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Retired U.S. Supreme Court Justice Sandra Day O'Connor addressed the 2008 Tennessee Economic Summit for Women.

Retired Justice O'Connor Urges Citizen Participation in Government

When the Constitutional Convention of 1787 ended, a Philadelphian asked Benjamin Franklin, "Well, Doctor, what have we got — a republic or a monarchy?"

Franklin responded, "A republic, if you can keep it."

At the 2008 Tennessee Economic Summit for Women,

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Still Living in a Paper World

by Richard Buggeln and Frances Adams-O'Brien

While we have made great progress in reducing paper and packaging usage, we still depend on paper and paper products* in our offices and workspaces.

The University of Tennessee (UT) Knoxville campus has had paper and paper products recycling programs in place for at least five years. The UT Institute for Public Service (IPS) central office and the UT Municipal Technical Advisory Service (MTAS) Knoxville office participate in programs offered by the UT Knoxville campus. The Nashville offices of the UT Center for Industrial Services (CIS) and County Technical Assistance Service (CTAS) have recycled for several years.

With a renewed emphasis on environmental responsibility throughout the university, the IPS environmental committee wanted to determine how much paper waste an average IPS office produces, then encourage recycling of that paper waste. The cross-agency committee includes Kim Raia, Sharon Rollins, Ron Darden, Jon Walden, Don Stone and Richard Buggeln.

Thanks to MTAS Executive Director Mike Tallent, the Knoxville MTAS office (ca. 34 staff) became the guinea pig for the study. MTAS' Frances Adams-O'Brien and Jesse Nix, student assistant, assisted in collecting and weighing the paper and paper products.

You might ask, "Isn't there already information 'out there' on paper and paper products weekly generation rates in offices such as ours?"

Well, yes, but ...

Between 1991 and 2003, five different sources gave generation rates ranging from 1.5 to 7.5 pounds per employee per week. The sources lack references to actual studies or information on how the studies were conducted.

So, what did the IPS committee find? Our data — pounds of paper and paper products per MTAS Knoxville employee per week — are 3.7 pounds in Week 1; 3.6 pounds in Week 2; and 5.7 pounds in Week 3, plus an additional 100 pounds of discarded
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MTAS, Cities Develop Identity Theft Prevention Programs

In response to the growing threat of identity theft, the U.S. Congress passed the Fair and Accurate Credit Transactions Act of 2003 (FACTA).

This amendment to the Fair Credit Reporting Act charged the Federal Trade Commission (FTC) with circulating rules regarding identity theft. In November 2007, the FTC announced the final rules, known as Red Flag rules, which originally had an effective date of Nov. 1, 2008. These rules require certain municipal departments to enact certain policies and procedures by the effective date. Recently, the FTC granted all municipal governments an extension until May 1, 2009, to implement the Red Flag rules.

To help cities comply with FACTA, the UT Municipal Technical Advisory Service (MTAS) has authored a publication on FACTA and a policy in resolution form.

Model Identity Theft Policy and FACTA Compliance is available on the MTAS Web site, www.mtas.tennessee.edu. In October, MTAS offered training in six cities to more than 250 municipal officials. MTAS will have additional training sessions in 2009 as the compliance date approaches.

Every affected municipality is required to develop and implement a written Identity Theft Prevention Program that is designed to detect, prevent and mitigate identity theft in connection with the opening of an account or any existing account. The program must be appropriate to the size and complexity of the municipality and the nature and scope of its activities. Additionally, the program must ensure periodic updating, reporting to the adopting authority and regular staff training.

Many Tennessee cities have adopted the MTAS model policy, and more are tailoring the policy to suit their needs. The policy's usefulness, however, has not been confined to municipalities or even to Tennessee. Other University of Tennessee departments have used the MTAS policy as a model. Organizations from other states, including Kentucky, Washington and Iowa, also have provided the MTAS materials to their members. ■

Still Living in a Paper World

(continued from page 1)

Tennessee Code Annotated (TCA) books in Week 3. In Week 3, several staff cleaned out old files and discarded TCA books.

