




Approved by: Juan Williams, Commissioner	Policy Number: 12-050 (Rev. 10/01/2023)
Signature: 	Supersedes: 12-050
Application: Human Resources Officers, State Employees	Effective Date: October 3, 2012
Authority: T.C.A. § 8-30-104, T.C.A. § 8-30-105, T.C.A. § 8-30-313	Rule: 1120-08

Mandatory Learning and Leadership Development

The purpose of this policy is to outline mandatory professional and employee development workshops required for all employees, managers, and supervisors within the Executive Branch of State Government. This policy sets forth the State’s commitment to ensuring compliance with state and federal laws, while developing and sustaining a high performing workforce to achieve the State’s strategic business goals and objectives.

Mandatory Courses for Individual Contributors

It is the policy of the Department of Human Resources (“DOHR”) that all individual contributor (IC) employees are required to participate in the following learning and development workshops.

All IC employees shall complete the following required courses within three (3) months of hire:

- Documenting Performance;
- Employee Essentials;
- Writing SMART Goals;
- G.R.E.A.T. Customer Service;
- Performance Management 2.0 Webinar for Employees (online); and
- Respectful Workplace.

The following course is required for all employees participating in alternative workplace solutions (AWS) and should be completed prior to participating in the AWS arrangement:

- Alternative Workplace Solutions (AWS) Awareness Information for Employees (online).

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The State of Tennessee is committed to ensuring that all employees are kept abreast of any changes under state and federal discrimination and harassment laws. To maintain the highest level of compliance, employees are required to annually complete:

- Respectful Workplace Refresher Training (online)

The following course is required for all new employees in an administrative law judge or hearing officer role within the Executive Branch.

- Serving as an Administrative Law Judge of Hearing Officer (online)¹

Mandatory Courses for Managers/Supervisors

All managers and supervisors shall complete the following required workshops within three (3) months of hire or promotion:

- Documenting and Rating Performance;
- G.R.E.A.T. Customer Service;
- Performance Management 2.0 Webinar for Supervisors (online)²;
- Proactive Onboarding (online);
- Respectful Workplace;
- Sexual Harassment (online); and
- S.M.A.R.T. Planning and Coaching for Higher Performance; and

All managers and supervisors shall complete the following required workshops within six (6) months of hire or promotion:

- Family and Medical Leave Act ("FMLA) for Supervisors (online);
- Performance Coaching; and
- Supervisor Essentials.

Managers and supervisors who have at least one (1) employee participating in AWS shall complete the following courses prior to the start of the AWS arrangement:

- Alternative Workplace Solutions ("AWS") Awareness Information for Supervisors (online); and
- Teaming and Engaging in an AWS Environment for Supervisors (virtual).

¹ This requirement is pursuant to T.C.A. §§ 4-3-1703(a)(3), 4-5-324(a), which require that DOHR provides training for new administrative law judges or hearing officers within six (6) months of hire.

² This course will fulfill the requirement for Performance Management 2.0 Webinar for Employees (online).

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If an agency has already started the AWS arrangement, supervisors shall complete the courses within six (6) months of the initiation of the AWS arrangement.

The State of Tennessee is committed to ensuring that all managers and supervisors are kept abreast of any changes under state and federal discrimination and harassment laws. To maintain the highest level of compliance, managers and supervisors are required to annually complete:

- Respectful Workplace Refresher Training (online).

Mandatory Courses for Executives

All executives shall complete the following required workshops within three (3) months of hire or promotion:

- Documenting and Rating Performance;
- Executive Essentials (face-to-face course, registered via Edison);
- G.R.E.A.T. Customer Service;
- Performance Coaching;
- Performance Management 2.0 Webinar for Supervisors/Executives (online)³;
- Proactive Onboarding (online);
- Respectful Workplace;
- Sexual Harassment (online); and
- S.M.A.R.T. Planning and Coaching for Higher Performance; and

All executives shall complete the following required workshops within six (6) months of hire or promotion:

- Family and Medical Leave Act ("FMLA) for Supervisors/Executives (online);

Executives who have at least one (1) employee participating in AWS shall be familiar with the following policies on AWS arrangement. This self-directed course has been modified into a comprehensive brochure. After reading the document, you will be required to acknowledge, which will give you credit for the requirement.

- Alternative Workplace Solutions ("AWS") Awareness Information for Executives (online);
- Teaming and Engaging in an AWS Environment for Executives (virtual).

³ This course will fulfill the requirement for Performance Management 2.0 Webinar for Employees (online).

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If an agency has already started the AWS arrangement, executives shall complete this review within six (6) months of the initiation of the AWS arrangement.

The State of Tennessee is committed to ensuring that all executives are kept abreast of any changes under state and federal discrimination and harassment laws. To maintain the highest level of compliance, executives are required to annually complete:

- Respectful Workplace Refresher Training (online)

Maintaining Learning and Development Records

Each agency shall maintain a record of every employee's learning and development activities. In order to facilitate the keeping of these records, each state agency shall designate to an employee the responsibility of tracking and reporting learning and development activities as requested by the state agency and/or DOHR. The Edison Enterprise Learning Management system ("Edison ELM") is the official repository for recording attendance and completion of learning and development courses sponsored by DOHR.

Questions regarding this policy may be directed to DOHR's Office of Organizational Agility (OOA).