



2012
Appointing Authority Information Packet
Alliance Three

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The essence of strong leadership... "What you do speaks so loudly that I cannot hear what you say."

Ralph Waldo Emerson



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Overview

LEAD Tennessee is a statewide, 12-month development initiative for current and emerging leaders from all branches of government, which includes six one-day summits of intense, high impact learning focused on twelve leadership core competencies. The goal of LEAD Tennessee is to increase the state's leadership bench strength by providing agencies with a continuous pipeline of motivated and prepared leaders that share a common language and mindset about great leadership.

Participants learn a combination of behaviors, knowledge and skills through intense, high impact development and experiential learning that drive effective job performance. This shared leadership language enables leaders across agency lines to increase networking efficiency, which has a direct impact on the workforce and contributes to greater opportunities for resource sharing and problem solving. State government directly benefits by higher productivity, efficiency, and overall improved organizational performance. Better-trained leaders provide clearer direction and guidance to employees who in turn provide agencies with desired accomplishments and results. The overall workforce is better equipped to serve the citizens of the state of Tennessee.

Throughout the initiative, participants have an increased exposure and access to experienced leaders (e.g., CEO of the Tennessee state lottery, the Governor of the state of Tennessee, Major General of the United States Army/National Guard, Presidents of Universities/Colleges and state appointing authorities). With this type of interaction, participants gain a deeper understanding of how powerful leaders use core skills to lead and how the competencies apply to real work situations.

By JANUARY 2013

TENNESSEE HAS A POOL OF UP TO 390 LEADERS ACROSS MULTIPLE AGENCIES WHO:

- ◆ Share language and mindset about great leadership
- ◆ Demonstrate 12 leadership core competencies
- ◆ Provide agency bench strength
- ◆ Are motivated and prepared to lead

LEAD Tennessee **CORE COMPETENCIES**



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12 Core Competencies

LEAD an ORGANIZATION: <i>Guide overall strategic and operational direction</i>	
Competency-Description	Behaviors
1. Mission-Driven <i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>	<ol style="list-style-type: none"> Ensures their organization has a relevant mission that instills a sense of purpose Uses the mission as a focal point when making decisions Clearly communicates the organization's mission to all employees Drives the mission through a formal strategic planning process Engages others in dialogue when creating and evaluating strategies to meet the mission Balances daily operational objectives when implementing long term mission-critical strategies Strategically plans for the workforce that is required to meet the mission Inspires others to higher levels of performance
2. Customer Focus <i>Places the customer at the center of strategic and operational planning</i>	<ol style="list-style-type: none"> Clearly identifies the full range of customers to be served Builds relationships with customers by listening and seeking feedback Follows through on commitments made to customers Identifies and monitors customer metrics to improve performance Recognizes behaviors that promote customer satisfaction Anticipates and responds to changing customer needs
3. Change Management <i>Improves organizational performance through innovation and change</i>	<ol style="list-style-type: none"> Approaches change using innovative thinking Effectively manages multiple changes at one time Provides straightforward reasons for the change Enlists multiple levels of support for the change Uses a variety of communication methods throughout the change initiative Takes into account the human side of any change Effectively manages the change initiative through to sustainability
ACHIEVE RESULTS: <i>Drive targeted actions that can be measured and linked to organizational performance</i>	
Competency-Description	Behaviors
4. Accountability <i>Establishes clear expectations for self and others to achieve stated goals and objectives</i>	<ol style="list-style-type: none"> Holds self accountable for actions Clearly communicates objectives, deadlines and desired results Establishes clear roles and responsibilities Establishes regular review and oversight procedures against a plan Knows what to measure and establishes measurement procedures Gives regular feedback to ensure performance goals are met Recognizes others for achieving goals
5. Decision Making <i>Demonstrates ability to make timely and effective decisions</i>	<ol style="list-style-type: none"> Balances short and long term needs of the organization when making decisions Involves others appropriately in the decision making process Determines information needed to make a sound decision Will make decisions when only a limited amount of information is available Implements a decision for sustainability