POUNDS OF WASTE PAPER AND PAPER PRODUCTS PER MTAS KNOXVILLE EMPLOYEE

Week 1	3.7 pounds per week per employee
Week 2	3.6 pounds per week per employee
Week 3	5.7 pounds per week per employee, plus 100 pounds of discarded TCA volumes

Had we picked another week or two, the results likely would have been different. But, the results would more than likely fall within the range found in the MTAS Knoxville study. Clearly, if we all cleaned out our offices during a single week, the weight of paper would measure hundreds of pounds per person.

Alternatively, when we are on annual leave over the Christmas break, the generation rate falls to zero. We can expect inter-agency office variations as well.

Regardless of your agency, a paper and paper products recycling program is coming to your office (if it ain't already there!). Each office will receive assistance to set up a recycling program. Christina Treglia of the Tennessee Department of Environment and Conservation Office of Environmental Assistance will provide desk-side paper recycling containers and large, wheeled storage bins and will help arrange periodic paper collection.

One notable exception is CIS' Memphis office, where Debra Dupree and Harry Kitchens will take the office's paper and paper products home to put into curbside recycling bins or burn in their fireplaces to lower heating costs this winter. You go, Debra and Harry!

Together, we can make a conscious effort to recycle paper waste in our offices and be better stewards of our resources. ■

**Paper products include cereal and tissue boxes, magazines, newspapers, file folders, brown paper bags, cardboard, envelopes with and without windows, lined and unlined copier paper, post-it notes, old stapled documents, and, of course, toilet paper tubes.*

Supervisor Survey Results Show Improvements

Scores from the 2008 Supervisor Survey at the UT Institute for Public Service (IPS) did not decrease in any category from 2007, and several categories saw steady improvements from the previous year.

Seventy-two percent of employees say their supervisors give clear directions and also give constructive criticism. Fifty-four percent say their supervisor keeps them informed. Employees also say their supervisors are encouraging and optimistic and are approachable and accessible.

Other high scores include treating me with respect (82.4 percent), giving freedom and authority (79.8 percent) and pulling own weight (78 percent).

"We need to make improvement in some areas, but generally the responses show that our supervisors are performing well," said Dr. Mary Jinks, vice president of public service.

To address issues that still need improvement, IPS will continue its quarterly supervisor training in 2009. All supervisors throughout IPS attend the trainings, which cover topics such as communication.

Jinks said 100 percent of employees from the County Technical Assistance Service and the Law Enforcement Innovation Center responded, while the IPS Central Office saw 86 percent of employees complete the survey.

"The Supervisor Survey, suggested and formatted by the IPS Employee Relations Committee, has become a valuable source of feedback. The high response rate this year shows that our employees are committed to open and honest communication and want to help us improve supervisory practices throughout IPS," Jinks said.

To see the survey results, go to the Employee Relations Council area on the IPS Intranet. ■

Retired Justice O'Connor

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retired U.S. Supreme Court Justice Sandra Day O'Connor said the way to "keep a republic" is with a strong constitution and an informed and engaged citizenry.

Several UT Institute for Public Service (IPS) staff attended the conference and had the opportunity to hear O'Connor's address, which focused primarily on the importance of engaged citizens and the value of civics education in public schools.

O'Connor surmised the importance of citizen participation by quoting Justice Robert Jackson, who said, "It is not the function of the government to keep the citizen from falling into error; it is the function of the citizen to keep the government from falling into error."

The first female justice on the U.S. Supreme Court, O'Connor was nominated by President Ronald Reagan and took the oath of office on Sept. 25, 1981. She retired from the court in 2006 but remains an active advocate of public education, the protection of judicial independence and the U.S. Constitutional system of checks and balances.

Surveys indicate that school children can name the Three Stooges but not the three branches of U.S. government, O'Connor said. After noticing her grandchildren's love of video games, O'Connor once again took an innovative, pioneering approach and created a video game — Our Courts.

