



Department of  
**Human Resources**

**2020**

# State of the State Employee Annual Report

*Navigating Change - Planning for the Future*





## Mission

To lead enterprise human capital management for the optimal customer experience.

## Vision

For the State of Tennessee to be the best place to work in the Southeast.

## Values

Customer Focus  
Integrity & Trust  
Data Informed Decision Making  
Continuous Improvement

The COVID-19 pandemic has had a significant impact on the way state employees serve customers and perform work. In fact, 2020 is predicted to be one of the most transformative years for Human Capital Management having the potential to forever change the way we work at the State of Tennessee.

This annual report highlights the many ways the Department of Human Resources (DOHR) navigated change during the pandemic. Additionally, it shares how we are reimagining work for the future. We are well on our way to achieving our vision for the State of Tennessee to be the best place to work in the southeast. In fact, Forbes ranked the state, “10th Best in Tennessee” in the 2020 America’s Best Employers by State report.

I want to thank our amazing Team DOHR for their commitment to supporting state employees and the citizens of Tennessee during these unprecedented times. Despite the challenges, the team never lost sight of our mission to lead enterprise human capital management services for the optimal customer experience.

Juan Williams, Commissioner

# 2020 in Review

Jan

- Launched the new State of Tennessee applicant tracking system and new TN.gov/Careers portal to enhance the applicant experience
- Launched the Career Explorers internship program for students with disabilities

March

- Deployed emergency communications to state employees to announce the closure of impacted state offices after more than 35 tornadoes devastated TN
- Assisted in increasing work from home from 22% to up to 57% of the total state workforce to promote physical distancing and office safeguarding during the COVID-19 pandemic.
- Transitioned 100% of DOHR 's 140 full time employee workforce to a work from home environment

April

- Implemented virtual processes for Employee Mediations and Board of Appeals meetings
- Launched online platforms for recruiting and internship programs, including TN Leaders of Tomorrow, Career Explorers, and Hiring Our Heroes, to create pipelines of candidates and sustain continuity of operations
- The DOHR legal division implemented guidelines for the Federal Families First Coronavirus Response Act (FFCRA) that provided eligible employees with paid sick leave and expanded Family and Medical Leave Act (FMLA) benefits for specific reasons related to COVID-19

May

- Communicated Task Force Reimagine guidance to all agencies and employees to provide office safeguarding and operational protocols to navigate the pandemic and prepare for the future
- Launched a new State of TN Employee Discount Program through Perk Spot, a nationwide employee discount platform

June

- Established a statewide framework to sustain Diversity & Equity

July

- Online platforms provided for 90% of mandatory learning offerings
- Online platforms for monitoring and tracking family and medical leave launched in Edison to ensure a consistent statewide process for managing FMLA

Sept

- Held the state's first-ever virtual State Employee Recognition Day celebration
- Online platforms provided for 100% of enterprise leadership development programs to be offered virtually

Oct

- A DOHR Virtual Engagement Initiative launched to provide DOHR employees opportunities to connect and engage online while the department sustained a 100% virtual work environment
- Released a Starting the Conversation Guide to facilitate healthy discussions on diversity & equity

Nov

- Released a State of Tennessee Virtual Connection Guide providing virtual etiquette tips and expectations for holding professional virtual meetings across state government

Dec

- Launched new Performance Management 2.0 online trainings for employees and supervisors to provide a more comprehensive approach to managing results in a virtual work environment
- The 2020 Tennessee Employees Charitable Campaign received \$229,340.56 in pledges from state employees to support local TN charities

# BEST PLACES TO WORK 2020



In August 2020, Forbes released the second annual America's Best Employers by state report, ranking the State of Tennessee No. 10 out of 75 Tennessee employers having 500 or more employees. To determine the list, Forbes enlisted American workers to rate their employers on a variety of criteria, including safety of work environment, competitiveness of compensation, opportunities for advancement, openness to telecommuting, and if they would recommend their employer to others.

Only three other state governments in the Southeast were recognized, including Mississippi, Virginia, and Louisiana, with the next highest-ranking state being Louisiana at No. 25. Private sector employers in Tennessee's top 10 ranking include 3M, Whole Foods Market, FedEx, and UnitedHealth Group.

# The Impact of COVID-19

COVID-19 has had a significant impact on the way state employees serve customers and perform work.

DOHR played a key role in facilitating agile, creative responses to meet the needs of agencies and employees to respond to the pandemic.



## Expansion of Work from Home

To support COVID-19 safeguarding measures and continuity of operations, DOHR supported the expansion of work from home from less than 22% to up to 57% of the total state workforce in May.

