



TRICOR NEWS

December 2016 - January 2017

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TRICOR SUCCESSES

TRICOR Receives LEVEL 3 TNCPE Achievement Award

As we learned at the TRICOR annual meeting, we were recently awarded a Level 3 (4 being the highest) Tennessee Center for Performance Excellence (TNCPE) Award. For those who may not know, TNCPE is a non-profit organization –and the state version of a federal program established by congress in 1987- that provides in-depth assessments of organizations using the Baldrige Excellence Framework – a methodology named after the late Malcolm Baldrige, former secretary of commerce and proponent of quality management. In 2014, TRICOR was the first state agency to achieve a Level 3. In 2015, 19 organizations submitted applications, with only one achieving a Level 4; two achieving Level 3; and the remaining applicants achieving Levels 1 and 2. For more information about TRICOR's journey to excellence, **please see pages 8-9.**



TRICOR Receives High Marks on PIE Audit

TRICOR's Prison Industry Enhancement Program (PIE) was recently audited by the National Correctional Industries Association to ensure all operations were in compliance with the federal program requirements, and, as stated in the letter from the PIE program manager with the Bureau of Justice, TRICOR PIE operations are "in total compliance with all PIE requirements." This is excellent news for TRICOR and our PIE partners! Thank you to everyone who participated in the audit and played an integral role in its successful results. Special thanks to Mary Hall and Patsy Grooms for managing the TRICOR PIE program!

Find us on



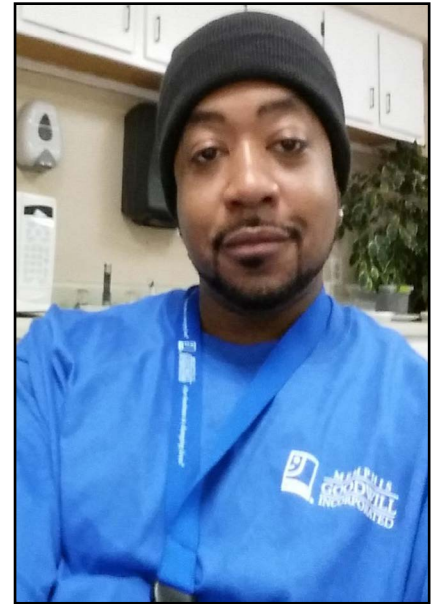
Don't forget to check us out on Facebook!

TRICOR SUCCESSES

TRICOR Success Story

Kenneth Talley was incarcerated in 2007 and released in 2016. After serving almost nine years, he felt lost and overwhelmed with his newfound freedom, but things soon began to look up when he found a job through a staffing agency, however; even though he disclosed his criminal record on his application, he lost his job assignment after working only two days. This left him feeling as though he should withhold that information on his next application. To make matters worse, his daughter, who was nine when he went to prison and was now 18 years old, rejected his attempts to rebuild their relationship.

Feeling like giving up and on the verge of losing his focus and motivation, Kenneth spoke with Mike Wilson, TRICOR offender service coordinator, who had been calling him to offer support and encouragement, as all TRICOR offender service coordinators do when an offender is released from the program. After conversations with Mike, Kenneth began thinking about all the coaching tips he had received every morning from his TRICOR supervisor Debbie Moore. He pulled out copies of his coaching tips and began reading them. Kenneth said reading the coaching tips brought everything back to him, including all the prayers he had said asking for strength and patience during his incarceration. He then turned it over and let his faith take control.



Kenneth Talley

A short time later, things started improving. His second daughter, who he hadn't seen since she was a baby, came back into his life after her mother followed him on social media and saw his positive changes, which included his posts with coaching tips he had learned from TRICOR. Kenneth said meeting his daughter was the best day of his life, and he was so happy to learn she was a great student, cheerleader and member of the church choir. She also wanted to get to know him and have a relationship, which gave Kenneth a sense of purpose.

He began interviewing and quickly received two job offers, one with Goodwill and the other with Technicolor, and he took both! Both jobs offer full benefits and 401k, with one paying \$8 per hour and the other paying \$10.25 with the possibility for raises.

