores and had a nice conversation with the lady who worked there. She spoke no English, but we still understood each other, and she was glad the police came in to check on her at night. I really want to thank the instructor (Robert Garcia) for teaching Spanish to me. I believe it will really help me a lot.

George Smith, Lyons (Kansas) Police Department



Wesley Robertson

IPS Leadership Academy Meets in Tullahoma

The inaugural class of the UT Institute for Public Service (IPS) Leadership Academy met at the UT Space Institute in Tullahoma for its fourth session of the two-year program.

The session included presentations on visioning with Mary Fink, vice president of programs at the Scarlett Leadership Institute, and taking risks and speaking out in an organization with Dr. Anne Smith from the Anderson Center for Entrepreneurship and Innovation at UT. Participants also received a tour of the Space Institute's campus and learned more about ongoing research. ■



(Above) Macel Ely, Margaret Norris, Scott Gordy, Josh Jones and Terri Kinloch enjoy lunch on the patio outside the student center in Tullahoma.



(Above) Class participants Libby McCroskey (second from left), Lynn Reed, Andre Temple, Wendy Eddy, Macel Ely and Erin Ketelle learn more about aerospace research at the UT Space Institute.



(Left) IPS Leadership Academy participants stand in front of the main gate to Arnold Air Force Base.

Staff Applause

To: Don Green, LEIC

I just wanted to thank you for an outstanding 10 weeks at the National Forensic Academy. It was the best training I have ever received. The first week I was back, I was able to use numerous skills I had learned while attending the academy and continue to do so every day on the job. Olympia Police Department was very honored and grateful to have received the scholarship thanks to the NFA. The training has already been a huge benefit to both my department and me. I will continue to use all the great skills and knowledge I was able to obtain. Keep up the great work. The National Forensic Academy is an incredible training opportunity and I hope that many more get to take advantage of it.

Rebecca Fayette, Detective, Olympia (Wash.) Police Department



Don Green



University of Tennessee employees will get a chance beginning Nov. 1 to have their voices heard through an Employee Engagement Survey.

The system human resources office is working with an outside vendor to administer the confidential survey. The survey will be sent to about 12,200 regular faculty and staff statewide who work 50 percent time or more. It will cover pay, benefits, work culture, training, job satisfaction, performance evauation, leadership, communication and other areas. The data will be shared with employees in the spring.

Employees will receive an e-mail from ModernThink with a user name and password to access the survey.

Employees are encouraged to complete the survey to help UT identify strengths and opportunities for improvement at universities and institutes.

The following factoids share basic information about the survey.

- To improve the University of Tennessee, human resource leadership developed the Five-Year Strategic Plan, endorsed by the president, vice presidents and chancellors.
- Part of this strategic plan was to conduct an employee engagement survey to identify strengths and opportunities for improvement at the university.
- CHRO Linda Hendricks gained support from the president, the president's staff and CBOs to provide funding.
- The employee engagement survey will be conducted every three years with time in between to conduct pulse surveys and to make improvements.
- A task force will be established to analyze results, establish goals for improvement and monitor progress.
- The University of Tennessee contracted with ModernThink, a company located in Wilmington, Del.
- One of the purposes of contracting with a third party was to ensure confidentiality. Another reason for choosing ModernThink is its partnership with the Chronicle of Higher Education's Great Colleges Program. In addition, the company will be involved in follow-up.
- The survey opens on Nov. 1 and stays live for two weeks.
- Those surveyed will be all faculty, exempt and non-exempt staff, 50 percent time and above, at every location except for UTK. At UTK only non-exempts will be surveyed; faculty and exempt staff were surveyed in April 2011. We will include the data from their survey in the system-wide survey.
- Average time to take the survey is 20 minutes.
- The first 60 questions are the standard questions, which will be benchmarked.
- Next are open-ended questions that UT can develop. CAB, Offices of Equity and Diversity and Benefits Advisory Group have already provided input.
- Following the open-ended questions will be a survey of benefits, followed by demographics.
- Results can be sliced and diced however the campuses and institutes want.
- ModernThink is now conducting the stakeholders' meetings. These meetings are held with the leadership teams on each campus and institute.
- Pre-survey summits are being scheduled with groups of faculty and staff who will be invited. They will be identified by HROs and representatives from each campus/institute.
- An extensive communication plan has been developed by System's Central Public Relations' Office, which is working with the campuses and institutes. ModernThink described this plan as "Best in Class."
- UT is depending on HROs, ERCs, exempt staff councils, faculty senates and ERAB to help spread the word. Your campus or institute may be the one with the highest percentages of participants!
- Remember EES: Employee Engagement Survey.
- Contact any of the team members below for further information:
  Ellie Amador (amador@tennessee.edu)
  Linda Francisco (lfrancisco@tennessee.edu)
  Mary Lucal (mlucal@utk.edu)
  Les Mathews (lmathews@utk.edu)
  Sherry Sims (sherry.sims@tennessee.edu) ■

