



2023

**STATE OF THE STATE
EMPLOYEE
ANNUAL REPORT**



2023 Tennessee Employee
Photo Contest Winner
"Sunrise at Clingmans Dome"

Joella Holland,
Department of Labor
& Workforce

2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT

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Investing in Purpose-Driven Culture



Welcome

Dear Tennessee State Employees,

I'm honored to share the Department of Human Resources Fiscal Year 2023 annual report, which celebrates the incredible dedication of Tennessee State employees like you. It is with deep gratitude that I express my appreciation for your unwavering service to people across our state.

Tennessee's greatest asset is her people, and our State employees are no exception. It is your passion, skill, and commitment that allows us to provide essential services, improve communities, and create a brighter future for all Tennesseans.

This year's annual report underscores our steadfast commitment to investing in Tennessee State employees. Empowering our workforce is essential for Tennessee's continued success, and we have prioritized several key initiatives to ensure your well-being, professional growth, and job satisfaction. I encourage you to explore this report as a testament to your remarkable contributions and a key resource for opportunities available to you.

I'm proud to serve alongside you as we work together to make Tennessee an even better place for families to live, work, and raise a family. Thank you for your commitment to Tennessee and her people.

Warmest Regards,

Bill Lee
Governor
State of Tennessee

Dear colleagues,

I am delighted to welcome you to the annual report for Fiscal Year 2023. This document encapsulates the incredible journey of our Tennessee State Government employees in fostering a purpose-driven culture.

Over the years, we have witnessed a remarkable transformation within our workforce. It is not just about the tasks we perform. It is about the passion, dedication, and unwavering commitment that underlies every action we take. It is the knowledge that we are not just employees, but stewards of the public's trust and well-being.

The theme of this year's report, "Investing in a Purpose-Driven Culture," resonates deeply with our department's goals. It reflects our recognition that our work is not merely a job. But, it is a calling to serve the employees of Tennessee State Government with excellence and compassion.

Our purpose-driven culture is not a top-down directive; it is a shared goal that we all play a vital role in shaping the future of our great state.

We celebrate the initiatives, both large and small, that have fostered a sense of purpose within our workforce. Whether it's a team streamlining a critical process, a mentor guiding a new colleague, or an employee volunteering their time to support our communities, these actions exemplify the heart of our purpose-driven culture.

I encourage you to take your time perusing this report. Reflect on the milestones we've achieved, the challenges we've surmounted, and the opportunities that lie ahead. Our journey towards a purpose-driven culture is ongoing, and your continued dedication will be the compass guiding our path forward.

As we delve into this annual report, remember that it is a testament to your hard work, your dedication, and your commitment to making Tennessee a better place for all. Each page turned is a tribute to the difference Tennessee State Government employees make in the lives of our citizens.

Thank you for your invaluable contributions. I look forward to continuing this journey together as we invest in a purpose-driven culture that defines us as Tennessee State Government.

Sincerely,

Juan Williams
Commissioner
Department of Human Resources

Mission Vision Values

Mission

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

Vision

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

Values

Customer Focus
Integrity & Trust
Data Informed Decision Making
Continuous Improvement

TOPLINE ACCOMPLISHMENTS

Empowering Excellence: A year of milestones for the Department of Human Resources

We are delighted to showcase the Department of Human Resources' top accomplishments from the past year. From earning a distinguished spot on Forbes' 2023 America's Best Employers list, to implementing a new salary structure, and steering critical legislative updates, these milestones underscore the department's commitment to cultivating a purpose-driven, employee-centric workplace.

At the heart of the achievement is the dedicated DOHR team. We are committed to serving Tennessee State Government employees.

These strategic initiatives not only enhance our reputation as an employer of choice but also underscore the department's dedication to nurturing a culture that values and champions our exceptional workforce. Each milestone contributes to the department's ongoing efforts in advancing our employees, and by extension, our shared mission of service and excellence.