LEAD PEOPLE: Enable direct reports to achieve high performance and full potential

Competency-Description	Behaviors
6. Empowerment <i>Creates an environment where employees are given the responsibility and accountability to act</i>	<ol style="list-style-type: none"> Ensures that people have the resources needed to complete their work Avoids micromanagement Gives employees freedom to make mistakes and learn from them Encourages people to exercise initiative Inspires others to make tough decisions
7. Performance Management <i>People managers achieve agency results by hiring, assessing, developing and retaining quality talent, one employee at a time</i>	<ol style="list-style-type: none"> When hiring, aligns the job responsibilities to the long term needs of the organization When hiring, uses behavioral based interviewing skills to identify most qualified Utilizes best practices in new hire assimilation as first step in retention Sets specific measurable objectives that link employee performance to mission Provides timely feedback based on observation of performance Continuously evaluates performance to ensure organizational results Addresses poor performance in a timely manner Uses coaching skills when developing the employee Works with the employee to generate a relevant development plan Provides challenging stretch learning opportunities Provides opportunities for employees to contribute to organizational decisions Demonstrates concern for the overall well-being of each employee Intentionally works to build a strong manager-employee relationship
8. Teambuilding <i>Successfully builds and sustains high performing teams</i>	<ol style="list-style-type: none"> Instills team commitment to deliver excellent results Creates strong morale and purpose in the team Defines clear roles and expectations Leverages each team member's technical expertise and strengths Leads effective productive team meetings Recognizes and celebrates accomplishments as a team

BUILD RELATIONSHIPS: Collaborate and network across structural boundaries to create performance solutions

Competency-Description	Behaviors
9. Trust <i>Creates an environment of mutual respect and instills confidence that all words and actions are the truth</i>	<ol style="list-style-type: none"> Ensures there is always alignment between words and action Acts in the best interest or the greater good of the organization Speaks truthfully Follows through on commitments Openly contributes relevant facts and information Professionally protects sensitive/proprietary information
10. Effective Communication (written, oral) <i>Understands and uses the power of the spoken and written word</i>	<ol style="list-style-type: none"> Actively listens Uses questioning techniques to gain full understanding of the communication Demonstrates effective non-verbal skills; i.e. eye contact, body language Clearly and concisely expresses ideas and disseminates information Ensures use of proper grammar and language in written communication (email or formal documentation) Adapts communication style to the audience and situation Actively engages others in discussion Shares information in a timely manner

DEVELOP SELF: Expand depth and breadth of leadership capability

Competency-Description	Behaviors
11. Ethics <i>Honest, direct, and truthful in all actions</i>	<ol style="list-style-type: none"> Tells the truth regardless of the situation Honest in all situations Ensures there is no misrepresentation of self for personal gain Keeps confidences Takes full ownership for mistakes
12. Self-awareness <i>Holds an accurate assessment of strengths and weaknesses and is willing to develop for the long term benefit of the organization</i>	<ol style="list-style-type: none"> Demonstrates a deep understanding of his/her emotions, and how they impact behavior Seeks experiences and opportunities to build breadth and depth of knowledge Seeks feedback to professionally grow Leverages strengths and compensates for weaknesses Approaches challenges/barriers as learning opportunity Relates well to all employees, up, down, and across the organization, regardless of age, gender, race, culture, etc. Works through organizational channels and internal politics to accomplish objectives



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LEAD Tennessee-at-a-Glance

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

Ralph Waldo Emerson

All Summits held at the Tennessee Tower

Summit Format:

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

November 14, 2011

Orientation

January 23, 24, 25, 2012

Coaching Labs

February 27, 2012

Summit 1: What’s in It for Me?

