

Director of Engagement (Director 4)

Reports to Assistant Commissioner and Chief Learning Officer

To Apply:

Send resumes to Steven Doherty, steven.doherty@tn.gov

Job Description:

The Director sets, drives and executes the enterprise- wide engagement strategies for Tennessee state government. The primary focus of this role is to enhance the employee experience and create active employee ambassadors within state agencies by working with agency Human Resource (HR) and Talent Management (TM) Business Partners.

Under direct guidance from the Department of Human Resources, develop and lead in the implementation of an enterprise-wide employee engagement program, including, enterprise- wide exit surveys, stay surveys and interviews, employee engagement surveys, retention strategies, learning and development strategies, onboarding opportunities, career planning, and reward and recognition strategies.

Examples of duties:

- Develops customized engagement strategies for agencies.
- Serves in a trusted advisor and consulting role for the agencies in developing engagement strategies.
- Coaches agency leaders on developing action plans for increasing employee engagement.
- Develops new and innovative ways to engage employees including seeking and responding to workforce feedback to identify the most effective methods.
- Stays current on both private and public sector best-practices in employee engagement strategies and learning initiatives to improve retention for high performers.
- Provides approachable and professional support to leaders to lead high performing employees to greater retention.
- Facilitates regular employee focus groups across the enterprise to collate information and develop action plans for enterprise-wide improvement.
- Partners with data team to develop the various types of enterprise-wide surveys.
- Partners with data team to develop the process for measuring the effectiveness of engagement strategies and identify key areas for improvement and opportunities for growth.
- Collaborates with agency leaders to improve the overall employee experience for the employee's lifecycle, helping to facilitate a culture of engagement.
- Works across the enterprise to ensure engagement issues are identified and addressed with strategy and alignment with the vision of the Department of Human Resources.
- Supports cultural change across the enterprise and champions change with external partners.

Knowledge and experience:

- Experience working in a Human Resources, Talent Management, Communications or related role.
- Previous experience of successfully delivering employee engagement strategies, preferably in a large organization.
- Experience/understanding of government operations.
- Knowledge of best practice, innovation and relevant strategies in employee engagement.

Education and Training:

- Master's degree in Human Resources, Communication, Marketing, Business or related field.
- Professional certification preferred (e.g., PHR, SPHR, SHRM-SCP, CPLP)

Knowledge

- Communications and Media
- Customer and Personal Service
- Employee Engagement Theory and Practice

Skills/Abilities

- Critical Thinking
- Learning Strategies
- Monitoring
- Speaking
- Writing
- Instructing
- Social Perceptiveness
- Complex Problem Solving
- Judgment and Decision Making
- Time Management
- Deductive Reasoning
- Fluency of Ideas
- Inductive Reasoning
- Information Ordering
- Oral Comprehension
- Oral Expression
- Originality
- Problem Sensitivity
- Written Comprehension
- Written Expression

Competencies, Definitions, Skilled and Unskilled Behaviors

Approachability

Easy to talk to and listens well; spends extra effort to put others at ease; builds positive rapport; quick to figure out what is going on around them

Skilled Behaviors:

- Is easy to approach and talk to
- Spends the extra effort to put others at ease
- Can be warm, pleasant, and gracious
- Is sensitive to and patient with the interpersonal anxieties of others
- Builds rapport well
- Is a good listener
- Is an early knower, getting informal and incomplete information in time to do something about it

Unskilled Behaviors:

- Distant, not easy to be around
- Not comfortable with first contacts
- May be shy, cool or a person of few words
- Doesn't reveal much, hard to know what he/she is really like
- Doesn't build rapport, may be a "let's get on with it" type
- May be a poor listener, or appear uninterested
- May not pick up on social cues that others would recognize
- May be tense
- Transactions don't go smoothly

Business Acumen

Understanding and utilizing economic, financial, and industry data to accurately diagnose business strengths and weaknesses, identifying key issues, and developing strategies and plans

Skilled Behaviors:

- Knows how businesses work
- Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization
- Knows the competition
- Is aware of how strategies and tactics work in the marketplace

Unskilled Behaviors:

- Doesn't understand how businesses work
- Not knowledgeable and up-to-date about current and future policies, trends, technology, and information affecting his/her business and organization
- Doesn't know the competition
- Is unaware of how strategies and tactics work in the marketplace.