AMERICA'S
BEST-IN-STATE
EMPLOYERS
TENNESSEE

Forbes
2023

POWERED BY STATISTA

Forbes 2023: Tennessee State Government Among America's Best Employers

Forbes and Statista included Tennessee State Government on America's Best Employers for 2023 list! This is the third year Forbes has recognized Tennessee State Government as one of America's Best Employers.

Employee-Driven Excellence

This recognition is special because it relies on direct and indirect feedback from our employees. Statista asked them to rate their willingness to recommend Tennessee State Government as an employer. And you did!

A Thriving Workplace

"We are thrilled to be one of America's Best Employers based on the experience and recognition of our employees," said Commissioner Juan Williams. "Our employees continue to serve citizens and drive Tennessee to be the best place to live and work in the Southeast."

Our inclusion in America's Best Employers lists is a testament to the workplace our agencies have built. It showcases the dedication and commitment of our outstanding workforce.

Attracting Top Talent

In addition to the Forbes recognition, the metrics speak volumes. This year saw a 32.5 percent increase in applicants from 2022. This is a 45.4 percent increase from 2021. Applicants increase, and a decrease in turnover underlines the growing appeal of Tennessee State Government as an employer of choice. We are proud of the work that our employees do, and the positive feedback given to Forbes.



Investing in Tennessee's Workforce: The New Salary Structure

In December 2022, the Departments of Human Resources and Finance and Administration introduced a new salary system. The Total Compensation project redesigned how we determine salaries for executive branch workers.

Why Did We Make This Change?

Tennessee State Government believes in staying ahead of the game to ensure our employees have every chance to thrive. The project team took a close look at how the current compensation measures up against the industry standards.

What's Different Now?

Our new salary structure is simpler. We've replaced the old "A" to "Y" grades with a new system that aligns with our "Pay-for-Performance" approach. Using data from the job market, we've assigned over 2,300 jobs to this new structure. This allows our employees to earn more as they become more skilled in their roles.

What's Next?

We want to be the best, and that means being competitive in every aspect, including salaries. We want to attract top talent and retain our exceptional employees. We are investing in a compensation package that reflects our employees' worth. Total Compensation is a continuing comprehensive approach to total compensation.

Legislative Updates

DOHR worked to pass three significant laws during the 2023 legislative session that directly affect State employees.

Juneteenth – A New State Holiday

Juneteenth was added as a legal holiday in Tennessee. State employees have time off to honor this historic occasion. Juneteenth commemorates the end of slavery in the United States.

Sick Leave Bank Update

Starting July 1, 2023, members of the Sick Leave Bank can use their benefits to care for a minor child with an illness. Previously, these benefits were for the member's own health. This change provides flexibility for State employees to use Sick Leave Bank benefits to support family needs.

Paid Parental Leave for State Employees

Beginning on July 1, 2023, eligible State employees can take up to six work weeks of leave with pay for the birth of their child or the placement of a child for adoption. Importantly, this leave will not deduct from the employee's accrued leave balance. We support our employee families and new parents taking time to bond with their new child/children.

Legislative Support

DOHR is dedicated to passing legislation that supports our employees. Thank you to the dedicated partners across various state agencies, the Governor's Office, and the legislators who played an instrumental role in making these successes possible. Together, we are building a brighter future for our state.

EXTERNAL METRICS

State of the State Employee: Unveiling the Workforce Tapestry*

This segment of the annual report focuses on the diverse and dynamic workforce of Tennessee State Government. This external report is an overview of the demographics of employees in all branches of government, with a focus on the executive branch.

This includes voluntary self-identification, generational distribution, gender balance, and ethnic diversity. Beyond the static figures, the report shows the dynamic impact of recruitment strategies, engagement initiatives, and learning programs.