- Relaxed policy to allow children and dependents to be present while working from home, as long as there is no impact to business operations
- Streamlined and expedited training requirements
- Identified “virtually enabled” and “site critical” employees

## Office Safeguarding

Up to 43% of the state workforce was site critical, serving on the frontline to provide essential services to Tennesseans throughout the duration of the pandemic. DOHR served on the Governor’s Taskforce Reimagine to relay important safeguarding measures to prioritize safety at state offices and worksites.



## DOHR Gone Virtual

DOHR transitioned 100% of the department’s 140 full-time employees to a work from home setting. Thus, key HR services transitioned to a virtual platform, including: employee mediations, records management & records requests, Step III Employee Appeals, career fairs, interviews and internships. We implemented electronic documents & signatures to complete HR transactions, and, within months, we made all enterprise leadership academies and mandatory learning available online.

To support the statewide HR community, DOHR held a virtual COVID-19 weekly meeting to share important updates and agency best practices.

Initially the transition to virtual work was made to support COVID-19 safeguarding measures and continuity of operations. However, work from home has been successful, while delivering many cost savings benefits to our agency and employees. Today, we foresee leveraging virtual work in both our agency and state government going forward.

## State of TN Hiring Freeze

In addition to leveraging virtual service delivery, DOHR implemented a hiring freeze, in partnership with the Department of Finance & Administration, in April 2020 to yield important cost savings during the pandemic. However, it is important to note that agencies have been able to continue filling mission-critical positions, which were vital to addressing the pandemic and supporting the continuity of essential state services.

- In calendar year 2019, Executive Branch had an average of 643.75 hires a month. The COVID-19 hiring freeze reduced new hires to as low as 304 hires in October 2020.

Month	Hires
March	571
April	477
May	461
June	693
July	389
August	349
September	453
October	304

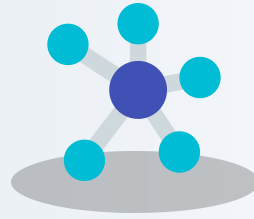
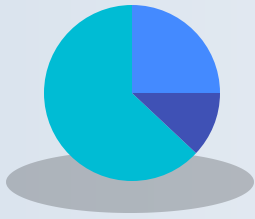
## COVID-19 Contact Tracing Support

To support the need for expanded COVID-19 contact tracing, DOHR partnered with Department of Health to recruit and temporarily assign more than 250 state employees from 17 different state agencies to provide COVID-19 contact tracing support. We also amended Alternative Workplace Solutions (AWS) policies and training to facilitate the rapid transition of employees to a work from home setting, where possible. Overall, we have worked to support customers, including agency leadership and state employees, as we face and overcome the challenges of COVID-19.

- State employees volunteered from 17 different state agencies and logged a total of 8,025 hours of COVID-19 contact tracing support.



# A Heightened Focus on Diversity & Equity



Recent events have highlighted a need to foster an environment in which conversations about race, diversity, and equity are productive and thoughtful parts of the employee experience. In June 2020, Governor Bill Lee tasked Commissioner Williams and the Department of Human Resources to build a framework for strengthening efforts around the employee experience in our workplace. DOHR is proud to lead the work to ensure that serving at the State of Tennessee is an edifying and equitable experience for all employees who have chosen the calling of public service. As we navigate D&E together, the statewide framework is designed to engage all stakeholders in sustaining diversity and equity now and in the future.



State of Tennessee Workforce Diversity & Equity Framework is supported by four key pillars:

Communication, Data Analysis, Planning and Monitoring, Education and Engagement.