Kenneth says that it goes to show you that being patient, encouraged, committed and focused will help you get where you need to go. He added that there are jobs out there that are willing to take a chance on returning citizens, and he gives credit to TRICOR employees and trainers for helping him learn job search skills, and he also says that he wouldn't be where he is today without TRICOR. He also wants to tell all TRICOR program participants to listen to their TRICOR supervisors, because they will help make your transition back into society a successful one.

Kenneth ended his story, by saying, "I have only just begun."

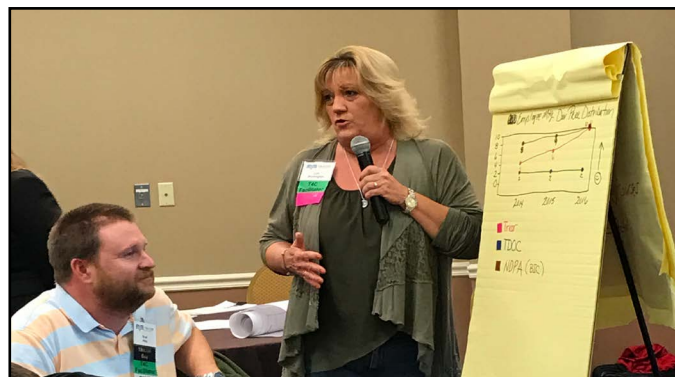
TRICOR HAPPENINGS

TRICOR Holds Annual Employee Meeting

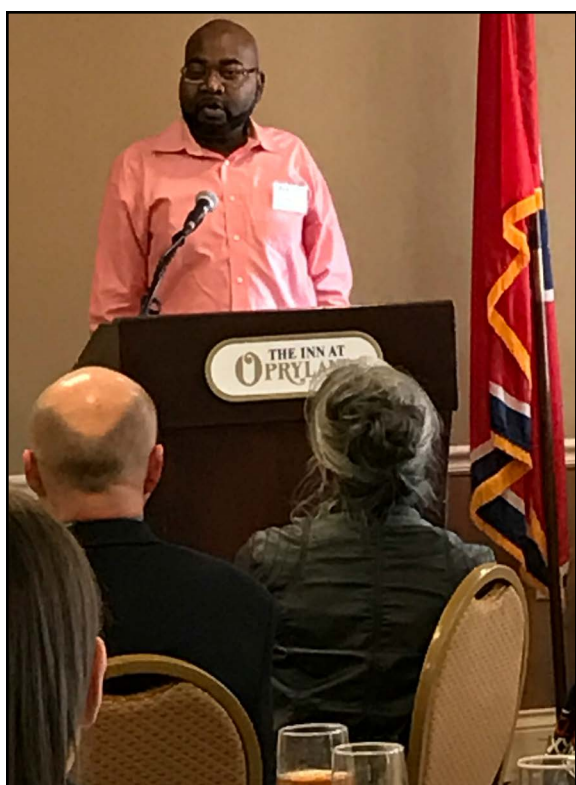
TRICOR held its annual meeting December 8th and 9th at the Opryland Inn. The employee meeting provides a great opportunity for employees from all locations to come together to hear from leadership team members, and speakers, such as Derek Young, and to interact with coworkers from other sites. This year, we did something different with representatives from the Tennessee Center for Performance Excellence (TNCPE), presenting information about TNCPE and the Malcolm Baldrige criteria. The TNCPE representatives also discussed TRICOR and our recent TNCPE Level 3 application and award, focusing on our strengths and opportunities for improvement, as noted in the examiners' feedback report. The session generated a lot of laughs from the group exercises but also provided us valuable information that will help us during the next application process.



Michael Podwys making remarks at the employee meeting.



Lori Brewington commenting on her group's strategy at the employee meeting.



Charles Oakley

However, the highlight of the meeting was hearing from a former TRICOR program participant. This year it was Charles Oakley, who spoke about his experience working with TRICOR and the help and support he received from TRICOR supervisors and offender service coordinators. Charles began working at a fast food chain restaurant and quickly moved up the ladder to a management position. He attributes much of his success from the skills he learned through the TRICOR program. He was a great reminder, just like all our participants, of why we do what we do.