Self-Awareness, Accountability

April 23, 2012

Summit 2: For the Greater Good

Mission-Driven, Customer Focus

June 18 2012

Summit 3: Getting to the Heart of the Matter

Effective Communication, Decision-Making, Ethics

August 7, 8, 9, 2012

Coaching Labs

August 27, 2012

Summit 4: Who Is on Your Bus?

Performance Management, Empowerment, Trust

October 22, 2012

Summit 5: Building Resilience

Team Building, Change Management

November 19, 2012

Summit 6: Essence of Leadership: Seize the Moment

“LEAD On” Celebration

December 10, 2012



Executive Leadership Council Sponsor

Mark Cate
Special Assistant and Policy Advisor to the Governor



Executive Leadership Council

Summit 1: What's in It for Me?

February 28, 2011

Commissioner Rebecca R. Hunter
Department of Human Resources

Self-Awareness

Chief Executive Officer Patricia Weiland
TRICOR – TN Rehabilitative Initiative in Correction

Accountability



Rebecca R. Hunter



Patricia Weiland

Summit 2: For the Greater Good

April 25, 2011

Major General Max Haston
Department of Military

Mission Driven

Commissioner Many-Bears Grinder
Department of Veterans Affairs

Customer Focus



Major General
Max Haston



Many-Bears Grinder

Summit 3: Getting to the Heart of the Matter

June 27, 2011

Commissioner John Schroer
Department of Transportation

Effective Communication

Commissioner Derrick Schofield
Department of Correction

Decision-Making

Director Mark Gwyn
TN Bureau of Investigation

Ethics



John Schroer



Derrick Schofield



Mark Gwyn



Summit 4: Who Is on Your Bus?

August 22, 2011

Executive Director Ted Fellman
TN Housing Development Agency

Performance Management

Commissioner Steve Cates
Department of General Services

Trust

Commissioner Mark Emkes
Department of Finance and Administration

Empowerment



Ted Fellman



Steve Cates



Mark Emkes

Summit 5: Building Resilience

October 24, 2011

Commissioner Raquel Hatter
Department of Human Services

Change Management

Commissioner Greg Gonzales
Department of Financial Institutions

Team Building



Raquel Hatter



Greg Gonzales

Summit 6: Seize the Moment

November 21, 2011

Deputy Commissioner Darin Gordon
Bureau of TennCare

Leadership: Seize the Moment



Darin Gordon



Appointing Authorities' Selection Tips

- **ENGAGE** your executive team by discussing the leadership needs of your agency and identifying those employees who are serving in critical roles throughout your agency.
- **DETERMINE** the executive and senior leaders who would like to attend to ensure the agency has top leadership involvement in the initiative.
- **DETERMINE** the number of high potential, emerging leaders that would benefit the agency's succession planning process.
- **INVITE** input from your people managers as to who are the high potentials, top talent, emerging leaders, etc.
- **COLLABORATE** with your executive and senior level teams about which leaders need to represent your agency and who could help transfer their learning to the agency so there is opportunity for continual improvement.
- **FOCUS** on new/current leaders, i.e., Deputy Commissioner, Assistant Commissioner, Directors who have not have the LEAD Tennessee experience.
- **SELECT** participants who are:
 - Well respected
 - Trusted
 - Model top leadership behaviors
 - Have a desire to keep learning and growing
 - Who represent executive and/or senior level leadership and high potential leaders
- **CONTACT** Trish Pulley, SLS Division, for consultation on developing a selection process customized for your needs.

Deadline for Participant Forms: October 1, 2011

Orientation: November 14, 2011

See table page 3 of Frequently Asked Questions to determine the number of seats available for your agency.