IPS October Calendar of Events

♦ CENTER FOR EFFECTIVE LEADERSHIP

Oct. 2-7	Tennessee Government Executive Institute (Session Two), Knoxville
Oct. 19	Baldrige Forum, Nashville

♦ CIS

Oct. 3	8-Hour Emergency Response Refresher, Nashville
Oct. 4	8-Hour Site Worker Refresher, Nashville
Oct. 5-6	16-Hour Department of Transportation (DOT), Nashville
Oct. 5	Tennessee Environmental Regulatory Overview (TERO), Knoxville
Oct. 7	8-Hour DOT Refresher, Nashville
Oct. 11-12	Occupational Safety and Health Administration (OSHA), 10-Hour General Industry, Knoxville
Oct. 17-21	40-Hour Site Worker, Bartlett
Oct. 18-19	OSHA 10-Hour General Industry, Jackson
Oct. 19	Performance Partnering Workshop, Nashville
Oct. 24	8-Hour Site Worker, Refresher, Bartlett
Oct. 25-26	16-Hour DOT, Bartlett
Oct. 26	TERO, Nashville
Oct. 27	8-Hour DOT Refresher, Bartlett

♦ CTAS

Oct. 26-28	Tennessee County Services Association (TCSA) Fall Conference, Murfreesboro

♦ LEIC

Oct. 5-6	DNA Evidence Identification, Collection and Preservation for Law Enforcement, Ruidoso, NM
Oct. 5-6	Meth-Free Education, Knoxville
Oct. 5-6	Meth-Free Education, Cookeville
Oct. 5-6	Domestic Violence, Manila, UT
Oct. 10-14	Fundamentals of Cybercrime, Boise, ID
Oct. 13-14	Meth-Free Education, Murfreesboro
Oct. 14-15	Meth-Free Education, Spring Hill
Oct. 17-18	Meth-Free Education, Germantown
Oct. 17-19	Survival Spanish for Law Enforcement, Ruidoso, NM
Oct. 17-21	Crime Scene Management Field Techniques, Lancaster, NH
Oct. 20-21	Domestic Violence, Ruidoso, NM
Oct. 24-26	Survival Spanish, Nyssa, OR

♦ MTAS

Oct. 3	Administrative Hearings, Jackson
Oct. 4	The Changing Employment Arena, Knoxville
Oct. 6	The Changing Employment Arena, Jackson
Oct. 12	The Changing Employment Arena, Franklin
Oct. 12	Motivating Your Workforce, Germantown
Oct. 12	Public Works, Knoxville
Oct. 12	Police Review, Jackson
Oct. 13	Communication Skills and Work Styles, Germantown
Oct. 19	Municipal Manager Overview, Chattanooga
Oct. 19	Fire Review, Knoxville
Oct. 20	Municipal Manager Overview, Columbia
Oct. 25	Retail Economic Developments, Knoxville
Oct. 26	Communication Skills and Work Styles, Chattanooga

RECRUITMENTS

♦ **CIS**
Program Manager (Solutions Consultants), Nashville
Program Manager/Team Leader (Internal)

♦ **IPS CO**
Development Director

♦ **MTAS**
Administrative Support Assistant, Nashville
Municipal Program Manager, Knoxville
Legal Program Manager, Knoxville
Finance Consultant, Knoxville
Finance/Accounting Consultant, Knoxville
Finance Consultant, Martin

RETIREMENT

♦ **CIS**
Chuck Beasley, Knoxville

DEPARTURE

♦ **MTAS**
William Haston, Nashville

The IPS 40th anniversary logo appeared on the cup, center picture on page 7 in the September issue of The Exchange.



