

**Voluntary Buyout Program  
Business Justification Plan  
Tennessee Department of Environment and Conservation**

**TDEC Administrative Services Division**

**I. Executive Summary**

The Administrative Services Division provides all administrative support services for the department. The business groups in this Division that are offering the Voluntary Buyout Program (VBP) include Fiscal Services, Property and Procurement, Internal Audit, Information Systems, and Office of General Counsel. The VBP provides opportunities to restructure their organizations to create efficiencies and improve customer service.

Included in this section is also the Office of Sustainable Practices. While part of their budget is included in the Administrative Services Division, the position being offered the VBP is in its own allotment code. However, for simplicity sake, we included Sustainable Practices.

For the purposes of the VBP, each group is serving as their own business unit, with the exception of Fiscal Services, Property and Procurement and the Office of General Counsel. Due to their business functions and reporting structure, they have business groups within their program as outlined in their respective section below.

The Division identified 11 different position classifications, which include a total of 23 people, to be offered the buyout. Only 14 will be accepted for the VBP.

Based on each business group's assessment, the following classifications in each business group will be offered the VBP and the following number of positions within those classifications will be accepted:

Fiscal Services 327.01	
Fiscal Director 2	1 Position
Fiscal Director 1	1 Position
Accountant 3	1 Position
Property and Procurement 327.01	
Commodity Procurement and Property ASA 3	1 Position
Professional Services and Grants ASA 3	1 Position
Internal Audit 327.01	
Auditor 2	1 Position
Information Systems 327.01	
Administrative Secretary	1 Position
Office of General Counsel 327.01	
Environmental Law & Enforcement Attorney 3 & 4	2 Positions
General Law & Transactions Attorney 3 & 4	2 Positions
Administrative Services Clerk 2	1 Position
Litigation Support Legal Assistant	1 Position

Total

14 Positions

This agency plan identifies positions that the Department presently believes may need to be eliminated, or relocated, or reclassified downward (to a lower pay level), or reclassified upward, regardless of whether VBP-eligible employees elect the VBP. These positions are identified in the accompanying chart of VBP eligible positions. However, no final decision has been made in these regards. No position eliminations, relocations or reclassifications will occur until after VBP participants have separated from employment on July 31, 2015. Any position eliminations or the like will be conducted in accordance with State law, including notice requirements.

## **II. Business Justification and Assessment:**

Fiscal Services is comprised of six business groups, three of which will be offered the VBP: Consolidated Fee Section; Accounts Payable; and General and Grants Accounting. Leveraging the VBP, Fiscal Services will restructure to be more efficient, with less levels of supervision and more responsive to customer needs. We will offer the VBP to the Fiscal Director 1, Fiscal Director 2, and then to the five Accountant 3s in the Accounts Payable Business Group and the General and Grants Accounting Business Group, accepting one Accountant 3 between the latter two business groups. If accepted, a Fiscal Director 3 position would be created to serve as an assistant controller equivalent. If accepted, the Fiscal Director 1 and the Accountant 3 positions would be reclassified to two Accountant 2 positions in the Accounts Payable Business Group and/or the General and Grants Accounting Business Group. Both Accounts Payable and General and Grants Accounting have more Accountant 3s than Accountant 2s, resulting in higher level staff performing work that could be better handled by less experienced accounting staff and a reporting structure that includes too many supervisors. Reducing the number of supervisors and adding more Accountant 2s will allow the business groups to function more efficiently, better respond to cyclical changes in workload and provide greater customer service. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

Property and Procurement is comprised of three business groups: Commodity Procurement and Property; Professional Services and Grants; and Customer Service and Training. For Commodity Procurement and Property, the VBP would be offered to and accepted from the one ASA 3. If accepted, this position would be reclassified to an ASA 2 and transferred to the Customer Service and Training Business Group. The ASA 3 currently maintains TDEC's asset inventory and serves as the department's Property Officer. After reviewing the current duties of this position, we determined that the duties assigned to this position do not require this level of competency and would be best performed by a lower level classification, such as an ASA 2. The ASA 2 will also assist with training and provide more focus and emphasis on customer service, in response to a recent customer service survey pointing to such a need. For Professional Services and Grants, the VBP would be offered to and accepted from the ASA 3 due to technology displacement as a result of Edison. If accepted, this position would be transferred to Internal Audit and reclassified to an Auditor 2 to perform audits, investigations and sub-recipient monitoring reviews for the department. In the event eligible employees do not apply or are not

accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

Internal Audit is housed centrally in the Nashville Central Office, with the exception of one Auditor 2 position that is located in Chattanooga. That position and incumbent were transferred from the Department of Finance and Administration several years ago when responsibility for performing sub-recipient monitoring reviews was transferred from F&A to the agencies. There is no business justification for having an auditor position in Chattanooga while all others, including management, are located in Nashville. We will offer the VBP to the Auditor 2 position in Chattanooga and if accepted, transfer the position to Nashville where it can be better managed and dispatched as needed. Having all auditors located in the same office will help create more of a team effort, will create efficiencies in operations and will provide for a more engaged and productive workforce. If certain VBP-eligible employees do not elect the VBP, the position may need to be eliminated, or relocated or reclassified downward (to a lower pay level). However, no final decision has been made in these regards. No position eliminations, relocations or downward reclassifications will occur until after VBP participants have separated from employment on July 31, 2015. Any position eliminations or the like will be conducted in accordance with State law, including notice requirements.