TRICOR HAPPENINGS

Debbie Moore Receives Chief Executive Leadership Award

Debbie Moore, farm supervisor 2 at the TRICOR farm operations at the West Tennessee State Penitentiary in Henning, TN, received TRICOR's highest honor, the Chief Executive Leadership Award. The annual award goes to a TRICOR employee who most exemplifies our mission, vision and values. Award recipients are nominated by their peers and voted on by members of the leadership team. Last years' winner Lisa Allen, operations manager at the Northeast Correctional Complex, nominated Debbie and introduced her at the employee meeting as the new winner. As part of her nomination form and introduction, Lisa explained why she nominated Debbie for this high honor:

"Debbie is one of the most dedicated TRICOR employees. She gives so much of herself and will work weekends to make sure the harvest is done, as well as teach and coach offenders 3-4 times per week. She is committed to facilitating the *Thinking for a Change* program to our offenders, and she will teach at her site and even travel to other sites, all while maintaining her normal job duties, and she is always willing to help anyone," said Allen.

"TRICOR is very fortunate to have someone like Debbie Moore, who is so committed to our mission, vision and values and lives them every day. She works very hard at the farm, which isn't easy work, while also setting a positive example for the offenders. She is an excellent teacher, coach, supervisor and coworker, and her contributions are far reaching across the organization and not just at her job site. We are so happy to honor Debbie with this award. She definitely deserves it," said TRICOR Chief Executive Officer David Hart.



Debbie Moore
and CEO David Hart

TRICOR Supports Second Harvest Food Bank

In the spirit of the holiday season and to show support for our communities, a team of TRICOR employees and their family members generously donated time and strength by packing boxes of food at Second Harvest Food Bank, December 8, 2016. The outing took place on the evening of our employee meeting, making it possible for TRICOR employees from across the state to participate. Special thanks to the team!

In addition to our volunteer time and efforts, TRICOR donated inventory left over after the Tennessee Cook Chill closing. That donation included biscuits, assorted perishables and frozen food items, totaling 17,125 lbs!



Debbie Moore, CEO David Hart, Stephen Hinson's son, Luke, Lisa Byrd, Stephen's wife, Denise, Stephen Hinson, Stephen Hinson's daughter, Elizabeth, Julie Perrey, Lisa Allen, Carol Arney, Nikki Turner, Brad Alley, Pat Merritt and Alicia Uribe.

TRICOR EMPLOYEE MEETING Q & A

At the employee meeting in December, employees were asked to submit their questions. Below are the questions and responses.

Questions:

1. How do we reward our customers (the offenders) for their efforts? Have we thought about giving them a cost of living increase?

Yes, this has been discussed and from these discussions, the most recent increases were approved. Each year the Business and Offender Program's teams review the wages and recommend any changes to the Executive Leadership Team. If the financial health of TRICOR supports the increases, the recommendations are typically approved – increasing the skilled labor positions (clerks, maintenance, etc.) and the farm wages are two changes that have gone through this process over the past year.

2. How will TDOC's new reentry affect TRICOR programs in the future?

TRICOR's programs will complement the new initiatives TDOC is rolling out as a response to the Governor's Public Safety Act. This includes the Transition Centers, Therapeutic Community Centers, and Day Reporting Centers. These reentry centers provide excellent opportunities for existing and new business expansion, as TDOC has expressed interest in TRICOR providing occupational skills and programmatic training to the offenders in these new centers. Offender Programs recently hosted a focus group with statewide subject matter experts to discuss how TRICOR can proactively present to TDOC cognitive behavioral programming, transitional planning and post-release support to offenders, in order to prevent the duplication of services and enhance everyone's efforts. TRICOR's success in reaching its mission of Preparing Offenders for Success After Release will only be strengthened in our partnering with TDOC in reentry efforts.

3. Can we have David's presentation emailed to us?

Yes, the presentation will be sent out and will also be put on our Share Point website.

4. With the loss of revenue from the closure of Cook Chill, can we sustain and cover our indirect expenses?

Yes, I meet with Jim Bickmore each month to review our financial performance and condition to ensure we can sustain the level of administrative and other expenses we are incurring. We are watching closely since the closure of Cook Chill to make sure we do not suffer losses that can be prevented. We want to make sure we have the resources (people) to do our jobs each day and are balancing this need with what we can afford to do.