Our Courts is a free, interactive, web-based program designed to teach youth about the U.S. justice system and the role of the judiciary in the three-branch system of U.S. government. Students participate in realistic simulations of government and grapple with relevant social issues. O'Connor's goal, she said, "is to make them think." The game delves into topics of interest to youth, such as school dress codes and student newspapers, she said.

Students can investigate and argue actual cases and controversies using real law, viewing cases from the perspective of the judicial, legislative and executive branches of government. Our Courts will also encourage young people to act and to voice their opinions in their communities and to their elected representatives.

Developed by Georgetown University's law school and Arizona State University, the free online game will be unveiled in two phases. The first will be an online civics program aimed at grades 7–9, while the second will be a game-driven offering designed to engage young people during their free time. For more on Our Courts, visit the project's Web site at www.ourcourts.org.

O'Connor is chancellor of the College of William and Mary and is the namesake for the Sandra Day O'Connor College of Law at Arizona State University. O'Connor also helped open the Howard H. Baker Jr. Center for Public Policy on the UT Knoxville campus in October. ■

County Officials Association of Tennessee Honors CTAS' McCroskey

The County Officials Association of Tennessee (COAT) honored Libby McCroskey, UT County Technical Assistance Service (CTAS) legal consultant, with the 2008 Outstanding Public Service Professional award at its annual conference in Memphis.



Libby McCroskey was the 2008 recipient of the Outstanding Public Service Professional award.

COAT is a non-profit association comprised of county clerks, state court clerks, registers and trustees. Outgoing COAT President Shirley Graham presented the award, thanking McCroskey for her exemplary service to Tennessee county officials.

As part of the CTAS legal team, McCroskey issues written legal opinions and provides information regarding legal issues to county officials; authors publications covering topics pertinent to county government; drafts and reviews legislative proposals; monitors Tennessee General Assembly action; and compiles the private acts for each county.

McCroskey has been with CTAS since June 1991. She graduated from the University of Tennessee in Knoxville with a degree in animal science in 1982 and received her law degree from the UT College of Law in 1985. Prior to joining CTAS, McCroskey was a partner in a Chattanooga law firm where she practiced law for six years. ■

Energy Saving Tips for the Holidays

- Use auto timers for lights, and program them to shut off lights at midnight.
- Be safe. Do not overload circuits. Use multiple plugs in different rooms to distribute the load evenly across breakers. Use outdoor-rated cords and plugs only with GFI rating in case of overload.
- Distance warm lamps from greenery — real or artificial. Use LED lights for decorations. If you do not have these this year, consider purchasing them immediately after Christmas when they typically cost 75 percent less. LEDs use less energy and can last up to 20 years. ■

LEIC Summit Focused on DNA Issues and Trends

The University of Tennessee (UT) Law Enforcement Innovation Center (LEIC) hosted a DNA Trends and Issues Summit for law enforcement personnel in October in Knoxville.

The summit addressed the emerging trends and issues facing law enforcement and DNA technology, including crime scene collection and preservation, crime lab policy and procedures and court proceedings and testimony.

"DNA technology is evolving as we speak," said Mike Hill, program director for the Regional Community Policing Institute at LEI, which helped organize the summit. "We want to promote better DNA evidence collection and preservation to make sure it's handled properly, so when it is examined, we get the most out of it."

In addition to law enforcement personnel, summit attendees included crime scene technicians, crime laboratory personnel, court officials including prosecutors and judges, correction officials and criminal justice practitioners representing federal, state and local agencies.

The keynote speaker was Michael Bromwich, litigation partner with Fried Frank, former Assistant U.S. Attorney for the Southern District of New York, and former Inspector General for the Department of Justice. Bromwich addressed issues affecting the use of forensic DNA evidence, including human error, quality assurance programs, the "CSI Effect" and management oversight.

"DNA provided all of us with a tool that's more helpful than any other tool to get things right to find perpetrators," Bromwich told the Knoxville News Sentinel. "The benefits of DNA analysis far outweigh the challenges, so we need to do everything we can to strengthen the weaknesses."

Other summit speakers included Tennessee Bureau of Investigation Director Mark Gwyn and Susan Johns, retired Illinois State Police Bureau Chief.