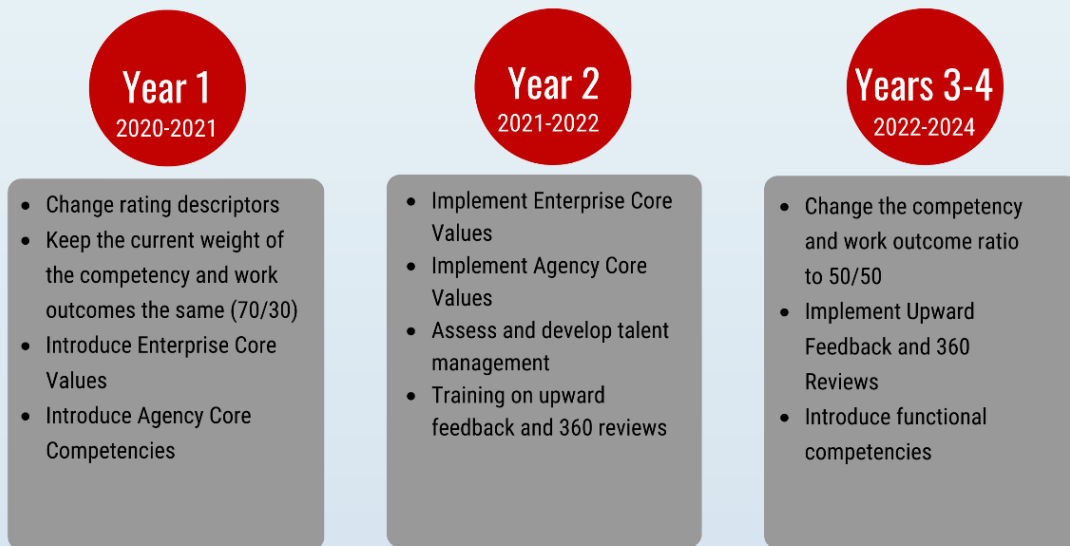


Cross-Agency statewide support for Diversity & Equity at the State of Tennessee.

- Commissioner's D&E workgroup to lead the state in sustaining D&E
- Statewide D&E Council to lead the implementation of the statewide D&E framework
- Agency D&E Council Planning Guide to align agency councils to the statewide D&E framework
- Starting the Conversation Guide to guide health conversations on race, diversity & equity