MEMORANDUM

TO: (Agency Employee)

FROM: (Appointing Authority)

DATE:

SUBJECT: LEAD Tennessee Application for 2012 Alliance Three

LEAD Tennessee is a statewide leadership development initiative designed to further enhance and build our leadership bench strength with (agency name). *Appointing Authority should provide agency-specific reasons why the initiative is an important and necessary investment of time and dollars.*

If you are a current leader and seek further professional development in the state's 12 core competencies, or if you are an emerging leader who seeks to develop and make greater strategic contribution to our mission, please visit <http://tn.gov/dohr/learning/learning.html> for program information. All career service and executive service employees are eligible to submit their names for consideration with the understanding that participation in the program does not guarantee promotion. You are encouraged to discuss the opportunity with your manager as part of your overall development.

If you remain interested in participating in LEAD Tennessee, complete the Participant Application found on the website and submit to (name of the person within the agency collecting forms) no later than (agency deadline for submission providing leaders enough time for review and selection). My executive team will select participants and submit names to the Department of Human Resources by October 1, 2011. All employees who expressed interest will receive follow-up communication from me announcing our participants in LEAD Tennessee.

LEAD Tennessee offers our agency an excellent mechanism to develop our leaders and a unique opportunity for those motivated to lead. I appreciate your careful deliberation as you make your decision to submit your name for consideration.



2012 Participant Application Alliance Three

Name: _____

Position: _____

Title: _____

Agency: _____

Division: _____

Business Address: _____

City, State, Zip Code: _____

Business Phone: _____ **Cell Phone:** _____

Number of Direct Reports: _____

Manager Name: _____

Manager Title: _____

Career path to date:

- _____
- _____
- _____



LEAD Commitment

I commit to 100% participation in all dates and aspects of the LEAD Tennessee initiative.

- Orientation – November 14, 2011
- 1st Coaching Labs – January 23, 24, 25, 2012
- Summit #1 – February 27, 2012
- Summit #2 – April 23, 2012
- Summit #3 – June 18, 2012
- 2nd Coaching Labs – August 7, 8, 9, 2012
- Summit #4 – August 27, 2012
- Summit #5 – October 22, 2012
- Summit #6 – November 19, 2012
- “LEAD On” Celebration – December 10, 2012

If selected, I understand attendance at all events listed above is required.

My agency leadership commits to my participation in all events and views participation as a priority.

The Department of Human Resources, Strategic Learning Solutions Division, must have written approval from the participant’s appointing authority prior to an absence from any of the above events.

I understand participation in LEAD Tennessee does not guarantee promotion.

DOHR will journal voucher the fee in two equal installments, the first half after participant selection and the second half after July 1, 2012. Full participant fee is due regardless of the number of sessions attended.

Name of Agency

Print Participant Name

Participant Signature

Date

Manager Signature

Date

Appointing Authority Signature

Date



Agency Participant Selection List

AGENCY: _____

APPOINTING AUTHORITY: _____

AGENCY CONTACT NAME AND PHONE NUMBER: _____

PARTICIPANT NAME	TITLE	DIVISION	MANAGER'S NAME
REQUEST FOR ADDITIONAL SEATS			
<i>If there are vacant seats for LEAD Tennessee, I request seats for the following individuals</i>			

DUE October 1, 2011
Send to: Strategic Learning Solutions Division
ATTN: Trish Pulley, Director

Attach application for each selected participant.