The September winner was Jill Marling from the IPS Central Office.
Can you find the logo this month?
E-mail your guess to susan.robertson@tennessee.edu.

STATE SERVICE LONGEVITY

Frances Adams-O'Brien, MTAS	12 years
Stephanie Allen, MTAS	4 years
Misty Bean, LEIC	8 years
Michelle Buckner, MTAS	4 years
Jane Davis, IPS CO	38 years
Joe Flynn, CIS	7 years
Shelley Hayes, IPS CO	1 year
Carolyn Keith, CTAS	30 years
Terri Kinloch, CTAS	10 years
Jill Marling, IPS CO	24 years
Mary Ann Moon, CTAS	20 years
P.J. Snodgrass, MTAS	27 years
Richard Stokes, MTAS	27 years

the EXCHANGE

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DR. JOSEPH DIPIETRO
President

DR. MARY H. JINKS
Vice President of Public Service

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The university does not discriminate on the basis of race, sex, or disability in its education programs and activities pursuant to the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act (ADA) of 1990.
Inquiries and charges of violation concerning Title VI, Title IX, Section 504, ADA or the Age Discrimination in Employment Act (ADEA) or any of the other above referenced policies should be directed to the Office of Equity and Diversity (OED), 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone (865) 974-2498 (V/TTY available) or 974-2440. Requests for accommodation of a disability should be directed to the ADA Coordinator at the UTK Office of Human Resources, 600 Henley Street, Knoxville, TN 37996-4125.

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THE UNIVERSITY of TENNESSEE

CENTER for INDUSTRIAL SERVICES

Chuck Beasley

Lean Manufacturing Consultant



After 16 years with the UT Center for Industrial Services (CIS), Consultant Chuck Beasley is retiring.

Beasley came to CIS from American Metal Products in Birmingham, Ala., where he served as vice president of manufacturing and engineering. After receiving his bachelor's degree in industrial engineering from Tennessee Tech, Beasley worked for Johnson Controls, Inc. in Athens as an industrial engineer and a quality engineer.

In 2011, Beasley was honored with the Robert S. Hutchison Outstanding Public Service Professional Award from the UT Institute for Public Service (IPS). He was recognized for consistently exceeding revenue, customer satisfaction and impact goals. His customers across the state knew him for his dedication to his work and for the fact that he actively promoted CIS, IPS and the University of Tennessee. Beasley was described during as time with CIS as Mr. Continuous Improvement.

During his professional career, Beasley served on the board of directors for Junior Achievement, taught a Project Business course at Athens Junior High School, taught a Dbase III course at Athens Vocational School and participated in the Leadership McMinn program sponsored by the McMinn County Chamber of Commerce.



"During his years with CIS, Chuck was always one of the highest performing employees. IPS and CIS are going to miss his knowledge and friendliness. We all wish Chuck the best in his retirement."

Dr. Mary Jinks, Vice President of Public Service

"Chuck Beasley is the ultimate resource consultant, with both excellent technical skills and a strong customer focus. I often turned to Chuck for advice over the past two years and was always impressed with his ability to work through problems and find collaborative solutions. I greatly enjoyed working with Chuck because it was clear that he loved his profession, his work and the University of Tennessee. He maintained a positive attitude and had a smile, whatever the situation."

Dr. Paul Jennings, Executive Director, CIS

"Everyone knows how Chuck Beasley was always saying how great it was to work for CIS. Well, I was probably the first one to hear him say it – and it was less than one month after he started working for us. We were driving back from a plant visit and all he could talk about was how great a job he had at UT. Well, for the 17 years that Chuck and I worked together, he not only thought he had a GREAT job, in my opinion, he did a GREAT job! "

Jim Slizewski, Field Consultant, CIS