Information Systems will offer the VBP to and accept it from the Administrative Secretary position. If accepted, the position would be upgraded to an ASA 3 to better support and assist the business group as we move towards implementation of the Next Gen IT recommendations and organizational structure. The business needs of the group have changed, requiring less clerical assistance and seeing an increased need for organizing large electronic filing systems and conversions and providing customer service to all TDEC employees by resetting passwords and entering test cases. The upgrade would be funded by downgrading a vacant IRSS4 to an IRSS3. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

The Office of General Counsel (OGC) is comprised of four business groups, three of which will be offered the VBP: Environmental Law and Enforcement; General Law and Transactions; and Administrative and Litigation Support. OGC also has a Litigation and Investigations Business Group, which will not be offered the VBP. The three business groups that primarily consist of attorneys include ten Attorney 4s, five Attorney 3s and one Attorney 2. With the current composition of attorneys in the office, we have highly experienced attorneys handling simple, routine legal matters that could be handled by attorneys with less legal experience. OGC will offer the VBP to the Attorney 3s and Attorney 4s in the Environmental Law & Enforcement Business Group and the General Law & Transactions Business Group, accepting two Attorneys from each business group. The four positions would be reclassified to create four Attorney 2s to meet the business needs of the unit and support its efforts at succession planning. OGC will also offering the VBP to the one Clerk 2 position and the Legal Assistant positions in the Administrative and Litigation Support Business Group, accepting the one Clerk 2 and one of the Legal Assistant positions. If accepted, the Clerk 2 position would be reclassified to an Environmental Criminal Investigator for East Tennessee and transferred to the Litigation and Investigations Business Group. Currently, OGC has two investigators, one in West Tennessee and one in Middle Tennessee. This requires the Middle Tennessee investigator to cover both Middle and East Tennessee. If one Legal Assistant accepts the VBP, OGC would reclassify the position to a Paralegal so that their Litigation Support Business Group can better support the Litigation and Investigation Business Group. If the VBP is not accepted by Attorneys or Legal

Assistants, no action will be taken. If certain VBP-eligible employees do not elect the VBP, the Clerk 2 position will be eliminated. No position elimination will occur until after VBP participants have separated from employment on July 31, 2015. Any position elimination or the like will be conducted in accordance with State law, including notice requirements.

The Office of Sustainable Practices will offer the VBP to and accept it from the business group's one Environmental Protection Specialist 5 position that is not suited to meet the current business needs and services provided by the business group. The Environmental Protection Specialist 5 is a highly technical environmental engineering position whose general work activities include overseeing complex environmental permits, developing environmental and engineering standards, and evaluating engineering designs. To meet the current business needs, the Environmental Protection Specialist 5 position would be reclassified to a Creative Services Coordinator 2, where the duties, skills and qualifications are more suited to the business needs of the group, such as writing speeches, creating presentations, conducting research, and writing and communicating content to internal and external stakeholders. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

**Voluntary Buyout Program  
Business Justification Plan  
Tennessee Department of Environment and Conservation  
Bureau of Environment**

**I. Executive Summary**

The Bureau of Environment (BOE) has over 850 employees across the state with staff located in the Nashville Central Office, eight environmental field offices, the Department of Energy Oversight Office in Oak Ridge, the Fleming Training Center in Murfreesboro and West Tennessee River Basin Authority in Humboldt, TN. BOE has specific responsibilities under state and federal statutes and regulations to protect, conserve and improve Tennessee’s environment. BOE has recently reorganized its personnel structure through the implementation of the Dual Career Track to flatten its organizational structure and provide our staff members with career advancement opportunities through two distinct career paths, a management track and a technical track. Through the Dual Career Track, many existing positions were mapped across to the new Dual Career Track positions which resulted in higher level positions than are needed in certain business groups. The Voluntary Buyout Program (VBP) presents BOE with an opportunity to fine tune our organizational structure by: (1) making organizational changes that were needed but not recognized during the Dual Career track implementation and (2) balancing workload within divisions by adjusting staffing between our central and field offices.

The business groups within the BOE that will participate in the VBP are listed in Table 1 below and the business rationale for each is provided in the Business Justification and Assessment section.

This agency plan identifies positions that the Department presently believes may need to be eliminated, or relocated, or reclassified downward (to a lower pay level), or reclassified upward if certain VBP-eligible employees do not elect the VBP. These positions are identified in the accompanying chart of VBP eligible positions. However, no final decision has been made in these regards. No position eliminations, relocations or reclassifications will occur until after VBP participants have separated from employment on July 31, 2015. Any position eliminations or the like will be conducted in accordance with State law, including notice requirements.