LEAD Tennessee Alumni by Agency

Administrative Office of the Courts

Sarah Appleby

Tammy R. Hawkins

Agriculture

Jan Keyser

Louann Self

Wendy Lofton

Board of Probation and Parole

*George Amin
April Buckner
Donna Burke*

*Paul Gore
Lana Hardin
Lisa Helton*

*Daniel Huffman
Angela R. Oden*

Bureau of TennCare

*Michael K. Bassham
Casey Dungan
Keith Gaither*

*Kim Hagan
Terrence Leve
Sarah L. Moore*

Tracy C. Purcell

Commission on Aging and Disabilities

*Ryan Ellis
Mike Hann*

*Donna Odom
Kathy Zamata*

Commission on Children and Youth

*Sumita Banerjee
Steven Chester*

*Dustin Keller
Richard Kennedy*

Vicki Taylor

Commerce and Insurance

*Christopher Bainbridge
Maliaka Bass
Mike Shinnick*

*Curtis Sutton
Vickie Y. Trice
Kimberly Whaley*

Robert Lee Wright

Comptroller of the Treasury

*David Cook
Amy Czerwinski
Kevin Huffman*

*Barry Monson
Russell Moore
Jan Page*

*Steve Reeder
Jeremy Weber*

Correction

*William Bryant
Georgia Crowell
Steve Gatlin
Bill Gupton
Betty J. Hampton*

*Susan Hatley
Jennie Jobe
Connie Johnson
Sonya Johnson
Dr. Mary Karpos*

*Lisa Parks
Patrick Ryan
Shanna Sisk
Bruce Westbrooks
Jason Woodall*

Department of Intellectual & Developmental Disabilities

*Diana Davis
Stacey Dixon
David Greineder
Melissa Marshall*

*Russell Nicoll
Tom O'Brien
Patsy Rees
Jodi Simmons*

*Richard Strecker
George Zukotynski*

Economic and Community Development

*Stephanie Burnette
Bryan Collins*

*Leslie Joi Davis
Lindsay Gainous*

*Jessica L. Johnson
Brigitte Tubbs-Jones*

Education

Timothy Gaddis

Karen P. Munn

Environment and Conservation

*Lloyd Craig
Jordan English
Steven Wilson*

*John Conner Franklin
Ryan Owens*

*Mike Robertson
Adrienne White*

Finance and Administration

*Marie Crosson
Anthony Del Priore
James Elkins
Sandi Hamilton*

*Susan Kimbro
Milind Kumble
Trena D. Maynard
Alan Robertson*

*Lee Ann Smith
Brian D. Spain
Mitch Thompson
Kelly Thompson*

Financial Institutions

Dana Owen

Leslie R. Yanez

General Services

*Wendy D. Bentley
Brandon Cole
Helen Crowley*

*Lawanda Johnson
Jeremy McBride
Gregory Polak*

*Marilyn Turrentine
Richard Van Norman*

Health Services and Development Agency

Alecia Craighead

Higher Education Commission

Kathleen Brock

Tim Phelps

Wendy Tabor

Human Resources

*Danielle Barnes
Ken Becker*

*Rick S. Pharris
Ernie Ricketts, Ph.D.*

*Lisa Spencer
Julia Williams*

Human Rights Commission

*Tiffany Baker Cox
James E. Davis*

*Bobbie R. Porter
Shalini Rose*

Matthew Stephenson

Human Services

*Sean D. Baker
Patti Bell-Norris
LeeAnne Bruce Boone
Charles Bryson
Andrea Cooper
Christine P. Chambers*

*Jay Francel
Suzanne Hilgadiack
Paul Lefkowitz
Kelvin L. Meeks
Eva E. Mosby
Gathelyn Oliver*