Comfort Around Higher Management

Can deal comfortably with authority figures; presents to authority figures without undue tension; understands how authority figures think and work

Skilled Behaviors:

- Can deal comfortably with more senior managers
- Can present to more senior managers without undue tension and nervousness
- Understands how senior managers think and work
- Can determine the best way to get things done with them by talking their language and responding to their needs
- Can craft approaches likely to be seen as appropriate and positive

Unskilled Behaviors:

- Lacks self-confidence in front of more senior people
- May appear nervous and tense, not at his/her best
- May lose composure or get rattled when questioned by executives
- Doesn't know how to influence or impress more senior managers
- May not understand what top executives are looking for
- Says and does things that don't fit the situation

Composure

Is calm and collected under pressure; does not become defensive when things don't go as planned; handles stress well; stays balanced in unexpected events; is a settling influence in a crisis

Skilled Behaviors:

- Is considered mature
- Can be counted on to hold things together during tough times
- Is not knocked off balance by the unexpected
- Doesn't show frustration when resisted or blocked

Unskilled Behaviors:

- Gets rattled and loses cool under pressure and stress
- May blow up say things he/she shouldn't
- Gets easily overwhelmed and becomes emotional, defensive or withdrawn
- May be defensive and sensitive to criticism
- May be cynical or moody
- May be knocked off balance by surprises and get easily rattled
- May contribute to others losing composure or being unsettled

	<ul style="list-style-type: none"> ■ May let anger frustration and anxiety show
<p>Creativity</p> <p><i>Generates many new and unique ideas; makes connections among previously unrelated notions; is unafraid to use unorthodox methods; is seen as original and value-added in brainstorming settings</i></p>	
<p>Skilled Behaviors:</p> <ul style="list-style-type: none"> ■ Comes up with a lot of new and unique ideas ■ Easily makes connections among previously unrelated notions ■ Tends to be seen as original and value-added in brainstorming settings 	<p>Unskilled Behaviors:</p> <ul style="list-style-type: none"> ■ Narrow, tactical, cautious and conservative ■ May be more comfortable with the past, prefer the tried and true ■ Narrow perspective may have resulted from narrow background ■ Avoids risk and doesn't seek to be bold or different ■ Doesn't connect with ideas from outside own area ■ May have no idea how creativity works ■ Uses old solutions for new problems ■ May chill the creative initiatives of others
<p>Customer Focus</p> <p><i>Makes customers and their needs a primary focus; readjusts priorities to respond to urgent customer demands; quickly and effectively solves customer problems; follows up with customers to gain feedback; presents a cheerful, positive manner with customers</i></p>	
<p>Skilled Behaviors:</p> <ul style="list-style-type: none"> ■ Is dedicated to meeting the expectations and requirements of internal and external customers ■ Gets first-hand customer information and uses it for improvements in products and services ■ Acts with customers in mind ■ Establishes and maintains effective relationships with customers and gains their trust and respect 	<p>Unskilled Behaviors:</p> <ul style="list-style-type: none"> ■ Doesn't think of the customer first ■ May think he/she already knows what they need ■ May focus on internal operations and get blindsided by customer problems ■ May not make the first move-won't meet and get to know customers ■ Uncomfortable with new people contacts ■ May be unwilling to handle criticisms, complaints, and special request ■ May not listen well to customers, may be defensive ■ May not make the time for customer contact
<p>Dealing with Ambiguity</p> <p><i>Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; can comfortably handle risk and uncertainty</i></p>	
<p>Skilled Behaviors:</p> <ul style="list-style-type: none"> ■ Can effectively cope with change ■ Can shift gears comfortably ■ Can decide and act without having the total picture ■ Isn't upset when things are up in the air ■ Doesn't have to finish things before moving on ■ Can comfortably handle risk and uncertainty 	<p>Unskilled Behaviors:</p> <ul style="list-style-type: none"> ■ Not comfortable with change or uncertainty ■ May not do well on fuzzy problems with no clear solution or outcome ■ May prefer more data than others, and structure over uncertainty ■ Prefers more data than others, and structure over uncertainty ■ Prefers things tacked down and sure ■ Less efficient and productive under ambiguity ■ Too quick to close ■ May have a strong need to finish everything ■ May like to do things the same way time after time