# Upping the Stakes for Performance Management

## PM 2.0 Redesign Summary

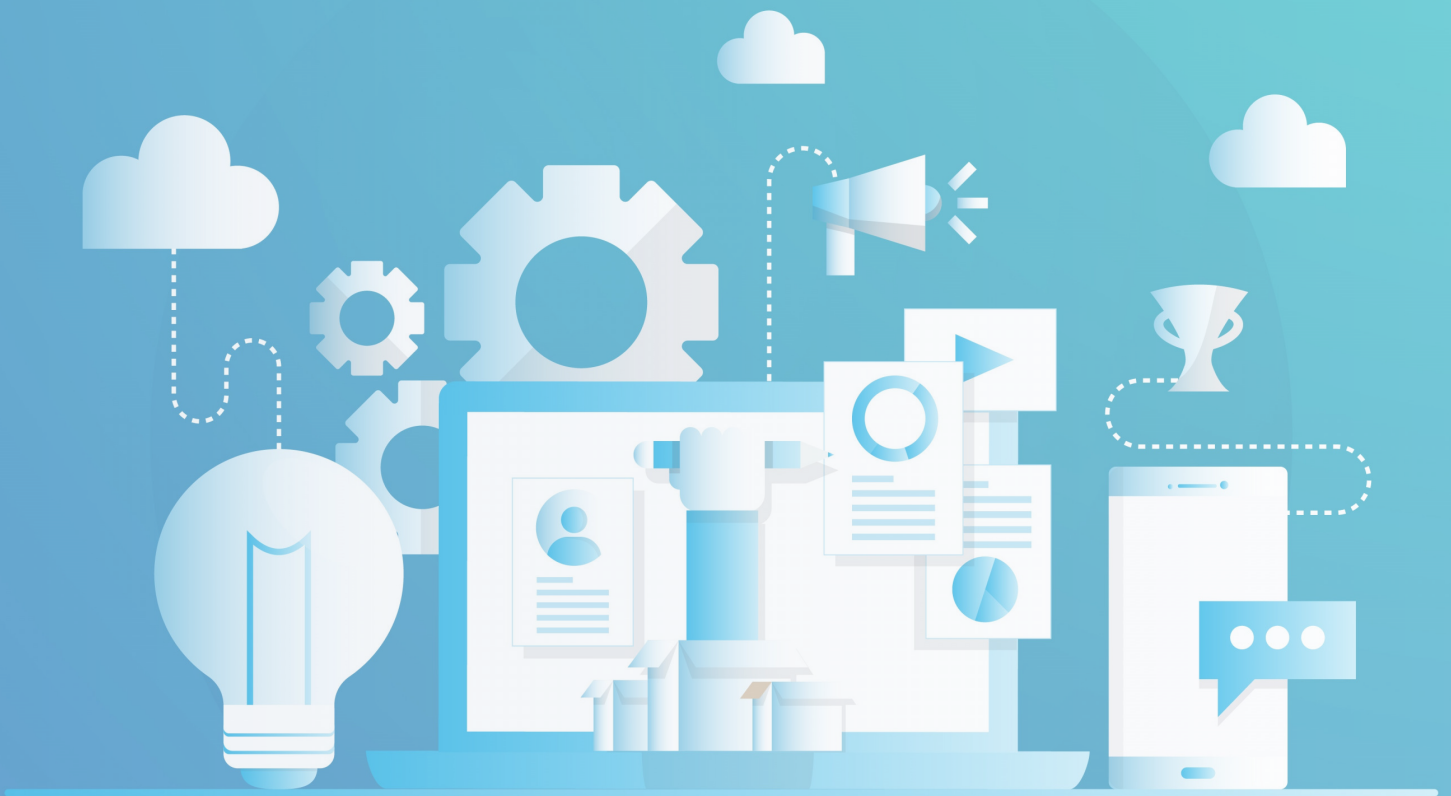


In 2020, a new PM website and new PM 2.0 online training courses launched to provide a comprehensive overview of the program, including resources and guidance to navigate the 2020-2021 performance cycle. An increased focus on PM communication was established to engage employees in owning their performance to produce next-level results.

### Performance Management Resources Launched in 2020

- New PM Website with online training, videos, and toolkits
- New Performance Management 2.0 Online Learning for Employees and Supervisors
- Performance Management Learning Videos to
  - Address Low Performance
  - Provide an Effective Annual Review of Employee Performance
- E-performance instructional videos to effectively manage performance in a virtual setting





# 2020

## **Key Accomplishments**

DOHR accomplished key changes to transition essential programs and services to be delivered virtually and launched new programs to reimagine work now and into the future.



# Recruiting

Beginning in January 2020, the Recruiting Division established a new, expanded team to place a heightened focus on recruiting talent to join the State of Tennessee. Leveraging virtual platforms, the team implemented best practice strategies to enhance the state's applicant experience. By recruiting for difficult to fill, essential positions during the pandemic, DOHR Recruiting supported the continuity of operations across state government.

## Launched in 2020



A new career portal [www.TN.gov/Careers](http://www.TN.gov/Careers) launched to provide candidates a cutting-edge, customer-focused applicant experience.



Career fairs transitioned to a virtual setting where DOHR recruiters engaged candidates over online conferencing platforms to promote and fill 2,758 mission critical roles.



The Hiring Our Heroes fellowship program that connects Veterans with important job training and career opportunities continued in a virtual setting in 2020 with 8 fellows and 3 participating agencies. Upon completion of the program, 3 out of 4 fellows accepted offers of fulltime employment at the State of Tennessee.



The Career Explorers internship program was launched in 2020 for students with disabilities. The office of the Governor, DIDD, Education and Economic and Community Development hosted a total of 4 students who completed a rotation with each agency.

## Virtual Recruiting Programs



### *TN Leaders of Tomorrow*

Due to COVID-19, the TN Leaders of Tomorrow statewide internship program transitioned to a virtual platform. For the year 2020, there were 57 virtual and 15 in person internships provided across 7 state agencies, including Agriculture, Commerce and Insurance, Economic and Community Development, Correction, Mental Health and Substance Abuse Services, and Transportation.

## By The Numbers

Total Positions Posted & Recruited	6,230
Average Job Postings by each Jr. Recruiter	1,038

# HR BUSINESS AND MANAGEMENT SERVICES

*Including the DOHR divisions: Agency Resource Center (ARC), HR Business Solutions, HR Service Center*

The Agency Resources Center, HR Business Solutions, and HR Service Center divisions transitioned to a 100% work from home model by implementing key business process changes, such as electronic documents and signatures and virtual job analyses, to support the continuity of HR business and management services across the state enterprise.

## Launched in 2020



New, automated online Family and Medical Leave Act (FMLA) module to systematically manage the program across the state enterprise



Implemented Edison Extended Access to the state's human capital management information system to separated state employees to automate virtual access to employee records



A comprehensive onboarding workgroup and project to redesign the employee onboarding experience and launch a new program for virtual employees



Automated payroll supplemental processing



Automated leave corrections

## By The Numbers

Total HR Transactions Processed	59,870
Total EPAFs Processed	22,144
Total Class/Comp Transactions Processed	11,319
Total Requisition Lists Processed	3,228
Total Corrected Timesheets	17,070
Total Zendesk Tickets Processed	19,092

# Learning and Leadership Development

Learning and Leadership Development, including all statewide leadership academies, learning courses and conferences, transitioned to a virtual setting. The transition provided learning participants with cutting-edge, accessible and engaging online learning and development experiences while delivering important cost savings benefits.

