
TN

**Tennessee
State Government**

Leadership



BLACK BELT PROGRAM

TENNESSEE GOVERNMENT LEADERSHIP

From the Desk of the Chief Learning Officer



Trish Holliday

Don LaFontaine coined the famous movie trailer phrase, "In a world where ..." Imagine a world where learning and development programs are offered that are not seen as check-the-box, "been there, done that" events. Rather, a learning community is established and continual improvement is part of the very culture. A community where learning is ongoing, and one never truly stops developing in the knowledge and skills needed to become more efficient and effective, and extends beyond the workplace and reaches out to the

community at large. Imagine the creation of a city where the citizens within are focused on lifelong learning and service to others. Tennessee state government is dedicated to advancing the development of leaders by creating such a city called "Pay It Forwardville."

The Tennessee Government Leadership Black Belt Program was designed to foster such a learning community by providing a structured, self-directed development opportunity for graduates of the leadership programs sponsored by the Department of Human Resources. A strategic development focus allows participants to grow professionally. Service internally to state government and externally to the community enables participants to give back, recognizing the importance of paying it forward and investing and focusing on others.

The Black Belt program provides an opportunity for state leaders to "model the way" in giving back. Participants are able to "pay back" state agencies for the time and money invested in their development as a leader, by learning the knowledge, developing the skills, and having the competencies to become more effective and efficient in their respective job roles. This provides a tremendous return-on-investment for state government. In addition, the program provides a guided venue for participants to continue their leadership development and to pay it forward to the state community, and to the local community, through acts of service, fostering a vibrant learning community.

I encourage you to join our learning community of leaders and become an active citizen of "Pay It Forwardville!"

A handwritten signature in blue ink that reads "Trish Holliday". The signature is fluid and cursive, written over a light blue rectangular background.

OVERVIEW

The Tennessee Government Leadership Black Belt Program is a self-directed, structured development opportunity for Tennessee State Government leaders. Leaders begin their journey upon graduation from one or more of the statewide or agency-specific leadership programs that are sponsored by DOHR. Alumni may continue their journey of leadership development through participation in the Black Belt Program.

The statewide leadership development programs sponsored by DOHR are:

- Tennessee Government Executive Institute (TGEI)
- Tennessee Government Management Institute (TGMI)
- LEAD TN
- HR Master Series
- Accelerated Leadership Institute.

The agency-specific programs are:

- Green Leadership
- Commissioner's Academies.

There are six levels of the Black Belt Program: White, Yellow, Orange, Blue, Green, and Black. To advance from one belt level to the next, participants must earn the specified number of points in the Strategic Development and Service categories. At the initial Belt levels, Strategic Development is the most emphasized component because personal learning is fundamental to professional development. As participants advance through the belt levels, Service (both internal to state government and external to the community) becomes the more emphasized component. The program culminates at the Black Belt level where, in addition to the Strategic Development and Service points, the participant must complete a "Pay It Forward" project, recognizing the importance of investing and focusing on others.

To enroll in the Black Belt Program, interested individuals may register at <http://www.tn.gov/hr/article/bbp>.

STRATEGIC DEVELOPMENT

Strategic Development points are earned by participating in activities that advance one's technical and leadership skills. Leaders should be life-long learners, always seeking to improve themselves. The Strategic Development category includes such activities as training, leadership development programs, seminars, webinars, and conferences.

SERVICE POINTS

The Black Belt Program requires participants to increase their participation in service activities as they advance through the belt levels. While Strategic Development is fundamental, the philosophy of this program is to encourage the advanced leader to pay it forward through service activities. The Service points are broken into two categories - Internal and External. Generally, one point is given per hour of service.

- **Internal Service**

Internal Service points are earned by participating in activities within Tennessee state government that serve the organization as a whole. When claiming internal service points, it is important to understand that activities which are a part of your routine or assigned job responsibilities are ineligible for credit. The Internal Service category includes such activities as being a mentor to another state employee, serving on a TGL steering committee, or helping to plan a TGL event.

- **External Service**

External Service points are earned by serving in activities outside Tennessee state government. There are unlimited ways that these points may be earned. Some examples are volunteering with a community organization or non-profit, coaching a sport, or helping the under-privileged in the community.