Decision Quality

Uses analysis, wisdom, experience, and logical methods to make good decisions and solve difficult problems with effective solutions; appropriately incorporates multiple inputs to establish shared ownership and effective action

Skilled Behaviors:

- Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment
- Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time
- Sought out by others for advice and solutions

Unskilled Behaviors:

- Goes first with quick solutions, conclusions and statements before analysis
- May rely too much on self – doesn't ask for help
- Making decision may trigger emotions and impatience
- May not use orderly decision methods, models or ways to think
- May jump to conclusions based on prejudices, historical solutions or narrow perspective
- Doesn't take the time to define the problem before deciding
- May have trouble with complexity
- May wait too long, agonize over every detail to avoid risk or error
- May go for the big elegant decision when five little ones would be better

Drive for Results

Pursues everything with energy, drive, and a need to finish; does not give up before finishing, even in the face of resistance or setbacks; steadfastly pushes self and others for results

Skilled Behaviors:

- Can be counted on to exceed goals successfully
- Is constantly and consistently one of the top performers
- Very bottom-line oriented
- Steadfastly pushes self and others for results

Unskilled Behaviors:

- Doesn't deliver results consistently
- Doesn't get things done on time
- Wastes time and resources pursuing non-essentials
- Something always gets in the way – personal disorganization, failure to set priorities, underestimating time frames, overcoming resistance
- Not bold or committed enough to push it through
- Procrastinates around whatever gets in his/her way
- Doesn't go all out to complete tasks
- Does the least to get by

Informing

Ability to adapt, to be responsive, and to manage self-awareness during the process of talking and listening; being sure staff has correct information and is clear about what is happening around them

Skilled Behaviors:

- Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization
- Provides individuals information so that they can make accurate decisions
- Is timely with information

Unskilled Behaviors:

- Not a consistent communicator
- Tells too little or too much
- Tells too late
- Timing is off
- May be unclear, may inform some better than others
- May not think through who needs to know by when
- Doesn't seek or listen to the data needs of others
- May inform but lack follow-through
- May either hoard information or not see informing as important
- May only have one mode – written or oral or e-mail

Interpersonal Savvy

Considers and responds appropriately to the needs, feelings, and capabilities of different situations; relates well with others; maintains confidentiality; demonstrates consistency and fairness, anticipates and resolves confrontations in a win-win way; is tactful, compassionate, sensitive and respectful

Skilled Behaviors:

- Relates well to all kinds of people-up, down, and sideways, inside and outside the organization
- Builds appropriate rapport
- Builds constructive and effective relationships
- Uses diplomacy and tact
- Can defuse even high-tension situations comfortably

Unskilled Behaviors:

- Doesn't relate smoothly to a variety of people
- May not build relationships easily-may lack approachability or good listening skills
- Doesn't take the time to build rapport
- May be too raw and direct at times
- May be excessively work oriented or intense
- May be impatient to get on with the agenda
- Judgmental or arrogant toward others
- May not read others well
- May freeze or panic in the face of conflict, attack or criticism
- May be shy or lack confidence around others