## Launched in 2020



All enterprise leadership academies, including LEAD Tennessee, TN Government Executive Institute (TGEI), TN Government Management Institute (TGMI), and the Accelerated Leadership Institute (ALI) were held virtually in 2020



LLD hosted the first-ever online Human Capital Management (HCM) Conference featuring more than 26 sessions on HCM strategy and informational topics

- 336 Unique participants
- 15 Total learning and professional development topics
- 26 total professional development sessions



LinkedIn Learning launched in December 2020 to provide employees with high-quality, easily accessible online learning and development content. The platform offers over 16,000 courses and insights-driven course recommendations to help employees use and apply knowledge based on their specific role.



Released PM 2.0 Redesign workshops to support enhancements to the statewide performance management program

## By The Numbers

<b>Total Learning Pyramid Workshops total of 970 hours of Learning</b>	<b>277</b>
<b>Total Workshops Offered to Supervisors</b>	<b>165</b>
<b>Total Supervisors Attended</b>	<b>3,370</b>
<b>Total Learning Transitioned to Virtual Platform</b>	<b>19</b>
<b>Total Percentage of Cost of Leadership Academies Reduced</b>	<b>80%</b>
<b>Total Percentage of Participation Increase</b>	<b>50%</b>

# OFFICE OF THE GENERAL COUNSEL

*Including the DOHR divisions: Employee Relations, HR Operations, Legal, Legislative, Records, Strategy, and Communications*

In addition to placing a focus on completing a redesign of the state's Performance Management program through a 4-year implementation strategy, important employee programs were reimagined to operate in a virtual setting. Virtual engagement initiatives were launched to maintain employee satisfaction and high performance while working from home.

The DOHR Legal Division played a key role in reimagining and redesigning statewide HR and virtual work policies to support the statewide increase in work from home and enforcement of COVID-19 office safeguarding protocols for state offices. Important communications for navigating the pandemic were led by the division while supporting HR leaders and employees through the everchanging COVID-19 and Federal law changes related to the pandemic.

## Launched in 2020



Redesigned and launched an employee Exit Survey Tool to collect important feedback data to drive continuous improvement and enhanced HCM decision-making for state government.



Transitioned all employee mediations to a virtual setting by utilizing video conferencing technology. This transition allowed employees to stay safe while working to pursue healthy work environments and relationships. The program maintained a 100% success rate in 2020.



A new Family Medical Leave Act (FMLA) website portal and Edison tracking and management system for Employees, Supervisors and FMLA benefit Coordinators launched to provide clarity, accessibility, and streamlined coordination in navigating FMLA leave.



Launched a new, online State of TN Employee Discount Program discount through Perk Spot.



Transitioned Step III appeals to a virtual platform



To optimize productivity in work from home settings, a Virtual Engagement Initiative was launched with a pilot program at DOHR in fall 2020 to develop a successful framework for statewide implementation

- *Dine in with a Division* featuring Employee Relations on October 8
- *Get to Know an HR Leader* featuring Assistant Commissioner Kim T. Yap on November 5
- *Dine in with a Division* featuring HR Business Solutions on December 3

## By The Numbers

Total Amount Pledged to local TN charities through the statewide TN Employees Charitable Campaign (TECC)	\$229,340.56
Total Number of Employee Mediations to Resolve Workplace Issues	12
Total Average Savings through the State Employee Discount Program	Over \$200K
Total Twitter Impressions	171
Total Facebook Impressions	60
Total LinkedIn Impressions	212.3K
Total TeamTN.gov Employee Portal Views	2,756,462
Total COVID-19 Page Employee Portal Views	53,456
Total TN.gov/Career Portal Views	493,830
Total Step II Appeals	127
Total FileNet Records Managed	13,072
Total Written/Verbal Employment Verifications	9,506

# DOHR OPERATIONS

To support the transition of DOHR employees and operations to a virtual environment, the Fiscal Division made key operational and budget adjustments in 2020. Through business process improvement and quality assurance efforts, the division drove continuous improvement and efficiencies across the virtual service delivery model.

## Launched in 2020



New operations to deploy technology and equipment to support virtual employee onboarding



New virtual Business Process Improvement (BPI) and Quality Assurance (QA) mapping platforms



Completed the annual Financial Integrity Act review and analysis

## By The Numbers

Total Completed Requests for Data	701
Total Completed Public Information Requests	12
Total New Surveys Developed	17
Total Completed Survey Reports	73
Total New Automated Documents Developed	20
Total Business Process Improvement Mapping Sessions Performed	30
Total Business Processes Documented	30
Total QA Reviews Conducted with Two Final Reviews In-Process	10
Total STS Business Impact Analysis Data Entry for Critical Business Processes	74