PAY IT FORWARD POINTS

The Pay It Forward project is focused on others; it is an opportunity for you to demonstrate your leadership skills to impact others and positively make a difference. The Pay It Forward project demonstrates your ability to plan, organize, lead and manage. It is the pinnacle of the Black Belt Program.

As with other activities, the Pay It Forward project must be something you work on during your participation in the Black Belt Program and cannot be part of your job or in your Smart Plan / IPP. A minimum of 30 hours must be invested in your project.

After you have earned your Green belt, a letter of intent / outline should be submitted to the Vision Committee at Leadership.Council@tn.gov. In addition to the specific details of your project's purpose and objective, answers to the following questions should be included with your submission:

- Describe how your project is "paying it forward".
- Explain how you are going to plan and implement your project.
- Describe your anticipated outcome and measure of success.
- Describe what lasting impacts your project will have on the target community.
- Provide details on any challenges you anticipate overcoming during your project.

The Black Belt Vision Committee will review your submission and advise approval status. You may be contacted to provide additional information or clarification.

After you have completed your Pay It Forward Project and the points associated with the Black belt level, a summary should be submitted to the Tennessee Government Leadership Council (TGLC) by emailing to Leadership.Council@tn.gov for review. Your summary should include a project description and explanation of the significant impact on the target audience. Include details on how challenges were overcome, list any changes in the planned outcome and detail lessons learned. Reveal the final results of how the project was implemented, executed, completed and projected plans for sustainability. Project summaries will be reviewed by the TGLC as promptly as possible. You may be contacted to provide additional information or clarification. Your summary may be chosen and highlighted in the newsletter or you may be asked to deliver a summary presentation to the TGLC. When approved, you will be notified by the TGLC and awarded your BLACK BELT representing achievement in strategic development and community service.

Black Belt Program Points Chart

White Belt	Yellow Belt	Orange Belt	Blue Belt	Green Belt	Black Belt	
Graduate from a DOHR-sponsored leadership development program and register online	Strategic Development Points 60	Strategic Development Points 55	Strategic Development Points 50	Strategic Development Points 45	Strategic Development Points 40	
					60 Service Points	
	20 Service Points	30 Service Points	40 Service Points	50 Service Points		
TOTAL Points Per Belt:	80 Points	85 Points	90 Points	95 Points	100 Points	= 450 Points
					Pay It Forward Project	= 50 Points
Total points accumulated for Black Belt Level						= 500 Points

EXAMPLES OF STRATEGIC DEVELOPMENT POINTS

Activity	Points
• Attend a leadership conference - 1 day or less	10
• Attend a leadership conference - longer than 1 day	20
• Attend a technical conference - 1 day or less	5
• Attend a technical conference - longer than 1 day	10
• Attend a Toastmaster's International Meeting	5
• Attend other seminars, training sessions, etc.	5
• Attend the monthly Leadership Book Club meeting	5
• Become a certified mentor	20
• Become certified to facilitate a TGL Alumni Leadership Module . .	20
• Complete a semester-long college or university class	40
• Complete TGL Alumni Leadership Module Training (per module) . . .	10
• Interview a leader in the government arena (state, federal, local), the community, or in business write up the interview, and submit for publication in the TGLC alumni newsletter . . .	10
• Participate in a Lunch and Learn type activity, webinar, etc.	5
• Participate on a LEAN team/in a Kaizen event	20
• Read a book from the approved leadership reading list and submit a summary for possible publication to the TGLC alumni newsletter	5
• Train and become certified as a TNCPE Board of Examiners member	30

The following 4 activities are the only ones that can be counted if they were completed prior to enrolling in the Black Belt Program.

• Become a LEAN facilitator	40
• Earn a 6 Sigma belt	40
• Earn 4DX Team Leader Certification	40
• Complete a second or subsequent TGL program (i.e., LEAD, TGMI, TGEI) or agency-specific leadership program sponsored by DOHR	40

EXAMPLES OF INTERNAL SERVICE POINTS

Activity	Points
• Attend your TGL program's Alumni meeting/event	1/hr
• Be a mentor (to another state employee)	1/hr
• Facilitate a LEAN/Kaizen event	1/hr
• Facilitate a TGL Alumni Leadership Module	1/hr
• Lead a 4DX Team	1/hr
• Serve on the TGLC	1/hr
• Serve on your agency's TNCPE application team	1/hr
• Serve on your TGL program's alumni or steering committee . . .	1/hr
• Teach a class to co-workers or other state agencies that isn't part of your normal job responsibilities	1/hr
• Volunteer to assist with the TGL annual leadership conference . . .	1/hr
• Volunteer with your TGL program's alumni or steering committee (i.e., organize brown bag lunch, alumni breakfast meeting, etc.) . . .	1/hr