Johns discussed the increased demand for DNA evidence and the strain it puts on crime laboratories. Backlogs, she said, happen when case input does not equal case output. She cited limited personnel, the "CSI Effect" and increased requests for DNA evidence as some of the reasons for backlog.

The U.S. Department of Justice Office of Community Oriented Policing Services (COPS) and the National Institute of Justice funded the conference. ■

Generosity of Employees Continues in 2008 Campus Chest Campaign

Despite a struggling economy, employees of the UT Institute for Public Service (IPS) reached into their pockets this year for the UT Campus Chest campaign to benefit community organizations.

IPS' goal for 2008 was \$29,000, but IPS staff exceeded the goal and pledged \$29,117.48.

"IPS employees continue to show their generosity by making a deliberate effort and commitment to contribute to the well-being of others, even during these tough economic times," said Judie Martin, who spearheaded the Campus Chest campaign for IPS this year.

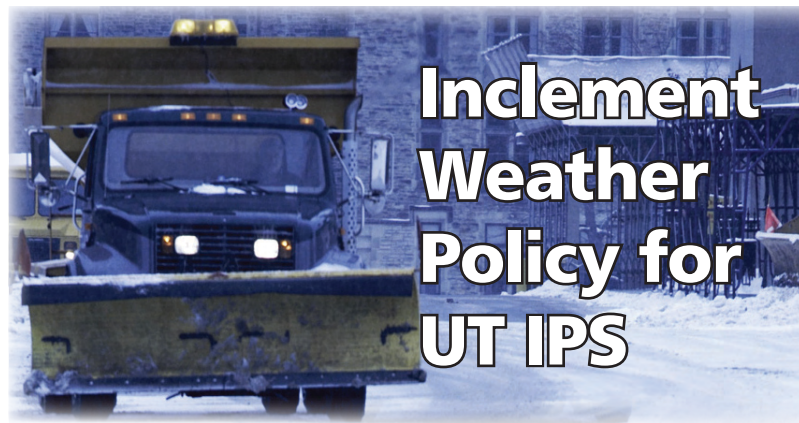
Campus Chest allows university employees to donate to charitable organizations that they choose. United Way agencies, Community Shares agencies and other charities across the state benefit from the contributions of UT staff. ■

	GOAL	PLEGGED	PERCENT
MTAS	\$8,789.00	\$9,183.48	105%
CTAS	\$6,093.00	\$5,837.00	96%
CIS	\$8,076.00	\$8,168.00	101%
LEIC	\$2,276.00	\$1,840.00	81%
Central Office	\$3,766.00	\$4,089.00	109%
TOTAL	\$29,000.00	\$29,117.48	100.4%

Fund Helps UT Employees Pursue Professional Development

Financial assistance is available from the UT Career Development Fund (CDF) to enable UT employees to attend professional development programs. A fund committee reviews requests and approves funding based on pre-determined guidelines. As of Nov. 1, 2008, only non-exempt, regular, full- or part-time employees are eligible to participate. Also, the CDF will only fund participation in conferences that take place in Tennessee. Since 1977, the CDF has been supported by annual gifts from employees. Decreased donation rates necessitated the recent policy changes.

For more information on the fund, including its guidelines and eligibility requirements, visit www.tennessee.edu/cdf. ■



With winter months and colder weather approaching, here is a reminder of the inclement weather policy for employees of the UT Institute for Public Service (IPS).