**All metrics are as of June 2023*

Tennessee State Government Employee Characteristics

Tennessee State Government Employees by Branch

Total Tennessee State Government Employees



Judicial Branch

• 2,733

Legislative Branch

• 1,711

Executive Branch



Tennessee State Government Employee Characteristics

Staffing Location by County: Statewide

County	Employee Headcount	% of Total
Anderson	303	0.71%
Bedford	221	0.52%
Benton	95	0.22%
Bledsoe	716	1.68%
Blount	305	0.72%
Bradley	241	0.57%
Campbell	231	0.54%
Cannon	24	0.06%
Carroll	215	0.50%
Carter	180	0.42%
Cheatham	94	0.22%
Chester	67	0.16%
Claiborne	66	0.15%
Clay	19	0.04%
Cocke	123	0.29%
Coffee	298	0.70%
Crockett	26	0.06%
Cumberland	342	0.80%
Davidson	17,837	41.85%
DeKalb	71	0.17%
Decatur	38	0.09%
Dickson	285	0.67%
Dyer	188	0.44%
Fayette	187	0.44%
Fentress	120	0.28%
Franklin	144	0.34%
Gibson	208	0.49%
Giles	97	0.23%
Grainger	52	0.12%
Greene	508	1.19%
Grundy	54	0.13%
Hamblen	321	0.75%
Hamilton	1,684	3.95%

Staffing Location by County: Statewide (Continued)

County	Employee Headcount	% of Total
Hancock	29	0.07%
Hardeman	517	1.21%
Hardin	179	0.42%
Hawkins	115	0.27%
Haywood	82	0.19%
Henderson	176	0.41%
Henry	279	0.65%
Hickman	314	0.74%
Houston	16	0.04%
Humphreys	84	0.20%
Jackson	49	0.11%
Jefferson	141	0.33%
Johnson	396	0.33%
Knox	2,116	4.97%
Lake	434	1.02%
Lauderdale	558	1.31%
Lawrence	214	0.50%
Lewis	48	0.11%
Lincoln	95	0.22%
Loudon	70	0.16%
Macon	45	0.11%
Madison	1,270	2.98%
Marion	113	0.27%
Marshall	234	0.55%
Maury	397	0.93%
McMinn	124	0.29%
McNairy	90	0.21%
Meigs	26	0.06%
Monroe	120	0.28%
Montgomery	475	1.11%
Moore	10	0.02%
Morgan	665	1.56%
Obion	104	0.24%
Overton	127	0.30%
Perry	34	0.08%
Pickett	44	0.10%
Polk	58	0.14%
Putnam	728	1.71%

Continued on next page

Staffing by Location by County: Statewide (Continued)

County	Employee Headcount	% of Total
Rhea	93	0.22%
Roane	158	0.37%
Robertson	134	0.31%
Rutherford	663	1.56%
Scott	77	1.18%
Sequatchie	84	0.20%
Sevier	163	0.38%
Shelby	2,289	5.37%
Smith	81	0.19%
Stewart	29	0.07%
Sullivan	408	0.96%
Sumner	268	0.63%
Tipton	119	0.28%
Trousdale	47	0.11%
Unicoi	42	0.10%
Union	62	0.15%
Van Buren	233	0.55%
Warren	184	0.43%
Washington	692	1.62%
Wayne	169	0.40%
Weakley	166	0.39%
White	69	0.16%
Williamson	169	0.40%
Wilson	222	0.52%
Out of State	60	0.14%
Total	42,617	

Equal Employment Opportunity

Veteran Status*

Branch	Veteran Identification	Veteran %
Total	2,605	6.11%
Executive	2,500	6.55%
Judicial	83	3.04%
Legislative	22	1.29%

*Veteran status is a voluntary identification made by employees.

Equal Employment Opportunity (Continued)

Disability Status*

Branch	Disability Identification	Disability %
Total	2,545	5.97%
Executive	2,504	6.57%
Judicial	18	0.66%
Legislative	23	1.34%

*Disability status is a voluntary identification made by employees.

Executive Branch Characteristics

Staffing by Generation

Social Generation Band	Employee Headcount	% Total
Baby Boomer	7,225	8.95%
Generation X	15,089	39.57%
Generation Z	2,228	5.84%
Millennial	13,486	35.37%
Silent	105	0.28%

Staffing by Gender

Gender Name	Employee Headcount	% Total
Female	21,591	56.62%
Male	13,542	43.38%

Staffing by Ethnicity

Ethnic Group Name	Employee Headcount	% Total
Asian	613	1.61%
Black or African American	8,191	21.48%
Hispanic or Latino	630	1.65%
Native American	81	0.21%
Native Hawaiian or Other Pacific Islander	16	0.04%
Other	316	0.83%
Two or More Races	176	0.46%
Unassigned	15	0.04%
Unknown	138	0.36%
White	27,957	73.31%



Recruitment

This section spotlights the recruitment landscape within Tennessee State Government. These metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice and the success of recruitment strategies.