*Tamra Smith
Michelle Waldrep
Barbara Wall
Kevin Wright*

Labor and Workforce Development

Tina Kline-Douglas

Michael L. Edwards

James Roberson

Mental Health & Developmental Disabilities

*Tammy Denise Ali-Carr
Lisa Daniel
Charles Dickens
Donna Finto-Burks*

*Zack Griffith
Bruce Gilmore
Bob Micinski
Mike Murley*

*Lisa Roy
Amanda Wilson*

Military

*Gary L. Beazley
Major Robin Celatka
Randy D. Harris*

*Sean Kice
Thomas Simmons
LTC Milton Thompson*

Quinn Wilson

Office of the Attorney General and Reporter

Mark Fulks

Jeff Hill

Revenue

*Lori K. Cain
Elizabeth Doriot
Nancy Lanham*

*Cheryl Mahoney
Genna Vaughn
Bernadette Welch*

Doye Worrell

Safety

*Kerri Balthrop
James Cotter
Brandon Douglas*

*David Hawtin
Ronnie McDaniel
Sgt. Mike Melhorn*

*Gregory T. Roberts
Lamont Westbrooks*

Tennessee Department of State

*Nathan A. Burton
Andrew Dodd*

*Lauren Plunk
Jonathan Rummel*

*Jennifer Smothers
Cody York*

Tennessee Bureau of Investigation

*Dale Armour
Jimmy W. Barnes, Jr.
Andrea Clinard*

*Dennis Daniels
Ronan Harmon
Melissa Lovan*

*Robert Marshal
Kevin Williams
Kelvin Woodby*

Tennessee Housing and Development Agency

*Donna Duarte
Jacquelyn D. Fe-Acher
Jada L. Lattimore*

*Gretchen Mason
Tracye Mayolo
Toni Shaw*

Bettie Teasley Sulmers

Tennessee Regulatory Authority

Monique Brazelton

Tennessee Wildlife Resources Agency

*Gray Anderson
Tim Cleveland*

*Kim Elkin
Bonnie Heithcock*

*Rob Todd
Joey Wray*

Tourist Development

Patrick D. Casey

Barry W. Young

Transportation

*Dironna Moore Belton
Brian Carroll
John Cavaness
Tremecca D. Doss
Ann Epperson, P.G.
Michelle Frazier*

*Ali Hangul, P.E.
Shane Hester
Kim McDonough, GISP
Pam Monjar
David Nelson
Michelle Powell*

*Whitney Sullivan
Mia Vickers
Brian White
Mark Woods*

Treasury

Erica Nale

TRICOR (Tennessee Rehabilitative Initiative in Correction)

*Jimmy Bivens
Adrienne Brandon
Greg Clark*

*Susan Cunningham
David Hart
Julie Perrey*

Richard Young

Veterans Affairs

Gary J. Johnson, Jr.

Norman W. Nash



Frequently Asked Questions

LEAD Tennessee Mission, Vision and Design

1. *What is LEAD Tennessee?*

LEAD Tennessee is a pipeline of current and emerging leaders moving through 12 months of intense, high impact development in 12 leadership core competencies, thus building bench strength within agencies and creating a pool of leadership talent for the state.

2. *Why is the state investing in leadership development now?*

Data clearly shows Tennessee is facing significant loss of leadership with the potential retirement of baby boomers. LEAD Tennessee seeks to address the urgency to create a talent pool of leaders and build leadership bench strength within each agency.

3. *What is the difference between current and emerging leaders?*

Current leaders are those individuals who hold accountability to lead today while emerging leaders are individuals who have high potential to make greater strategic contributions to the agency. LEAD Tennessee will serve both current and emerging leaders seeking to develop their professional contribution to the state.

4. *What is the benefit to the state to use a “pipeline” and “pool” approach?*

A pipeline denotes the state’s capability to develop leaders continuously over time. A talent pool will be created as up to 130 current and emerging leaders per 12-month period develop in the 12 core competencies. As opportunities arise within the agencies and across the state, there will be a pool of individuals who are motivated to lead, thus providing individuals who have essential transferable skills and abilities.

5. *What are the benefits of participating in LEAD Tennessee?*

LEAD Tennessee participants will be:

- Developed in the competencies identified as essential to leading any organization within state government
- Acknowledged as prepared for future leadership opportunities with clear understanding that participation does not guarantee promotion
- Included in a cross-agency network of peers who share a common language and perspective about great leadership
- Equipped to mentor others in leadership

6. *What is the agency dollar investment?*

The investment per participant is \$1,200 each fiscal year for a total investment of \$2,400 over the 12-month development period.

7. *What are core competencies?*

Core competencies are a combination of behaviors, knowledge and skills that drive effective job performance. Strong demonstration of behavioral core competencies differentiates between average and superior performance.