1. Generally, inclement weather does not warrant the closing of IPS offices.
2. Conditions caused by ordinary inclement weather require each employee to make a personal judgment regarding his or her ability to travel safely to and from work. Managers should allow employees to use annual leave if the employee feels it is not safe to travel. Employees who make the effort and who report within a reasonable period should not be required to use leave for that absence. Employees should notify their supervisor of their ability to travel.
3. Occasionally, extraordinary emergency conditions caused by extreme inclement weather may warrant the closing of some IPS offices. When such conditions exist, the offices will follow these guidelines on closure:
 - IPS Martin** – follows the UT Martin closing
 - IPS Chattanooga** – follows the UT Chattanooga closing
 - IPS Knoxville** – follows the UT Knoxville closing
 - IPS Jackson** – follows the Ag Experiment Station closing
 - IPS Oak Ridge** – follows the state of Tennessee closing for Anderson County
 - IPS Nashville** – follows the state of Tennessee closing for Davidson County
 - IPS Cookeville** – follows the Tennessee Tech University closing
 - IPS Johnson City** – follows the East Tennessee State University closing
 - IPS Memphis** – follows the UT Health Science Center closing
 - IPS Columbia** – follows the state of Tennessee closing for Maury County
 - Other work assignments** – follows the state of Tennessee closing for the county in which the employee is working

The state of Tennessee decides whether to close state offices due to extreme inclement weather on a county-by-county basis. Communication of closing decisions is provided as quickly as possible to public broadcast media. ■

Get to know ...



COUNTY TECHNICAL ASSISTANCE SERVICE



Jon Walden

Jon Walden, administrator of information technology, joined the County Technical Assistance Service in October 1993. Before joining the agency,

he was employed as a programmer analyst with Columbia State Community College. Walden has a bachelor's degree in computer science from Tennessee State University. He currently manages the information technology services and environmental services staff and operations of CTAS.

In his years with CTAS, Walden has made a huge impact on bringing new technology to counties. He initiated and oversaw the development of the Geographic Information Systems (GIS) program, as well as CTAS' online training program. He also sits on the executive steering committee of NetTN (formerly Tennessee Information Infrastructure), whose mission is to create an inter-operable "network of networks" for all the state's citizens.

Walden is married and has four children. His hobbies include various sports, especially golf. He now enjoys watching his son play on middle school sports teams. His favorite thing about working for CTAS is the ability to meet different individuals at the state and local levels. ■



Bonnie Curran

Staff Applause



Don Darden

TO: SHARON ROLLINS, MTAS

I want to compliment Bonnie Curran, MTAS human resource consultant. She has been so helpful to me. I came from private sector HR, and Bonnie has been wonderful in helping me. She is knowledgeable of HR laws and issues and is quick with response times.

Dawn Freeman,
City of Goodlettsville



TO: DON DARDEN, MTAS

The advice and instruction you gave us regarding the water line is helpful, and the city of Cowan will go forward as you suggest. Your assistance is invaluable to me.

Becky Sherman,
City of Cowan



A new committee of the UT Board of Trustees is seeking ideas from employees on how the university can save money or offer more effective service.

The Effectiveness and Efficiency for the Future committee of the UT Board of Trustees formed in September 2008 to identify ways the university can become more effective and efficient, predominantly through the savings ideas and suggestions of faculty, staff and students.

The purpose of this committee is to:

- collect savings ideas from faculty and staff.
- identify savings initiatives by examining economic and operating models that have been successful in other public higher education institutions.
- monitor and report to the board the financial and qualitative impact of the savings measures that are implemented.

To make a suggestion, go to the committee's Web site at <http://bot.tennessee.edu/committees/eef> and click on UTALK. You may offer suggestions anonymously. Or, if you want feedback on your suggestion, identify yourself with your name and email address.

Similarly, employees of the UT Institute for Public Service (IPS) may offer ideas that are specific to the institute to the IPS Employee Relations Committee (ERC). To make a recommendation for reducing expenses and improving efficiencies at IPS, go to the ERC's Web site on the IPS employee intranet and click on "Talk to Us." ■

UT Supports Manufacturers Who Supply Military Needs, Benefit Veterans

Established in 2002, Sabre Defence Industries, LLC, in Davidson County manufactures precision components and assemblies for U.S. military, commercial and law enforcement markets.

When you see a U.S. military vehicle or aircraft armed with a Browning .50 machine gun, there is a chance that Sabre Defence manufactured the barrel. The same goes for all the U.S. Air Force's M134 7.62 mm Miniguns.