Applications to Tennessee State Government jobs increased by 32 percent from 2022, and 45 percent from 2021. Turnover decreased from almost 18 percent in 2022 to under 13 percent in 2023.

Total Jobs Posted:

12,713

Total Preferred Service Job Postings:

11,725

Total Executive Service Job Postings:

988

Job Postings by Service

48.43 Days

Average Time to Fill

Turnover

Branch	Employee Headcount	Employee Turnover Rate %	Voluntary Turnover Rate %	Retirement Count
Total	42,617	19.74%	14.78%	1,134
Executive	38,133	19.81%	14.75%	951
Judicial	2,733	18.37%	17.04%	143
Legislative	1,711	20.39%	11.71%	40

Engagement

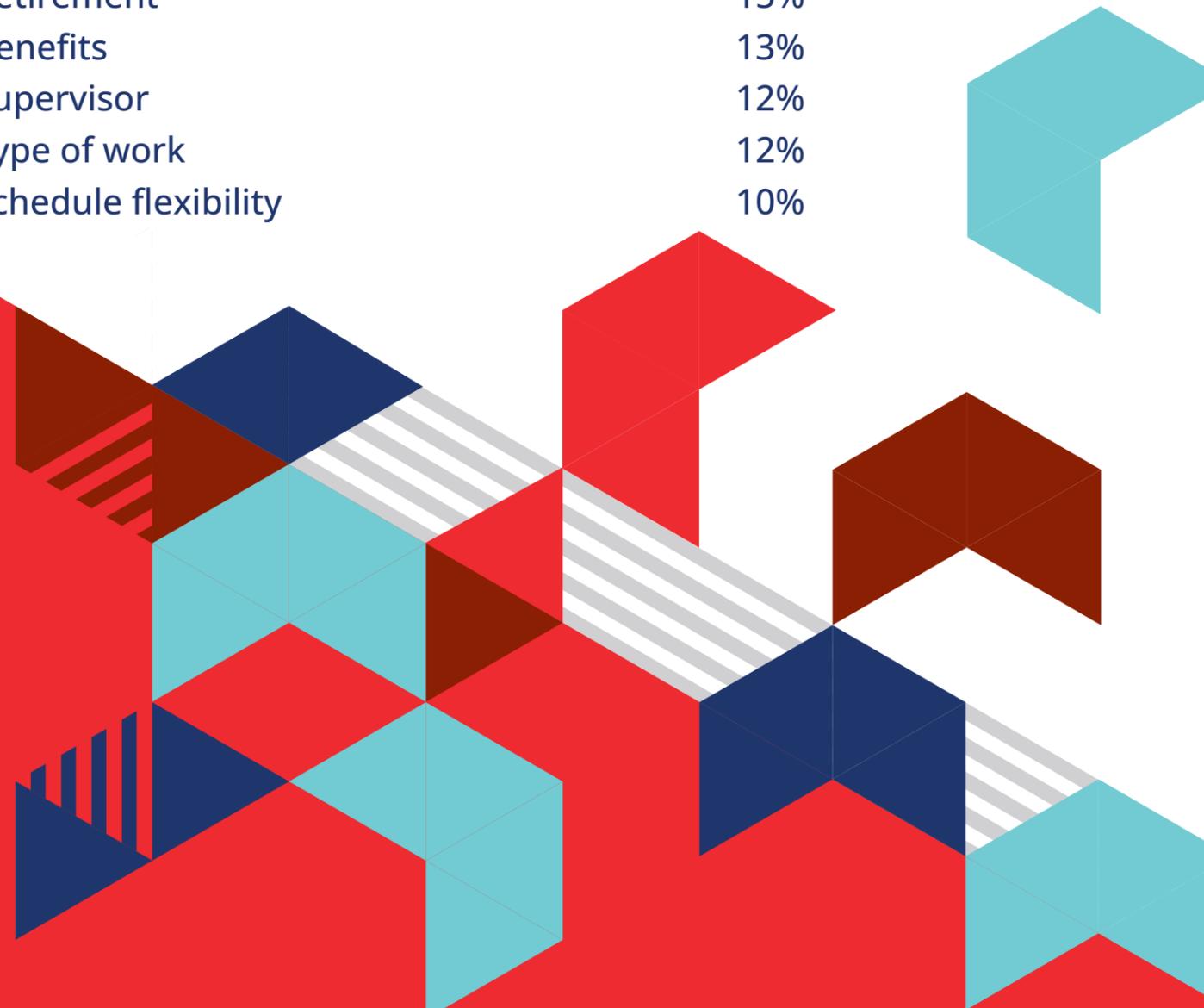
Tennessee State Government employees are committed to Tennessee citizens, and these are the core elements that fuel their unwavering support. The top four reasons cited include the flexibility of working from home, competitive pay, robust retirement plans, and comprehensive benefits. These pillars not only retain our valuable workforce but also echo their dedication to making Tennessee a great place to live and work.