EXAMPLES OF EXTERNAL SERVICE POINTS

Activity	Points
• Be a mentor (to non-state employee)	1/hr
• Serve as Big Brother/Sister.	1/hr
• Clean a neighbor's yard who cannot do it themselves	1/hr
• Serve on community/non-profit boards/commissions	1/hr
• Clean up trash along a river, roadway, or park	1/hr
• Set up a web page for a non-profit agency	1/hr
• Clear a new trail at a nature center or park	1/hr
• Share a talent through teaching a class	1/hr
• Coach a "little league" sport	1/hr
• Shop or prepare meals for those who aren't able	1/hr
• Create a habitat for wildlife	1/hr
• Start a neighborhood watch program	1/hr
• Donate blood or plasma	1/hr
• Start a recycling center at a school	1/hr
• Help with a neighborhood revitalization or Habitat for Humanity . . .	1/hr
• Take a life saving/CPR class	1/hr
• Honor a U.S. military veteran	1/hr
• Volunteer as a counselor at local summer cam	1/hr
• Make cards for the elderly, soldiers, hospitals, etc.	1/hr
• Volunteer at a health fair	1/hr
• Organize a self-defense workshop	1/hr
• Volunteer at an animal shelter or animal rescue group	1/hr
• Volunteer at community centers, nursing homes, etc.	1/hr
• Paint over graffiti	1/hr
• Volunteer at local food pantries or hot meal center	1/hr
• Participate in a disaster relief effort	1/hr
• Volunteer to clean up trash at a community event or county fair . . .	1/hr
• Run or walk in a charity race	1/hr
• Volunteer to do office work at a local non-profit agency	1/hr
• Serve as a TNCPE Board of Examiners member, completing one full team assignment during the year. (Please note that training and certification should be entered under Strategic Development)	1/hr
• Volunteer to lead a youth club	1/hr

FAQ

Is there a cost to me or my agency to participate?

There is no cost to enroll in BBP and most of the activities can be completed at no cost. However, some of the activities may involve a fee, such as taking a TGL AlumniLeadership module or attending a professional conference. In those cases, it is your responsibility to either pay the fee or obtain your employer's consent to pay the cost.

How do I “test” to move from one level to another?

Simply keep up with the activities you complete to earn your next belt using the BBP on-line tracking system located at <https://dohr.onapps.tn.gov/bbpl/login.aspx>. Participants will be notified of upcoming reviews by the BBP committee. The primary requirement to move from one belt to another is to complete the number of points for each prior belt level.

Do past activities count?

In most cases, the activity must be completed during the timeframe you are working on a particular belt. For example, if you served on a board two years ago, you could not count that service toward your current BBP participation. Points are only accumulated for current activities. The only exceptions are previous completion of a DOHR-sponsored statewide or agency-specific leadership program and LEAN or Six Sigma certification regardless of when it occurred. These will be counted in the points for earning your Yellow Belt. For example, completing one leadership development program earns you the White Belt. Any second (or third) leadership development program you have completed in the past will add relevant points immediately toward your Yellow Belt, when entered in the on-line activity tracker. Any programs completed during your BBP participation will also be eligible.

What is my time commitment? How long will it take to earn my black belt? Can I take longer if I need or want to?

If you are a White Belt, you must progress to the next level (Yellow) within 24 months of registering. You may take as much or as little time as you would like to complete the succeeding belt levels. If you pursue the program aggressively, you might expect to earn your Black Belt in approximately three years.

How is the program maintained/administered?

The program was developed by the Vision Committee of the inaugural TGL Council in 2013, and is administered by members of the current TGLC, the BBP subcommittee, and the Commissioner and State Chief Learning Officer of DOHR. Contact information for the current TGLC members and State Chief Learning Officer can be found online at <http://www.tn.gov/hr/article/bbp>.



The Black Belt Program

is sponsored by the
Department of Human Resources
and the
Tennessee Government
Leadership Council.

Additional information and
contacts may be found at
<http://www.tn.gov/hr/article/bbp>



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