5. What if we think a message needs to be communicated but Communications personnel doesn't? (Level of importance not matched by opinion).

If you believe your message is not receiving the proper attention, please discuss with your immediate supervisor and get their opinion on it as well. If both of you believe the message should go out, discuss with the Director of Communications to make sure the message is understood and a decision can be made. If you are still not satisfied, I will be happy to meet with all parties to resolve the issue.

TRICOR EMPLOYEE MEETING Q & A

Questions:

6. Are we going to have Russell Justice training (ACI)?

Yes, one of the objectives for the TRICOR team over the next few months is to re-establish the Accelerated Continuous Improvement (ACI) program that we have worked with Mr. Justice on in the past. As we have shown in our TNCPE journey, the need to continuously improve processes is key to getting better each day. We have several new people that also need to go through the ACI training to make sure they understand this program.

7. Does TRICOR involve site managers in meetings dealing with possible new partners?

While we have not been consistent with getting the right people involved in the initial meetings on a new partner, the New Business Development process has been reviewed and this gap in the process has been identified. We will be soliciting feedback from the sites to ensure they are comfortable with the business concept and committed to make it happen if the project makes it all the way through our process.

8. When will our program be recognized by the Parole Board?

We are working with TDOC to make sure our pro-social programs are in alignment with the direction TDOC wants to go. We will then present to the Board of Parole with TDOC on what we are doing to help provide the required programming for offenders. This will occur within the next couple of months. The program will not be recognized by the Board of Parole but will be by TDOC – the Board of Parole will accept programming from TRICOR, as long as TDOC will accept.

9. It seems we aren't addressing two of the largest things impacting TRICOR at this meeting.

• How is F&A merger (transition) going? What are any differences?

The F&A transition involves five members of the TRICOR Fiscal department. They are now employees of F&A. F&A's objective is to provide fiscal services based upon the requirements of TRICOR, its board and management. As such, other than the employment transition of the five employees, not much has changed. The purpose of the change was to ensure that TRICOR has additional bench-strength, development opportunities and experience depth for the fiscal department. Changing the fundamentals of the department has never been the goal of this transition. We expect that there will be improvements in the processes, especially around control, accuracy and completeness of financial reporting. We will also see less involvement from TRICOR management in the day-to-day operations of the fiscal department now that we have a controller on board –and we expect process improvement to occur at a faster pace. However, the Fiscal department's objectives will not change. We think of this arrangement as if we have our own financial consulting firm in-house.

• How will the huge change in TDOC's missioning of prisons to transition affect us?

See answer to Question 2.

TRICOR EMPLOYEE MEETING Q & A

Questions:

10. What specifically are we doing to improve our relationship with TDOC? It seems they don't consider us as a partner but just a "vendor"?

There are always going to be times when TRICOR is a vendor and we need to treat TDOC as a customer and times when we are working together on a project or issue and we are truly a partner in the outcome. Understanding when to be a partner and when to be a vendor is challenging on both parties but through continued communication with the Commissioner and his Executive Team, we are figuring this out. I have encouraged patience on both agencies and to seek understanding on what is being said in each case before reacting to the issue. I meet with the Commissioner on a monthly basis to discuss these types of issues and to enhance our partnership. Together we are working to get the quarterly Partnership Meeting back on schedule and to get both of our teams on the same page and to communicate what is going on in both agencies so there are no surprises on either's part.

11. How many offenders in our programs have we helped get post release employment and other release services? Why are there not more?

TRICOR Offender Programs works very diligently in providing pre- and post-release assistance for program participants. These services include providing employment leads both prior to and post release. However, just as with our TRICOR civilian staff, we take an individualized approach of career pathing the offenders to move them in directions that suit their skills, interests and abilities. Each program participant's transitional plan and support services is individualized. This includes the types of job leads that are most beneficial and realistic for the individual. This method of case management is consistent with TRICOR's Value of People First. Program participants also receive assistance in finding appropriate, safe and secure housing and developing plans for transportation, clothing and benefit reconnection. Offender Programs is looking into expanding the criteria for what we consider as "eligible" for transitional support services in order to increase the number of those we serve and assist in their transition. The considerations were discussed during the Offender Programs focus group and will continue to be discussed as part of strategic business planning.