8. *How were the competencies selected?*

In 2009, a task team of appointing authorities convened to select the leadership competencies most critical to the future success of Tennessee. This task team was invited to be the Executive Leadership Council and provide on-going guidance and feedback.

9. *What are the developmental activities that occur within the pipeline?*

At the beginning of the 12-month developmental journey, participants receive 360° feedback on the 12 leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the 12 core competencies. At the close of the journey, 360° feedback repeats to determine growth and areas for additional development. Along the journey, participants receive one-on-one coaching, 24X7 access to an advanced on-line leadership library, learning opportunities and cross-agency peer networking.

10. *What is 360° feedback?*

360° feedback assesses the ability of an individual to demonstrate the behaviors required of a core competency. Feedback is gathered from: (1) superiors (2) direct reports and (3) peers. The data is compared to a self-assessment that then reveals the perception gaps between self and others as it relates to performance. The data is compiled into a confidential report provided to the participant from which an individual development plan is generated.

11. *How many current and emerging leaders can the pipeline develop over 12-months?*

Up to 130 leaders from across all agencies have the opportunity to participate in LEAD Tennessee.

12. *Who is eligible to participate?*

All career service and executive service state employees are eligible to submit their names into their respective agency's selection process. Participation in the program does not guarantee promotion.

13. *Who selects participants?*

Seats are reserved for agencies based on the number of employees within the agency. DOHR has provided a chart with recommended seats and selection tips on our website <http://tn.gov/dohr/learning/learning.html>. The agency's executive leadership team creates a selection process. They may choose to engage people managers for recommendations or may choose to have employees submit directly to the executive leadership. The participants are selected by the agency appointing authority and executive team.

14. *Who is managing LEAD Tennessee?*

The Department of Human Resources, Strategic Learning Solutions (SLS) Division, under the direction of Trish Pulley, manages the leadership initiative and participant pipeline.

15. *How can I find out more detail?*

Visit <http://www.tn.gov/dohr/learning/learning.html> and click on the LEAD Tennessee Logo.

16. *After I review the information on the site, if I have more questions, whom can I contact?*

Please contact Trish Pulley, Director of Strategic Learning Solutions (SLS) Division, Trish.Pulley@tn.gov.

Agency Seat Availability



Number of Full-time Employees 3000+	Seats Reserved
Children's Services	6
Correction	6
Human Services	6
Transportation	6
Number of Full-time Employees 2999-800	Seats Reserved
Board of Probation & Parole	4
District Attorneys General	4
Department of Intellectual & Developmental Disabilities	4
Education	4
Environment & Conservation	4
Finance & Administration	4
Health	4
Labor & Workforce Development	4
Mental Health	4
Revenue	4
Safety	4
Number of Full-time Employees 799-300	Seats Reserved
Agriculture	3
Bureau of TennCare	3
Commerce & Insurance	3
Comptroller's Office	3
Court System	3
District Public Defenders	3
General Services	3
Legislature	3
Military	3
Office of the Attorney General & Court Reporter	3
Secretary of State	3
TN Bureau of Investigation	3
TN Wildlife Resources Agency	3
Number of Full-time Employees 299-100	Seats Reserved
Economic & Community Development	2
Financial Institutions	2
Human Resources	2
TN Housing Development Agency	2
Tourist Development	2
Treasury	2
TRICOR	2
Number of Full-time Employees 99-Below	Seats Reserved
Advisory Committee on Intergovernmental Relations	1
Alcoholic Beverage Commission	1
Commission on Aging & Disabilities	1
Commission on Children & Youth	1
Governor's Office	1
Fiscal Review Committee	1
Health Services & Development Agency	1
Human Rights Commission	1
Post Conviction Defender	1
Tennessee Correction Institute	1
Tennessee Regulatory Authority	1
Tennessee Arts Commission	1
Tennessee Higher Education Commission	1
Tennessee State Museum	1
Tennessee Student Assistance Corporation	1
Veterans Affairs	1