With a solid business of making dependable weapons that protect U.S. service personnel, this year Sabre Defence set out to win more contracts and increase its production capacity. Sabre has been working closely with the Procurement Technical Assistance Center (PTAC) at the UT Center for Industrial Services (CIS) and recently won two significant government contracts.



"We are proud to be registered as ISO 9001:2000 to ensure exacting quality for our customers. Our primary focus is on delivering first class quality weapons, parts and accessories to support all our customers' needs," said Charles Shearon, president of Sabre Defence.

Sabre Defence's products equip the military personnel who are deployed now in Iraq and Afghanistan. "We are dedicated to manufacturing precise, quality weapons and ensuring the security of individual U.S. service personnel," said Shearon.

Sabre Defence's commitment to the military extends beyond sales and contracts. With nearly 100 employees, almost 10 percent of Sabre employees are veterans of the U.S. military. "Sabre does not export manufacturing jobs abroad, and we truly believe we have some of the finest employees in the industry," Shearon said.

"The UT PTAC exists to help manufacturers like Sabre Defence," said Joe Flynn, UT PTAC program manager. "Sabre Defence's commitment to its employees, its customers, the U.S. military and jobs are qualities we are proud to see and support in Tennessee companies." ■



Sabre Defence manufactures machine guns and gun components for law enforcement and military personnel. With a dedication to quality and precision, employees test components to stringent specifications at every step of the production process, and each gun is test fired before shipment.

UT counselors also worked with Sabre Defence to review plans for upcoming projects and offered many suggestions to assist Sabre Defence in their effort to continue their growth and procurement of future government contracts.

Sabre Defence's climate-controlled facility has some of the latest manufacturing equipment to be used to provide high quality parts for their many customers.

SERVICE ANNIVERSARIES

Melissa Ashburn, MTAS	8 years
Sherri Brown, IPS CO	2 years
Kimberly Clark-Carney, CTAS	10 years
Terry Hazard, CTAS	10 years
Josh Jones, MTAS	2 years
Justin O'Hara, MTAS	8 years
Beth Paton, CIS	8 years
Mike Tallent, MTAS	29 years
Russell Toone, CIS	14 years
Jon Walden, CTAS	19 years

NEW HIRE

- ◆ **IPS**
Dr. Karen E. Holt, Assistant Vice President
Knoxville

DEPARTURE

- ◆ **LEIC**
Romeo Morrissey, Oak Ridge

RECRUITMENTS

- ◆ **CTAS**
Environmental Consultant, Cookeville
- ◆ **IPS**
Development Director, Knoxville
- ◆ **LEIC**
Coordinator, Nashville
IT Administrator, Oak Ridge

IPS December Calendar of Events

◆ CIS

- Dec. 2 8-Hour Site Worker Refresher, Nashville
- Dec. 3 8-Hour Emergency Response Refresher, Nashville
- Dec. 10 Leadership Training for PTI Team, Nashville

◆ CTAS

- Dec. 3-4 COCTP Annual Renewal Conference, Nashville
- Dec. 16-18 Association of County Mayors (ACM) Strategic Leadership Conference, Nashville

◆ Leadership Programs

- Dec. 11 TELA Forum, Nashville

◆ LEIC

- Dec. 3-5 National Forensic Science Symposium, Nashville

◆ MTAS

- Dec. 2 Developing Teamwork, Maryville
- Dec. 5 Managing Projects, Johnson City
- Dec. 5 Making Effective Decisions, Livingston
- Dec. 9 Performance Measurement, Johnson City
- Dec. 12 Developing Teamwork, Livingston

HOLIDAY OFFICE CLOSINGS

- ◆ **ADMINISTRATIVE CLOSING**
Monday, Dec. 22
Tuesday, Dec. 23
Wednesday, Dec. 24
- ◆ **CHRISTMAS DAY**
Thursday, Dec. 25
- ◆ **ADMINISTRATIVE CLOSING**
Friday, Dec. 26
- ◆ **NEW YEAR'S DAY**
Thursday, Jan. 1, 2009



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Vice President
for Public and Government Relations

DR. MARY H. JINKS
Vice President
of Public Service

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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.