**Table 1: TBOE 2015 VBP Summary**

<b>Division</b>	<b>Business Group</b>	<b>No. of positions to be accepted under VBP</b>
Solid Waste Management (327.23 and 327.35)	Hazardous Waste Program TSD Permitting	1
	Hazardous Waste Program Corrective Action	1
	Hazardous Waste Program Regulatory Interpretation	1
	Chattanooga Field Office	1
	Nashville Field Office	2
Underground Storage Tanks (327.41)	Central Office	2
	Knoxville Field Office	2
	Nashville and Columbia Field	1

	Offices	
	Memphis Field Office	1
Remediation (327.38)	Nashville Central Office Administrative Services	1
	Nashville Central Office Contracting, Consistency & Compliance	2
	Johnson City Field Office	1
	Oak Ridge Director's Office (327.36)	1
	Oak Ridge Federal Facility Agreement (327.36)	3
Air Pollution Control (327.31)	Central Office Permitting	3
	Technical Services	2
	Mobile & Air Resources Management	2
	Johnson City Environmental Field Office	1
	Central Office Administration	2
Radiological Health (327.32)	Field Offices / Registration and Licensing	2
	Central Office Administrative Services	1
Water Resources (327.34)	Chattanooga Field Office	1
	Cookeville Field Office	1
	Jackson Field Office	1
	Johnson City Field Office Land- Based Systems	1
	Johnson City Facilities	1
	Knoxville Field Office Facilities	3
	Memphis Field Office	2
	Nashville Field Office Facilities	1
	Nashville Field Office Permitting & Assessment	1
	Mining	3
	Central Office Water-Based Systems	2
	Central Office Drinking Water	2
	Central Office Land-Based Systems Plans and Permitting	2
	Compliance and Enforcement	3
	Watershed Management /Planning and Standards	1
	Information Management and Administrative Support	6
Environmental Field Office Administrative Support (327.30)	Jackson Environmental Field Office	2
	Knoxville Environmental Field	1

	Office	
<b>BOE Overall</b>		67

## II. Business Justification and Assessment

Details of the business justifications for each business group participating in the VBP are included in the discussion of each division.

### **Division of Solid Waste Management**

#### **Hazardous Waste Program TSD Permitting Business Group**

This business group has seen a reduction in permits over the last several years resulting in an imbalance between the workload and the number of positions. Currently, the business group includes two Environmental Protection Specialist (EVPS) 3 positions and three EVPS 2 positions. The buyout will be offered to the EVPS 2 positions and made available to the employee with the most seniority in this classification if more than one accepts. The VBP will allow for a better alignment of work load and positions. The Division of Solid Waste Management plans to move positions in which the buyout is accepted to either a new Data Management Business Group to improve the division's database or a new Coal Combustion Residuals Business Group in response to new regulatory requirements. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Hazardous Waste Program Corrective Action Business Group**

This business group has become a mature program with very few facilities being added or removed from the program; therefore a reduced effort is needed to maintain the program. Use of the VBP will better align work needs and staffing levels. Currently, the business group includes one Environmental Consultant (ENCN) 3, one ENSC 3 and two ENCN 1s. The buyout will be offered to the ENCN 1 positions and made available to the employee with the most seniority in this classification if more than one accepts. The Division of Solid Waste Management plans to move positions in which the buyout is accepted to either a new Data Management Business Group to improve the division's database or a new Coal Combustion Residuals Business Group in response to new regulatory requirements. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Hazardous Waste Program Regulatory Interpretation Business Group**

Implementation of the Dual Career Track resulted in the management of this business group being combined with the management of another business group within the Hazardous Waste Program; therefore, more technical resources became devoted to technical matters in this business group. It is now apparent that the group can perform with one fewer FTE than was possible before. The VBP will allow for balancing work load with staffing levels. Currently the business group includes one ENCN 3 position, one ENCN 2 position, and one ENCN 1 position. The buyout will be offered to the ENCN 1 position and made available to that employee if accepted. The other, more senior, positions are deemed to be more critical to the function of the group. The Division of Solid Waste Management plans to move positions in which the buyout is accepted to either a new Data Management Business Group to improve the division's database or a new Coal Combustion Residuals Business Group in response to new regulatory requirements.

In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Chattanooga Field Office Business Group**

Workload analysis performed for this business group indicates that an excess staff position exists when compared to current business needs. The VBP will enable the alignment of work load and number of positions in this business group. The business group consists of one ENMG 3, one EVPS 2, two ENSC 3s, two ENSC 2s and one ENCN 3. The workload indicates business needs can be met with one less position performing field inspections. The buyout will be offered to the eligible ENSC 2 position and made available to that employee if accepted. The Division of Solid Waste Management plans to move positions in which the buyout is accepted to either a new Data Management Business Group to improve the division's database or a new Coal Combustion Residuals Business Group in response to new regulatory requirements. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Nashville Field Office Business Group**

Workload analysis performed for this business group indicates that more positions exist within the group than are justified by business needs. The analysis indicates that engineering staffing in the field office is sufficient, but that overstaffing exists for field inspections. The VBP will enable the alignment of staff levels with workload in this group. The business group consists of one ENMG 1, one ENCN 2, one ENCN 1, one EVPS 3, two EVPS 2s, and four ENSC 2s. The workload analysis indicates that an excess number of ENSC 2 positions, primarily assigned to perform field inspections, exist. The buyout will be offered to the ENSC 2 positions and made available to the two employees with the most seniority in this classification if accepted by more than two employees. The Division of Solid Waste Management plans to move positions in which the buyout is accepted to either a new Data Management Business Group to improve the division's database or a new Coal Combustion Residuals Business Group in response to new regulatory requirements. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Division of Underground Storage Tanks**

