

VOLUNTARY BUYOUT PROGRAM BUSINESS JUSTIFICATION
Tennessee Department of Economic and Community Development

I. Executive Summary

The Department of Economic and Community Development (ECD) currently has 111 positions. Since 2011, the Department has made significant progress in aligning its staffing level and resources with a focus on the core business functions and priorities of the Department in fulfilling its mission of making Tennessee the number 1 location in the Southeast for high-quality jobs. The results have included a decentralized, more customer-friendly and tactical office structure, a 46 percent decrease in staff size and back-to-back recognition in 2013 and 2014 as the State of the Year by nationally renowned Site Selection Magazine. The Department is doing more with less.

In an effort to continue aligning with Governor Haslam's goals of a more efficient and fiscally responsible state government, to continue the momentum of providing strategic direction for the State's economic growth and to further position the Department to recruit and retain highly effective talent, ECD has chosen to participate in the Voluntary Buyout Program (VBP).

Each member of the current ECD staff has played an important role in the achievement of the department's success and is important to the continued success of the department. ECD has seriously considered the statutorily-required services as well as those vital to the operations of the department as it works to fulfill its mission. As a result, ECD has determined operations will be effected, however, should a specified number of the positions be affected by the VBP and those responsibilities currently being performed in these positions can be adequately absorbed within other positions currently in or functionally redesigned in the department.

ECD has identified the following positions for participation in the Voluntary Buyout Program for the reasons provided:

Administrative Assistant 1 (1 position)—Duties can be absorbed by better utilizing available technologies and spreading the administrative responsibilities among a streamlined group of individuals.

Administrative Secretary (1 position)—Duties can be absorbed by spreading the administrative responsibilities among a smaller group of individuals.

Administrative Services Assistant 4 (1 position)—Duties can be absorbed by spreading the administrative responsibilities among a smaller group of individuals.

Auditor 3 (1 position)—Duties can be absorbed by spreading the audit responsibilities among a smaller group of individuals.

Community Development Program Director (1 position)— Duties can be reallocated by restructuring the Department so that program responsibilities are given to other directors within the division.

ECD Administrator (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals in middle management.

ECD Business Development Consultant (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

Economic Research Analyst (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

Grants Analyst 2 (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

Grants Analyst 3 (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

Grants Program Manager (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

Industrial Training Consultant 3 (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals or in other parts of the division.

Information Systems Manager 1 (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

Information Systems Director 2 (1 position)—Duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

II. Business Justification and Assessment

The Administrative Services Division of the Department of Economic and Community Development is tasked with the strategic leadership and provision of administrative support for the department. Within this division are the Commissioner's Office, Administrative Services, Strategy, and Communications and Marketing. There are several positions that could be reclassified to provide services that would more efficiently align the department to effectively reach its mission.

The Department has 3 ECD Administrator positions. These positions offer policy advisement related to project and grant management within the department. The duties of the ECD Administrators can be absorbed by reassigning these responsibilities to other members of middle management and by optimally utilizing the technology available within the department.

The Administrative Secretary position currently is tasked with two main responsibilities, answering the department's main telephone lines and sorting the department's mail. These responsibilities could be absorbed by shifting the duties to other administrative support staff.

The Administrative Services Assistant 4 position consists of functions that are special project oriented. Currently, this position offers various services including marketing, records management, and international marketing support. Though these functions provide the opportunity for added capacity within their respective divisions, the roles could be absorbed by other staff members within the department.

The audit functions in the Department are performed by an Auditor 3 position under the direction of the Internal Audit Director. The duties of this position can be adequately absorbed by a lower classification.

The ECD IT Division is comprised of four (4) full time staff members. The results of the Department of Finance and Administration's OIR Division's NextGen IT study revealed the need for greater capacity in the areas of business analysis, project management and programming. A revision of the division's structure would allow this to occur. Therefore, the Department seeks to offer the voluntary buyout to the information systems manager and information systems director positions.

The Research Division of the Department is responsible for the collection, analysis and provision of information and data to equip members of the Department in their effort to make data-driven decisions. The division has one (1) economic research analyst. A streamlining of this division could be offset by spreading certain duties among a smaller group and optimizing the available technologies within the Department.

The Business Development Division of the Department is responsible for assisting with the recruitment and retention efforts related to making Tennessee the no. 1 state in the Southeast for high quality jobs. The following positions offer services related to the fulfillment of this goal and support the division in a day-to-day capacity. Many of the classifications have several positions. By reorganizing the function and operational structure of this division, many of the duties can be absorbed by reallocating the responsibilities to other individuals in the group.

The Administrative Assistant 1 position in the department is used to support the Business Development and Community and Rural Development divisions with administrative assistance in various aspects of program execution. These administrative duties can be absorbed by better utilizing available technologies and spreading the administrative responsibilities among a streamlined group of individuals.

The Industrial Training Consultants 3 within the FastTrack Grants management unit educates industry on available State training incentives in an effort to increase business expansions and relocations. These duties can be shared by Business Development Consultants in the Department's regional offices who have direct contact with Tennessee businesses on a daily basis.

Currently, there are eighteen (18) ECD Business Development Consultants. The position provides hands-on support to Tennessee businesses throughout the Department nine economic development regions. The ECD Business Development Consultant duties can be absorbed by spreading the responsibilities among a smaller group of individuals.

The Community and Rural Development division is the division responsible for providing advice and technical assistance on community development, economic development, and other services to local governments, chambers of commerce and other agencies, groups, and individuals to ensure communities develop and maintain the leadership, organizations, and community facilities essential for economic growth.

There are currently four (4) Community Development Program Directors. By streamlined restructuring, the duties of at least one (1) of these positions could be reallocated so that program responsibilities are given to other directors within the division.

Federal Program is responsible for the management and execution of the department's federal programs. The division provides professional project administration and technical assistance to all communities in the state. Included in this division's purview are the following federal programs:

