



State of Tennessee  
Department of State  
**Tennessee State Library and Archives**  
403 Seventh Avenue North  
Nashville, Tennessee 37243-0312

**WILLIAM C. KOCH, JR.**  
**(1947-)**  
**COMMISSIONER OF PERSONNEL**  
**1979-1981**  
**RECORDS**

**RECORD GROUP 313**

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**MICROFILMED**

## **INTRODUCTION**

This finding aid focuses on Record Group 313, the files of William C. Koch, Jr., Commissioner of Personnel for the State of Tennessee from 1979-1981. The bulk of the records are correspondence related to the daily work of the commissioner. The majority of the correspondence was generated by the commissioner or others within the Department of Personnel, but there is a significant portion of incoming correspondence, as well as copies of correspondence between other parties on issues that relate to the business of the Department of Personnel. In addition, there are opinions of legislation that may have affected the Department of Personnel, reports generated by or affecting the department, court documents connected to cases in which the department had an interest, and records relating to Civil Service Commission proceedings, insurance claims, and grievances filed against the state. Material in this record group relates to civil service reform, affirmative action, the freeze on hiring of state employees during the time spanned by the records, and attempts to reform compensation for state employees.

The records were transferred from Commissioner Koch's office in 1981. The collection amounts to about 3.5 cubic feet of material, after the removal of confidential, redundant, and extraneous items. There are no restrictions on the material. Single photocopies of unpublished material in the William C. Koch, Jr., Commissioner of Personnel records may be made for scholarly research.

## **BIOGRAPHICAL SKETCHES**

### **Commissioner of Personnel**

The Commissioner of Personnel is appointed by the Governor to assist in formulating policy on matters pertaining to personnel management and to direct the Department of Personnel. The Department of Personnel assists all departments and agencies in the executive branch of state government in administering personnel policies and procedures and the provisions of the Civil Service Act. During the time spanned by the records covered in this finding aid, it consisted of the following divisions: Administration, Classification and Pay (Compensation), Examination, Intergovernmental and Employee Relations, Research, and Training. The Affirmative Action Office and the Office of Local Classification-Compensation Services were also part of the Department of Personnel. The Commissioner of Personnel served as Secretary to the Civil Service Commission.

### **William C. Koch, Jr.**

William C. Koch, Jr. was born September 12, 1947, in Honolulu, Hawaii. He received a BA from Trinity College, Hartford, Connecticut in 1969, and a JD from Vanderbilt University Law School in 1972. He was appointed Assistant Attorney General for Tennessee in 1972, Senior Assistant Attorney General in 1976 and legal advisor to the Governor in 1979. He was also appointed Commissioner of Personnel in January 1979 and remained in that post until June 30, 1981, when he left to serve as special counsel to Governor Lamar Alexander. He was appointed to the Court of Appeals in June 1984, elected to that office in August 1984, and re-elected in August 1990 and 1998. At the time of this writing he still holds that office.

#### Sources:

*Tennessee Blue Book, 1979-1980*, Secretary of State of Tennessee, Nashville, TN, 1980, 314-16.

*Tennessee Blue Book, 2001-2004*, Secretary of State of Tennessee, Nashville, TN, 2004, 293.

## SCOPE AND CONTENT NOTE

Record Group 313, the records of William C. Koch, Commissioner of Personnel, consists of approximately 3.5 feet of records and spans the period 1979-1981. The records begin when Commissioner Koch took office in January 1979 and continue until he left office in June of 1981. The bulk of the records are correspondence related to the daily work of the commissioner. The majority of the correspondence was generated by the commissioner or others within the Department of Personnel, but there is a significant portion of incoming correspondence, as well as copies of correspondence between other parties on issues that relate to the business of the Department of Personnel. In addition, there are opinions of legislation that may have affected the Department of Personnel, reports generated by or affecting the department, court documents connected to cases in which the department had an interest, and records relating to Civil Service Commission proceedings, insurance claims, and grievances filed against the state.

The original order of the records has been retained. They are arranged first chronologically, then by subject. Within each year of the records are files of general correspondence, arranged chronologically by month, followed by files pertaining to various state boards and commissions, arranged alphabetically by subject. These are followed by files pertaining to state departments, arranged, with the exception of Department of Personnel files, by the subject of the department (e. g., the Department of Agriculture is alphabetized by "Agriculture," not "Department.") There are a small number of offices included in the list that are technically not departments but have been included in this section of the records, again alphabetized by the focus of the offices (e.g., the Office of Legal Services is found among the departments, alphabetized by "Legal Services.") Department of Personnel files may be found after all others of the same year and are arranged by subject.

The original titles of the folders have generally been retained in the original format, with the word "Department" beginning the title rather than the subject of the department (e.g. "Department of Agriculture," not "Agriculture, Department of") and additional reference names kept in original form (e.g. "George Bass," not "Bass, George.") Occasionally a file name has been found to be missing, but the name could reasonably be surmised from the contents of the folder. The individual order within the folders has been retained as well. Although there was generally a pattern of filing items by date within the folder, this was not consistently followed. There were several instances of an item from a specific date being included with items of earlier dates but pertaining to the same subject. This occurred often enough to suggest a deliberate action on the part of the person filing the item.

Records of a confidential nature, duplicate copies of records, and copies of records retained in other record groups were removed from the collection. In addition, there were numerous letters and memoranda that pertained to very routine matters and that existed in excessive bulk. A sample of these items were retained. These items include responses to various received correspondence, including letters requesting job applications, letters of

recommendation by various officials, and routine requests for job reclassifications. Memos reminding personnel of the existence of the hiring freeze, correspondence directing personnel to codes and regulations that would answer questions that had been submitted to the department, and acknowledgments of the receipt of applications and suggestions to the department were also sampled. Several files contained multiple copies of a letter to be sent to individuals on a mailing list. In such cases a sample of the letter was retained. There were also a couple of cases where a campaign to solicit letters of support for a program had been instituted and there were a large number of very similar letters received. In such a case a sample of the different letters was retained.

Among the letters of which only a sample were kept were letters from people holding political office recommending individuals for employment with the state. It may be worth noting that the quantity of these letters received was at its greatest during the first months of Commissioner Koch's tenure of office, dropped dramatically, then increased greatly again during the last months of his time as commissioner. Some of the letters in the record group refer to campaign promises made by Governor Alexander to remove political patronage from the state employment process.

This record group might be of value to someone researching the life of William C. Koch, Jr. or the history of the Tennessee Department of Personnel. Additional potential research topics that might have related records in this group are: affirmative action initiatives, issues of patronage and compensation, the Hatch Amendment and government employee/political activity conflict of interest, and a freeze on the hiring of state employees.

## CONTAINER LIST

**1979**

**BOX NUMBER 1**

1. Correspondence—General—January
2. Correspondence—General—February
3. Correspondence—General—March
4. Correspondence—General—April
5. Correspondence—General—May
6. Correspondence—General—June
7. Correspondence—General—July
8. Correspondence—General—August
9. Correspondence—General—September
10. Correspondence—General—October
11. Correspondence—General—November
12. Correspondence—General—December
13. Boards and Commissions—Alcoholic Beverage Commission
14. Boards and Commissions—(Tennessee) Arts Commission
15. Boards and Commissions—Board of Claims
16. Boards and Commissions—Board of Paroles
17. Boards and Commissions—Commission on the Status of Women
18. Comptroller's Office
19. Department of Agriculture
20. Department of Banking
21. Department of Conservation
22. Department of Correction
23. Department of Correction—Regional Strike, May 1979—Stand-by Applicants
24. Department of Education
25. Department of Education—*Sutton vs. Cox*
26. Department of Employment Security
27. Department of Employment Security—Jack, William A.
28. Department of Employment Security—Contracts—Conner, Emmett
29. Department of Human Services—Akins, Darrell
30. Department of Human Services—Cleveland (Dog trainer/Junior Social Counselor)
31. Department of Insurance
32. Department of Insurance—Haun, Gary
33. (Department of) Office of Legal Services
34. Department of Mental Health and Mental Retardation
35. Department of Mental Health and Mental Retardation—Employee Assistance Program

36. Department of Mental Health and Mental Retardation—Employees' Incentive Program
37. Department of Public Health
38. Department of Personnel—Affirmative Action Division
39. Department of Personnel—Affirmative Action Division—Meeting With Black Concerned Citizens
40. Department of Personnel—Application Falsification
41. Department of Personnel—Blind Applicants
42. Department of Personnel—Budget—Fiscal Year 1978-1979
43. Department of Personnel—Budget—Fiscal Year 1979-1980
44. Department of Personnel—Classification and Pay
45. Department of Personnel—Classification and Pay—Director Application
46. Department of Personnel—Comp Time
47. Department of Personnel—Employee Relations
48. Department of Personnel—Examinations (James Lokey)
49. Department of Personnel—Finance, Ways and Means Committee
50. Department of Personnel—Grant in Aid
51. Department of Personnel—Guess, Francis S.
52. Department of Personnel—Harvard-Kennedy School Management Programs
53. Department of Personnel—Hiring Freeze
54. Department of Personnel—Human Resources—Henry Horton Meeting
55. Department of Personnel—Insurance—Group Coverage and Payments
56. Department of Personnel—Job Stress Assessment

## **BOX NUMBER 2**

1. Department of Personnel—Local Classification and Compensation (George Gaines)
2. Department of Personnel—Maintenance Policy (Mental Health and Retardation)
3. Department of Personnel—Planning Conference, September 1979
4. Department of Personnel—Research (Jim Johnson)
5. Department of Personnel—Regional Employee Relations—Millwood, Jim-- Chattanooga
6. Department of Personnel—Salary Policy (Fiscal Year 1979-1980), Volume 1
7. Department of Personnel—Salary Policy (Fiscal Year 1979-1980), Volume 2
8. Department of Personnel—Staff Attorney Authorization
9. Department of Personnel—Pending Staff Attorney Requests
10. Department of Personnel—Staff Attorneys--Report to Finance, Ways and Means—Utilization of/Private Practice by State Employed Attorneys
11. Department of Personnel—Staff Attorneys—Questionnaire Responses From Agencies
12. Department of Personnel—Systems (Ken Haynes)
13. Department of Personnel—Taft Audit
14. Department of Personnel—Tennessee Cooperative Education Advisory Committee
15. Department of Personnel—Tennessee Retired Teachers Association

16. Department of Personnel—Tennessee Women’s Career Convention
17. Department of Personnel—Three-year Plan (Governor)
18. Department of Personnel—Training (George Bass)
19. Department of Personnel—Unqualified Persons in Civil Service Positions
20. Department of Personnel—Vocational Training

## **1980**

### **BOX NUMBER 3**

1. Correspondence—General—January
2. Correspondence—General—February
3. Correspondence—General—March
4. Correspondence—General—April
5. Correspondence—General—May
6. Correspondence—General—June
7. Correspondence—General—July
8. Correspondence—General—August
9. Correspondence—General—September
10. Correspondence—General—October
11. Correspondence—General—November
12. Correspondence—General—December
13. Boards and Commissions—Commission on Aging
14. Boards and Commissions—Alcoholic Beverage Commission
15. Boards and Commissions—Board of Banking
16. Boards and Commissions—Board of Claims
17. Boards and Commissions—(Tennessee) Commission for Human Development
18. Boards and Commissions—Board of Regents
19. Boards and Commissions—Commission on the Status of Women
20. Comptroller’s Office
21. Department of Agriculture
22. Department of Conservation
23. Department of Conservation—Dalton, Dorothy (Administrative Assistant)—Oil and Gas
24. Department of Conservation—Grace Sandefur/Ann Tuck Wedding
25. Department of Correction
26. Department of Correction—Fort Pillow—Personnel Complaints
27. Department of Correction—Taft Personnel Audit
28. Department of Economic and Community Development
29. Department of Education
30. Department of Finance and Administration
31. Department of General Services
32. Department of Human Services
33. Department of Human Services—Industries for the Blind

34. Department of Human Services—Guaranteed Overtime for Protective Service Workers
35. Department of Insurance
36. Department of Mental Health and Mental Retardation
37. Department of Mental Health and Mental Retardation—Audit
38. Department of Military
39. Department of Public Health
40. Department of Revenue
41. Department of Safety
42. Tennessee Bureau of Investigation
43. Tennessee Housing Development Agency
44. Tennessee Wildlife Resource Agency
45. Department of Tourist Development
46. Department of Transportation
47. Department of Transportation—Reorganization of Maintenance Division
48. Department of Personnel—Action Plans
49. Department of Personnel—Administration Division
50. Department of Personnel—Affirmative Action
51. Department of Personnel—Affirmative Action Plan
52. Department of Personnel—Application Falsification
53. Department of Personnel—Board of Claims
54. Department of Personnel—Civil Service Commission
55. Department of Personnel—Civil Service Commission—Report
56. Department of Personnel—Classification and Compensation Operations
57. Department of Personnel—Classification and Compensation—Rules and Procedures
58. Department of Personnel—(U. S.) Commission on Civil Rights
59. Department of Personnel—Comp Time
60. Department of Personnel—Correspondence—General
61. Department of Personnel—Division Directors
62. Department of Personnel—Employee Problems (Misc.)
63. Department of Personnel—Employee Relations (Bob Chaffin)
64. Department of Personnel—Examinations (Lokey)
65. Department of Personnel—Examinations—Sargent and Lieutenant Exams
66. Department of Personnel—Finance, Ways and Means Committee
67. Department of Personnel—Fiscal Review Committee
68. Department of Personnel—Hiring Freeze
69. Department of Personnel—Human Resources Council—Organizational Meeting
70. Department of Personnel—Leave regulations
71. Department of Personnel—Nixon, General Services
72. Department of Personnel—Reduction in Force—Policies and Memos
73. Department of Personnel—Special Schools
74. Department of Personnel—Tennessee Bureau of Investigation
75. Department of Personnel—Volunteer Work

76. Department of Personnel—Legislation
77. Department of Personnel—Local Classification and Compensation (George Gaines)
78. Department of Personnel—Department of Personnel's Reduction in Force
79. Department of Personnel—Research (Jim Johnson)
80. Department of Personnel—Staff Meeting, April 1, 1980
81. Department of Personnel—Staff Meeting, May 6, 1980
82. Department of Personnel—Staff Meeting, June 10, 1980
83. Department of Personnel—Staff Meeting, July 1, 1980
84. Department of Personnel—Staff Meeting, August 5, 1980
85. Department of Personnel—Staff Meeting, September 2, 1980
86. Department of Personnel—Staff Meeting, October 7, 1980
87. Department of Personnel—Staff Meeting, November 5, 1980
88. Department of Personnel—Staff Meeting, December 2, 1980
89. Department of Personnel—Systems Division
90. Department of Personnel—Training (George Bass)
91. Department of Personnel—Training Division

## **1981**

### **BOX NUMBER 4**

1. Correspondence—General—January
2. Correspondence—General—February
3. Correspondence—General—March
4. Correspondence—General—April
5. Correspondence—General—May
6. Correspondence—General—June
7. Boards and Commissions—Alcoholic Beverage Commission
8. Boards and Commissions—Commission on Children and Youth
9. Boards and Commissions—(Tennessee) Commission for Human Development
10. Boards and Commissions—Commission on the Status of Women
11. Department of Agriculture
12. Department of Conservation
13. Department of Correction
14. Department of Economic and Community Development
15. Department of Education
16. Department of Employment Security
17. Department of General Services
18. Department of Human Services
19. Department of Insurance
20. Department of Mental Health and Mental Retardation
21. Department of Public Health
22. Department of Revenue
23. Department of Safety
24. Department of Transportation

25. Tennessee Wildlife Resource Agency
26. Department of Personnel—Benefits
27. Department of Personnel—Closeout of CETA Title II-d and Title VI Public Service Employment
28. Department of Personnel—Correction, Department of
29. Department of Personnel—Education
30. Department of Personnel—State Employment Charity Fund
31. Department of Personnel—Systems Division
32. Department of Personnel—Veterans