#### **Central Office Business Group**

Administrative Services within the Central Office Business Group predominantly focus on administration of the division and reimbursement of UST Fund-covered clean-up costs. The division purchased an auditing software package capable of detecting possible fraudulent activity against the UST Fund and generating red flag reports. These reports need to be reviewed in conjunction with corrective action contractor applications, claim and site history, division-approved investigation and clean-up activities, reimbursement applications and the reasonable rate structure. The complexity of these reviews and interpretation of the results require knowledge and expertise of auditing principles that does not currently exist in this business group. A workload analysis has indicated that the balance of the workload can be accommodated by one less position than currently exists in this business group. The VBP will allow the business group to perform new functions associated with the auditing software package as well as continue to meet current business needs of the group.

The buyout will be offered to two (2) Administrative Services Assistant (ASA) 4 positions, one (1) ASA 3 and six (6) ASA 2 positions and made available to the employee with the most seniority of these classifications if more than one accepts. The division will then pursue reclassification of the buyout position to an Auditor 3 to oversee and assist with the newly assigned basic auditing duties as well as performing more technical, complex reviews and data analysis. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

As a result of the implementation of the Dual Career Track, an EPM 3 was reclassified as an ENCN 3 position. The position has been physically located in the Knoxville Field office for a number of years; however the position reports through the Central Office Business Group structure. After a review of the current duties and a workload analysis, it has been determined that the departmental and divisional duties of this position have declined in recent years and the position is being underutilized in its current location. The buyout will be offered to the ENCN 3 position and made available to the employee if accepted. The division plans to move this position back to the central office and utilize it to complete a major rule package revision that will be required in the near future once the Environmental Protection Agency publishes new federal rules. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Knoxville Field Office Business Group**

A workload analysis indicates the Knoxville Field Office Business Group has one position more than is needed for the current workload; however, the Chattanooga Field Office needs a position to manage its current workload. The VBP will allow for the needs of one business group to be met by moving the underutilized position from the Knoxville Business Group. The buyout will be offered to the ENSC 3 position and made available to the employee if accepted. The position would then be transferred to the Chattanooga Field Office Business Group. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

Through the implementation of Dual Career Track, the Knoxville Field Office Business Group has a Environmental Specialist 6 position. The buyout will be offered to the ES 6 position and made available if accepted. The position will then be reclassified to an Environmental Consultant 1 position to better support the business needs of the business group. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Nashville and Columbia Field Office Business Groups**

Implementation of the Dual Career Track allowed the division to redistribute unbalanced supervisory roles in both the Nashville and Columbia Field Office Business Groups. Both groups currently have an Environmental Manager 3 (EM3) position. The Nashville EM3 directly supervises two ES3 and two ES2 positions. The Columbia EM3 directly supervises an EC3, an EC2, an Environmental Specialist 6, two ES3s and one ES2. These business groups work closely to meet the business needs of the region; therefore, to better align the management structure with the way these groups operate within their unique geographic region, one of these EM 3s could be downgraded to an Environmental Manager 2 to directly supervise their respective positions with management oversight and assistance by the EM3 in the other group. The buyout will be offered to the EM 3 position in each business group and made available to the employee with the most seniority if more than one accepts. In the event eligible employees do

not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Memphis Field Office Business Group**

The Memphis Field Office Business Group currently has an ENMG 3 who provides oversight of the office that has the largest contamination caseload and directly supervises an Environmental Manager 1 (ENMG1) and a Consultant 1. The ENMG 1 supervises the remaining staff including two ENSC 3s and three ENSC 2s. Workload analysis indicates that all of these positions are needed to manage the workload; however, one ENSC 3 could be downgraded to an ENSC 2 and still meet the current workload. The buyout will be offered to both ENSC 3 positions and made available to the employee with the most seniority if more than one accepts. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Division of Remediation**

#### **Nashville Central Office Administrative Services Business Group**

Prior to implementation of the Dual Career Track many of the division's administrative personnel reported to Environmental Program Managers (EPM). During Dual Track implementation, these EPM positions were converted to non-supervising Environmental Consultants and administrative services were reorganized into an Administrative Services Group. The division created an Administrative Services Manager (ASM) position to lead the consolidated administrative services work group and filled the ASM position at the end of April with a candidate who has a financial background, thereby decreasing the need for the two Accountant 3 positions within the business group. However, the business group does have a need for a position with knowledge and skill sets regarding Geographic Information Systems and database management. The buyout will be offered to the eligible Accountant 3 position and made available if accepted. The position will then be reclassified to an Environmental Consultant 1 to better align staffing with the current business needs of the group. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Nashville Central Office Contracting, Consistency & Compliance Business Group**

With the implementation of Dual Career Track, a TDEC Environmental Manager 4 position was created and filled thereby eliminating layers of management and refocusing employees' efforts onto technical matters. Two previous Environmental Program Manager 1 positions were reclassified as Environmental Consultant 2 (TDEC ENCN 2) positions and in these new roles, the positions focus on technical and regulatory tasks; therefore, this has functionally added a new position to the work group. It has been determined through a workload analysis that two TDEC ENCN 2 positions are not needed to carry out the responsibilities of the business group. The VBP will allow for the restructuring of the group. The buyout will be offered to the two TDEC ENCN2 positions and made available to the employee with the most seniority if more than one accepts. If accepted, the position will be reclassified to a position TBD and the business group will be restructured. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