Reasons Why Employees Stay

- Availability to work from home (AWS)
- Pay
- Retirement
- Benefits
- Supervisor
- Type of work
- Schedule flexibility

Response Percentages

- 16%
- 16%
- 15%
- 13%
- 12%
- 12%
- 10%



Learning

Learning and Leadership Development programs are influential for Tennessee State Government employees. The figures are a testament to the effectiveness of Tennessee Government Leadership's commitment to fostering continuous growth and leadership excellence within the State's workforce. For information about Learning and Leadership Development programs, visit tn.gov/hr/-learning.

Overall Rating of All Conferences and Events

Overall Conferences and Events Rating: **90.12%**

Keynote Speaker Satisfaction Rating: **89.07%**

Content or Competency Relevancy to Participants Rating: **89.73%**

Facilitator-Delivered Workshops Mandatory for Supervisors

Overall Satisfaction Rating: **93.87%**

Relevancy of Content Rating: **92.72%**

Total Workshops Held:
131

Facilitator-Delivered AWS Workshops for Supervisors and Employees

Total Workshops Held:

52

Overall Satisfaction Rating: **95.95%**

Relevancy of Content Rating: **91.89%**

CONCLUSION

Nurturing Purpose, Inspiring Progress

The 2023 State of the State Employee report is full of pride and optimism for the journey over the last year. DOHR has navigated challenges, embraced opportunities, invested in Tennessee State Government employees, and pursued the cultivation of a purpose-driven culture.

DOHR's commitment to excellence is unwavering. Every endeavor this year was a step towards fortifying the core of our mission, from securing a coveted spot on Forbes' America's Best Employers list to implementing progressive strategies for talent management, diversity, and compensation. The impact of recruitment, engagement, and learning is a testament to the resilience and dedication of Tennessee State Government's workforce.

Investing in a purpose-driven culture is more than a theme; it's DOHR's guiding principle. It's in the efforts to streamline operations, employee development initiatives, and legislative strides. DOHR's belief in the potential of every individual, the commitment to providing second chances and enhancing diversity upholds our vision to be the best place to work in the Southeast.

As DOHR looks to the future, we have unwavering confidence in our employees and teams. The seed planted in FY 2023 will undoubtedly blossom into greater achievements. The journey doesn't end here; it transforms into a new chapter of innovation, service, and sustained excellence. DOHR will continue to invest in a purpose-driven culture to ensure that Tennessee State Government is a beacon of progress and fulfillment.

Thank you for being a part of this journey. Here's to a future illuminated by purpose and fueled by the collective spirit of DOHR and the Tennessee State Government Workforce.

2023 Tennessee Employee
Photo Contest Winner
FIRST PLACE
"Lavender Love"
Robert Campbell
Department of Finance
& Administration





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