Learning on the Fly

Learns quickly when facing new problems; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks

Skilled Behaviors:

- Learns quickly when facing new problems
- A relentless and versatile learner
- Open to change
- Analyzes both successes and failures for clues to improvement
- Experiments and will try anything to find solutions
- Enjoys the challenge of unfamiliar tasks
- Quickly grasps the essence and the underlying structure of anything

Unskilled Behaviors:

- Not agile or versatile in learning to deal with first-time or unusual problems
- May not analyze problems carefully or search for multiple clues and parallels
- May be afraid to take a chance on the unknown
- Learns new things slowly
- May be stuck in historical, tried-and-true methods, uncomfortable with ambiguity and quick to jump to a solution
- Doesn't look under rocks, just sticks to the obvious
- Looks for the simplest explanation too soon
- Gives up too soon and accepts a marginal solution
- Functions on the surface, doesn't go deep

Political Savvy

Ability to understand what you can and cannot control, when to take action, who is going to resist your agenda, and who you need on your side; knowing how to map political terrain and get others on your side

Skilled Behaviors:

- Can maneuver through complex political situations effectively and quietly
- Is sensitive to how people and organizations function
- Anticipates where the land mines are and plans his/her approach accordingly
- Views corporate politics as a necessary part of organizational life and works to adjust to that reality
- Is a maze-bright person

Unskilled Behaviors:

- Doesn't know how to navigate smoothly and quietly through political waters
- Says and does things that cause political problems
- Doesn't understand how to deal with not-invented-here and territory protection
- Rejects politics and may view self as apolitical
- Others might see this as naïve
- May not deal with upper management persuasively
- May be impatient with political process and make procedural errors
- May be too direct and not consider impact on others
- May not project out consequences of his/her actions well

Presentation Skills

Ability to be effective in presentation situations when given time to prepare; defines clear goals, follows a logical sequence, uses nonverbal communication, uses learning aides, listens and responds to questions and objections, summarizes the presentation, and maintains audience's attention; capable of presenting to multiple leadership levels

Skilled Behaviors:

- Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses
- Is effective both inside and outside the organization, on both cool data and hot controversial topics
- Commands attention and can manage group process during the presentation
- Can change tactics midstream when something isn't working

Unskilled Behaviors:

- Not a skilled presenter in varying situations
- May be shy
- May be disorganized, presentations lack focus
- May have a flat or grating style
- Doesn't listen to audience
- May have personal idiosyncrasies and habits that get in the way
- May be unprepared for or unable to handle tough questions
- May always present the same way, not adjusting to audiences
- May lose his/her cool during hot debate
- May be nervous, even scared when speaking

Self-Development

Proactively investigates new perspectives, attitudes, and behaviors, and takes steps to evaluate and improve performance

Skilled Behaviors:

- Is personally committed to and actively works to continuously improve him/herself
- Understands that different situations and levels may call for different skills and approaches
- Works to deploy strengths
- Works on compensating for weakness and limits

Unskilled Behaviors:

- Doesn't put in the effort to grow and change
- Doesn't do anything to act on constructive feedback
- May not know what to work on or how
- May know what but doesn't act on it
- Doesn't adjust approach to different audiences and situations
- May be immune to negative feedback – arrogant or defensive
- May fear failure and the risk of admitting shortcomings
- May not believe people really change, therefore it is not worth the effort
- May believe current skills will last
- May believe in development but is always too busy

Written Communication

Writes and speaks in a clear, concise, organized, and convincing manner for the intended audience

Skilled Behaviors:

- Is able to write clearly and succinctly in a variety of communication settings and styles
- Can get messages across that have the desired effect

Unskilled Behaviors:

- Not a clear communicator in writing
- May be hard to tell what the point is
- May be too wordy or too terse or have grammar/usage problems
- May not construct a logical argument well
- May not adjust to different audiences
- May have a single style of writing