With implementation of Dual Career Track there was no direct conversion for the Environmental Specialists 5 position. The buyout will be offered to the ES 5 position and made available if the

employee accepts. The Division plans to reclassify the position to a TDEC Environmental Protection Specialists 2 to assist with engineering services. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **East Tennessee Field Office Region - Johnson City Field Office Business Group**

The division periodically evaluates the work load and staffing in the field offices across the State to maximize efficiencies and meet the business needs of the division. This business group has one position in Johnson City, but the position could be moved to Knoxville Field Office Business Group and still meet the business needs of the Johnson City region. The buyout will be offered to the TDEC ENSC 3 position and made available to the employee if accepted. The position will then be moved to the Knoxville Field Office Business Group. If not accepted, a workload analysis will be completed to determine the most efficient place for the position to be located.

#### **Oak Ridge Director's Office Business Group**

Administrative services are located in this business group and are currently provided through one Administrative Services Assistant 5, one Administrative Services Assistant 3 and two (2) Secretary (SEC) positions. Specialized functions are needed, but not currently provided by these positions and the administrative functions can be met with the remaining administrative staff. The Division intends to reclassify the current vacant SEC position to a Clerk 3 position for document management and conversion of documents from paper to an electronic format. The buyout will be offered to the other SEC position and made available if the employee accepts. The Division intends to reclassify the SEC position to a TDEC Environmental Scientist 2 position to assist with accomplishing the goals of the group's succession planning. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Oak Ridge Federal Facility Agreement Business Group**

This business group was recently reorganized and it has become apparent since the reorganization that the business group needs Environmental Consultant positions to deal with more complicated non-engineering issues. The business group currently includes two TDEC Environmental Protection Specialist (TDEC EVPS) 3s, four TDEC EVPS 2s,<sup>1</sup> and Environmental Protection Specialist (EPS) 5s. The buyout will be offered to all these positions in the TDEC EVPS and EPS series. A total of three (3) positions from these series will be made available to the employees with the most seniority if more than one accepts and the positions will be reclassified to TDEC Environmental Consultant positions. There is one vacant Environmental Protection Specialist position in the group that the Division will reclassify to a TDEC Environmental Consultant 3 outside of the VBP. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Division of Air Pollution Control**

##### **Central Office Permitting Business Group**

Through the implementation of Dual Career Track, this business group has five Environmental Protection Specialist (EPS) 5 positions. The buyout will be offered to all of these EPS 5 positions and made available to three employees with the most seniority if more than three employees

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<sup>1</sup> One of these positions is shown on the Organization Chart as an EPS 3, but this position is the equivalent to EVPS 2 (the position has not been formally changed to the new Dual Career Track title).

accept. The positions will be reclassified to three TDEC Environmental Consultant 2 positions. This action expedites moving existing positions that are flagged to the Dual Career Track. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Technical Services Business Group**

The buyout will be offered to the Meteorologist position and three TDEC Environmental Scientist 3s (TDEC ENSC 3) in this business group and made available to the Meteorologist and the employee with the most seniority within the TDEC ENSC 3 positions if more than one employee accepts. The Meteorologist position will be reclassified to a TDEC Environmental Consultant 2 position. The TDEC ENSC 3 position will be reclassified to a TDEC Environmental Consultant 1 position. These actions will accelerate the transition to the Dual Career Track for the business group. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Mobile & Air Resources Management Business Group**

The buyout will be offered to one Environmental Program Manager 1 (EPM 1) and one Environmental Specialist 5 (ES 5) in this business group and made available to both employees if accepted. The EPM 1 position will be reclassified to an Environmental Manager 2 and the Mobile & Air Resources Management and Enforcement Business Groups will be combined. The ES 5 position will be reclassified to a TDEC Environmental Consultant 2 position to provide necessary additional technical expertise in the operation and maintenance of data management systems and federal reporting requirements. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Johnson City Environmental Field Office Business Group**

The buyout will be offered to the Environmental Field Office Manager position and made available if accepted. The position will be reclassified to a TDEC Environmental Consultant 1 in order to provide needed additional technical expertise for inspections of permitted facilities in the Johnson City area as well as being the lead investigator for open burning and citizen complaints. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Central Office Administration Business Group**

The buyout will be offered to the Administrative Assistant 1 (AA 1) position and to one Clerk 3 position in this business group and both will be made available if accepted. The AA 1 and Clerk 3 positions will be reclassified to Administrative Services Assistant 2 positions. These changes will allow for efficiency improvements in the operation of this business group. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Division of Radiological Health**

#### **Chattanooga, Knoxville, Nashville and Memphis Field Office Business Groups and the Central Office Registration and Licensing Business Group**

Prior to 2014, all technical positions in the Division were classified by the Department of Human Resources as health physicists with unique job titles depending on the level. The Division of

Radiological Health, as the radiation protection program in state government, was the only division to use these classifications. Implementation of the Dual Career Track reclassified all technical positions, eliminating the health physicist series. The health physicist managers, supervisors, and working level health physicists did not convert to TDEC manager, consultant and scientist positions due to higher salary grades.