TRICOR's JOURNEY TO EXCELLENCE

TRICOR'S JOURNEY TO EXCELLENCE – PROGRESS REPORT

By: **Sendy Parker Gregory**

The evidence is all around us, and we see it every day – often without realizing what we're actually seeing. There's Renea Vaughn shredding hard copies of old policies that she scanned and archived electronically (what a lot of space that saves!) Then you have Debbie Moore at the WTSP farm completing the improved monthly report that tracks offenders programmed daily. At the home office, program participants are hanging the new poster-size quarterly sales and business development results on the wall for everyone to see. These are just a few examples of the process improvements we have made on our journey to excellence – and I know each of you could add more examples to the list. After all, one of our core values is Right Today, Better Tomorrow!

Another example of our commitment to excellence is our participation in the Tennessee Center for Performance Excellence (TNCPE) program. For those who may not know, TNCPE is a non-profit organization –and the state version of a federal program established by congress in 1987- that provides in-depth assessments of organizations using the Baldrige Excellence Framework – a methodology named after the late Malcolm Baldrige, former secretary of commerce and proponent of quality management.

There are four levels of TNCPE Achievement Awards, with four being the highest. In 2014, TRICOR was the first state agency to be awarded a Level 3! In 2015, we set our sights higher and submitted an application for a level 4, prepared and aware that we would most likely achieve a Level 3 again, but we were very interested in the examiner feedback to show the progress we had made since the last application, our strengths, and the opportunities for improvement (OFIs, which is TNCPE language). And, as suspected, we achieved a Level 3, of which we are extremely proud, and now we have the valuable information moving forward as we prepare for the next application.

Check out the chart to see the trends in improved performance that we have achieved over our last two application cycles. A review of the scoring bands shows where we were ranked, and our areas of improvement – some of it at an amazing pace! Look at Category 6 for some truly impressive performance improvement!

As mentioned, we'll be applying again in 2017, and many of you will be involved in writing the application and/or gathering data for our results section. I hope you will be as excited as I am to showcase the improvements we have made since last cycle, and the improvements we have made to date.

The actual feedback report will be posted to SharePoint in the very near future – take the time to read it and consider how you can improve your own performance, and your work unit's performance, by applying the examiners' recommendations in your daily activities. You may be surprised by the results!

Here's to another year in our journey to excellence!

TRICOR's JOURNEY TO EXCELLENCE

Comparison of 2016 and 2014 Feedback Reports Scoring Bands by Category

Category	2014 Scoring Band	2016 Scoring Band	Change since 2014
1.1 Senior Leadership	30 - 45%	50 - 65%	↑
1.2 Governance and Societal Responsibilities	30 - 45%	70 - 85%	↑
2.1 Strategy Development	30 - 45%	30 - 45%	-
2.2 Strategy Implementation	30 - 45%	50 - 65%	↑
3.1 Voice of the Customer	30 - 45%	50 - 65%	↑
3.2 Customer Engagement	30 - 45%	30 - 45%	-
4.1 Measurement, Analysis, and Improvement of Organizational Performance	30 - 45%	30 - 45%	-
4.2 Knowledge Management, Information, and Information Technology	30 - 45%	30 - 45%	-
5.1 Workforce Environment	50 - 65%	50 - 65%	-
5.2 Workforce Engagement	50 - 65%	70 - 85%	↑
6.1 Work Processes	10 - 25%	70 - 85%	↑
6.2 Operational Effectiveness	30 - 45%	70 - 85%	↑
7.1 Product and Process Results	10 - 25%	50 - 65%	↑
7.2 Customer-Focused Results	10 - 25%	30 - 45%	↑
7.3 Workforce-Focused Results	10 - 25%	10 - 25%	-
7.4 Leadership and Governance Results	10 - 25%	30 - 45%	↑
7.5 Financial and Market Results	10 - 25%	30 - 45%	↑
Overall Scoring Band			
Process Band	30 - 45%	50 - 65%	↑
Results Band	10 - 25%	10 - 25%	-