The buyout will be offered to twelve (12) Health Physicist 3 positions and one Health Physicist Supervisor 1 position within these business groups and made available to two employees with the most seniority if accepted by more than two employees. The positions will be reclassified to continue Dual Career Track implementation and to meet statutory requirements for inspection and licensing and registration of x-ray machine and radioactive materials users. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Central Office Administrative Services Business Group**

This business group is being reorganized and positions reclassified to better serve the needs of the division. The buyout will be offered to all eligible positions in this group (one Administrative Services Assistant 5, one Administrative Services Assistant 4, one Administrative Secretary and one Clerk 3) and made available to one employee with the most seniority if accepted by more than one employee. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

## **Division of Water Resources**

### **Field Office Business Groups Introduction**

While the same type of work occurs in each of TDEC's eight field offices for the Division of Water Resources, the balance of work varies a great deal across the state depending on geography, population and other considerations. When the Division of Water Resources consolidated three heritage divisions two years ago, each of the eight field offices organized differently in order to maintain production with the resources and skills available.

Three of the Division of Water Resources' largest field offices (Knoxville, Johnson City and Nashville) have three distinct business groups – Facilities, Land-Based Systems, and Permitting & Assessment. The remaining five field offices have distinct management units, but the responsibilities in these have a mix of facilities, land-based systems, permitting and assessment; therefore, the entire field office was defined as a business group for these five field offices.

### **Chattanooga Field Office Business Group**

There are two management units in this business group. While each has some cross-over responsibilities, one unit does all land-based systems work and the other does all facility (drinking water and wastewater) inspections. Staffing in this business group includes a TDEC ENMG 3, two TDEC ENMG 2s, nine TDEC ENSC2s, three TDEC ENSC3s, two TDEC EVPS 3s, one EFOM.

Development is increasing in the Chattanooga region and additional FTEs may be needed in the future for land-based systems work. This would also allow some capacity to train staff in county offices on construction stormwater inspections, cutting down on the need to travel from the field office. There are two high-level drinking water positions in the Chattanooga Field Office and

one did not transition during Dual Career Track implementation. The buyout will be offered to the EFOM position and made available if accepted. The position will be transitioned to the dual career track as a TDEC ENSC 3. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Cookeville Field Office Business Group**

The two management units in this business group are split – each having responsibility for groundwater, drinking water, facilities, ARAP and construction stormwater. The group includes one TDEC ENMG 3, two TDEC ENMG 2s, 10 TDEC ENSC 2s, three TDEC ENSC 3s, one Biologist 4, one TDEC ENCN 1 and one TDEC ENCN 2.

With Dual Career Track implementation, some positions tracked to TDEC Environmental Consultant 2s by nature of their former positions. While there are some exceptions in some field offices with employees doing very specialized work, by and large, there is not a need for as many Consultant 2 positions as currently exist in the field offices, particularly for those field offices with equivalent engineering positions. The buyout will be offered to the TDEC ENCN 2 position and made available if accepted. The position will be reclassified to fit the business needs of the division. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Jackson Field Office Business Group**

This business group has three management units and is in the process of moving to the same structure as Knoxville, Johnson City and Nashville due to its size and business needs. Since the transition is not complete, this plan considers the field office as one business unit. It includes one TDEC ENMG 3, three TDEC ENMG 2s, eight TDEC ENSC 2s, one SOIL C2, three TDEC ENSC 3s, one ES 5, three TDEC ENCN 1s, three TDEC EVPS 2s, one TDEC ENCN 2, and one TDEC EVPS 3.

The buyout will be offered to the TDEC ENCN 2 position and made available if accepted. The position will be downgraded to a less specialized position and other positions in the group would be upgraded to complete transition to Dual Career Track and meet the business needs of the division. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Johnson City Field Office**

The Johnson City Field Office has distinct business groups. The **Johnson City Land-based Systems Business Group** includes one TDEC ENMG 2 and five TDEC ENSC 2 positions, and is in need of a career track that recognizes an upgraded level of expertise. The buyout will be offered to the five TDEC ENSC 2 positions in this business group and made available to the employee with the most seniority if accepted by more than one. The position will then be upgraded to a TDEC ENCN 1 to meet the business needs of the division. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

The **Johnson City Facilities Business Group** includes one TDEC ENMG 2, three TDEC ENSC 2s, one TDEC ENSC 3, one TDEC EVPS 2, one TDEC EVPS 3, and one TDEC ENCN 2. The

buyout will be offered to the TDEC ENCN 2 position and made available to the employee if accepted. The position will then be downgraded. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Knoxville Field Office Facilities Business Group**

This business group has responsibility for both drinking water and wastewater facility inspections. It currently includes one TDEC ENMG 2, two TDEC ENSC 2s, one TDEC ENSC 3, two TDEC ENCN 1s, three TDEC EVPS 2s, one TDEC EVPS 3, and two TDEC ENCN 2s.

This group has more drinking water positions than the workload requires, and the universe of drinking water plants will not grow as the economy recovers, as other program areas will. The buyout will be offered to the two TDEC ENSC 2 positions and made available to both employees if accepted. The positions will be moved to other work groups within the Knoxville EFO to hire staff with soils/assessment expertise. The buyout will also be offered to the two TDEC ENCN 2 positions and made available to the employee with the most seniority if accepted by both employees. The position will be downgraded to meet the business needs of the division and transferred to another work group in the Knoxville EFO or another field office where the workload continues to grow. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Memphis Field Office Business Group**

This business group has historically not had all division programs represented, and relied on coverage from the Jackson Field Office for drinking water and groundwater responsibilities. It is more efficient to bring those skills into the Memphis Field Office. While current staffing is sufficient to meet workload demands in the Memphis Field Office Business Group, there is a need to diversify skills. As in the smaller offices with two management units, there is cross-over in responsibilities between units and the field office is considered one business group. It includes one TDEC ENMG 3, two TDEC ENMG 2s, four TDEC ENSC 2s, two TDEC ENSC 3s, one TDEC ENCN 1, one EFOM, one ES 6, one TDEC EVPS 2, and one TDEC EVPS 3.

The buyout will be offered to the EFOM and ES 6 positions and made available to both employees if accepted. The positions will be reclassified to meet the diversified needs of the new structure. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Nashville Field Office Facilities Business Group**

This business group is responsible for drinking water and wastewater facility inspections. It currently includes one TDEC ENMG 2, two TDEC ENSC 2s, two TDEC ENCN 1s, one TDEC EVPS 2 and one TDEC EVPS 3. This business group would benefit from higher level drinking water support to meet business needs. The buyout will be offered to the TDEC EVPS 3 position and made available if accepted. The position will be downgraded to a TDEC EVPS 2. That change would allow the upgrade of other positions to address the need for career track development and higher level drinking water support. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Nashville Field Office Permitting & Assessment Business Group**

This business group performs sampling and biological/data collection work, safe dams inspections, and processes construction stormwater and ARAP Notices of Intent and inspections. This group includes one TDEC ENMG 2, three TDEC ENSC 2s, two TDEC ENSC 3s, one TDEC EVPS 2 and one TDEC ENCN 1. The buyout will be offered to the two TDEC ENSC 3 positions and made available to the employee with the most seniority if accepted by more than one. The position will be downgraded to a TDEC ENSC 2 position to meet the business needs of the division. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Mining Business Group**

This business group contains one TDEC ENMG 3, two ENMG 2s, seven TDEC ENSC 2s, one OPS SP 2, one AA 1, three TDEC ENSC 3s, one GEO 4, one TDEC EVPS 2, three ES 5s and one TDEC ENCN 1. There are five positions in the mining group resulting from Dual Career Track implementation. The buyout will be offered to the three ES 5s and made available to the employee with the most seniority if accepted by more than one. The position will then be downgraded to meet the business needs of the division. The buyout will also be offered to the OPS SP 2 position and the GEO 4 position and made available to both employees if accepted. The positions would then be reclassified to meet the business needs of the division. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Central Office Water-Based Systems Business Group**

This business group has responsibility for NPDES permitting and includes one TDEC ENMG 4, one secretary, six TDEC EVPS 2s, three TDEC EVPS 3s, and two TDEC ENCN 3s. The water-based systems manager (TDEC ENMG 4) currently has 12 direct reports. This group would benefit from an assistant manager for succession planning purposes. Additionally, this unit deals with highly complex permitting and legislated deadlines, and needs another professional engineer for the frequent and complex plans this unit reviews. From a workload perspective, this group needs at least one additional FTE. The buyout will be offered to the three TDEC EVPS 3 positions and made available to the two employees with the most seniority if accepted by all three. The positions will be reclassified to meet the needs stated above. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

**Central Office Drinking Water Business Group** This business group coordinates Safe Drinking Water Act inspections with the field offices and compliance activities with the Compliance and Enforcement group. This group also has responsibility for Underground Injection permitting, water well certification, broad drinking water rulemaking, wellhead protection, etc. It includes one TDEC ENMG 3, two TDEC ENSC 2s, one TDEC ENSC 3, three TDEC ENCN 1s, two TDEC ENCN 2s and two TDEC ENCN 3s. This business group could benefit from a TDEC Consultant 4 to oversee the EPA primacy-required lab inspection and certification program to meet business needs. This responsibility requires specialized training and multiple certifications. Additionally, this business group currently has two entry level positions with a focus on geology, but only one is needed to meet business needs. The buyout will be offered to the TDEC ENCN 2 and eligible TDEC ENSC 2 positions and made available to one employee in each classification. The resulting positions would be utilized to address the business needs stated above. In the event eligible employees do not apply or are not accepted for

the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

**Central Office Land-Based Systems** Land-based Systems consists of two distinct business groups. The Soils Business Group consisting of certified soils specialists with statewide responsibility and the Plans and Permitting Business Group. The **Plans and Permitting Business Group** includes one TDEC ENSC 2, one TDEC ENSC 3 one ES 5, one TDEC ENCN 2, and one EPS 5. The buyout will be offered to the EPS5 position and made available if accepted. The position will be reclassified to meet the business needs of the division. The buyout will be offered to the TDEC ENCN 2 position and made available if accepted. The position will be downgraded to meet the business needs of the division. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Compliance and Enforcement Business Group**

This business group includes one TDEC ENMG 3, one TDEC ENSC 2, one ES 3, four TDEC ENSC 3s, one ENV A P M1 and one EPM 3. The VBP will be used to more accurately meet the business needs of the division. The buyout will be offered to the EPM 3, ENV A P M1 and TDEC ENSC 2 positions and made available to the employee in each classification if accepted. The positions will then be downgraded, reclassified and/or moved. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

#### **Watershed Management and Planning and Standards Business Group**

Currently Watershed Management and Planning and Standards are two separate business groups. The Watershed Management Business Group consists of one TDEC ENMG 3, one TDEC ENSC 3, two ES 5s, two TDEC EVPS 2s, and three TDEC EVPS 3s. The Planning and Standards Business Group consists of one TDEC ENMG 3, one TDEC ENSC3, one BIO 3, one ES 5 and one TDEC ENCN 2. Due to the nature of the work and the critical need to coordinate efforts, the Planning and Standards Business Group will ultimately be combined into the Watershed Management Business Group. The VBP is an opportunity to facilitate the consolidation. The buyout will be offered to the TDEC ENMG 3 positions in each business group and made available to the employee with the most seniority if more than one accepts. The position will then be downgraded in the consolidated business group. If the VBP is not accepted, the units will still merge and one remaining Manager will be moved to a comparable TDEC ENCN position on dual track.

#### **Information Management and Administrative Support Business Group**

This business group does two very different types of work – including budget, purchasing, and database responsibilities, as well as pooled administrative support. It currently consists of one ASMG, one TDEC ENSC 2, one TDEC ENSC 3, one Clerk 2, two Clerk 3s, one Secretary, one Admin Secretary, one AA1, one ASA 3, two ASA 4s and one ASA 5. The division needs greater focus and resource on the technical services, and needs to restructure and break Information Management and Support into two groups. It also has high level positions that were supervisory in nature prior to the consolidation, but no longer supervise staff and can be downgraded. The buyout will be offered to the ASA 5 and AA1 positions and made available to the employee in each position if accepted. The buyout will also be offered to the ASA 4 positions and made available to both employees if accepted. The positions will then be reclassified, moved or downgraded to meet the previously addressed business needs. If the VBP is not accepted by

anyone, no action will be taken. If any of the four offered take the VBP, then a position will be upgraded and the section split under two Managers.

Additionally, there is an executive service Administrative Assistant 2 and TDEC EVPS 3 who each report directly to the Deputy Director for Administration and Outreach. Each of these positions will be offered the buyout and made available to the employee in each classification if accepted. The positions will be reclassified to use in the new split Information Management and Support business groups. In the event eligible employees in the TDEC EVPS 3 positions do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions. The executive service Administrative Assistant 2 position may be reclassified to a preferred service Administrative Assistant 2 and moved to one of the groups discussed above.

### **Environmental Field Office Administrative Support Introduction**

The BOE provides administrative support to the technical staff in our eight Environmental Field Offices (EFOs). Providing appropriate administrative support is critical to the technical staff to meet the business needs of our field operations. The Administrative staff serve as receptionists, perform typical clerical and secretarial services, managing incoming and outgoing mail, manage the vehicle fleet, serve as the caretaker of buildings, order supplies and equipment in the EFOs , conduct routine personnel transactions and provide assistance for special projects. A workload analysis performed evaluating the volume of work at each EFO and the staffing level indicates the staffing level is appropriate for current business needs. However, the VBP will allow the BOE to fine-tune the position levels to meet future challenges. BOE is beginning a functional change in its management of information, moving from a paper document system requiring that documents be physically handled (receipted, routed, filed, file retrieval, copying, preparation for review by external customers, etc.) to an electronic imaging process that will increase staff efficiency, improve document security and provide quicker access to documents for both internal and external customers. This change requires planning and implementation of a process for electronic imaging and file storage. Given the multiple needs for administrative support and the change in document management, the buyout will be offered to staff in specific personnel classes, and the personnel savings will be used to upgrade Clerk 2 positions to Clerk 3 positions while some Administrative Secretary positions will be downgraded to Clerk 3 positions. The skills and abilities associated with the Clerk 3 position are well-suited for the skills required for preparing files for scanning, performing scanning, and preparing scanned images for optical character recognition, proper electronic file naming conventions, adding electronic files to Division databases and disposal of paper.

### **Jackson Environmental Field Office Business Group**

The buyout will be offered to one Administrative Secretary position and one Clerk 2 position and made available to both employees if accepted. Both positions will be reclassified to Clerk 3 positions. Salary savings from the Administrative Secretary reclassification will be used to make these changes. In the event eligible employees do not apply or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.

### **Knoxville Environmental Field Office Business Group**

The buyout will be offered to four Administrative Secretary positions and made available to the employee with the most seniority if more than one accepts. The Administrative Secretary position will be reclassified to a Clerk 3 position. In the event eligible employees do not apply

or are not accepted for the VBP, TDEC has no present intention of eliminating or reclassifying the identified classifications/positions.